

Coding Table

#	Literature reference	Dim.		Benefits					Challenges							
		Benefits	Challenges	Productivity	Employee relief	Cost reduction	Quality	Customer experience	Flexibility	Adoption	Implementation	Process identification	People	Monitoring	Quantification	Security
1	Aguirre & Rodriguez (2017)	●	●	●	●	●	●			●	●	●				
2	Ahmet Unal & Bolukbas (2021)	●		●	●	●	●									
3	Al-Slais & Ali (2023)		●													●
4	Anagnoste (2018)		●							●				●		
5	Asquith & Horsman (2019)	●	●	●		●	●			●			●			
6	Axmann & Harmoko (2020)	●	●	●	●	●	●	●			●					
7	Bahaweres, Amna & Nurnaningsih (2022)	●		●	●	●	●									
8	Baidya (2021)	●		●	●	●	●									
9	Baran et al. (2020)	●	●	●		●	●						●	●		
10	Bayraktar, Pitic & Mihu (2022)	●		●	●		●									
11	Beetz & Riedl (2019)		●									●				
12	Bernhard & Wihlborg (2022)		●										●	●		
13	Bhardwaj et al. (2023)	●		●			●									
14	Blue Prism (2021)	●		●				●								
15	Brettschneider (2020)	●	●	●	●	●	●	●	●	●	●	●	●	●		
16	Cabello Ruiz et al. (2022)		●							●	●					
17	Casadei, Schlögl & Bergmann (2022)	●	●					●								
18	Chacón Montero, Jimenez Ramirez & Gonzalez Enríquez (2019)		●									●				
19	Choi, R'bigui & Cho (2022)		●									●				
20	Chugh, Macht & Hossain (2022)	●	●	●	●	●		●	●	●	●	●			●	
21	Cooper et al. (2019)	●	●	●	●	●	●			●		●	●	●		
22	Costin (2020)		●							●	●		●			
23	Costin, Anca & Dorian (2020)	●		●	●	●	●									
24	Costin, Anca & Dorian (2021)		●							●			●	●		
25	Crijman (2021)		●									●				
26	Da Silva Costa, Sao Mamede & Mira Da Silva (2022)	●	●	●	●	●	●			●		●	●	●	●	●
27	Dahabiyeh & Mowafi (2023)		●							●	●	●	●	●	●	
28	Diksha & Kaur Sandhu (2021)	●		●	●		●									
29	Enríquez et al. (2020)		●							●	●		●	●		
30	Falih (2022)	●	●							●		●	●			

31	Fernandez & Aman (2021)	•								•	•	•	•	•
32	Flechsig, Anslinger & Lasch (2022)	•	•	•	•	•	•	•	•	•	•	•	•	•
33	Gerbert et al. (2017)	•												
34	Geyer-Klingeberg et al. (2018)	•	•							•	•	•	•	•
35	Gomathi R (2022)	•	•	•						•				
36	Gomes & Seruca (2023)	•	•	•	•	•	•	•		•				
37	Gotthardt et al. (2020)	•	•							•	•	•	•	•
38	Gradim & Teixeira (2022)	•		•	•	•	•	•						
39	Hallikainen, Bekkhus & Pan (2018)	•	•							•		•		
40	Herm et al. (2020)	•	•			•				•	•	•	•	
41	Hindle et al. (2018)	•				•	•	•	•					
42	Hofmann, Samp & Urbach (2019)	•	•	•	•	•	•	•		•				
43	Holmberg & Dobslaw (2022)	•	•							•				
44	Hong, Ly & Lin (2023)	•	•							•	•	•	•	•
45	Jaiwani & Gopalkrishnan (2022)	•		•		•		•						
46	Januszewski & Kujawski (2021)	•			•	•								
47	Januszewski, Kujawski & Buchalska-Sugajska (2021)	•		•	•		•							
48	Kai et al. (2022)	•		•	•		•	•						
49	Kanakov & Prokhorov (2020)	•	•							•	•	•		
50	Kavitha (2023)	•		•	•	•	•	•						
51	Kaya, Turkyilmaz & Birol (2019)	•		•	•	•	•	•						
52	Kedziora & Kiviranta (2018)	•		•	•	•								
53	Keys & Zhang (2020)	•	•	•								•		
54	Khare et al. (2022)	•	•	•			•	•		•		•	•	
55	Klimkeit & Reihlen (2022)	•	•							•		•		
56	Kobayashi et al. (2019a)	•					•	•						
57	Kobayashi et al. (2019b)	•						•						
58	Lacity & Willcocks (2015)	•	•	•	•	•	•			•	•	•		
59	Lacity & Willcocks (2016)	•	•							•	•	•	•	
60	Lacity, Willcocks & Craig (2015)	•		•	•	•	•	•						
61	Leno et al. (2020)	•	•							•				
62	Leno et al. (2021)	•	•							•				
63	Leshob, Bourgouin & Renard (2018)	•	•							•				
64	Lin (2018)	•		•	•	•	•							
65	Lindgren, Toll & Melin (2021)	•	•	•	•	•				•				
66	Ma & Jia (2022)	•		•	•	•	•							
67	Ma et al. (2019)	•	•							•	•		•	
68	Maalla (2019)	•				•	•							

145	Willcocks, Lacity & Craig (2015)	● ●	● ● ● ●	● ● ● ●
146	Yadav & Panda (2022)			●
147	Yadav et al. (2023)	●	● ● ● ●	
148	Yatskiv et al. (2019)	● ●	● ●	● ●
149	Yedavalli (2018)	● ●	● ● ● ●	●
150	Zelenka & Vokoun (2019)	●	● ● ●	
151	Zhang & Liu (2018)			●
152	Zhang & Liu (2019)	● ●		●
153	Zhang et al. (2022)	● ●	● ● ●	● ●
154	Zhang et al. (2023)	● ●	● ● ● ● ●	● ● ● ●
155	Zhu & Kanjanamekanant (2023)	● ●	●	●

Fig. 1. Concept matrix

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