

# Corporate Digital Transformation: Achievements and Drivers

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**Abstract.** Against the fast-growing digital economy, corporate digital transformation has shifted from an option to a must for sustainable development. Digital transformation refers to integrating digital technologies like big data, cloud computing and AI into all business links. This paper analyzes its internal and external drivers: external drivers include fierce market competition and rapid tech upgrades that push enterprises to transform for competitive edges; internal drivers are the urgent need to boost operational efficiency, cut costs and optimize resource allocation. The paper also outlines the transformation's multi-dimensional outcomes, such as upgraded operation models, better user experience and stronger risk resistance. It proves the transformation's practical value with manufacturing and service industry cases: manufacturers have achieved smart production and precise supply chain management; service providers have realized personalized customization and efficient online-offline integration. Finally, the paper forecasts the future trend of deeper integration between digital tech and business scenarios, plus wider transformation coverage. Research shows that market competition, tech progress and internal efficiency demands are core drivers. Efficiency improvement, model innovation, experience optimization and resilience enhancement are core value manifestations. These two aspects form a mutually reinforcing cycle, providing solid theoretical and practical references for enterprises' orderly digital transformation.

**Keywords:** Economy, Corporate, Digital transformation.

## 1. Introduction

### 1.1. Nature of Transformation

As the wave of digitalization sweeps the world, enterprise digital transformation has become the core driving force for economic development, profoundly changing the operating model, market competitiveness and interaction mode of enterprises with the external environment [1]. For the capital market, enterprise digital transformation has not only reshaped the fundamentals of enterprises but also had a profound impact on investor sentiment through changes in information dissemination channels. As an important platform for information dissemination and investor communication, financial social media is instant, interactive, and extensive, allowing information about corporate digital transformation to spread rapidly, triggering fluctuations in investor sentiment [2]. Corporate digital transformation is not a simple (superposition) of technologies, but a process of systematically restructuring an enterprise's business processes, organizational structure, and operation model by leveraging digital technologies such as big data, cloud computing, artificial intelligence, and the Internet of Things. This restructuring is a comprehensive enterprise-wide reform, not a partial adjustment. It seeks to break the shackles of traditional development models and drive enterprises' fundamental shift from conventional to digital operations. Restructuring can eliminate inter-departmental barriers, optimize resource allocation, and make organizations more flexible and adaptive in the fast-changing market.

### 1.2. Goals of Transformation

The ultimate goal of corporate digital transformation is to improve efficiency, create value, and promote the sustainable development of enterprises. Efficiency improvement is reflected in all links of enterprise operation, from production and manufacturing to management decision-making. Digital means are used to reduce unnecessary processes and resource waste, and improve the overall operation speed and quality. Value creation, on the basis of efficiency improvement, involves

exploring new profit points and business models to bring more value to customers, shareholders, and society. Sustainable development requires enterprises to build long-term competitive advantages through transformation, maintain vitality in market competition, and achieve long-term business success.

### **1.3. Transformation Technologies**

Corporate digital transformation involves the comprehensive application of a variety of digital technologies, which support and collaborate with each other to jointly promote the digitalization process of enterprises.

#### **1.3.1 Big data technology**

It can collect, clean, analyze, and mine massive amounts of data, providing enterprises with accurate decision-making basis.

#### **1.3.2 Cloud computing technology**

It provides enterprises with flexible, efficient, and low-cost computing power support, enabling enterprises to quickly obtain and deploy computing resources.

#### **1.3.3 Artificial intelligence technology**

Through means such as machine learning and natural language processing, it realizes the automation and intellectualization of links such as production and services.

#### **1.3.4 Internet of Things technology**

It connects things, allowing real-time equipment monitoring and supply chain optimization.

Comprehensive application of these technologies strongly supports corporate digital transformation.

## **2. Core Drivers**

Corporate digital transformation is no accident, but a result of intertwined, interactive internal and external factors that drive the transformation.

### **2.1. Market Competition Pressure: External Market Forces the Transformation**

In the increasingly fierce market competition, enterprises are facing multiple pressures from consumers, peers, and emerging business models. These pressures have become important external forces driving corporate digital transformation. Digital transformation refers to the deployment and application of technology by enterprises to carry out all-round and systematic changes to their business models, organisational structures, and operational processes, while technological innovation is an important force driving the development of enterprises and society. Digital transformation changes the business model, organisational structure and value creation of enterprises by integrating digital technologies, thus significantly enhancing the innovation ability and efficiency of enterprises [3]. Green technology innovation, as a direct driving force to enhance corporate environmental performance, covers a wide range of fields from efficient pollution control technologies to renewable energy utilisation technologies [4].

#### **2.1.1 Upgrading of consumer demand**

With the improvement of living standards and the change of consumption concepts, consumers' demands have become more personalized and scenario-based. They are no longer satisfied with standardized products and services, but hope to obtain solutions that meet their unique needs. For example, e-commerce platforms use "personalized recommendation algorithms" to provide each consumer with personalized product recommendations based on data such as consumers' browsing history and purchase records, which greatly improves consumers' shopping experience and satisfaction. In this case, enterprises must be able to quickly respond to consumers' personalized needs;

otherwise, they will face the risk of customer loss. Digital technologies provide enterprises with the possibility to achieve this goal.

### **2.1.2 Intensified homogeneous competition in the industry**

In many industries, the phenomenon of product and service homogeneity is serious, and competition among enterprises mainly relies on price wars. This not only reduces the profit space of enterprises but also is not conducive to the overall development of the industry. Through digital technologies, enterprises can build differentiated advantages and achieve the status of "having what others don't have, and being better than others in what others have". Taking the manufacturing industry as an example, traditional manufacturing industries often adopt large-scale standardized production models, which are difficult to meet the diverse needs of the market. However, by developing flexible production capabilities and using digital technologies to realize the intelligent scheduling and control of the production process, enterprises can quickly switch production varieties and specifications to meet the personalized order needs of different customers, thus standing out in homogeneous competition.

### **2.1.3 Impact of e-commerce competition**

With the rapid development of e-commerce, online shopping has become the first choice for more and more consumers, which has a huge impact on the operation of traditional offline enterprises. If traditional enterprises do not expand their online business in a timely manner, they will lose a large market share. Therefore, using digital means to expand online business and realize the integrated development of online and offline businesses has become an inevitable choice for traditional enterprises to cope with the impact of e-commerce. For example, many traditional retail enterprises have established online malls, carried out online promotion activities, and improved their overall competitiveness through methods such as online-offline inventory sharing and member system interconnection.

## **2.2. Driven by Technological Development: Technological Progress Provides Support for Transformation**

Continuous technological progress provides a solid technical support for corporate digital transformation, turning the transformation from a concept into a reality.

### **2.2.1 Maturity of digital technologies**

The development of cloud computing technology has reduced the computing cost of enterprises. Enterprises do not need to invest a lot of funds in building and maintaining their own IT infrastructure, but can obtain computing resources on demand through cloud services, which greatly lowers the threshold of digital transformation. The application of big data technology enables enterprises to mine valuable information from massive amounts of data and realize accurate analysis and decision-making. For example, enterprises can identify customer needs and behaviors via data analysis to guide product R&D and marketing. Artificial intelligence boosts corporate decision-making efficiency, using intelligent algorithms to analyze and predict complex problems for faster, more scientific decisions. The maturity of these digital technologies has laid feasible groundwork for corporate digital transformation.

### **2.2.2 Policy guidance and support**

The state prioritizes digital economy development and has issued strategies and policies (e.g., industrial digitalization subsidies) to support enterprises' digital transformation. These policies offer financial and technical support, foster a favorable environment, and drive enterprises to embrace digital transformation more proactively. For instance, the government subsidizes digital equipment purchases and projects to cut transformation costs, while building digital platforms and organizing training to enhance enterprises' digital capabilities.

### **2.2.3 Technology integration and innovation**

The integration of diverse digital technologies has spawned new business models and opened up new development paths for enterprises. For example, big data and AI integration has advanced intelligent recommendation and customer service; Internet of Things and cloud computing integration has enabled remote equipment monitoring and intelligent management. Such technological integration and innovation boost operational efficiency, create new profit growth points, and incentivize enterprises to pursue digital transformation.

### **2.3. Internal Demand for Efficiency Improvement**

In addition to external pressure and technological driving forces, a series of problems existing within enterprises have also made enterprises have a strong demand for digital transformation to improve internal efficiency and management level.

#### **2.3.1 Pain points of traditional processes**

Pain points of traditional processes are prominent problems faced by enterprises internally. In the traditional operation of enterprises, many business processes rely on manual operations, which are not only cumbersome and inefficient but also prone to errors. At the same time, the phenomenon of data silos between different departments within enterprises is serious, and information cannot be effectively shared, leading to difficulties in work collaboration and delayed decision-making. For example, the traditional financial reimbursement process requires employees to fill out paper forms and undergo multi-level approval, which is cumbersome, time-consuming, and prone to document loss and review delays. By adopting an automated system, enterprises can digitize the process: employees submit applications online, and the system auto-checks documents and amounts, greatly boosting efficiency and cutting error rates.

#### **2.3.2 Demand for cost control**

Cost control demands also drive corporate digital transformation. Amid fierce market competition, shrinking profit margins make cost control key to competitiveness. Digital technologies optimize supply chain management, enabling precise control over procurement, production and inventory to reduce waste. For instance, retailers use intelligent inventory alerts to monitor stock and sales in real time; when inventory falls below thresholds, the system automatically warns enterprises to restock, avoiding stockouts or overstocking and lowering inventory costs and capital occupation.

#### **2.3.3 Inefficiency of traditional management models**

Traditional management models are inefficient and cannot meet enterprise development needs. Characterized by rigid hierarchies, poor information flow and weak cross-departmental collaboration, they hinder management efficiency. Digital transformation can break the constraints of such models. By establishing a digital management platform, it realizes real-time information sharing and transparency, and improves the efficiency of cross-departmental collaboration. For example, enterprises can realize functions such as document sharing, task assignment, and progress tracking through a digital office system, making communication between different departments more convenient and efficient, and improving the overall management level.

## **3. Key Achievements**

Through the systematic restructuring of business, organization, and operation, corporate digital transformation has brought about significant achievements in various aspects. These achievements not only improve the operation efficiency and competitiveness of enterprises but also lay a solid foundation for the long-term development of enterprises. Capital is the lubricant for the successful operation of an enterprise, and its role is reflected in every link of an enterprise [5]. According to the financial theory of western companies, the operation goal of capital structure of listed companies is to maximize shareholders' wealth [6]. Although the need for digital transformation is clear, a key

challenge for many organizations is the lack of helpful knowledge of the required digital capabilities [7]. Referring to the previous literature, it is concluded that the digital transformation of enterprises can significantly reduce the cost of corporate debt financing, and the higher the degree of digital transformation of enterprises is [8].

### **3.1. Significant Improvement in Operational Efficiency**

The improvement of operational efficiency is one of the most direct and obvious achievements of corporate digital transformation, which is mainly reflected in process automation, data-driven decision-making, and optimized resource allocation.

#### **3.1.1 Process automation**

Process automation reduces manual intervention and lowers the error rate. In the field of production and manufacturing, the Manufacturing Execution System (MES) in the manufacturing industry realizes the digital tracking of the entire production process. All links from raw material procurement to production and processing, finished product inspection, and warehousing and logistics are managed and monitored through digital systems, which reduces errors caused by manual operations and improves the stability and consistency of production. In the service field, many enterprises have introduced automated customer service systems. Through intelligent speech recognition and natural language processing technologies, they realize the automatic response and processing of customer inquiries, which greatly improves customer service efficiency and reduces labor costs.

#### **3.1.2 Data-driven decision-making**

Data-driven decision-making significantly shortens the decision-making cycle of enterprises. By establishing real-time data dashboards, enterprises can obtain data information in various links such as production, sales, and marketing in a timely manner, analyze and mine these data, quickly identify problems, and provide accurate basis for decision-making. For example, Internet enterprises widely adopt the A/B testing method. By conducting data comparison and analysis on different versions of products or marketing strategies, they quickly iterate and optimize products and services, shortening the decision-making cycle by more than 50% and improving the market response speed of enterprises.

#### **3.1.3 Optimized resource allocation**

Optimized resource allocation improves the efficiency of resource utilization. Digital technologies can help enterprises conduct accurate analysis and reasonable allocation of resources such as human resources, material resources, and financial resources, avoiding resource waste. For example, in terms of human resource management, enterprises analyze data such as employee performance, skills, and attendance through a digital human resource system, realizing accurate recruitment, reasonable allocation, and effective incentive of talents; in terms of material management, they realize real-time monitoring and scheduling of equipment and materials through the Internet of Things technology, improving the utilization rate of equipment and the turnover efficiency of materials.

### **3.2. Innovation and Expansion of Business Models**

Digital transformation has brought new development opportunities for enterprises, promoting enterprises to continuously innovate business models and expand market space.

#### **3.2.1 Emergence of new business formats**

The emergence of new business formats has enabled traditional enterprises to realize the integrated transformation of "online + offline". With the development of digital technologies, traditional enterprises are no longer limited to a single offline operation model, but actively expand online business to realize the integrated development of online and offline. For example, catering enterprises extend their offline store services to online by developing takeaway platform business. At the same time, they collect customer feedback through online platforms to optimize the dishes and services of

offline stores, realizing the integrated model of "online orders and offline consumption", expanding the market coverage and improving customer satisfaction.

### **3.2.2 Extension of value-added services**

The extension of value-added services has enabled enterprises to transform from "selling products" to "selling services". Many enterprises have realized the remote monitoring and management of products by embedding IoT devices in products, and provided customers with personalized value-added services based on this. For example, home appliance enterprises monitor the operation status of home appliances in real time through IoT devices. When a fault occurs in the equipment, they can promptly remind customers and arrange maintenance personnel to provide on-site services; at the same time, they provide customers with energy-saving suggestions and personalized function settings based on customers' usage habits, improving customer stickiness and loyalty.

### **3.2.3 Development of cross-border cooperation**

The development of cross-border cooperation has created new business models and values. With the help of digital technologies, enterprises can break industry barriers, realize cross-industry cooperation, integrate resources from all parties, and complement each other's advantages. For example, Internet enterprises and financial institutions cooperate to launch Internet financial products. They use the user traffic and data advantages of the Internet and combine with the risk control capabilities of financial institutions to provide customers with more convenient and personalized financial services; manufacturing enterprises cooperate with information technology enterprises to carry out intelligent manufacturing projects, realizing the intellectualization and informatization of the production process and improving product quality and production efficiency.

## **3.3. Optimization and Upgrading of Customer Experience**

In today's increasingly fierce market competition, customer experience has become a key factor in enterprise competition. Digital transformation provides strong support for enterprises to optimize customer experience.

### **3.3.1 Omni-channel interaction**

Omni-channel interaction delivers seamless responses to customer needs. By integrating data from APPs, social media and offline stores, enterprises build a unified customer data platform, allowing customers to switch channels freely and enjoy consistent services. For example, retailers set up a unified member point redemption system, points earned online, offline or via social media activities are interchangeable, boosting customer engagement and satisfaction. Meanwhile, omni-channel data helps enterprises gain holistic insights into customer needs and behaviors, enabling more targeted services.

### **3.3.2 Accurate service capabilities**

Precision service capabilities provide customized solutions based on user profiles. Through big data analysis of customer data, enterprises create detailed user portraits covering age, gender, consumption habits and hobbies. Leveraging these portraits, enterprises offer personalized product recommendations, service plans and marketing campaigns. For instance, financial institutions' intelligent investment advisory services develop tailored portfolios based on customers' risk tolerance, investment goals and financial status, improving investment accuracy and returns and enhancing customers' wealth management experience.

### **3.3.3 Customized product customization**

Customized production caters to diverse customer needs. With digital technologies, enterprises can design and produce personalized products according to specific customer requirements. For example, clothing companies let customers select style, fabric, color and size via online customization platforms, then manufacture products based on orders. This model boosts customer satisfaction, reduces inventory risks and accelerates capital turnover.

### **3.4. Continuous Enhancement of Organizational Resilience**

Organizational resilience refers to the ability of enterprises to cope with uncertainties and risks. Digital transformation helps enterprises enhance their organizational resilience and ensure their stable development.

#### **3.4.1 Agile organizational structure**

The agile organizational structure improves the ability of enterprises to cope with market changes. Through digital transformation, enterprises have broken the traditional hierarchical organizational structure and established a more flat and flexible agile organizational structure. The efficiency of cross-departmental collaboration has been significantly improved, and small teams can quickly respond to market needs and carry out innovation activities. For example, Internet enterprises generally adopt the "small team operation" model. Each small team focuses on a specific business field, has independent decision-making and execution capabilities, and can quickly launch new products and services to adapt to the rapid changes in the market.

#### **3.4.2 Precipitation of data assets**

The precipitation of data assets has built a sustainable competitive barrier for enterprises. In the process of digital transformation, enterprises have accumulated a large amount of data such as customer data, production data, and operation data. These data have become important strategic assets of enterprises. By building an enterprise data middle platform, integrating, analyzing, and mining data, enterprises can gain an in-depth understanding of market trends, customer needs, and their own operation status, providing support for enterprise decision-making and innovation. The precipitation of data assets enables enterprises to have unique advantages in market competition, which are difficult to be imitated by competitors, thus building a sustainable competitive barrier.

#### **3.4.3 Improvement of risk prevention and control capabilities**

The improvement of risk prevention and control capabilities ensures the stable development of enterprises. Digital technologies can help enterprises monitor various risk factors in the business operation process in real time, and identify and warn risks in a timely manner. For example, financial enterprises monitor customers' credit status and transaction behaviors in real time through a big data risk control system, timely discover potential credit risks and fraud risks, and take corresponding measures to prevent and resolve them. Manufacturing enterprises grasp the operation status of equipment in real time through equipment networking and data monitoring, predict equipment failures, and carry out maintenance in advance, reducing production interruptions caused by equipment failures and ensuring stable production operation.

## **4. Case Evidence**

### **4.1. Digital Transformation in Manufacturing**

#### **4.1.1 Drivers**

Under the traditional production model, this auto enterprise had rigid scheduling and failed to quickly meet the market's rising demand for personalized orders. Traditional production plans were hard to adjust per customer needs, leading to long cycles, high costs, and delayed deliveries for custom orders, which severely hurt the enterprise's competitiveness and customer satisfaction.

#### **4.1.2 Transformation Measures**

To address these issues, the enterprise adopted an industrial Internet platform to enable equipment networking, real-time data monitoring, and flexible production. It connected production equipment and sensors to collect real-time data, including equipment parameters, production progress, and quality inspection results, and leveraged big data and AI to analyze the data for intelligent production scheduling and optimization. The enhanced flexible production capacity allowed the enterprise to

adjust processes and plans swiftly for personalized orders, realizing low-volume, multi-variety production.

#### **4.1.3 Achievements**

Digital transformation brought remarkable results: production efficiency rose by 30%, reducing resource waste and speeding up production. Order delivery cycles shortened by 40%, boosting customer satisfaction. The share of personalized orders grew from 10% to 35%, expanding the enterprise's presence in the custom market and strengthening its competitiveness significantly [9].

### **4.2. Digital Transformation in the Service Industry**

#### **4.2.1 Drivers**

Under the traditional operation model, this hotel chain had a cumbersome check-in process. Customers had to fill in extensive information and wait in line at the front desk, with average check-in time reaching 15 minutes, severely ruining their experience. Meanwhile, scattered member data hindered effective customer relationship management, leading to low repurchase rates and weak business performance.

#### **4.2.2 Transformation Measures**

To enhance customer experience and lift member repurchase rates, the hotel chain launched an intelligent check-in system - including self-service check-in kiosks and IoT-controlled in-room devices - and built a unified member data center. Customers could finish identity verification, room selection and room card collection independently via self-service kiosks without queuing. IoT devices let guests control in-room lighting, air conditioning and TV through mobile apps or in-room smart terminals, upgrading their stay experience. The member data center integrated and shared member data, enabling the hotel to offer personalized services and preferential activities based on members' consumption records and preferences.

#### **4.2.3 Achievements**

Digital transformation brought significant changes to the chain hotel. The average customer check-in time was shortened from 15 minutes to 3 minutes, greatly improving the customer's check-in experience and satisfaction. The member repurchase rate increased by 25%, and members' loyalty to the hotel was significantly enhanced through personalized services and precise marketing. At the same time, the intelligent check-in system reduced the workload of front desk staff, lowering labor costs. The operating costs decreased by 18%, and the enterprise's profitability was strengthened [10].

## **5. Conclusion**

As a core development path in the digital economy era, the promotion logic and value achievements of corporate digital transformation have been fully verified through practice. Digital transformation requires enterprises to form a new set of institutional logic internally to adapt to the external digital economic environment. This institutional innovation can help enterprises better adapt to the external environment, improve their responsiveness and flexibility, and thus promote innovation. Second, technological innovation aspect: digital technologies, such as big data, cloud computing, artificial intelligence, etc., provide powerful tools and means for enterprises to develop and innovate their products and services more quickly and accurately. Third, market innovation aspect: digital transformation enables enterprises to better understand market demand and respond more quickly to market changes, thus promoting market innovation. Fourth, management innovation: digital transformation promotes the flattening of enterprise management, enabling enterprises to better stimulate the innovation potential of employees and improve their innovation efficiency.

From the perspective of transformation drivers, market competition, technological progress, and internal efficiency improvement constitute an "internal-external linkage" driving system. On the external front, the upgrading of consumers' personalized needs, the intensification of homogeneous

competition in the industry, and the impact of e-commerce models have forced enterprises to build response capabilities and differentiated advantages through digitalization. On the technological front, the maturity of digital technologies such as cloud computing, big data, and AI has lowered the threshold for transformation, while policy support from the national "Digital Economy" strategy and business opportunities brought by technology integration and innovation have provided feasible support for transformation. On the internal front, problems in traditional processes such as manual redundancy and data silos, as well as the needs for cost control and management efficiency improvement, have driven enterprises to proactively restructure their operation systems through digitalization.

From the perspective of transformation achievements, digital transformation has realized all-dimensional value enhancement for enterprises. In terms of operational efficiency, process automation has reduced human errors, data-driven decision-making has shortened the decision cycle by more than 50%, and the accuracy of resource allocation has been significantly improved. In business models, online-offline integration has spawned new formats; shifting from product sales to service sales has expanded value-added space; cross-border cooperation has created new value scenarios. In customer experience, omni-channel data integration has achieved seamless response, while user portrait-based precision services and customization have boosted customer stickiness significantly. In organizational resilience, agile structures have accelerated market response; data asset accumulation has formed competitive barriers; enhanced risk control has ensured stable enterprise development.

Case practices have further proven transformation value. In manufacturing, industrial Internet application has enabled flexible production, raising efficiency by 30% and increasing personalized order share notably. In services, intelligent systems have optimized processes, improving both customer experience and operational efficiency. The interaction between drivers and outcomes forms a closed loop: problems drive transformation, and transformation creates value. This confirms that digital transformation is not simple technology stacking, but a systematic reform project for enterprise sustainable development.

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