

**Table 1. Categorization of Digitalization Benefits**

<i>Customer</i>			
relevance among customer	[20]	product and service quality	[2, 5, 21]
innovative products and services	[2–4, 7, 8, 11–13, 15, 17, 18, 20–22, 24, 27, 40, 43, 55, 58]	customer experience	[1–7, 11, 15, 17, 18, 20–24, 28, 39, 50–53]
customer interaction convenience	[1–3, 5–8, 11, 14, 18, 20, 23, 26, 27, 43, 46]	customer tailored solution	[2, 7, 17, 26]
drive customer behavior	[2, 21]	customer conversion	[20]
<i>Business Model</i>			
enlarge customer pool	[1, 5, 8, 9, 12, 20, 24, 28]	advance to new business fields	[3, 9, 14, 25, 27, 28, 39, 60]
profitability	[1, 3, 6, 7, 9, 15, 21]	increased sales	[7, 11, 21, 42, 28]
increase returns	[1, 14]	risk mitigation	[1, 6, 17, 21]
expand to digital channels	[7, 12]	cost reduction	[1, 4–7, 9, 10, 12–15, 21, 17, 44, 58]
competitive advantage	[1–3, 5, 6, 9, 11–13, 16, 20, 22, 24, 29, 30]	enable innovations	[3, 5, 9, 11, 20, 24, 25, 40, 47, 48]
enhanced promotion	[1, 3, 5, 7, 18, 21, 28]	efficiency	[1, 2, 6, 10, 13–16, 19–21, 24, 27, 28, 32, 39, 44, 51–53]
new competitive business models	[1–3, 9, 10, 11, 14–17, 21, 24, 27–30, 49]		
<i>Business Processes</i>			
incr. productivity	[11, 13, 14, 43, 58]	process flexibility	[1, 5, 12, 25, 41]
reduced product time-to market	[4, 14, 25]	speed of service proposition	[1, 6, 7, 14]
oper. excellence	[1–5, 7, 9, 24, 28]	process automation	[6, 7, 11, 13, 14]
smart workflow integration	[7, 10, 12, 14, 15, 22, 28]	process improvement	[1–3, 6, 7, 10–16, 18, 20–22, 24, 25, 48]
gain external network synergies	[1, 20, 22]		
<i>Appl. Sys &amp; Services</i>			
improved information base	[1, 6, 7, 14, 18, 20, 21, 56, 28, 60]	use of customer data	[2, 7, 12, 17, 18, 20, 26, 27]
new delivery model	[8]	use of internal data	[14]
knowledge management	[3, 46, 47]	customer insights	[3–7, 10, 14, 17, 20–22, 26, 54]
real-time information	[7, 13, 17, 28]		
<i>Infrastructure</i>			
smart technologies	[2, 7, 13–15]		

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