



Challenges In the Supply Chain for Rehabilitation Equipment and Supplies

Thamer Mohammad Mugheeb

BSc, PT, MSc, OMTA

PSMMC -Riyadh KSA

Senior Sport Physiotherapist, Supply coordinator

Thamer_505@hotmail.com

Fahad Dheefallah Almutairi

Director of Materials and Supply Management

King Fahad Military Medical Complex

Email: fahad22fahad@gmail.com

Saud Majed Saud Alfahaid

laboratory technician

Prince Sultan Military Medical City

Email: saudalfahaid100@gmail.com

Abstract: For people in need of physical therapy and rehabilitation to get quality healthcare services, the supply chain for rehabilitation materials and equipment is crucial. Nonetheless, it confronts a number of noteworthy obstacles that affect its effectiveness and use. Important concerns include accessibility and availability, especially in poor and rural regions where logistical difficulties and inadequate infrastructure worsen healthcare inequities. Because of the strict regulations, possible discrepancies in production processes, and risk of counterfeit goods, maintaining quality control and regulatory compliance is difficult. Effective patient treatment is further hampered by issues of cost and affordability, which restrict access to these specialized and sometimes costly items. Natural catastrophes, pandemics, and geopolitical unrest may all seriously disrupt the supply chain, leading to major delays and shortages. All parties involved—manufacturers, healthcare providers, and legislators—must work together to overcome these obstacles. In addition to pushing for advances in cost-effective manufacturing, strengthening supply chain resilience through diverse sourcing, strategic procurement, and real-time monitoring will help guarantee that patients everywhere have access to the rehabilitative materials and equipment they require.

Keywords: Supply Chain, Supplies, Healthcare disparities, Accessibility issues, Rehabilitation Equipment.

I. Introduction:

The smooth provision of healthcare services to patients in need of physical therapy and rehabilitation depends on the supply chain for rehabilitation materials and equipment. It does, however, confront a number of difficulties, including as problems with accessibility and availability, problems with quality assurance and legal compliance, issues with pricing and affordability, and supply chain interruptions [1]. In rural or underserved locations, access to specialist equipment is sometimes restricted because of poor supply networks, logistical difficulties, or a lack of infrastructure. This discrepancy may restrict patient outcomes and impede prompt rehabilitation attempts.

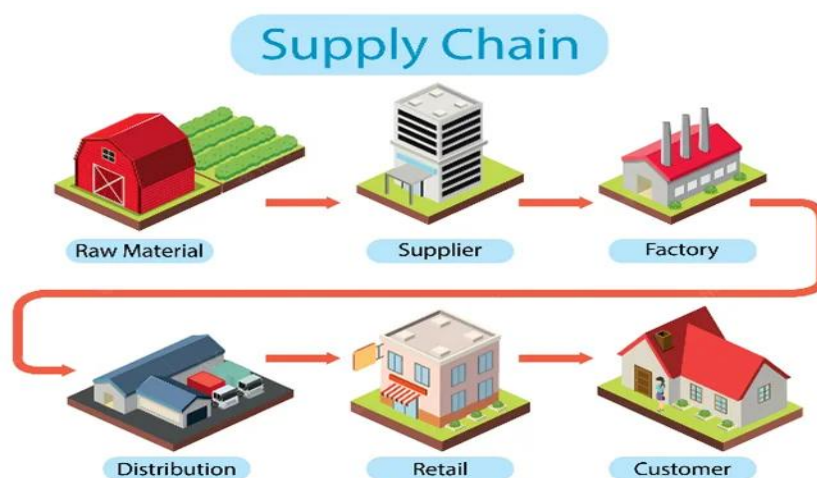


Figure 1: supply chain

The rehabilitation supply chain presents notable obstacles to quality control and regulatory compliance, since that manufacturers and suppliers have to manage intricate regulatory frameworks, certifications, and licensing procedures across several jurisdictions. Access to necessary rehabilitation therapies may be hampered by issues of cost and affordability, especially for underprivileged groups or those without sufficient insurance coverage.

The COVID-19 epidemic and other supply chain interruptions present serious hazards to the availability of goods and equipment for rehabilitation. Planning for contingencies, inventory management techniques, and diverse sources are necessary to provide resilience against such shocks. To solve these issues, cooperation amongst stakeholders from all points of the healthcare continuum—including legislators, manufacturers, supply chain experts, and healthcare providers—is required. Supply chain management techniques that prioritize innovation, sustainability, and inclusion can improve patient outcomes, increase accessibility, and build resilience in the face of changing healthcare demands and global issues [2].

i. Rehabilitation Equipment and Supplies:

Rehabilitation Equipment:

The phrase "rehabilitation equipment" refers to a wide range of instruments, techniques, and technology intended to aid in the healing process of those suffering from ailments, injuries, impairments, or age-related ailments. Equipment for rehabilitation is crucial for a number of reasons. First of all, it may assist individuals in reaching their goals—be they social, professional, or educational—like going back to their hobbies, jobs, or community activities. Second, it can help people become more independent and self-assured while lowering their reliance on others, such as family members, caretakers, or medical experts.



Figure 2: Rehabilitation equipment

Rehabilitation equipment can help people who require support with everyday tasks or who want to restore their physical or mental health. It can also increase their functioning, mobility, independence, and quality of life. A few instances of rehabilitation tools include:

- **Wheelchairs and mobility aids:** These are tools that make moving about easier and safer for individuals. Examples of these tools include walkers, crutches, electric or manual wheelchairs, scooters, canes, and prosthetic limbs.
- **Orthotic and prosthetic devices:** These are devices, such braces, splints, casts, prosthetic limbs, eyes, or ears, that replace, support, or improve a missing or defective bodily component.



- **Exercise and therapy equipment:** These include equipment like weights, bands, balls, mats, bikes, treadmills, or ellipticals that assist people increase their strength, endurance, flexibility, balance, coordination, or range of motion.
- **Assistive technology and adaptive equipment:** These are tools that make it easier for people to conduct activities like reading, writing, talking, learning, working, or playing that they may otherwise find challenging or impossible.

Thirdly, it can enhance people's general contentment and well-being and assist in the prevention or management of secondary health issues such pain, infection, pressure sores, or depression [3]. Fourthly, it can save people money and resources by lowering their need for medicine, surgery, or hospital stays as well as by raising their income and productivity.

The market for rehabilitation equipment is expanding and very profitable, providing several options for business owners looking to get into or develop in this area. Fabulous View Exploration's examination gauges that the worldwide market for recovery hardware was worth USD 13.8 billion out of 2020 and would extend at a compound annual growth rate (CAGR) of 7.2% somewhere in the range of 2021 and 2028. Coming up next are a portion of the fundamental factors that fuel the requirement for recovery gear:

❖ **Demand for rehabilitation equipment:**

- The rising incidence of long-term conditions that might affect a patient's function or quality of life, such as diabetes, heart disease, cancer, or respiratory disorders.
- The increased frequency of trauma, injuries, and accidents, including burns, fractures, amputations, and falls, which can leave victims permanently disabled or disfigured.
- The aging population, which can lead to age-related disorders like osteoporosis, arthritis, or dementia, or experience a reduction in physical or mental capacities like vision, hearing, memory, or cognition, especially in industrialized nations.
- The developments and breakthroughs in technology, such as robots, artificial intelligence, virtual reality, and 3D printing, that have the potential to provide new or enhanced rehabilitation equipment that is more user-friendly, economical, effective, or accessible.
- The public's, medical professionals', and legislators' increased knowledge of and acceptance of rehabilitation equipment; also, the accessibility and availability of rehabilitation services and facilities, such clinics, hospitals, and home care, are expanding.

In order to be successful in the rehabilitation equipment business, entrepreneurs must take into account a few crucial truths, such:



- The requirements and preferences of the client, including the kind, severity, and length of their ailment; their objectives and expectations; their financial situation and insurance; their way of life and surroundings; and their satisfaction and feedback.
- The attributes and advantages of the product, including the rehabilitation equipment's usage, safety, durability, and aesthetics; moreover, the results and proof supporting its efficacy and impact.
- - The prospects and market trends, including supply and demand in the present and future, rivals both current and prospective, developing and specialized markets, and ethical and regulatory requirements.
- - The business concepts and tactics, including those related to product creation and design, production and distribution, marketing and sales, customer support and service, and financial and operational management.

Supplies:

Supplies are the foundation of many different sectors; they include a broad range of goods, machinery, and resources needed for daily operations, output, and service provision. Supply chains are essential to the smooth and effective operation of businesses and institutions across the world, spanning industries such as healthcare, manufacturing, education, and hospitality [4].

Essentially, supplies are the real items and resources needed to sustain everyday operations and meet demands. These can include specialist equipment like medical devices, industrial gear, and building supplies, as well as standard office supplies like paper, pencils, and stationery. The variety of supplies is a reflection of the variety of needs of many sectors, each of which requires unique instruments and resources suited to their operating specifications.

Furthermore, the administration and acquisition of supplies are essential to the performance and economy of a company. Minimizing waste and maximizing resource use, effective supply chain management makes sure that supplies are procured, stored, and dispersed in a timely and economical manner. This strategy approach reduces environmental impact through effective resource management, supporting both operational continuity and sustainability goals.

In the end, companies looking to stay competitive, improve service quality, and satisfy changing client needs must comprehend and manage supply well. Through the prioritization of supply chain resilience, procurement methods that are innovative, and sustainable sourcing strategies, organizations and institutions may effectively navigate and use possibilities in the dynamic global economy.

II. Overview of the Supply Chain:

The organization of the relative multitude of individuals, organizations, resources, cycles, and advances utilized in the creation and showcasing of an item is known as the production network. A store network incorporates every one of the means engaged with getting natural substances from a provider to a maker and afterward at long last to the last shopper [5].



Figure 3: Steps In the Supply Chain

The appropriation channel is the piece of the inventory network that handles moving the end result from the maker to the client.

i. Steps in the supply chain:

Coming up next are the fundamental stages that make up a store network:

- Buying crude supplies.
- Isolating such materials into their part components.
- Blending those principal parts to make an item
- Item conveyance;
- Request satisfaction and deals;
- Client support and bring administrations back

Lead time is the period of time it takes for any of these techniques to complete from start to finish. Production network directors administer the lead time and attempt to improve consumer loyalty by planning each step of the cycle.

Esteem chains and supply chains might be contrasted since they make unmistakable commitments with the eventual outcome. Supply binds endeavor to fulfill buyer needs. worth chains expect to improve an item's inherent worth by enhancing it. The worth chain is intended to offer the business an upper hand in the area. Esteem chain the executives and inventory network the board supplement another to fulfill to some degree various originations of "interest," yet they are two marginally various perspectives on a similar crucial strategy."

ii. Supply chain management:

The oversight of materials, information, and funds as they stream from provider to producer to distributor to retailer to client is known as store network the executives, or SCM. The item stream, data stream, and monetary stream are the three essential streams in the production network [6]. They happen during the three essential periods of activity, arranging, and strategy. SCM involves incorporating and organizing these cycles inside and across organizations.



Figure 4: Supply chain management



An outline of the supply chain's primary phases.

iii. Supply chain models:

A number of standard business models are applicable to supply networks. The two primary goals of the models are efficiency and reactivity. While aiming for a distinct combination of each, each model takes a different approach to those objectives. Models also have a tendency to choose one over the other. Businesses may assess each offering's value proposition in light of their objectives and limitations to determine which is best for them [7].

The model types are:

- **Continuous flow model** -- functions best in stable, established industries.
- **Agile model** -- functions best in sectors with erratic demand and custom items.
- **Fast chain model** -- functions best for short-lived things, such fashion items.
- **Flexible model** -- works best in areas of the economy that have a few levels of solidness and a couple of to some degree standard interest tops.
- **Custom configured model** -- emphasizes personalization.
- **Efficient chain model** -- works best in furiously serious commercial centers where cost is a central point.

The store network the executives ought to make the models to meet the particular inventory network since they are inclined to cover.

iv. Supply chain challenges:

Modern supply chains are complex and present several common challenges. These are:

- **Potential lack of transparency.** Transparency makes it possible for stakeholders to comprehend the supply chain's state.
- **Waste due to inadequate production cycle.** Companies that miscalculate their capabilities, demand, or supply may find themselves with an excess of inventory.
- **Unsatisfied business partners and customers.** Reaching client expectations is SCM's ultimate objective. This entails both producing a worthwhile product and realistically controlling those expectations.
- **Lost or delayed goods.** Things that vanish at any phase of the store network create a setback for the whole interaction and may adversely affect clients.



- **Increasing customer expectations.** Customer expectations are being raised by new firms and technology, which may make it challenging to manage and, if not managed effectively, impossible to achieve.
- **Resiliency to sudden changes in the supply chain.** Unexpected changes in a supply chain can be caused by external forces, therefore it's vital to be ready for the unexpected and able to reverse course if necessary.

v. Supply chain best practices:

The global marketplace is expanding in both speed and scope, and supply chain managers must adjust accordingly. The best methods for completing this are:

- Make use of lean logistics and SCM strategies. Lean reduces inventory waste and boosts flexibility.
- Boost the velocity of inventories. Businesses must make sure that their supply does not exceed demand and that they are able to take advantage of demand that is spread and changes rapidly. One method for doing this is lean.
- To optimize the whole chain, not just one company's process, enterprises in their supply chain must cooperate with other firms. The rapport with suppliers is particularly crucial.
- Reduce the length of cycles. Processes also lengthen as supplier networks grow increasingly complicated. In order to satisfy consumer expectations, businesses should try to keep them as brief as feasible.
- Use technology in the supply chain. Managers can work together more successfully and connect their supply chains thanks to technology [8].
- Put in place practical metrics. Well-defined metrics enable managers to precisely assess the chain's efficiency.

vi. The evolution and future of the supply chain:

The idea of production network the executives began during the 1980s and 1990s because of developing globalization, re-appropriating, and data accessibility, which made a need to interface corporate exercises all through the entire worldwide store network. This was a takeoff from the regular inventory network, which just incorporated the modern interaction's most major calculated stages. Organizations turned out to be more mindful of the stages in the store network that happened when their own gratitude to the joining, and every last one

of them began focusing on smoothing out the chain overall as opposed to just its neighborhood activities.

Evolution of Supply Chain Management

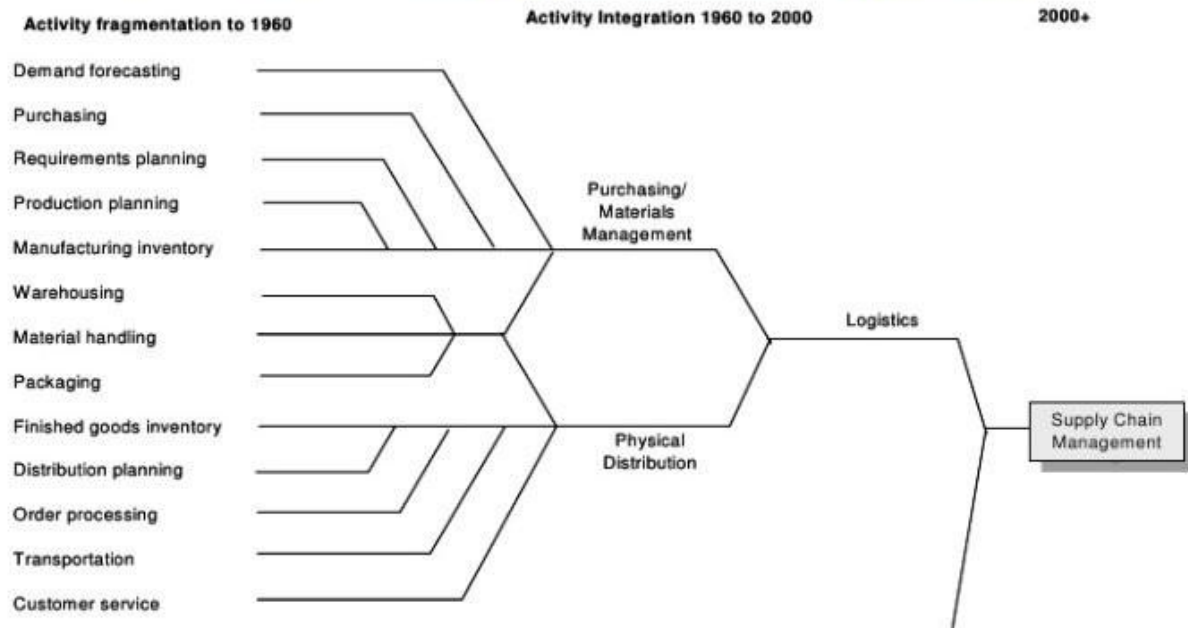


Figure 5: The evolution of the supply chain

The elements of market seriousness accordingly adjusted. As firm interest in their different chains created, whole chains of various endeavors would contend rather than individual companies. Organizations began contracting with different firms to deal with their creation and delivery strategies.

Globalization and mechanical progressions have expanded openness, which has assisted firms with social obligation drives and better item discernibility.

The manner in which clients buy things and how organizations operate has advanced from that point forward because of the improvement of web organizations, the web of things (IoT), and portable processing. Clients might reach out to item wholesalers straightforwardly because of the web. Accordingly, collaboration has expanded and the production network has been diminished by removing specific delegates.

Clients' assumptions for accommodation and conveyance times have expanded, however, because of online retailers like Amazon. However, it could further develop request satisfaction proficiency, normalizing highlights like 24-hour conveyance strains different connections in the production network. Orders should be provided at a likewise fast speed



since they might be put and gotten all the more rapidly. Due to overordering of materials followed by a decrease in orders, this much of the time brings about squander for the organizations. Among different advances, AI, computerization, and man-made consciousness have empowered organizations become more receptive to this rising interest.

Work must be done nearer to the supplier in conventional stock chains as a result of their baser up, confined system. Utilizing the opposite strategy, Amazon started as a retailer and advanced to turn into a distributor and a section proprietor of its dispersion organization. This is known as in reverse vertical coordination.

The Coronavirus plague has sped up the pattern toward fluctuated obtaining and increased the significance of stock perceivability and the board. After the pandemic's monetary shock has died down, AI and computerized reasoning will presumably keep on assuming a huge part in expanding supply change and improving the responsiveness and flexibility of supply chains.

III. Importance of Efficient Supply Chains in Healthcare:

Effective and efficient supply chain management is essential in today's fast-paced and constantly changing healthcare environment to guarantee that hospitals and other healthcare institutions can provide their patients with high-quality treatment.



Figure 6: Efficient Supply Chains in Healthcare

The acquisition, distribution, and administration of a broad variety of goods and services—from medications and medical equipment to medical supplies and patient care—are all part of the intricate network that is known as the healthcare supply chain.

This article examines the critical role that supply chain management plays in the hospital and healthcare sectors, emphasizing both the many advantages it provides and the difficulties it encounters [9].



The Importance of Supply Chain Management in Healthcare

□ **Cost Management:**

Healthcare providers must strike a balance between delivering the highest quality of treatment and preserving their financial stability, which makes cost control a top priority. Reducing waste, negotiating better pricing, and streamlining the procurement process are all ways that efficient supply chain management lowers expenses. Simplifying the supply chain allows hospitals to devote more funds to patient care.

□ **Inventory Management:**

In order to avoid stockouts and overstock situations and guarantee that necessary supplies and drugs are accessible when needed, proper inventory management is critical in the healthcare industry. Supply chain management lowers the chance of running out of essential goods by ensuring that inventory levels are accurate.

□ **Quality Control:**

It is critical to the healthcare industry to maintain the quality of medical supplies and services. From prescription drugs to surgical tools, supply chain management guarantees that every product satisfies safety and quality requirements. This supervision improves results and patient safety.

□ **Regulatory Compliance:**

The medical care area is intensely managed, with many standards and guidelines that should be kept. Store network the board screens item starting points, handles reviews, and prepares for disgraceful or fake merchandise to ensure medical care suppliers follow guidelines.

□ **Patient Care and Safety:**

The provision of appropriate treatment to patients at the appropriate time is guaranteed by efficient supply chain management. This covers the prompt delivery of prescription drugs, the accuracy of patient data, and the accessibility of essential medical supplies. When the supply chain runs efficiently, patient safety and wellbeing are greatly improved.

i. Complexities in Healthcare Supply Chain Management:

Supply chain management is essential to the smooth delivery of medical supplies and services in the complex field of healthcare. Notwithstanding its manifold benefits, including improved patient safety and cost-effective care delivery, the healthcare supply chain confronts formidable obstacles. These involve negotiating dramatic price variations,



handling extremely changeable demand, managing intricate networks involving numerous parties, and complying with strict regulatory standards.

Furthermore, incorporating contemporary technology into supply chain operations is difficult yet necessary. In an industry that is always changing, healthcare providers must deal with these difficulties if they hope to maintain high standards of service, regulatory compliance, and overall operational performance.

Although supply chain management has many benefits, there are also drawbacks:

- **Complex Supply Chain Networks:** Healthcare suppliers, manufacturers, distributors, and providers are just a few of the many parties involved in complex healthcare supply chains. It might be difficult to maintain these varied relationships and make sure that coordination is done effectively [10].
- **Demand Variability:** The demand for healthcare can fluctuate greatly, which makes it difficult to predict and efficiently manage inventories. Situations of stockouts or overstock may result from this fluctuation.
- **Price Fluctuations:** Uncertainty about costs might arise from the fluctuating prices of medical supplies. To lessen this difficulty, pricing control and effective negotiating are essential.
- **Regulatory Requirements:** The healthcare sector is highly regulated, and adhering to the many laws and regulations may be difficult and time-consuming. Managers of supply chains need to be aware of these regulations and make sure they are followed.
- **Technological Integration:** It can be expensive and time-consuming to integrate contemporary technologies into supply chain management. But maintaining effectiveness and data accuracy is essential.

The management of the supply chain is essential in the healthcare sector. It guarantees patient safety, cost-effective and high-quality care delivery, and regulatory compliance. Effective supply chain management in the healthcare industry greatly enhances the general success and caliber of healthcare services, despite the many obstacles. Healthcare providers need to emphasize supply chain management as the sector develops in order to negotiate this complexity and uphold a high quality of patient care [11].

IV. Specific Challenges in Supplying Rehabilitation Equipment and Supplies:

The rehabilitation equipment and supply chain has unique obstacles that have a big influence on the healthcare industry's capacity to deliver critical services. Healthcare disparities are typically exacerbated by challenges related to availability and accessibility, which can result

in differences in access, especially in rural and disadvantaged regions. Patient safety is at danger from inconsistent manufacturing techniques and counterfeit goods, making quality control and regulatory compliance both essential and difficult. Because these specialized items are frequently expensive due to technological complexity and limited economies of scale, cost and affordability issues further impede availability.



Figure 7: Associated Challenges in Supplying Rehabilitation Equipment and Supplies

Furthermore, the supply chain is susceptible to interruptions from pandemics, natural catastrophes, and geopolitical unrest, requiring flexible and robust tactics. In order to ensure that patients everywhere have access to the rehabilitative materials and equipment they require, addressing these issues calls for concerted efforts to increase availability, guarantee quality, improve cost, and strengthen supply chain resilience [12].

i. Availability and Accessibility Issues:

The provision of goods and equipment for rehabilitation encounters considerable obstacles concerning accessibility and availability. Access differences arise when these specialty items are not consistently provided throughout areas or medical institutions. Limited availability is a significant problem for marginalized people and rural places, which exacerbates healthcare disparities. Furthermore, logistical issues with distribution and transportation make it much harder to get these vital materials in a timely manner.



ii. Quality Control and Regulatory Compliance:

Another difficult task is ensuring that rehabilitation materials and equipment meet quality standards and legal requirements. Strict guidelines and rules must be followed by manufacturers to ensure the efficacy, longevity, and safety of these items. But inconsistent production methods, fake products, and weak regulatory enforcement in some areas raise questions about the safety of patients and the quality of the products. To reduce these hazards, strict quality control procedures and strong regulatory frameworks are necessary [13].

iii. Cost and Affordability Concerns:

A significant hurdle to obtaining materials and equipment for rehabilitation is cost. Because of their restricted economies of scale, complicated technological features, and need for customization, these specialist items are sometimes pricey. Healthcare institutions find it difficult to pay for these necessary instruments, especially in environments with limited resources, which compromises patient care and treatment results. In order to solve issues with affordability and enhance accessibility, innovations in cost-effective manufacturing, smart procurement techniques, and campaigning for healthcare financing are essential.

iv. Supply Chain Disruptions and Resilience:

Disruptions to the rehabilitation equipment and supply chain might have a serious effect on distribution and availability. Manufacturing, transportation, and logistical networks can be disrupted by pandemics, natural catastrophes, geopolitical unrest, and economic instability. This can result in shortages and delays in supplies. Supply chain resilience may be increased by diversifying sourcing tactics, creating backup plans, and utilizing technology to enable real-time monitoring and flexible reactions. It is imperative that stakeholders, including as producers, distributors, and healthcare providers, work together to guarantee supply continuity and lessen the effects of unanticipated interruptions.

Stakeholders from all over the healthcare ecosystem must work together to address these particular issues. Enhancing availability, guaranteeing quality and compliance, tackling cost issues, and strengthening supply chain resilience are some of the ways the healthcare industry can better serve patients throughout the world who need rehabilitation materials and equipment.

V. Conclusion:

In order to provide efficient healthcare, the supply chain for supplies and equipment for rehabilitation is essential, but it confronts several obstacles that affect its effectiveness and accessibility. Due to limited infrastructure and logistical challenges, availability and



accessibility concerns, especially in rural and disadvantaged regions, increase healthcare inequities [14]. Risks associated with inconsistent manufacturing techniques and counterfeit goods include the complexity of maintaining quality control and regulatory compliance. Patient treatment is hampered by limited availability to these specialty goods due to high pricing and affordability issues [15]. Furthermore, the supply chain is susceptible to interruptions from pandemics, natural catastrophes, and geopolitical unrest, making robust techniques like real-time monitoring and diverse sourcing necessary. In order to overcome these obstacles, stakeholders must work together to improve supply chain resilience, increase availability, guarantee quality, and improve pricing. This will eventually guarantee that patients receive the rehabilitation materials and equipment they require.

References

- [1] American Express. (2022, February 4). What is Supply Chain Mapping and Why is it Important? Retrieved June 11, 2022, from [URL]
- [2] Association for Supply Chain Management (ASCM). (2022). Supply Chain Operations Reference Model: SCOR Digital Standard. Retrieved August 10, 2023, from [URL]
- [3] Brown, J. S., Hagel, J. III, & Durchslag, S. (2002). Loosening up: How process networks unlock the power of specialization. *McKinsey Quarterly*, 2, 59-69.
- [4] Ganeshan, R., & Harrison, T. P. (2005, May 22). An Introduction to Supply Chain Management. Retrieved June 29, 2023, from [URL]
- [5] Ghiani, G., Laporte, G., & Musmanno, R. (2004). Introduction to Logistics Systems Planning and Control. John Wiley & Sons.
- [6] Harrison, A., & Godsell, J. (2003). Responsive Supply Chains: An Exploratory Study of Performance Management. Cranfield School of Management. Retrieved May 12, 2021, from [URL]
- [7] Keith, R. (2012, December 3). So Why Do We Call it a 'Supply Chain' Anyway? *Industry Week*. Retrieved January 6, 2021, from [URL]
- [8] Kozlenkova, I., et al. (2015). The Role of Marketing Channels in Supply Chain Management. *Journal of Retailing*, 91(4), 586–609. <https://doi.org/10.1016/j.jretai.2015.03.003>
- [9] McKinsey & Company. (2021, April 30). Succeeding in the AI supply-chain revolution. Retrieved June 28, 2023, from [URL]
- [10] Nagurney, A. (2006). Supply Chain Network Economics: Dynamics of Prices, Flows, and Profits. Cheltenham, UK: Edward Elgar.
- [11] Ross, J. W., Weill, P., & Robertson, D. (2006). Enterprise architecture as strategy: creating a foundation for business execution. Boston, MA: Harvard Business School Press.



- [12] SCM Portal. (2023, April 7). Supplier Tiering. Procurement Glossary supplied by CIPS. Retrieved July 11, 2021, from [URL]
- [13] Supply Chain Management Review (SCMR). (2021, April 3). The ethical supply chain. Retrieved from [URL]
- [14] Wieland, A., & Wallenburg, C. M. (2011). Supply-Chain-Management in stürmischen Zeiten. Berlin: Universitätsverlag der TU.
- [15] Zarandi, M. H. F., Zarani, M. M. F., & Saghiri, S. (2007). Five crisp and fuzzy models for supply chain of an automotive manufacturing system. *International Journal of Management Science and Engineering Management*, 2(3), 179. Retrieved January 23, 2024, from [URL]
