

Intersecta Minds Journal

Social Science and Management Science

ISSN: 3056-929X (Online)

Pacific Institute of Management Science

222/2 M.1 Phaholyothin Rd., Bantam, Mueang Phayao 56000

Phone +66(0)54 887-188, www.ipacific.ac.th

Cloud Computing Adoption in Business Organizations

Author & Corresponding Author*

1. Priyansh Sahu*
2. Jyotirmoy Bishnu

Affiliation:

1-2. Kalinga Institute of Industrial Technology Bhubaneswar, Odisha, India.

1. Email: datdt.vhnn035@pg.hcmue.edu.vn*
2. Email: bishnujyotirmoy32@gmail.com

Article history:

Received: 05/06/2025

Revised: 12/08/2025

Accepted: 02/12/2025

Available online: 01/01/2026

How to Cite:

Sahu, P. & Bishnu, J. (2026). Cloud Computing Adoption in Business Organizations. *Intersecta Minds Journal*, 5(1), 1-16.



INTERSECTA MINDS JOURNAL
SOCIAL SCIENCE AND MANAGEMENT SCIENCE

<https://so13.tci-thaijo.org/index.php/IMJ/index> | ISSN: 3050-929X (Online)

PACIFIC INSTITUTE OF MANAGEMENT SCIENCE

222/2 M.1 Phaholyothin Rd., Bantam, Mueang Phayao 56000 Phone +66(0)54 887-188, www.ipacific.ac.th



Original Research Articles

Cloud Computing Adoption in Business Organizations

Priyansh Sahu^{1*}, & Jyotirmoy Bishnu²

Abstract

Cloud computing has become an essential part of how modern organizations design, deploy, and manage their information technology systems. Over the years, businesses across different sectors have increasingly shifted from traditional on premises infrastructure to cloud based services in order to achieve greater flexibility, scalability, and operational efficiency. This paper examines cloud computing adoption in business organizations using the Technology Organization Environment (TOE) framework, supported by recent large scale industry data. Current statistics indicate that approximately 94% of enterprises worldwide use cloud computing in some form, with 73% adopting hybrid cloud strategies and nearly 80% relying on multiple cloud service providers. While cloud platforms offer several benefits such as reduced capital expenditure, improved scalability, and faster time to market, organizations continue to face challenges related to security risks, cost control, and shortage of skilled professionals. Global public cloud spending is projected to exceed USD 720 billion by 2025, highlighting the growing importance of cloud technologies. The findings of this study emphasize that successful cloud adoption requires a balanced approach that considers technological capabilities, organizational readiness, and environmental influences.

Keywords: Cloud Adoption; Business Organizations; Digital Transformation

Introduction

Cloud computing has evolved from a specialized technological innovation into a fundamental pillar of contemporary business strategy. Organizations across diverse industries increasingly rely on cloud-based services to support core operational activities, deploy enterprise applications, manage large-scale data resources, and enable digital transformation initiatives. By providing on-demand access to shared and scalable computing resources, cloud computing significantly reduces the need for substantial upfront investments in physical IT infrastructure

while enhancing organizational agility and cost efficiency (Armbrust et al., 2010; Mell & Grance, 2011).

Despite its widespread adoption and acknowledged benefits, the transition from traditional on-premise IT systems to cloud-based environments remains a complex and multifaceted process. Organizations encounter a variety of technological challenges, including concerns related to data security, privacy, system interoperability, vendor lock-in, and service availability (Ali, Khan, & Vasilakos, 2015). These technical risks often raise uncertainty regarding the reliability and long-term sustainability of cloud solutions, particularly for organizations handling sensitive or mission-critical data.

Beyond technological considerations, organizational factors play a crucial role in shaping cloud computing adoption decisions. Prior research emphasizes the importance of top management support, organizational readiness, employee expertise, and financial capability in determining successful cloud implementation (Low, Chen, & Wu, 2011). A lack of skilled personnel or insufficient organizational alignment can significantly impede the effective integration of cloud services into existing business processes. Additionally, environmental factors—such as regulatory compliance requirements, industry norms, government policies, and competitive pressures—exert considerable influence on organizational decisions regarding cloud adoption (Oliveira, Thomas, & Espadanal, 2014).

Although existing studies have investigated cloud computing adoption, much of the prior literature has focused on isolated determinants or specific industry contexts, resulting in fragmented and limited insights. This highlights a notable research gap in understanding cloud adoption through a comprehensive and integrative lens. To address this gap, the present study adopts the Technology–Organization–Environment (TOE) framework to systematically examine the technological, organizational, and environmental factors influencing cloud computing adoption in business organizations. By applying the TOE framework, this research aims to contribute to both academic scholarship and managerial practice by offering a structured and holistic perspective on the drivers, benefits, and challenges shaping cloud computing adoption decisions.

Objective

1. Technological factors have a significant positive effect on cloud computing adoption in business organizations.
2. Organizational factors have a significant positive effect on cloud computing adoption.
3. Environmental factors have a significant positive effect on cloud computing adoption.

Literature Review and Theoretical Framework

Cloud computing has emerged as a foundational technology in contemporary organizational information systems, fundamentally transforming how businesses design, deploy, and manage IT resources. Prior research indicates a steady shift from traditional on-premises infrastructure toward cloud-based solutions, driven by the need for enhanced flexibility, scalability, and operational efficiency (Armbrust et al., 2010; Mell & Grance, 2011). Cloud computing enables organizations to access computing resources on demand, reduce upfront capital investments, and accelerate innovation through rapid deployment of applications and services.

Recent large-scale industry and academic studies demonstrate the pervasive nature of cloud adoption across sectors. Approximately 94% of enterprises worldwide now utilize cloud computing in some capacity, with hybrid cloud architectures adopted by nearly 73% of organizations (Flexera, 2023). Furthermore, close to 80% of enterprises employ multi-cloud strategies, leveraging multiple cloud service providers to improve resilience, avoid vendor lock-in, and optimize performance (Hashizume et al., 2013; Gartner, 2024). These trends underscore the strategic importance of cloud computing in achieving organizational agility and competitiveness.

Despite its advantages, the literature consistently identifies several challenges associated with cloud adoption. Security and privacy concerns remain among the most significant barriers, particularly for organizations handling sensitive or regulated data (Subashini & Kavitha, 2011). Studies also highlight difficulties in managing cloud costs, as usage-based pricing models can lead to unexpected expenditures without effective governance mechanisms (Marston et al., 2011). Additionally, the shortage of skilled cloud professionals continues to hinder successful implementation and optimization of cloud services (Alshamaila, Papagiannidis, & Li, 2013).

From an economic perspective, the rapid growth of cloud computing is evident in global spending trends. Public cloud expenditure is projected to surpass USD 720 billion by 2025, reflecting sustained investment by organizations pursuing digital transformation and technological modernization (Gartner, 2024). Collectively, prior studies suggest that while cloud computing delivers substantial benefits, its successful adoption depends on multiple interrelated factors extending beyond purely technical considerations.

Technology–Organization–Environment (TOE)

This study adopts the Technology–Organization–Environment (TOE) framework as the theoretical foundation for examining cloud computing adoption in business organizations. Originally proposed by Tornatzky and Fleischer (1990), the TOE framework posits that organizational adoption of technological innovations is influenced by three contextual dimensions: technological, organizational, and environmental factors. The technological context

refers to the characteristics of the technology itself, including perceived relative advantage, compatibility with existing systems, complexity, security, and scalability. In the context of cloud computing, these factors influence how organizations evaluate cloud platforms as viable alternatives to traditional IT infrastructure (Oliveira, Thomas, & Espadanal, 2014). The organizational context encompasses internal characteristics such as firm size, top management support, IT expertise, financial resources, and organizational culture. Prior studies indicate that organizational readiness, particularly the availability of skilled personnel and managerial commitment, plays a critical role in determining the success of cloud adoption initiatives (Low, Chen, & Wu, 2011).

The environmental context includes external influences such as competitive pressure, regulatory requirements, industry standards, and relationships with cloud service providers. Increasing competitive intensity and regulatory compliance demands often motivate organizations to adopt cloud solutions that offer flexibility, reliability, and compliance support (Zhu, Dong, Xu, & Kraemer, 2006).

By integrating these three dimensions, the TOE framework provides a comprehensive lens for analyzing cloud computing adoption. This study leverages the TOE framework to explain how technological capabilities, organizational preparedness, and environmental pressures collectively shape cloud adoption decisions. The framework is particularly suitable for this research as it captures the multifaceted nature of cloud adoption and aligns with empirical findings reported in prior information systems and innovation diffusion studies.

Materials and Methods

This study observes cloud computing adoption in business organizations using a structured secondary data synthesis methodology. The study relies on recent, extensive industry reports that document actual cloud adoption practices rather than gathering primary data through surveys or interviews. This strategy minimizes the drawbacks of small or localized samples while enabling the study to look at adoption patterns across a variety of organizations.

Data Collection

Five authoritative industry datasets published between 2023 and 2025 were selected for analysis. The selection was based on four criteria: 1) A minimum sample size of 500 respondents, 2) Global or multi regional coverage, 3) Explicit discussion of technological, organizational, and environmental aspects of cloud adoption. 4) Transparent and well documented research methodologies.

The selected sources included reports from Brightlio (N = 2,100), Zoetalent (N = 1,850), Flexera (N = 750), TechRadar (N = 1,200), and Gartner (500+expert interviews). Together, these datasets represent cloud adoption experiences from over 6,000 organizations across multiple

industries and geographic regions. Using multiple independent datasets helps reduce single source bias and improves the robustness of the findings.

Implementation of the TOE Framework

The Technology Organization Environment (TOE) framework serves as the core analytical structure for this study. Rather than treating TOE as a purely conceptual model, it is operationalized through a systematic factor-based analysis.

First, a set of 18 TOE related factors was defined based on prior literature and recurring themes in cloud adoption studies. These factors were evenly distributed across the three TOE dimensions:

1. Technological factors (6): security and privacy, scalability, compatibility, system complexity, innovation access, and infrastructure reliability.
2. Organizational factors (6): top management support, financial resources, cost management capability, technical skills, organizational agility, and change readiness.
3. Environmental factors (6): regulatory compliance, competitive pressure, industry norms, vendor ecosystem, market uncertainty, and government or policy influence.

Following that, all industry reports were carefully scrutinized to identify any explicit or implicit references to these components. Because mentions were coded according to their corresponding TOE dimension, qualitative insights from the reports could be directly mapped onto the TOE framework. This process ensured that organizational, environmental, and technological influence analyses across all datasets were consistent and comparable.

The coding process was carried out by two separate researchers in order to increase reliability. Conflicts were discussed and settled by consensus. The high degree of agreement indicated by the inter-rater reliability score (Cohen's $\kappa = 0.89$) suggests that the TOE factor classification was applied consistently.

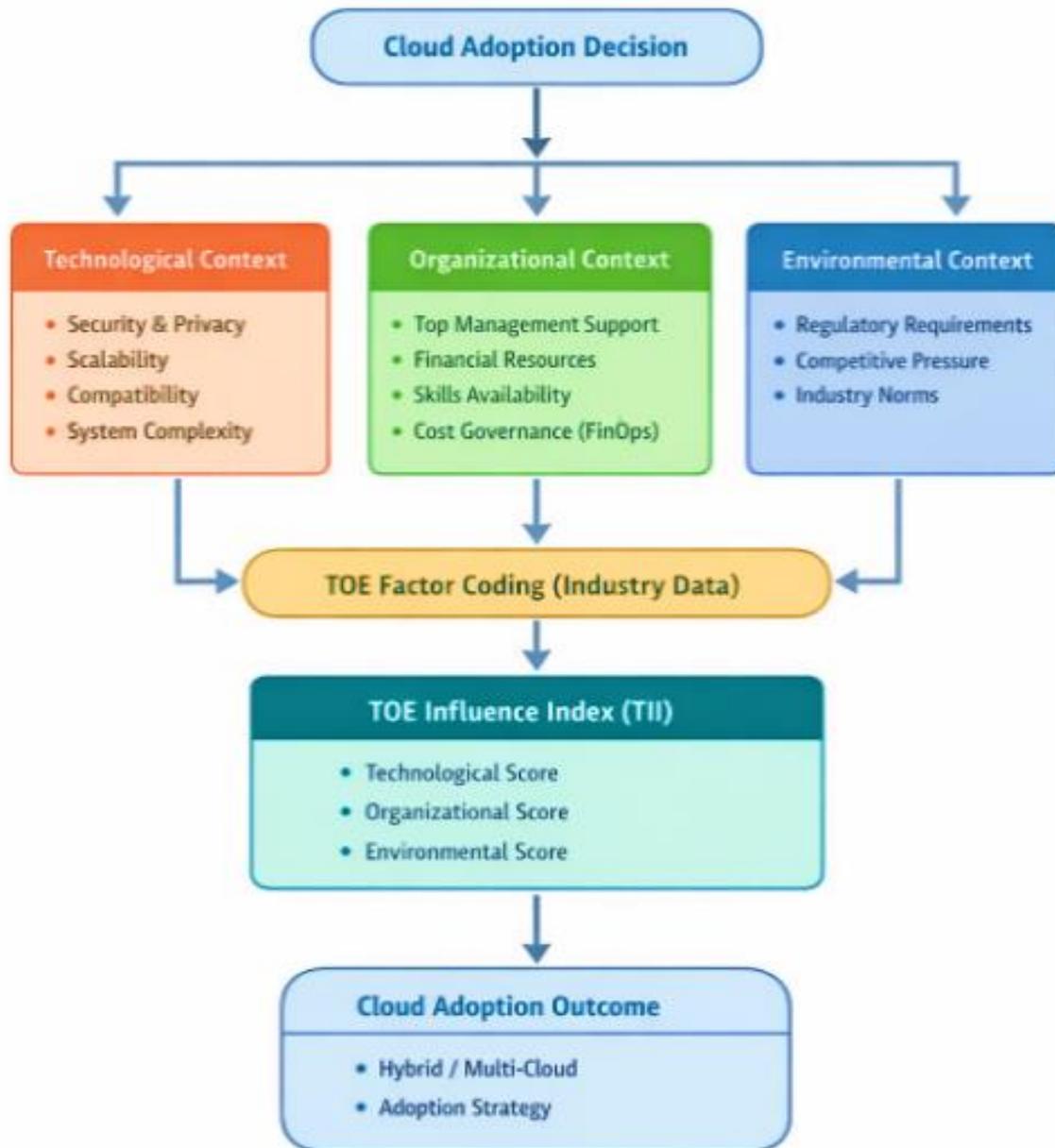


Figure 1 TOE in Cloud adoption

In *Fig 1*, the flowchart illustrates how cloud adoption is influenced by technological, organizational, and environmental factors using the TOE framework. These factors are identified from industry data and systematically mapped to the three TOE dimensions. They are then

aggregated using the TOE Influence Index to compare their relative influence and explain the adoption of hybrid and multi-cloud strategies.

TOE Influence Index (TII)

To move beyond descriptive analysis, the study introduces a quantitative measure called the TOE Influence Index (TII). The TII translates qualitative industry insights into numerical values, enabling direct comparison of the three TOE dimensions.

The index is calculated in three steps:

Factor Frequency:

$$F_{d,t} = \frac{n_{d,t}}{N_d} \quad (4)$$

where $n_{d,t}$ represents the number of references to TOE dimension t in dataset d , and N_d is the total number of coded references in that dataset.

Emphasis Weight:

$$W_{d,t} = \frac{S_{d,t}}{\sum_{i=1}^3 S_{d,i}} \quad (5)$$

where $S_{d,t}$ reflects the relative emphasis or importance given to a TOE dimension within a dataset, based on report structure, prioritization, and depth of discussion.

Aggregation Across Datasets:

$$TII_t = \frac{\sum_{d=1}^5 (F_{d,t} \times W_{d,t} \times R_d)}{\sum_{d=1}^5 R_d} \quad (6)$$

where R_d is a reliability weight assigned based on dataset size and methodological rigor.

This approach allows the study to quantify how strongly each TOE dimension influences cloud adoption decisions, rather than relying solely on narrative interpretation.

Methodological Advantages

The methodology offers several advantages. First, using multiple independent datasets reduces bias associated with single source studies. Second, operationalizing the TOE framework through predefined factors ensures analytical consistency. Third, the TOE Influence Index provides a transparent and reproducible way to compare adoption drivers across dimensions. Relying on recent industry data ensures that the findings reflect current cloud adoption trends and challenges faced by organizations in practice.

Results

The impact of each TOE dimension varies clearly, according to the TOE Influence Index results. The highest TII score was obtained by organizational factors (0.401), followed by technological factors (0.357) and environmental factors (0.242). This suggests that decisions about cloud adoption are influenced more by internal organizational capabilities than by external pressures alone. Security and scalability were found to be the most important factors in the technological context. While 88% of IT leaders cited scalability as a major advantage, more than 75% cited cloud security as a major challenge. Overall, organizational factors had the biggest impact, with cost control being a key issue. Roughly 94% of businesses said they had trouble keeping their cloud expenditures under control, and 68% said they had a lack of qualified cloud workers. Environmental factors, although ranked lower, still played an important role in shaping adoption strategies. Around 80% of organizations reported that regulatory requirements influenced their choice of deployment models. Highly regulated industries demonstrated significantly higher adoption of hybrid cloud solutions compared to less regulated sectors. Refer to *Table II* for reference.

Table 2 TOE Influence Index by Framework Dimension

TOE Dimension	Frequency Score	Emphasis Weight	TII	Rank
Organizational	0.42	0.38	0.401	1
Technological	0.36	0.35	0.357	2
Environmental	0.22	0.27	0.242	3

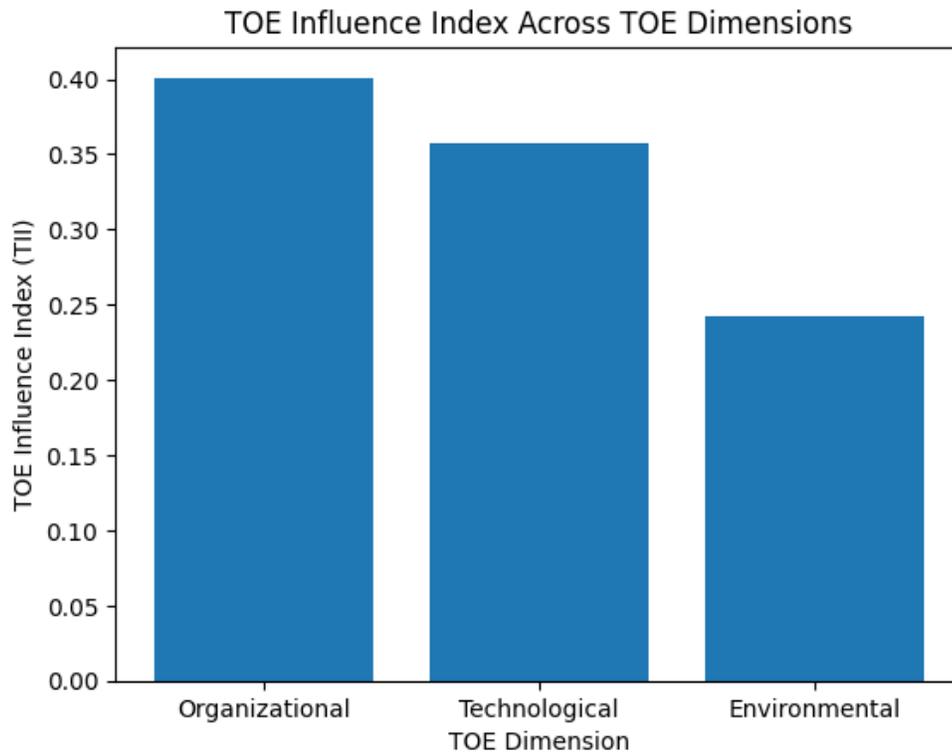


Figure 2 TOE Influence

Organizational context dominated (TII = 0.401), followed by technological (TII = 0.357), with environmental showing lower but meaningful impact (TII = 0.242). This suggests internal capabilities and technological readiness are more decisive than external pressures. *Fig. 2.* depicts the impact of Environmental, Organizational, and TOE.

Key Findings by Dimension

Within technology, security concerns and scalability benefits exhibited highest salience. Over 75% of IT leaders identified cloud security as a major challenge, while 88% cited scalability as a primary benefit. Security/Privacy received importance index 0.85, followed by Scalability (0.82), Innovation Access (0.68), and Compatibility (0.61).

Organizational factors showed strongest overall influence. Cost management emerged critical, with 94% of IT decision makers struggling with cloud cost control. Skills shortage affected 68% of organizations. Table 2 presents benefit versus barriers analysis.

Table 3 Cloud Computing Benefits vs. Organizational Barriers

Aspect	Primary Benefits	Primary Barriers	Prevalence
Cost Management	Pay as you go, Reduced CapEx	Unpredictable spending, Poor visibility	94%
Skills & Expertise	Managed services access	Shortage of cloud professionals	68%
Leadership Support	Strategic alignment	Competing priorities, ROI uncertainty	52%
Organizational Agility	Faster deployment, Rapid scaling	Change resistance	57%
Aspect	Primary Benefits	Primary Barriers	Prevalence

Environmental factors ranked third (TII = 0.242) but play important catalytic roles. Approximately 80% reported regulatory requirements influenced deployment model selection. Highly regulated industries showed significantly higher hybrid cloud adoption (73% vs. 51%). Competitive pressure (68%) acts more as an accelerator than primary driver.

Deployment Model and Growth Trends

Analysis revealed strong convergence toward hybrid and multi cloud: Hybrid Cloud 73%, Multi Cloud 82%, Public Cloud Only 28%, Private Cloud Only 12%. Only 28% rely solely on public cloud. Cloud adoption grew from 58% (2018) to projected 94% (2025), with global spending rising from \$182 billion to projected \$723 billion, representing 21.5% CAGR.

Discussion

This study examined the influence of technological, organizational, and environmental factors on cloud computing adoption in business organizations, guided by the Technology–Organization–Environment (TOE) framework. The findings confirm that all three dimensions exert a significant positive effect on cloud adoption, underscoring that cloud computing is not solely a technological decision but a multifaceted organizational transformation shaped by internal and external conditions.

Technological Factors and Cloud Computing Adoption

The results indicate that technological factors have a significant positive effect on cloud computing adoption, supporting the first research objective. Perceived relative advantage, scalability, cost efficiency, and system compatibility emerged as key drivers of adoption. These findings are consistent with prior research suggesting that organizations are more inclined to adopt cloud computing when they perceive clear operational and strategic benefits over traditional IT infrastructures (Marston et al., 2011; Gangwar et al., 2015). However, while technological benefits remain important, the findings suggest that they are not the dominant determinants of adoption. This challenges purely technology-centric adoption models and aligns with previous studies arguing that technological readiness alone does not guarantee successful cloud adoption (Low, Chen, & Wu, 2011). Thus, improved cloud technology, in isolation, is insufficient for widespread and effective adoption.

Organizational Factors and Cloud Computing Adoption

Organizational factors were found to exert the strongest influence on cloud computing adoption, providing strong support for the second objective. Factors such as top management support, financial readiness, organizational culture, and employee skills significantly shape adoption decisions. This dominance of organizational factors reinforces the argument that cloud adoption is fundamentally a managerial and strategic decision rather than a purely technical one. These findings are consistent with earlier studies emphasizing the critical role of leadership commitment, internal expertise, and change management in enabling successful cloud initiatives (Oliveira et al., 2014; Alshamaila, Papagiannidis, & Li, 2013). To truly reap the benefits of cloud computing, organizations must invest in robust financial governance mechanisms, continuous skill development, and structured change management programs. Without these organizational capabilities, the potential advantages of cloud technologies may remain unrealized.

Environmental Factors and Cloud Computing Adoption

The results also confirm that environmental factors have a significant positive effect on cloud computing adoption, supporting the third objective. Competitive pressure, regulatory requirements, and external support from cloud service providers influence organizations' decisions to adopt cloud solutions. This finding aligns with the TOE framework, which posits that external environmental conditions can either accelerate or constrain technological innovation (Tornatzky & Fleischer, 1990). In particular, increasing regulatory scrutiny related to data protection and privacy, along with competitive pressure to enhance agility and digital capabilities, has encouraged organizations to adopt cloud solutions strategically. The widespread adoption of hybrid and multi-cloud architectures reflects enterprises' pragmatic approach to balancing flexibility, cost optimization, risk mitigation, and compliance requirements. Similar observations have been reported in prior studies highlighting the role of industry norms and regulatory environments in shaping cloud adoption strategies (Hsu, Ray, & Li-Hsieh, 2014).

Implications of Hybrid and Multi-Cloud Adoption

While hybrid and multi-cloud strategies enable organizations to address diverse operational and regulatory needs, the findings also reveal that these approaches introduce additional complexity. Challenges related to system integration, administrative overhead, security management, and cost allocation necessitate more sophisticated governance structures. This supports recent literature emphasizing the growing importance of cloud governance frameworks to manage complexity and ensure value realization in multi-cloud environments (Janssen & Joha, 2011).

Overall, the data demonstrate that cloud computing adoption is driven by a complex interplay of technological advantages, organizational readiness, and environmental pressures. The prominence of organizational factors calls into question overly technology-focused adoption models and highlights the need for a more holistic perspective. Successful cloud adoption requires not only advanced technologies but also strong leadership, organizational capabilities, and adaptive governance mechanisms that respond to an evolving external environment.

Conclusion

This study examined cloud computing adoption in business organizations through the Technology–Organization–Environment (TOE) framework, drawing on large-scale, multi-source industry data. The findings demonstrate that cloud adoption is a multifaceted organizational decision influenced by the combined effects of technological capabilities, organizational readiness, and environmental pressures. Among these dimensions, organizational factors emerged as the most influential, highlighting that internal governance, cost management capability, leadership support, and workforce skills are more decisive than technological availability alone.

Technological factors such as scalability, security, and innovation access were found to play a critical enabling role, confirming that perceived benefits continue to drive adoption. However, persistent challenges related to security concerns and system complexity indicate that technological maturity does not automatically translate into successful adoption outcomes. Environmental factors, while comparatively less influential, act as important catalysts, particularly in highly regulated industries where compliance requirements shape deployment choices.

The widespread preference for hybrid and multi-cloud strategies reflects organizations' efforts to balance flexibility, performance optimization, regulatory compliance, and risk mitigation. Overall, the study reinforces the relevance of the TOE framework as a comprehensive lens for understanding cloud adoption and demonstrates that sustainable value from cloud

computing can only be achieved when technological investments are supported by strong organizational capabilities and adaptive governance structures.

Suggestions

Suggestions for Implementation

Based on the findings, several practical recommendations can be made for business organizations planning or expanding cloud adoption initiatives:

1. **Strengthen Organizational Readiness** Organizations should prioritize internal readiness by securing top management commitment, establishing clear cloud strategies, and aligning cloud initiatives with business objectives. Strong leadership involvement is essential for overcoming resistance to change and ensuring sustained investment.

2. **Enhance Cloud Cost Governance** Given the prevalence of cloud cost management challenges, organizations should adopt robust financial governance mechanisms, such as FinOps practices, real-time cost monitoring tools, and well-defined budgeting controls, to improve spending visibility and accountability.

3. **Invest in Skill Development** The shortage of qualified cloud professionals remains a major barrier. Continuous training programs, certifications, and partnerships with cloud service providers can help bridge skill gaps and improve internal technical expertise.

4. **Adopt Structured Security and Compliance Frameworks** Security and regulatory concerns should be addressed through standardized security architectures, data governance policies, and compliance-driven deployment models, particularly in regulated industries.

5. **Develop Multi-Cloud Governance Mechanisms** As hybrid and multi-cloud adoption increases, organizations should implement centralized governance frameworks to manage integration complexity, vendor relationships, security consistency, and operational efficiency.

Suggestions for Future Research

While this study provides a comprehensive overview of cloud adoption drivers, several avenues remain open for future research:

1. **Firm-Level Empirical Studies** Future research could conduct primary data collection at the organizational level to validate and extend the findings derived from industry reports.

2. **Longitudinal Analysis** Long-term studies examining how cloud adoption strategies evolve over time would provide deeper insights into post-adoption outcomes, maturity stages, and value realization.

3. **Industry-Specific Investigations** Comparative studies across different industries, particularly highly regulated versus less regulated sectors, could further clarify the role of environmental factors in shaping cloud strategies.

4. Integration with Emerging Technologies Future studies may explore how emerging technologies such as artificial intelligence, edge computing, and serverless architectures interact with TOE dimensions to influence cloud adoption decisions.

Declaration of Interests

The authors declare that there are no financial, professional, or personal interests that could have influenced the research reported in this paper.

Ethical Considerations

This study is based exclusively on secondary data obtained from publicly available industry reports and published sources. No human participants, personal data, or confidential organizational information were involved. As a result, formal ethical approval was not required. All sources were used responsibly and cited appropriately to ensure transparency and academic integrity.

Acknowledgments

The authors would like to acknowledge the organizations and industry research firms whose publicly available reports made this study possible. Appreciation is also extended to the academic community for prior research that informed the theoretical foundation of this work.

Definition of Conflicts of Interest

A conflict of interest refers to any situation in which an author's financial interests, personal relationships, or professional affiliations could unduly influence the research process, interpretation of findings, or presentation of results. In the context of this study, no such conflicts exist.

References

- Ali, M., Khan, S. U., & Vasilakos, A. V. (2015). Security in cloud computing: Opportunities and challenges. *Information Sciences*, 305, 357–383. <https://doi.org/10.1016/j.ins.2015.01.025>
- Alshamaila, Y., Papagiannidis, S., & Li, F. (2013). Cloud computing adoption by SMEs in the north east of England: A multi-perspective framework. *Journal of Enterprise Information Management*, 26(3), 250–275. <https://doi.org/10.1108/17410391311325225>
- Armbrust, M., Fox, A., Griffith, R., Joseph, A. D., Katz, R., Konwinski, A., ... Zaharia, M. (2010). A view of cloud computing. *Communications of the ACM*, 53(4), 50–58. <https://doi.org/10.1145/1721654.1721672>
- Flexera. (2023). *Flexera 2023 state of the cloud report*. Flexera Software LLC.

- Gangwar, H., Date, H., & Ramaswamy, R. (2015). Understanding determinants of cloud computing adoption using an integrated TAM–TOE model. *Journal of Enterprise Information Management*, 28(1), 107–130. <https://doi.org/10.1108/JEIM-08-2013-0065>
- Gartner. (2024). *Forecast analysis: Public cloud services, worldwide*. Gartner Research.
- Hashizume, K., Rosado, D. G., Fernández-Medina, E., & Fernandez, E. B. (2013). An analysis of security issues for cloud computing. *Journal of Internet Services and Applications*, 4(1), 1–13. <https://doi.org/10.1186/1869-0238-4-5>
- Hsu, P. F., Ray, S., & Li-Hsieh, Y. Y. (2014). Examining cloud computing adoption intention, pricing mechanism, and deployment model. *International Journal of Information Management*, 34(4), 474–488. <https://doi.org/10.1016/j.ijinfomgt.2014.04.006>
- Janssen, M., & Joha, A. (2011). Challenges for adopting cloud-based software as a service (SaaS) in the public sector. In *Proceedings of the 19th European Conference on Information Systems (ECIS)*. Helsinki, Finland.
- Low, C., Chen, Y., & Wu, M. (2011). Understanding the determinants of cloud computing adoption. *Industrial Management & Data Systems*, 111(7), 1006–1023. <https://doi.org/10.1108/02635571111161262>
- Marston, S., Li, Z., Bandyopadhyay, S., Zhang, J., & Ghalsasi, A. (2011). Cloud computing—The business perspective. *Decision Support Systems*, 51(1), 176–189. <https://doi.org/10.1016/j.dss.2010.12.006>
- Mell, P., & Grance, T. (2011). *The NIST definition of cloud computing* (Special Publication 800-145). National Institute of Standards and Technology. <https://doi.org/10.6028/NIST.SP.800-145>
- Oliveira, T., Thomas, M., & Espadanal, M. (2014). Assessing the determinants of cloud computing adoption: An analysis of the manufacturing and services sectors. *Information & Management*, 51(5), 497–510. <https://doi.org/10.1016/j.im.2014.03.006>
- Subashini, S., & Kavitha, V. (2011). A survey on security issues in service delivery models of cloud computing. *Journal of Network and Computer Applications*, 34(1), 1–11. <https://doi.org/10.1016/j.jnca.2010.07.006>
- Tornatzky, L. G., & Fleischer, M. (1990). *The processes of technological innovation*. Lexington Books.
- Zhu, K., Dong, S., Xu, S. X., & Kraemer, K. L. (2006). Innovation diffusion in global contexts: Determinants of post-adoption digital transformation of European companies. *European Journal of Information Systems*, 15(6), 601–616. <https://doi.org/10.1057/palgrave.ejis.3000650>