Industry 4.0 adoption challenges in lean-agile-resilient-green agri-food supply chain

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Abstract

Purpose – By incorporating I4.0 technologies, the agri-food supply chain (AFSC) can become leaner, faster, more robust and greener. However, many challenges must be overcome to fully realise I4.0 in this context. Therefore, this paper aims to identify the challenges that hinder the adoption of I4.0 technologies on the development of the Lean, Agile, Resilient and Green (LARG) AFSC.

Design/methodology/approach – The approach adopted was to identify challenges addressed in the literature with expert opinion and Total Interpretive Structural Modelling (TISM) for adaptation. In addition, a Weighted Influence Non-linear Gauge Systems (WINGS) methodology has been developed that uses expert opinion to generate a power and influence matrix.

Findings – The results show that lack of commitment and understanding of top management (X12), lack of long term vision (X17) and lack of incentives and government support (15) are the most important challenges.

Research limitations/implications – This study does not explore the effectiveness of the concluded challenges of I4.0 and their strategy to overcome them. Also, the authors relied on a limited sample size for this study, which might not cover the detailed challenges within LARG AFSC. Finally, this study lacks in future advancement of I4.0, which may further affect the challenges.

Practical implications – By mentioning the key challenges, this study empowers LARG AFSC organisations to build a targeted strategy for smoother I4.0 implementation.

Originality/value – Industry 4.0 challenges remain unexplored in LARG AFSC. This improved awareness equips managers to navigate better the potential issues and complexity that may arise when adopting I4.0 in the LARG AFSC.

Keywords Agri-food, Industry 4.0, Challenges, LARG, Supply chain

Paper type Research paper

1. Introduction

The agri-food industry plays a crucial role in ensuring food security. However, one-third of food losses occur along the supply chain (SC) (Gedam *et al.*, 2021). To further reduce losses,

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© Emerald Publishing Limited 2040-4166 DOI 10.1108/JJLSS-06-2024-0120 there should be effective coordination between retailers and farmers and foster a sustainable and green agri-food supply chain (AFSC) thus, improving revenue (Gardas *et al.*, 2019). In the AFSC, technologies are used to reduce food waste (Annosi *et al.*, 2021). Another consequential benefit of this approach is the reduction in food costs, ultimately contributing to the achievement of the United Nation's Sustainable Development Goal 2 (SDG 2), which focuses on zero hunger.

Lean practices reduce waste and add value to the customer (Ansari, 2022). It requires a systematic way of thinking to identify and address waste in the food sector. Agile SC respond to changes quickly to changes and recover efficiently and smoothly to meet demand (Ansari *et al.*, 2024; Raji *et al.*, 2021). They encourage active teamwork, execution, consignment tracking, monitoring and strong team coordination to quickly meet client requests (Digalwar *et al.*, 2020). The inter and intraoperations and transactions between manufacturing communities and customers based on information technology, resource allocation, logistics evaluation, warehouse optimisation and software application require the usage of agile architectures (Ciccullo *et al.*, 2018). So, integrating all these practices and adopting them in an AFSC can give a competitive advantage. For this purpose, our study focused on introducing Lean, Agile, Resilient and Green (LARG) AFSC, which can be addressed as "the agri-food supply chain aims to operate in an eco-friendly way, withstand disruption, respond quickly to market shift and minimise waste".

Furthermore, LARG has a common focus and objective of improving AFSC (Sahu et al., 2023). It is also a benchmarking tool to assess SC performance (Azevedo et al., 2016). Sharma et al. (2021) showed how LARG can be integrated to improve a system's sustainability. There is a need to track and correct the existing AFSC performance (Ivanov, 2022). It requires a cross-functional architecture of industries to mould and integrate LARG initiatives (Sahu et al., 2023). This effort enhances and promotes the SC's sustainable environment (Sharma et al., 2021). Also, managers and practitioners may find it easier to manage their organisations by implementing various material management practices and integrating them with technology (Mahajan et al., 2024) for service quality improvement (Magd *et al.*, 2021). LARG practices have been recognised as effective in addressing both traditional and contemporary competitive priorities (Divsalar et al., 2022). Moreover, adopting only one of the LARG SC's paradigms may lead to forfeiting the benefits offered by the others (Saraji *et al.*, 2023). For example, integrating lean, agile, green and resilient methodologies within the SC environment can be challenging because ecological, economic and operational goals often conflict (Saraji et al., 2023).

Industry 4.0 refers to creating and applying disruptive technologies intended to boost industrial capacities' productivity and efficiency (Mukhuty *et al.*, 2022). Automation and digitalisation technologies, like smart manufacturing, cloud manufacturing, the Internet of Things (IoT), cyber-physical systems and augmented reality, are paving the way to support sustainable development in the manufacturing industry (Pacchini *et al.*, 2019). I4.0 includes various technologies such as artificial intelligence, IoT, robotics, big data analytics and cloud computing (Jan *et al.*, 2023). The era of I4.0 presents the most important opportunity for the AFSC sector. It enables various sustainability options and facilitates the transition of the agri-food sector (Sahu *et al.*, 2023). It may increase efficiency, reduce costs, enhance sustainability and improve decision-making skills by integrating I4.0 concepts into the LARG framework (Khan *et al.*, 2021). Despite this potential, few researchers have addressed the comprehensive incorporation of sustainability aspects, such as lean operations, agility, resilience and environmental

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awareness (LARG), into the concept. Addressing the hurdles and limitations to I4.0 adoption within this setting is critical to unleashing its transformative potential and enhancing the overall sustainability of the agri-food sector. To efficiently identify and manage the aforementioned problems, the TISM-WINGS methodology is used.

The subsequent research questions the authors sought to address in our article:

RQ1. What are the significant adoption challenges of I4.0 in LARG AFSC?

RQ2. What connections and interactions exist between the identified barriers?

This article is organised as follows. A literature is presented in Section 2. The methodological development is introduced in Section 3, whereas data collection and analysis are discussed in Section 4. The results are discussed in Section 5 and the practical and theoretical implications are presented. The conclusion is in Section 6 while limitations and future scope are mentioned in Section 7.

2. Literature review

In today's climate, a supply chain (SC) must be able to fulfil consumer demand with agility, successfully counteract unforeseen occurrences, respect the environment and minimise nonvalue-added procedures for its business. The AFSC has the potential to undergo a complete transformation with the integration of I4.0, which is the convergence of digital technologies into industrial operations. Industry 4.0 adoption in the AFSC can boost productivity, reduce costs, increase sustainability and facilitate improved decision-making (Khan et al., 2021). Given its significance in terms of economic returns, the AFSC stands as one of the most crucial industries where the impact of I4.0 can be substantial (Mehmood et al., 2021). Many firms are demonstrating interest in implementing I4.0 technology. However, it has been observed that small and medium enterprises (SMEs) exhibit significantly lower adoption rates due to inefficient knowledge, a lack of standardised processes and high technology costs (Mittal et al., 2018). 14.0 adoption faces economic, environmental and innovationrelated challenges (Kumar et al., 2023). Furthermore, there are insufficient studies on I4.0 that focus explicitly on leveraging sustainability concerns and our article aims to fill that gap. Raut et al. (2021) suggested further investigation into the effects of I4.0 on industry performance. While many articles on I4.0 in AFSC primarily focus on profitability and operational efficiency, there is a notable lack of attention towards environmental sustainability (Lezoche et al., 2020). Srhir et al. (2023) conducted a study on uncovering I4.0 attributes and recommended future research to explore the challenges and benefits of I4.0, aiming to understand their effective integration into sustainable SC. Limited empirical research in the agri-food domain has explored the potential opportunities resulting from I4.0 in relation to the processing of fresh food products in Spain (Oltra-Mestre *et al.*, 2021). In separate cases, a UK SME involved in water crackers and cookies manufacturing faced technical I4.0 production challenges (Romanello and Veglio, 2022). These examples lead us to the conclusion that very few studies have considered the LARG SC context.

Earlier, the literature highlighted the significant outcome of integrating lean practices and I4.0 technology (Ciano *et al.*, 2021) and suggested that I4.0 technology can make SC leaner (Oliveira-Dias *et al.*, 2023). Lean practices combined with I4.0 technology may decrease costs by up to 40%, whereas Lean alone can reduce costs by 15%–20% and I4.0 can reduce costs by 10%–15% (Sharma *et al.*, 2022). An example of how a lean supply chain could be facilitated by I4.0 technology is the digitalisation of traditional kanban cards for system improvement (Moreira *et al.*, 2024; Sanders *et al.*, 2016). I4.0 technology in traditional Kanban card systems makes it more efficient by triggering automatic replenishment and

International Journal of Lean Six Sigma avoiding card losses. Another example considers just-in-time (JIT) practices of a lean umbrella, which can be improved by electronic tracking and tagging of products by using IoT (Hofmann and Rüsch, 2017). This makes sure that the right item sends to the right place, which may lead to out optimisation and lead time reduction (Raji *et al.*, 2021).

Flexibility and agility are regarded as the responsive and reactive skills of the SC. Although closely related, these are considered two distinct elements of the SC (Sharma *et al.*, 2023). Flexibility refers to the SC's capacity to respond to disruptions so that the entire system continues functioning normally (Chenarides *et al.*, 2021). To mitigate disruptions, data analytics offers insights into specific aspects of processes and enables product improvements.

Resilience is a company's capacity to plan for, respond to and recover from unexpected occurrences cost-effectively and timely, allowing it to return to its original state or even improve beyond it (Sharma *et al.*, 2023). The resilience paradigm emphasises the SC's capacity to bounce back from a disruption to its initial state or a better one (Govindan *et al.*, 2015). Ambiguities in SCs might be addressed using analytics-generated insights through the machine learning technique of I4.0 (Mahajan *et al.*, 2023).

Green SCs have focused on reducing environmental effects while increasing economic performance and competitive advantage (Sharma *et al.*, 2023). Because of the constant demand from environmentally conscious customers, such environmental consciousness has enhanced ecological efficiency (Hou *et al.*, 2023). Handling such SCs necessitates coordination among partners from source through distribution, hence improving the overall SC gamete (Sharma *et al.*, 2021). According to Luthra *et al.* (2019), the importance of innovation, such as I4.0, enables scalability and flexibility, increases efficiency in SC processes, decreases food waste and achieves sustainable growth (McDermott *et al.*, 2023a, 2023b). On the other hand, green innovation is significantly more difficult and necessitates coordination between various partners in the food SC (Gabler *et al.*, 2017).

Researchers used various quantitative and qualitative methods to conduct analyses, which include Analytical Hierarchy Process, Interpretive Structural Modelling (ISM) and Decision-Making Trial and Evaluation Laboratory (DEMATEL) to identify the barriers and drivers of I4.0 (Rajput and Singh, 2019). Raut *et al.* (2021) investigated big data as a mediator in LARG practices using structural equation modelling (SEM). They found a significant relationship between variables and suggested investigating non-linear relationships. Regarding previous research in the same area, the literature does not directly analyse the I4.0 challenges in LARG AFSC. The novelty of this article considers an AFSC that has already implemented practices such as LARG practices and is further adopting I4.0 in their organisation. Few studies covered LARG in the context of AFSC and I4.0, making it a significant gap that the authors would like to extend further. To achieve this, the study adopts a unique approach for analysis using the TISM method. The output of TISM serves as the input to the Weighted Influence Non-linear Gauge Systems (WINGS) method, enabling the study to analyse complex systems and identify important components and connections within them (Michnik, 2013).

3. Methodology

The article outlines the challenges of implementing I4.0 in the AFSC. The challenges found in the literature are mentioned in Table 1, along with their references. It covers a plethora of reviews and challenges found by various authors. This identification process requires a literature review. The data was collected in a brainstorming session with various experts. The expert belongs to chief technical officer, chief executive officer, senior manager, process engineer, farming, agricultural produce market committee (APMC) member, consumer and

Table 1	. Industry 4.0 challenges in LARG A	FSC	
Sr. no.	Challenges	Description	Citation
1	Resistance to change	One of the main challenges in implementing 14.0 technology is employee and stakeholder resistance. Motivating individuals to use new rechnologies can be difficult	Haddud et al. (2017), Horváth and Szabó (2019), Raj et al. (2020), Lee and Lee (2015), Yadav et al. (2020), Sharma et al. (2021)
2	High investment cost	Several participants in the LARG AFSC might not have the economic competence to invest in 14.0 technologies because	(2020), Senna <i>et al.</i> (2017), Buer <i>et al.</i> (2018), Karadayi-Usta (2020), Senna <i>et al.</i> (2022), Horváth and Szabó (2019), Govindan
e	Lack of data quality and data	their operations can be expensive Providing the accurate data with highly relatable to the real	<i>et al.</i> (2014) Buer <i>et al.</i> (2018), Karadayi-Usta (2020), Stentoft and Rajkumar
4	management Lack of skilled workforce	world is a challenge along with maintaining the integrity of it Adopting 14.0 technologies can be needed to increase monticiency and train employees. Fusuring the workforce is	(2020), Raj et al. (2020), Sema et al. (2022) Karadayi-Usta (2020), Dalmarco et al. (2019), Sema et al. (2020) Horváth and Szabó (2019), Eamini <i>et al.</i> (2020), Stemoft
ы	Lack of integration with existing systems and interoperability capabilities	protections and the required skills can be challenging requipped with the required skills can be challenging Incorporating new technologies with obsolete systems can be difficult. This can include issues with compatibility and	end Rajkumar (2020), Raj <i>et al.</i> (2020), Sharma <i>et al.</i> (2021) Horváth and Szabó (2019), Raj <i>et al.</i> (2020), Sharma <i>et al.</i> (2021), Senna <i>et al.</i> (2022), Yadav <i>et al.</i> (2020), Sharma <i>et al.</i> (2021), Xu
9	Lack of regulation and legal issues	interoperability Industry 4.0 technology may bring up fresh legal and regulatory difficulties that must be resolved, such as worries	<i>et al.</i> (2018) Horváth and Szabó (2019), Raj <i>et al.</i> (2020), Senna <i>et al.</i> (2022), Ghadge <i>et al.</i> (2020), Stentoft and Rajkumar (2020), Senna <i>et al.</i>
~	Lack of internet-based networks and infrastructure	about data security and privacy Providing the infrastructural backup to 14.0 is another major challenge in LARG AFSC and it has various reasons such as	(2022) Majumdar <i>et al.</i> (2021), Devi <i>et al.</i> (2021), Karadayi-Usta (2020), Kiraz <i>et al.</i> (2020), Xu <i>et al.</i> (2018), Yadav <i>et al.</i> (2020), Sharma
ω	Lack of privacy and security	raw material comes from remote area The use of 14.0 technologies may make cyberattacks and other security risks more likely. Providing and maintaining	<i>et al.</i> (2021), Sema <i>et al.</i> (2022), Dalmarco <i>et al.</i> (2019), Xu <i>et al.</i> (2018), Raj <i>et al.</i> (2020), Stentoft and Rajkumar (2020), Sema <i>et al.</i> (2022)
6	Lack of collaboration and coordination	the privacy and security in the era of 14.0 is challenging task Agri-food supply chain as various stakeholders starting from farmer, supplier, distributer, etc. maintaining coordination	Luthra <i>et al.</i> (2016), Sharma <i>et al.</i> (2021), Horváth and Szabó (2019)
10	Lack of willingness of the supplier to adapt to sustainability	between them might be a challenging task The deployment of Industry 4.0 may be hampered if suppliers are strict and refuse to give helpful suggestions and	Govindan et al. (2014), Yadav et al. (2020), Sharma et al. (2021)
11	Lack of clarity regarding the economic benefit	creative ideas Due to dispersed espousal across the value chain, economic advantages and productivity gains of technological adoption are uncertain	Lee and Lee (2015), Stentoft and Rajkumar (2020), Raj <i>et al.</i> (2020), Senna <i>et al</i> . (2022)
12			(continued)
			International Journal of Lean Six Sigma

Table 1.	Continued		
Sr. no.	Challenges	Description	Citation
	Lack of commitment and understanding of top management	Because decision-making may go to the ground level, the top management may be reluctant to implement it	Govindan <i>et al.</i> (2014), Long <i>et al.</i> (2016), Yadav <i>et al.</i> (2020), Kumar <i>et al.</i> (2021), Majumdar <i>et al.</i> (2021), Sharma <i>et al.</i> (2001)
13	Lack of digital strategy	The implementation and creation of digital tactics that believe both the horizontal and vertical axes of the value chain are becoming more and more necessary. To integrate with different IT systems, the digital strategy must take	(2021), Senna <i>et al.</i> (2022), Ghadge <i>et al.</i> (2020), Stentoft and Rajkumar (2020)
14	Lack of standards and reference architectures	compaributity and metoperationary into account Global standards, manufacturing-specific reference architecture, data-sharing protocols and software commanifylity inconsistenciae are laction for 1 APC AFSC	Yadav et al. (2020), Sharma et al. (2021)
15	Lack of incentives and government support	There are no financial incentives, training programs or government subsidies to help offset the expense of adoption. The use of circular economy and technology is not	Kumar <i>et al.</i> (2021), Mangla <i>et al.</i> (2019)
16	Lack of availability of a trainer and high training cost	sugumentry supported by poncy or procedure. The difficulty or barriers that people or organisations may have while attempting to get professional training or ductation are often referred to as the lack of a trainer and bick training correct	Nimawat and Gidwani (2021), Raj <i>et al.</i> (2020)
17	Lack of long-term vision	moutuations coss An organisation need to have a deep-rooted goal in mind and work to accomplish it. Industry 4.0 cannot be implemented because the organisation does need deviated breaches town scools	Vigneshvaran and Vinodh (2020)
18	Lack of perseverance to adopt Industry 4.0	Declarate the organisation does not envelop long-retuin goals Lack of persistence is the inability or unwillingness to continue working towards a task or goal in the face of challenges, failures or impediments while implementing industry 4.0 in AFSC	Karadayi-Usta (2020)
Source:	Table by authors		

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academic background in agriculture and related to agriculture supply chain. The detailed report of data collection is mentioned in Appendix. Furthermore, the data is analysed using TISM and WINGS methods to find out the ranking of challenges and their relationship with each other. The objective is to explore the relationships between different variables, including the power impact matrix, to understand better the challenges related to I4.0 in LARG AFSC.

TISM is an extension of ISM, and the improved TISM method provides a more advanced approach. ISM applications can also use the same methodology, albeit at a reduced level, known as ISM with the polarity of relationships (ISM-P) (Sushil, 2018). ISM and TISM are hybrid methods combining many quantitative and qualitative elements. The hierarchical partitioning and transitivity check aspects are quantitative, whereas the pairwise comparison of variables involves qualitative judgement. By interpreting linkages between elements, TISM elevates the qualitative component to the next level (Sushil, 2018). When interactions between two components are considered, they often depend on the strength of that element and the severity of the affecting relationship (Govindan et al., 2023). Numerous Multi-Criteria Decision-Making (MCDM) methods are available, as Mina et al. (2021) documented. However, certain models have overlooked the significance of elemental relationships and their importance in decision-making. For example, Tamura and Akazawa (2005) developed a model that addressed individual elements' significance but neglected their interactions, similar to the original trial-and-error DEMATEL (Govindan et al., 2023). To address these limitations, the first important vector was refined using the independently derived total influence matrix (Kannan, 2021), which aimed to combine the factors of influence (the degree to which something affects) and strength (the degree to which something holds intrinsic power or importance) in an interconnected manner (Govindan et al., 2023). To accurately depict the fundamental interactions within an integrated system, the model must account for the cooperative interplay between these two factors. As a result, the WINGS approach seeks to resolve this issue (Govindan et al., 2023).

The WINGS method is a structural model that draws inspiration from the DEMATEL method. However, there is a key distinction between the two approaches. While DEMATEL uses influence intensity to analyse interconnected components (Freire et al., 2023), the WINGS method considers both the strength of the components and the intensity of their influence (Govindan et al., 2023). The WINGS method was chosen over DEMATEL for this study for various reasons such as DEMATEL is effective at dealing with complicated causal linkages and feedback loops between variables and is highly effective for studying complex systems because it is well-suited for problems involving cause-and-effect interactions (Ruano et al., 2023). The WINGS technique, on the other hand, is better suited for issues with a large number of criteria or alternatives because it simplifies the process of determining weights and dealing with uncertainties. Second, DEMATEL demands precise and trustworthy data on variable relationships, which can be difficult to obtain, especially in uncertain or dynamic contexts (Liu et al., 2023). Moreover, the WINGS approach is designed to manage uncertainty in data. It may function with minimal or inaccurate information, making it a more practical solution when data availability is an issue. Third, the WINGS technique handles uncertainties in data using Grey-based Similarity, allowing for more robust analysis when data is partial or ambiguous. DEMATEL, on the other hand, does not explicitly handle uncertainties and its accuracy may be impacted by incomplete or untrustworthy data (Feng et al., 2023). Fourth, DEMATEL is especially beneficial when it comes to finding and comprehending the causal linkages between factors and their effects. It is more suited for qualitative analysis and model development (Colak and Kağnıcıoğlu, 2023). The WINGS technique, on the other hand, is primarily focused on quantitative analysis, normalisation and managing enormous data sets. Finally, the technique used should International Journal of Lean Six Sigma IJLSS be selected based on the problem, the available data, the amount of uncertainty and the decision-making environment. Both WINGS and DEMATEL have distinct uses and their suitability should be carefully examined depending on the individual analytical needs. The proposed approach is listed below in various steps.

- *Step 1:* Identifying I4.0 adoption challenges in LARG AFSC based on literature review.
- *Step 2*: Determining the causal relationship between variables using expert opinion, as shown in Appendix Table A2.
- *Step 3*: Level partitioning of the variables and assessing their relationships using the TISM approach, as shown in Appendix Table A3.
- Step 4: Finding out the strength and Influence of variables through expert opinion.

Remarks: The influence intensity of component "i" on component "j" is not always equal to the impact intensity of component "j" on component "i", much like the DEMATEL approach. Component "i" may not have the same effects on Component "j" as Component "i".

- *Step 5:* Create the direct strength and influence matrix (C) using the "c_{ij}" elements. To achieve this, create an "n-n" matrix with the primary diameter representing the component strength. Also, add the component "i" influences the intensity on component "j" in rows "i" and "j" of the matrix "C", as shown in Appendix Table A4.
- *Step 6*: Normalise matrix "C" using equation (1), as shown in Appendix Table A5.

$$N = \frac{1}{P}C$$

$$C = \sum_{i=0}^{n} \sum_{j=0}^{n} c_{ij}$$
(1)

Where *N* is the normalised matrix.

• *Step 7*: The whole strength and influence matrix (P) with entries *P*_{ij} can be computed using equation (2), as shown in Appendix Table A6.

$$P = \frac{N}{D - N}$$

$$P = N(D - N)^{-1}$$

$$P = N \frac{Adj(D - N)}{|D - N|}$$
(2)

Where *D* is the identity matrix.

• *Step 8:* Using equations (3) and (4), determine the total impact (x_a) and total receptivity (y_b). Then, use the markers x_a , y_b , $x_a + y_b$ and $x_a - y_b$ to rank the barriers, as shown in Appendix Table A7.

(3)

$$y_b = \sum_{i=1}^n p_{ij} \tag{4}$$

Furthermore, the process consists of applying the proposed approach, interpreting the results and critically analysing the findings, including discussions on theoretical and practical implications, future scope and study limitations.

 $x_a = \sum_{i=1}^n p_{ij}$

4. Application of the proposed approach and interpretations of results

Table 1 lists the challenges of I4.0 for LARG AFSC, which were drawn from the literature review and further considered for our study. As mentioned in the table, our study has 18 significant challenges.

Twelve experts were consulted to participate in the study according to their demographic profiles in Table A1.

4.1 TISM approach

Table 2 shows the level partitioning of variables according to the intersection based on the reachability set and antecedent set.

From Table 2, it is seen that there are eight levels of partitions. Starting from the lack of willingness of the supplier to adapt to sustainability (10) and the lack of perseverance in adopting I4.0 (18). These are the least important challenges when considering the application of I4.0 in AFSC. Level two consists of various other variables, which involve a lack of collaboration and coordination (9) a lack of clarity regarding the economic benefits (11) and

Sr. no.	Reachability set	Antecedent set	Intersection set	Level
1.	1,9,10,18	1,4,12,13,16	1	II
2.	2,9,11,18	2,3,4,5,6,7,14	2	III
3	2,3,5,8,9	3,4,7,12,13,14,15,16	3	V
4	1,3,4,5,8,9	4,12,13,15,16,17	4	VI
5	2,5,8,9,11	3,4,5,6,7,12,14,15,16	5	IV
6	2,5,6,8	6,15,17	6	V
7	2,3,5,7,8	7,12,15,17	7	VI
8	8,9,18	3,4,5,6,7,8,12,14,16	8	III
9	9,10,18	1,2,3,4,5,8,9,16	9	II
10	10	1,8,9,10	10	Ι
11	11,18	2,5,11	11	II
12	1,3,4,5,7,8,12,13,14,15,17	12,15,17	12,15,17	VIII
13	1,3,4,13,16	12,13,15,16,17	13,16	VII
14	2,3,5,8,14	14	14	VI
15	3,4,5,6,7,12,13,15,17	12,15,17	12,15,17	VIII
16	1,3,4,5,8,9,13,16	13,16,17	13,16	VII
17	4,6,7,12,13,15,16,17	12,15,17	12,15,17	VIII
18	18	1,2,8,9,11,18	18	Ι
Source: Ta	ble by authors			

Table 2.	Level	partitioning
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resistance to change (1). Furthermore, the most important variables consist of a lack of commitment and understanding of top management (12), lack of incentives and government support (15) and lack of long-term vision (17). Figure 1 shows the TISM result and level partitions, and dotted lines represent the transitivity between variables, and all eight levels are marked.

4.2 WINGS implementation

From Table 3, the authors ranked each indicator based on their weightage. In the column of total impact, lack of commitment and understanding of top management (X12) plays an important role; furthermore, the lack of long-term vision (X17), lack of incentives and government support (X15) and so on play a crucial role. In the total receptivity column, lack of privacy and security (X8), lack of integration with existing systems and interoperability capabilities (X5) and lack of data quality and data management (X3) play an important role.

Figure 2 illustrates the relationships between various variables, and the interconnections show that the relationship values surpass the threshold value, indicating a significant relationship between them. The lack of willingness of the supplier to adapt to sustainability (10) was missing due to insignificance and lack of privacy and security (8) missing the antecedent link. The various types of dotted lines in Figure 2 are solely for better visualisation and have no connection with any interpretation.

Overall, implementing I4.0 in AFSC faces significant challenges. The top challenges in TISM hierarchy include supplier inflexibility and lack of perseverance in implementing I4.0 technology in AFSC. While other factors, including information security and resistance to change, also play a key role in it, they are less impactful in this context.

5. Discussion

LARG management is a socio-technical system that primarily aims to reduce waste, respond to changing consumer wants, adapt to new risk environments and implement environmentally friendly ideas and practices. The study raised two questions. The first question is on previous literature and focuses on various challenges that I4.0 adoption encounters within the LARG AFSC. Specifically, it seeks to identify the key adoption challenges of I4.0 in the LARG AFSC. The findings reveal the existence of around 18 challenges that sway the application of I4.0 technology in LARG AFSC. Kumar *et al.* (2020) analysed the challenges in deploying I4.0 technologies in SMEs for sustainable and ethical operations, identifying 15 challenges from the literature. Furthermore, Abdul-Hamid *et al.* (2020) collected 18 I4.0 challenges for the Palm industry in the context of a circular economy.

The second question of the study contains the analysis of the data collected through expert opinions to explore the connections and interactions among barriers within their context. The research used an MCDM technique called TISM and the WINGS approach. There are very few studies used the WINGS methodology for their analysis, which focuses on assessing the strength and influence of the barriers and challenges associated with I4.0 in the context of the AFSC. In this article, the authors discuss the challenges with strong strength and influence, emphasising the need for managers to manage these challenges while considering their impact. The most significant challenges (X12, X15 and X17) leading to other challenges identified in our study are discussed below:

 Lack of willingness of the supplier to adopt sustainability (10): There can be several reasons for this. Sustainability practices can be costly and challenging, especially for businesses operating on low-profit margins. Previously, the various authors mentioned that supplier inflexibility has the biggest challenge and that contradicts our findings mentioned in this article.



Source: Author

Figure 1. TISM results and the levels of partition

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 | $ \begin{array}{c} \mbox{nability} (10) & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & Effect \\ \mbox{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & Effect \\ \mbox{of comminent and understanding of top} & 0.1250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & Cause \\ \mbox{gement} (12) & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & Cause \\ \mbox{of adigital strategy} (13) & 0.1019 (12) & 0.0337 (5) & Cause \\ \mbox{of standards} (13) & 0.1019 (12) & 0.0337 (5) & Cause \\ \mbox{of standards} (13) & 0.0019 (13) & 0.1019 (12) & 0.0237 (6) & Cause \\ \mbox{of standards} (13) & 0.0019 (13) & 0.1019 (12) & 0.0237 (6) & Cause \\ \mbox{of standards} (13) & 0.0013 (13) & 0.1019 (12) & 0.0337 (5) & Cause \\ \mbox{of availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1066 (11) & 0.0439 (4) & Cause \\ \mbox{of oncerterm vision} (17) & 0.0794 (17) & 0.0913 (15) & -0.0685 (17) & Effect \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \end{tabular}$ | $ \begin{array}{c} \mbox{nability} (10) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{gement} (12) & 0.1250 (1) &
0.0233 (17) & 0.1483 (5) & 0.1017 (1) & \mbox{cause} \\ \mbox{gement} (12) & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{of digital strategy} (13) & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{of adigital strategy} (13) & 0.1009 (12) & 0.0337 (5) & \mbox{cause} \\ \mbox{of intentives and by training cost} (16) & 0.0324 (13) & 0.1049 (12) & 0.0755 (5) & \mbox{cause} \\ \mbox{of availability of a trainer and high training cost} (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0733 (4) & \mbox{cause} \\ \mbox{of ong-term vision} (17) & 0.0793 (4) & 0.0913 (15) & -0.0683 (3) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0799 (4) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0793 (4) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0793 (4) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0799 (4) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & 0.0114 (17) & 0.0799 (4) & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & \mbox{cause} \\ \mbox{of perseverance to adopt industry 4.0 (18) } & \mbox{cause} \\ \mbo$ | $ \begin{array}{c} \mbox{nability} (10) & 0.0366 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of clarity regarding the economic benefit} (11) & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{gement} (12) & 0.11250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & \mbox{cause} \\ \mbox{gement} (12) & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{of adjated strategy} (13) & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{of adjated strategy} (13) & 0.1009 (12) & 0.0337 (5) & \mbox{cause} \\ \mbox{of adjated strategy} (13) & 0.00528 (8) & 0.0331 (13) & 0.1019 (12) & 0.0375 (5) & \mbox{cause} \\ \mbox{of adjated strategy} (13) & 0.00528 (6) & 0.0349 (15) & 0.1403 (7) & 0.0753 (5) & \mbox{cause} \\ \mbox{of adjated strategy} (15) & 0.0754 (6) & 0.0349 (15) & 0.1069 (11) & 0.0337 (6) & \mbox{cause} \\ \mbox{of adjated strategy} (16) & 0.0754 (6) & 0.0349 (15) & 0.1069 (11) & 0.0339 (3) & \mbox{cause} \\ \mbox{of adjated strategy} (16) & 0.0754 (5) & 0.0465 (15) & 0.1669 (11) & 0.0533 (3) & \mbox{cause} \\ \mbox{of adjated strategy} (18) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & \mbox{Effect} \\ \mbox{of adjated strategy} (12) & 0.0465 (17) & 0.0913 (15) & -0.0685 (17) & \mbox{Effect} \\ \mbox{of adjated strategy} (12) & 0.0465 (17) & 0.0913 (15) & -0.0685 (17) & \mbox{Effect} \\ \mbox{of adjated strategy} (12) & 0.0468 (17) & 0.0913 (15) & -0.0685 (17) & \mbox{Effect} \\ \mbox{of adjated strategy} (12) & 0.0468 (17) & 0.0913 (15) & -0.0685 (17) & \mbox{adjated} \\ \mbox{of adjated} \mbox{adopt industry} 4.0 (18) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & \mbox{adjated} \\ \mbox{adjated} \mbox{adopt industry} 4.0 (18) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & \mbox{adjated} \\ \mbox{adjated} adjated$ | $ \begin{array}{c} \mbox{nability (10)} & 0.0366 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of commitment and understanding of top} & 0.1250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & \mbox{Cause} \\ \mbox{gement (12)} & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \mbox{Cause} \\ \mbox{of a tail all a trategy (13)} & 0.1038 (4) & 0.0663 (8) & 0.1301 (12) & 0.0375 (5) & \mbox{Cause} \\ \mbox{of a tail a trategy (13)} & 0.1038 (4) & 0.0663 (8) & 0.0301 (13) & 0.0375 (5) & \mbox{Cause} \\ \mbox{of a tail a trategy (13)} & 0.01019 (12) & 0.0375 (5) & \mbox{Cause} \\ \mbox{of a trainer and high training cost (16)} & 0.0528 (8) & 0.0315 (16) & 0.1403 (7) & 0.0705 (2) & \mbox{Cause} \\ \mbox{of a reconstruction (17)} & 0.0455 (12) & 0.0455 (12) & 0.0593 (3) & \mbox{Cause} \\ \mbox{of a reconstruction (17)} & 0.0143 (17) & 0.0455 (12) & 0.0593 (3) & \mbox{Cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.0116 (17) & 0.0455 (12) & \mbox{Cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.011665 (12) & 0.0455 (12) & \mbox{Cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.011665 (12) & 0.0593 (3) & \\mbox{Cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.0114 (17) & 0.0913 (15) & \mbox{cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.0114 (17) & 0.0913 (15) & \mbox{cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.0114 (17) & 0.0913 (15) & \mbox{cause} \\ \mbox{of a reconstruction of a dominicative AD (18)} & 0.0114 (17) & 0.0913 (15) & \mbox{cause} \\ \mbox{of a 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& 0.095 (14) & -0.0418 (15) & \text{Effect} \\ \text{ability (10)} & 0.0031 (11) & 0.0035 (13) & 0.0231 (18) & -0.0031 (11) & \text{Effect} \\ \text{ability (10)} & 0.0031 (11) & 0.0356 (14) & 0.0356 (14) & 0.0355 (14) & 0.0062 (17) & -0.005 (9) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0355 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{of commitment and understanding of top & 0.1250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & Cause \\ \text{gement (12)} & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & Cause \\ \text{of standards and reference architectures (14)} & 0.0628 (8) & 0.0331 (13) & 0.1701 (1) & 0.0375 (5) & Cause \\ \text{of standards and reference architectures (15)} & 0.0523 (15) & 0.0349 (15) & 0.1019 (12) & 0.0375 (5) & Cause \\ \text{of incnives and government support (15)} & 0.0754 (5) & 0.0349 (15) & 0.1009 (11) & 0.0375 (5) & Cause \\ \text{of availability of a trainer and high training cost (16)} & 0.0754 (5) & 0.0349 (15) & 0.1065 (12) & 0.07053 (3) & 0.07053 (3) \\ \text{of one diverter to adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{of perseverance to adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere are advised industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere addebt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & Effect \\ \text{othere addebt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & -0.0685 (17) & $ | $ \begin{array}{cccc} \text{of collaboration and coordination (9)} & 0.0266 (16) & 0.0684 (7) & 0.095 (14) & -0.0418 (15) & \text{Effect} \\ \text{ability (10)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \text{ability (10)} & 0.00306 (14) & 0.0356 (14) & 0.0562 (17) & -0.005 (9) & \text{Effect} \\ \text{ability active archive banefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{active archive archive banefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{active archive archive banefit (11)} & 0.0306 (14) & 0.0333 (17) & 0.0483 (5) & 0.1017 (1) & \text{Cause} \\ \text{active archive archive archive archive archive (14) & 0.0653 (8) & 0.1701 (1) & 0.0375 (5) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0333 (3) & 0.0109 (12) & 0.0337 (5) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0737 (6) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0439 (4) & 0.0533 (3) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0753 (6) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1069 (11) & 0.0753 (3) & 0.0333 (3) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.0169 (11) & 0.0753 (3) & 0.0533 (3) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (15) & 0.0169 (11) & 0.0753 (3) & 0.0533 (3) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (15) & 0.0169 (11) & 0.0753 (3) & 0.0533 (3) & \text{Cause} \\ \text{availability of a trainer and high training cost (16) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & 0.0533 (3) & \text{Cause} \\ \text{availability of a trainer and bilit training cost (16) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & 0.0685 (17) & \text{Cause} \\ $
 | $ \begin{array}{cccc} \text{of collaboration and coordination (9)} & 0.0266 (16) & 0.0684 (7) & 0.095 (14) & -0.0418 (15) & \text{Effect} \\ \text{ability (10)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \text{ability (10)} & 0.00306 (14) & 0.0356 (14) & 0.0562 (17) & -0.005 (9) & \text{Effect} \\ \text{ability (10)} & 0.0306 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{ability (12)} & 0.0117 (1) & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{ability (12)} & 0.0117 (1) & 0.0333 (17) & 0.1483 (5) & 0.1017 (1) & \text{Cause} \\ \text{ability (12)} & 0.1013 (12) & 0.1038 (4) & 0.0653 (8) & 0.1701 (1) & 0.0375 (5) & \text{Cause} \\ \text{ability of a trainer and high training cost (16) & 0.0754 (6) & 0.03115 (15) & 0.1019 (12) & 0.0237 (6) & \text{Cause} \\ \text{a vailability of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1066 (11) & 0.0333 (3) & \text{Cause} \\ \text{a for everance to adopt industry 4.0 (18) & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & \text{Effect} \\ \end{array}$
 | $ \begin{array}{cccc} \text{of collaboration and coordination (9)} & 0.0266 (16) & 0.0684 (7) & 0.095 (14) & -0.0418 (15) & \text{Effect} \\ \text{ability (10)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \text{ability vegarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0562 (17) & -0.005 (9) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0362 (17) & 0.1017 (1) & \text{Cause} \\ \text{genent (12)} & 0.10306 (13) & 0.1038 (4) & 0.0653 (8) & 0.1701 (1) & 0.0375 (5) & \text{Cause} \\ \text{of adjatal strategy (13)} & 0.1019 (12) & 0.0377 (5) & \text{Cause} \\ \text{of standards and ference architectures (14)} & 0.0654 (3) & 0.0391 (13) & 0.1019 (12) & 0.0377 (5) & \text{Cause} \\ \text{of availability of a trainer and high training cost (16)} & 0.0754 (6) & 0.0315 (16) & 0.1403 (7) & 0.0733 (3) & \text{Cause} \\ \text{of one-true wision (17)} & 0.0465 (12) & 0.0166 (11) & 0.0733 (3) & \text{Cause} \\ \text{of perseverance to adopt industry 4.0 (18)} & 0.0114 (17) & 0.0799 (4) & 0.0913 (15) & -0.0685 (17) & \text{Effect} \\ \end{array}$ | of collaboration and coordination (9) $0.0266(16)$ $0.0684(7)$ $0.095(14)$ $-0.0418(15)$ Effect $-0.0418(15)$ Effect $0.0051(10)$ $0.0231(10)$ $0.0051(10)$ $0.0031(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(12)$ $0.0061(12)$ $0.0061(12)$ $0.0061(12)$ $0.0061(12)$ $0.0062(17)$ $-0.007(9)$ $0.0071(12)$ $0.0062(17)$ $0.0071(1)$ $0.0062(17)$ $0.0071(1)$ $0.0062(17)$ $0.0177(1)$ $0.0062(17)$ $0.0071(1)$ $0.0071(1)$ $0.0062(17)$ $0.0071(1)$ $0.0071(1)$ $0.0072(1)$ $0.0061(13)$ $0.0062(13)$ $0.1019(12)$ $0.0072(5)$ $0.0061(13)$ $0.0071(13)$ $0.0071(13)$ $0.0071(13)$ $0.0071(13)$ $0.0072(5)$ $0.0071(13)$ $0.0070(13)$ 0 | of collaboration and coordination (9) $0.0266(16)$ $0.0684(7)$ $0.095(14)$ $-0.0418(15)$ Effect $-0.0418(15)$ Effect $-0.0116(13)$ $0.0055(14)$ $0.0055(14)$ $0.0031(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(11)$ $0.0061(12)$ $0.0061(11)$ $0.0062(17)$ $-0.005(9)$ $0.0017(1)$ $0.0061(12)$ $0.005(9)$ $0.0017(1)$ $0.0061(13)$ $0.0017(1)$ $0.00101(12)$ $0.001017(1)$ $0.00101(12)$ $0.001017(1)$ $0.00101(12)$ $0.001017(1)$ $0.001010(12)$ $0.001017(1)$ $0.001010(1)$ 0.00
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 | $ \begin{array}{c} \mbox{figure} \mbox{fig} \ (5) \ 0.0508 \ (1) \ 0.0896 \ (16) \ -0.012 \ (12) \ Effect \ 0.0083 \ (7) \ 0.0286 \ (15) \ 0.0788 \ (5) \ 0.0705 \ (6) \ 0.1493 \ (4) \ 0.0083 \ (7) \ Cause \ 0.0083 \ (13) \ 0.0266 \ (16) \ 0.0566 \ (16) \ 0.0566 \ (16) \ 0.0566 \ (16) \ 0.055 \ (14) \ 0.035 \ (14) \ 0.0085 \ (18) \ Effect \ -0.0418 \ (15) \ Effect \ 0.0083 \ (7) \ Cause \ 0.0083 \ (1) \ 0.0256 \ (16) \ 0.0556 \ (16) \ 0.0556 \ (18) \ 0.0256 \ (18) \ 0.0256 \ (18) \ 0.0256 \ (18) \ 0.0256 \ (18) \ 0.0256 \ (18) \ 0.0256 \ (18) \ 0.0251 \ (18) \ 0.0251 \ (18) \ 0.0083 \ (11) \ Effect \ -0.0081 \ (11) \ Effect \ -0.0081 \ (11) \ Effect \ 0.0083 \ (13) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0256 \ (14) \ 0.0252 \ (17) \ 0.005 \ (18) \ 0.1017 \ (1) \ Cause \ effect \ 0.1017 \ (1) \ 0.1017 \ (1) \ 0.0052 \ (1) \ 0.1017 \ (1) \ 0.0075 \ (2) \ Cause \ 0.1017 \ (1) \ 0.1017 \ (1) \ 0.0075 \ (3) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1017 \ (1) \ 0.0075 \ (5) \ 0.1016 \ (1) \ 0.075 \ (5) \ 0.1016 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.1017 \ (1) \ 0.075 \ (5) \ 0.105 \ (1) \ 0.1015 \ (1) \ 0.1075 \ (1) \ 0.1075 \ (1) \ 0.1075 \ (1) \ 0.1$ | $ \begin{array}{cccc} \mbox{figal states} (6) & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \mbox{Effect} \\ \mbox{of intermet based networks and infrastructure} (7) & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & \mbox{cause} \\ \mbox{of privacy and security} (8) & 0.0269 (15) & 0.1119 (1) & 0.1388 (8) & -0.085 (18) & \mbox{Effect} \\ \mbox{of collaboration and coordination} (9) & 0.0266 (16) & 0.0684 (7) & 0.0385 (14) & -0.0418 (15) & \mbox{Effect} \\ \mbox{of willingness of the
supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0055 (14) & 0.0351 (18) & -0.0081 (11) & \mbox{Effect} \\ \mbox{ability} (10) & 0.0236 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.0081 (11) & \mbox{Effect} \\ \mbox{ability} (10) & 0.0306 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{ability} (10) & 0.0306 (14) & 0.0356 (14) & 0.0562 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{ability} (10) & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & 0.005 (9) & \mbox{Effect} \\ \mbox{ability} (10) & 0.0306 (14) & 0.0333 (17) & 0.0433 (5) & 0.1017 (1) & \mbox{cause} \\ \mbox{ability} (10) & 0.0306 (13) & 0.01306 (13) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{ability} (12) & 0.0053 (8) & 0.1019 (12) & 0.0337 (5) & \mbox{cause} \\ \mbox{ability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1403 (7) & 0.0733 (3) & \mbox{cause} \\ \mbox{availability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (16) & 0.0169 (11) & 0.0733 (3) & \mbox{cause} \\ \mbox{availability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (15) & 0.0140 (12) & 0.0733 (3) & \mbox{cause} \\ \mbox{availability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0315 (15) & 0.0033 (3) & \\mbox{cause} \\ \mbox{availability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0756 (2) & 0.0033 (3) & \\mbox{cause} \\ \mbox{availability} of a trainer and high training cost (16) & 0.0754 (6) & 0.0756 (2) & 0.0736 (2) & \\mbox{cause} \\ \mbox{availability} of a trainer to adop$ | $ \begin{array}{c} \label{eq:construction} \mbox{and legal stores} (6) & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{and legal stores} (3) & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{and security} (8) & 0.0269 (15) & 0.1119 (1) & 0.1388 (8) & -0.085 (18) & \text{Effect} \\ \mbox{and security} (8) & 0.0266 (16) & 0.0684 (7) & 0.035 (14) & -0.0418 (15) & \text{Effect} \\ \mbox{and security} (10) & 0.0266 (16) & 0.0684 (7) & 0.035 (14) & -0.0418 (15) & \text{Effect} \\ \mbox{and sign se of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{and slifty} (10) & 0.0366 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.0081 (11) & \text{Effect} \\ \mbox{and slifty} (10) & 0.0306 (14) & 0.0356 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \mbox{and scattering the economic benefit} (11) & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & 0.005 (9) & \text{Effect} \\ \mbox{and scattering the economic benefit} (11) & 0.0333 (17) & 0.0662 (17) & 0.005 (9) & 0.1017 (1) & Cause \\ \mbox{and scattering and understanding of top} & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & Cause \\ \mbox{and and scattering sand argument (12) & 0.0331 (13) & 0.1009 (12) & 0.0337 (5) & Cause \\ \mbox{and and scattering sand reference architectures} (14) & 0.0653 (8) & 0.1701 (1) & 0.0375 (5) & Cause \\ \mbox{and scattering sand government support} (15) & 0.0331 (13) & 0.1009 (12) & 0.0337 (6) & Cause \\ \mbox{and scattering sand government support} (15) & 0.0754 (6) & 0.0315 (15) & 0.1003 (11) & 0.0735 (5) & Cause \\ \mbox{and scattering sole of one scattering cost} (16) & 0.0754 (6) & 0.0756 (2) & 0.0333 (3) & 0.00756 (2) & Cause \\ \mbox{and scattering sole} (12) & 0.0754 (6) & 0.0315 (15) & 0.0793 (3) & Cause \\ \mbox{and argument support} (15) & 0.0154 (1) & 0.0756 (2) & 0.0593 (3) & Cause \\ and scattering s$ | $ \begin{array}{c} \mbox{finement based networks and infrastructure} (7) & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & Effect \\ \mbox{of intermet based networks and infrastructure} (7) & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of brivacy and security} (8) & 0.0269 (15) & 0.1119 (1) & 0.1388 (8) & -0.0083 (13) & Effect \\ \mbox{of collaboration and coordination} (9) & 0.0266 (16) & 0.0684 (7) & 0.035 (14) & 0.035 (18) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0156 (18) & 0.0231 (18) & -0.0418 (15) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & Effect \\ \mbox{ability} (10) & 0.00306 (14) & 0.0356 (14) & 0.0253 (17) & -0.0081 (11) & Effect \\ \mbox{ability} (10) & 0.0052 (13) & 0.0133 (17) & 0.0052 (17) & -0.005 (9) & Effect \\ \mbox{ability} (12) & 0.0138 (14) & 0.0253 (17) & 0.0148 (15) & 0.1077 (1) & 0.0375 (5) & Cause \\ \mbox{ability} (12) & 0.1038 (14) & 0.0533 (17) & 0.1483 (5) & 0.1017 (1) & 0.0375 (5) & Cause \\ \mbox{ability} (12) & 0.0138 (13) & 0.0138 (13) & 0.01019 (12) & 0.0237 (6) & Cause \\ \mbox{ability} of digital strategy (13) & 0.0138 (15) & 0.0349 (15) & 0.01019 (12) & 0.0237 (5) & Cause \\ \mbox{ability} of a ranile willow cost (16) & 0.0554 (13) & 0.0143 (15) & 0.0143 (13) & 0.01019 (12) & 0.0237 (5) & Cause \\ \mbox{ability} of a ranile willow cost (16) & 0.0754 (13) & 0.0143 (15) & 0.0103 (11) & 0.0237 (5) & Cause \\ \mbox{ability} of a ranile willow cost (16) & 0.0754 (13) & 0.0143 (13) & 0.01019 (12) & 0.0233 (3) & Cause \\ \mbox{abox} of necentrives and government support (15) & 0.0754 (13) & 0.01453 (12) & 0.0143 (13) & 0.01453 (12) & 0.0233 (3) & 0.0233 (3) & 0.01453 (12) & 0.0233 (3) & 0.0233 (3) & Cause \\ \mbox} of necentrives and government support (15) & 0.0754 (2) & 0.00439 (4) & 0.0653 (3) & 0.010453 (12) & 0.00439 (4) & 0.0053 (3) & 0.00439 (4) & 0.0053 (3) & 0.00439 (4) & 0.0053 (3) & 0.00439 (4) & 0.0053 (3) & 0.00439 (4) & 0.0053 (3) & $ | of regulation and legal issues (6) 0.0388 (12) 0.0508 (11) 0.0896 (16) -0.012 (12) Effect of internet based networks and infrastructure (7) 0.0788 (5) 0.075 (6) 0.1493 (4) -0.0012 (12) Effect of privacy and security (8) 0.0788 (5) 0.0756 (15) 0.1119 (1) 0.085 (18) Effect of privacy and security (8) 0.0269 (15) 0.0119 (1) 0.1388 (8) -0.085 (18) Effect of collaboration and coordination (9) 0.0256 (16) 0.0564 (16) 0.0684 (7) 0.0331 (13) 0.0331 (13) 0.0231 (18) -0.0018 (11) Effect of valibingness of the supplier to adapt to 0.0075 (18) 0.0156 (18) 0.0231 (18) -0.0031 (11) Effect
inability (10) 0.00366 (14) 0.0356 (14) 0.03231 (17) 0.0052 (18) 0.0052 (17) 0.0053 (17) 0.0056 (17) 0.0056 (17) 0.0053 (17) 0.0053 (18) 0.0053 (17) 0.0053 (17) 0.0053 (17) 0.0056 (17) 0.0053 (17) 0.0053 (17) 0.0053 (17) 0.0053 (17) 0.0053 (17) |
| operabulty capabilities (5) $-0.012 (12)$ $Effect$ of regulation and legal sisues (6) $0.0388 (12)$ $0.0388 (12)$ $0.0033 (7)$ $Cause$ of privacy and security (8) $0.0756 (15)$ $0.0705 (6)$ $0.1493 (4)$ $-0.0013 (12)$ $Effect$ of privacy and security (8) $0.0788 (5)$ $0.0705 (6)$ $0.1493 (4)$ $0.0033 (7)$ $Cause$ of privacy and security (8) $0.0075 (18)$ $0.0156 (16)$ $0.035 (14)$ $-0.0081 (11)$ $Effect$ of collaboration and coordination (9) $0.0075 (18)$ $0.0156 (18)$ $0.0331 (18)$ $-0.0081 (11)$ $Effect$ inability (10) $0.0336 (14)$ $0.0356 (14)$ $0.0331 (13)$ $-0.0081 (11)$ $Effect$ of villipnees of the supplier to adapt to $0.0306 (14)$ $0.0335 (14)$ $-0.0081 (11)$ $-0.0081 (11)$ $Effect$ inability (10) $0.0033 (14)$ $0.0335 (13)$ $0.0033 (14)$ $0.0333 (17)$ $0.0331 (13) (13) (10)$ $0.0031 (11) (10) (10) (10) (10) (10) (10) (10$

 | operability capabilities (s) $-0.012 (12)$ Effect of regulation and legal sisues (s) $0.0388 (12)$ $0.0705 (6)$ $0.1493 (4)$ $-0.012 (12)$ Effect of negulation and legal sisues (s) $0.0788 (5)$ $0.0705 (6)$ $0.1493 (4)$ $-0.0083 (7)$ Cause of privacy and security (8) $0.0788 (5)$ $0.0705 (6)$ $0.1493 (4)$ $0.0083 (7)$ Cause of of privacy and security (8) $0.0075 (18)$ $0.0156 (16)$ $0.0084 (7)$ $0.0083 (7)$ Cause of collaboration and coordination (9) $0.0075 (18)$ $0.0156 (18)$ $0.0138 (18)$ $-0.0081 (11)$ Effect of collaboration and coordination (9) $0.0075 (18)$ $0.0156 (18)$ $0.0138 (18)$ $-0.0081 (11)$ $Effect$ of willing reso of the supplier to adapt to $0.0306 (14)$ $0.0356 (14)$ $0.0231 (18)$ $-0.0081 (11)$ $Effect$ of commitment and understanding of top $0.0336 (14)$ $0.0335 (13)$ $0.0037 (10)$ $0.0355 (17)$ $-0.0085 (17)$ $-0.0085 (17)$ $0.0037 (5)$ $0.0037 (5)$ $0.0037 (5)$ $0.0037 (10)$ 0.0170
 | operability capabilities (s) 0.0388 (12) 0.0508 (11) 0.0896 (16) -0.012 (12) Effect of regulation and legal issues (6) 0.0788 (5) 0.0705 (6) 0.1493 (4) 0.0033 (7) Cause of internation and legal issues (6) 0.0788 (5) 0.0705 (6) 0.1493 (4) 0.0033 (7) Cause of privacy and security (8) 0.0075 (18) 0.0756 (15) 0.0156 (18) 0.1388 (8) -0.0081 (11) Effect of villingness of the supplier to adapt to 0.0075 (18) 0.0564 (17) 0.0331 (18) -0.0081 (11) Effect of calrupting met condination (9) 0.0075 (18) 0.0156 (18) 0.0231 (18) -0.0081 (11) Effect of calrupting met condination (9) 0.0075 (18) 0.0233 (17) 0.0053 (14) -0.0081 (11) Effect of calrupting met condination (9) 0.00733 (17) 0.0231 (18) -0.005 (9) Effect of calrupting met condination (12) 0.0233 (14) 0.0233 (17) 0.0055 (17) -0.005 (9) 0.0075 (5) of digital strategy
(13) 0.0733 (17)

 | operability capabilities (s) 0.0388 (12) 0.0508 (11) 0.0896 (16) -0.012 (12) Effect of regulation and legal issues (6) 0.0788 (5) 0.0705 (6) 0.1493 (4) 0.0033 (7) Cause of internation and legal issues (6) 0.0788 (5) 0.0705 (6) 0.1493 (4) 0.0033 (7) Cause of privacy and security (8) 0.0075 (18) 0.0756 (15) 0.0156 (18) 0.1388 (8) -0.0081 (11) Effect of villingness of the supplier to adapt to 0.0075 (18) 0.0564 (17) 0.0331 (18) -0.0081 (11) Effect of calrupting met condination (9) 0.0075 (18) 0.0156 (18) 0.0231 (18) -0.0081 (11) Effect of calrupting met condination (9) 0.0075 (18) 0.0233 (17) 0.0053 (14) -0.0081 (11) Effect of calrupting met condination (9) 0.00733 (17) 0.0231 (18) -0.005 (9) Effect of calrupting met condination (12) 0.0233 (14) 0.0233 (17) 0.0055 (17) -0.005 (9) 0.0075 (5) of digital strategy (13) 0.0733 (17)

 | $ \begin{array}{c} \mbox{persuntury capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \mbox{Effect} \\ \mbox{of regulation and legal issues (6)} & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & \mbox{cause} \\ \mbox{of internet based metrix} (8) & 0.0788 (5) & 0.075 (5) & 0.119 (1) & 0.1388 (8) & -0.0018 (13) & \mbox{Effect} \\ \mbox{of oplivacy and security} (8) & 0.00266 (16) & 0.0684 (7) & 0.038 (13) & 0.0383 (13) & \mbox{cause} \\ \mbox{of villingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \mbox{Effect} \\ \mbox{of villingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \mbox{Effect} \\ \mbox{of villingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \mbox{Effect} \\ \mbox{of canity regarding the economic banefit (11) } & 0.0366 (14) & 0.056 (18) & 0.0231 (18) & -0.005 (9) & \mbox{Effect} \\ \mbox{of canity regarding the economic banefit (11) } & 0.0336 (14) & 0.0562 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of canity regarding the economic banefit (11) } & 0.1250 (1) & 0.0233 (17) & 0.0662 (17) & 0.0055 (17) & -0.005 (9) & \mbox{Effect} \\ \mbox{of commitment and understanding of top } & 0.1250 (1) & 0.0233 (17) & 0.0662 (17) & 0.0053 (6) & \mbox{ords} \\ \mbox{of canse} (12) & 0.1034 (13) & 0.1034 (13) & 0.1019 (12) & 0.0375 (5) & \mbox{cause} \\ \mbox{of and afratesy (13) } & 0.1034 (15) & 0.0053 (13) & 0.1701 (1) & 0.0375 (5) & \mbox{cause} \\ \mbox{of availability of a rainer and high training cost (16) } & 0.054 (3) & 0.0311 (3) & 0.0130 (12) & 0.0433 (4) & \mbox{cause} \\ \mbox{of long-term vision (17) } & 0.00455 (12) & 0.0140 (12) & 0.0133 (15) & \mbox{cause} \\ \mbox{of long-term vision (17) } & 0.0134 (17) & 0.0799 (4) & 0.0131 (15) & \mbox{cause} \\ \mbox{of long-term vision (17) } & 0.0134 (17) & 0.0799 (4) & \mbox{cause} \\ \mbox{of long-term vision (17) } & 0.0134 (17) & \mbox{cause} \\ \mbox{of long-term vision (17) } & 0.0152 (2) & \mbox{cause} \\ $ | $ \begin{array}{c} \mbox{persunity capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{of tregulation and legal issues (6)} & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of privacy and security (8)} & 0.0083 (15) & 0.0085 (18) & \text{Effect} \\ \mbox{of privacy and security (8)} & 0.0085 (18) & 0.0085 (18) & 0.0085 (18) & \text{Effect} \\ \mbox{of of villingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0156 (18) & 0.0053 (14) & 0.0081 (11) & \text{Effect} \\ \mbox{of villingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0055 (14) & 0.0053 (14) & 0.0051 (13) & 0.0081 (11) & \text{Effect} \\ \mbox{ability (10)} & 0.0036 (14) & 0.0566 (16) & 0.0033 (17) & 0.0051 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{ability (10)} & 0.0036 (14) & 0.0565 (18) & 0.0053 (17) & 0.0053 (18) & \text{Effect} \\ \mbox{ability (10)} & 0.0036 (14) & 0.0563 (13) & 0.0031 (13) & 0.0053 (13) & 0.0053 (13) & \text{Effect} \\ \mbox{ability (10)} & 0.0036 (14) & 0.0233 (17) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \mbox{ability (10)} & 0.01483 (5) & 0.1107 (1) & 0.0037 (5) & 0.0031 (13) & 0.1101 (1) & 0.0375 (5) & 0.0053 (12) & 0.01013 (13) & 0.01013 (13) & 0.01017 (1) & 0.0375 (5) & 0.00237 (6) & 0.0$ | $ \begin{array}{c} \mbox{persentity capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{of regulation and legal issues (6)} & 0.0388 (12) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & \text{Cause} \\ \mbox{of invacy and security (8)} & 0.0083 (15) & 0.0083 (15) & 0.1388 (8) & -0.0081 (11) & \text{Effect} \\ \mbox{of orivacy and security (9)} & 0.0266 (16) & 0.0684 (7) & 0.0385 (14) & -0.0418 (15) & \text{Effect} \\ \mbox{of of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0156 (18) & 0.0231 (18) & -0.0011 (11) & \text{Effect} \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0011 (11) & \text{Effect} \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0356 (14) & 0.0562 (17) & 0.005 (9) & \text{Effect} \\ \mbox{of anily vegarding the economic benefit (11) } & 0.0306 (14) & 0.0356 (14) & 0.0562 (17) & 0.005 (9) & \text{Effect} \\ \mbox{of clarity regarding the economic benefit (11) } & 0.0333 (17) & 0.0333 (17) & 0.0483 (5) & 0.1017 (1) & 0.0375 (5) & \text{Cause} \\ \mbox{of commitment and understanding of top } & 0.1250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & 0.0375 (5) & \text{Cause} \\ \mbox{of attail strategy (13) } & 0.1019 (12) & 0.0331 (13) & 0.1019 (12) & 0.0337 (6) & \text{Cause} \\ \mbox{of availability of a trainer and high training cost (16) } & 0.0568 (13) & 0.01663 (11) & 0.0754 (6) & 0.0315 (16) & 0.01663 (11) & 0.0754 (6) & 0.0315 (16) & 0.01663 (11) & 0.0337 (5) & \text{Cause} \\ \mbox{of availability of a trainer and high training cost (16) } & 0.0754 (6) & 0.0315 (16) & 0.01663 (11) & 0.0752 (2) & \text{Cause} \\ \mbox{of availability of a trainer and high training cost (16) } & 0.0754 (6) & 0.0315 (16) & 0.01663 (11) & 0.0753 (3) & 0.0485 (17) & 0.0333 (3) & 0.0053 (3) $
 | $ \begin{array}{c} \mbox{persuruty capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{of internation and legal issues (6)} & 0.0388 (12) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of invacy and security (0)} & 0.0269 (15) & 0.0705 (6) & 0.1433 (4) & 0.0085 (18) & \text{Effect} \\ \mbox{of optivacy and security (10)} & 0.0266 (16) & 0.0684 (7) & 0.038 (13) & 0.0081 (11) & \text{Effect} \\ \mbox{of of ollaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0011 (11) & \text{Effect} \\ \mbox{of of allaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{of anily regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0056 (17) & 0.0053 (13) & -0.005 (9) & \text{Effect} \\ \mbox{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \mbox{of clarity regarding the economic benefit (11)} & 0.0306 (14) & 0.0356 (14) & 0.0056 (17) & 0.005 (9) & 0.1017 (1) & Cause \\ \mbox{of comminent and understanding of top} & 0.1250 (1) & 0.0233 (17) & 0.1483 (5) & 0.1017 (1) & 0.0375 (5) & Cause \\ \mbox{of adiata strategy (13)} & 0.1019 (12) & 0.0337 (6) & 0.0136 (13) & 0.1019 (12) & 0.0337 (5) & Cause \\ \mbox{of availability of a trainer and high training cost (16)} & 0.0754 (6) & 0.0315 (16) & 0.0169 (11) & 0.0752 (5) & Cause \\ \mbox{of availability of a trainer and high training cost (16)} &
0.0754 (6) & 0.0315 (16) & 0.0160 (11) & 0.0753 (3) & Cause \\ \mbox{of once there architectures (14)} & 0.0058 (12) & 0.0193 (13) & 0.0109 (13) & 0.0109 (13) & 0.0075 (2) & Cause \\ \mbox{of availability of a trainer and high training cost (16)} & 0.0754 (6) & 0.0315 (16) & 0.0103 (12) & 0.0705 (2) & Cause \\ \mbox{of availability of a trainer and high training cost (16)} & 0.0754 (6) & 0.0315 (16) & 0.0103 (13) & 0.0013 (15) & 0.0033 (3) & Cause \\ \mbox{of availability of a trainer and high training cost (16)} & 0.0756 (2) & 0.0465 (12) & 0.01403 (7) & 0.0733 (3) & 0$ | $ \begin{array}{cccc} \mbox{persentity capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{of tregulation and legal issues (6)} & 0.0388 (12) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of preverts and infrastructure} (7) & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0085 (18) & \text{Effect} \\ \mbox{of preverts and security (9)} & 0.0088 (15) & 0.1119 (1) & 0.1388 (8) & -0.0081 (11) & \text{Effect} \\ \mbox{of of collaboration and coordination (9)} & 0.0075 (18) & 0.0056 (16) & 0.0684 (7) & 0.0385 (14) & 0.0355 (14) & 0.0355 (14) & 0.0031 (11) & \text{Effect} \\ \mbox{ability (10)} & 0.0075 (18) & 0.0156 (18) & 0.0052 (17) & 0.0081 (11) & \text{Effect} \\ \mbox{ability (10)} & 0.0081 (11) & 0.0356 (14) & 0.0356 (14) & 0.0356 (17) & 0.0057 (9) & \text{Effect} \\ \mbox{ability (10)} & 0.0062 (13) & 0.0125 (13) & 0.0062 (17) & 0.0057 (9) & 0.0017 (1) & Cause \\ \mbox{ability (12)} & 0.0062 (13) & 0.1038 (4) & 0.0563 (8) & 0.1701 (1) & 0.0375 (5) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0349 (13) & 0.1009 (11) & 0.0337 (5) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0349 (13) & 0.1009 (11) & 0.0337 (5) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0315 (16) & 0.0315 (16) & 0.0323 (3) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0758 (2) & 0.0349 (13) & 0.00439 (4) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0758 (2) & 0.0315 (16) & 0.01069 (11) & 0.0593 (3) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0758 (2) & 0.0315 (16) & 0.0136 (11) & 0.0593 (3) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (3) & Cause \\ \mbox{ability of a trainer and high training cost (16)} & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) & 0.0758 (2) $ | $\begin{array}{c} \text{of regulation and legal issues (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \text{of regulation and legal issues (6)} & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \text{of privery and security (8)} & 0.0088 (15) & 0.1119 (1) & 0.1388 (8) & -0.0081 (13) & \text{Effect} \\ \text{of ollaboration and coordination (9)} & 0.0056 (16) & 0.0684 (7) & 0.095 (14) & -0.0081 (11) & \text{Effect} \\ \text{of collaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0053 (14) & -0.0081 (11) & \text{Effect} \\ \text{of collaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0053 (14) & -0.0081 (11) & \text{Effect} \\ \text{of villingness of the supplier to adapt to \\ \text{ability (10)} & 0.0036 (14) & 0.0356 (14) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11) } & 0.0306 (14) & 0.0356 (14) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \text{of clarity regarding the economic benefit (11) } & 0.0306 (14) & 0.0333 (17) & 0.0483 (5) & 0.1017 (1) & \text{Cause} \\ \text{of commitment and understanding of top \\ \text{of commitment and understanding of top \\ \text{of adjatal strategy (13)} & 0.1038 (4) & 0.0663 (8) & 0.1701 (1) & 0.0375 (5) & \text{Cause} \\ \text{of adjatal strategy (13)} & 0.1038 (4) & 0.0663 (8) & 0.0301 (13) & 0.1701 (1) & 0.0375 (5) & \text{Cause} \\ \text{of adjatal strategy (13)} & 0.1038 (16) & 0.0323 (15) & 0.1001 (12) & 0.0375 (5) & \text{Cause} \\ \text{of and a understanding cost (16) & 0.0754 (6) & 0.0315 (16) & 0.1003 (13) & 0.0337 (5) & 0.0333 (17) & 0.0439 (4) & 0.0933 (3) & \text{Cause} \\ of and a understand to undustry 4.0 (18) & 0.0104 (17) & 0.09463 (12) & 0.0933 (3) & 0.0933 (3) & 0.0933 (3) & 0.0933 (3) & 0.0933 (3) & 0.09465 (17) & 0.0953 (3) & 0.0953 (3) & 0.09565 (17) & 0.09565$ | $ \begin{array}{c} eq:perionity capabilities (5) \\ of regulation and legal issues (5) \\ of regulation and legal issues (5) \\ of regulation and legal issues (5) \\ of internet based networks and infrastructure (7) \\ of privacy and security (8) \\ of privacy and security (8) \\ of collaboration and coordination (9) \\ of consigness of the supplier to adapt to \\ nability (10) \\ of clarity regarding the economic benefit (11) \\ of clarity regarding the economic benefit (12) \\ of construction (12)$ | $ \begin{array}{c} \mbox{perabulity capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} \\ \mbox{of regulation and legal issues (6)} & 0.0705 (6) & 0.1493 (4) & -0.0033 (7) & \text{Cause} \\ \mbox{of privacy and security (8)} & 0.0705 (5) & 0.0705 (6) & 0.1493 (4) & -0.0083 (7) & \text{Cause} \\ \mbox{of privacy and security (8)} & 0.0086 (15) & 0.01119 (1) & 0.1388 (8) & -0.0081 (11) & \text{Effect} \\ \mbox{of collaboration and coordination (9)} & 0.0266 (16) & 0.0568 (17) & 0.0055 (14) & -0.0081 (11) & \text{Effect} \\ \mbox{of collaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{of valuess of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{of valuess of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{of valuess of the supplier to adapt to} & 0.0075 (18) & 0.0056 (18) & 0.0033 (17) & 0.0056 (18) & -0.0081 (11) & \text{Effect} \\ \mbox{of clarity regarding the
economic benefit (11) & 0.0336 (14) & 0.0533 (17) & 0.0662 (17) & -0.005 (9) & \text{Effect} \\ \mbox{of commitment and understanding of top & 0.1250 (1) & 0.0233 (17) & 0.0483 (5) & 0.1017 (1) & 0.0375 (5) & \text{Cause} \\ \mbox{gement (12) & 0.0138 (4) & 0.0663 (8) & 0.0331 (13) & 0.01019 (12) & 0.0375 (5) & \text{Cause} \\ \mbox{of a trainers of the rank support (15) & 0.0754 (6) & 0.0315 (16) & 0.01403 (7) & 0.0237 (6) & \text{Cause} \\ of a number the trainer and high training cost (16) & 0.0754 (15) & 0.0756 (12) & 0.01403 (7) & 0.0456 (12) & 0.0453 (3) & 0.01403 (12) & 0.0455 (2) & 0.0455 (2) & 0.0455 (2) & 0.0455 (2) & 0.0453 (3) & 0.01403 (7) & 0.0455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.00455 (2) & 0.01403 (7) & 0.0152 (3) & 0.01403 (7) & 0.01403 (7) & 0.0152 (3) & 0.01403 (7) & 0.00455 (2) & 0.00455 (2) & 0.01403 (7) & 0.00455 (2) & 0.01403 (7) & 0.0152 (3) & 0.01403 (7) & 0.0152 (3) & 0.01403 (1) & 0.0152 (2) & 0.00455 (1)$ |
| operability capabilities (5) $-0.012(12)$ $Effect$ operability capabilities (5) $0.0388(12)$ $0.0508(11)$ $0.0896(16)$ $-0.012(12)$ $Effect$ of regulation and legal issues (6) $0.0705(6)$ $0.1119(1)$ $0.0384(7)$ $-0.0083(7)$ $Cause$ of privacy and security (8) $0.0266(16)$ $0.0266(16)$ $0.0084(7)$ $-0.0081(11)$ $Effect$ of willingness of the supplier to adapt to $0.0755(18)$ $0.0126(18)$ $0.01231(18)$ $-0.0081(11)$ $-0.0081(11)$ $Effect$ of willingness of the supplier to adapt to $0.0755(18)$ $0.0126(18)$ $0.0231(18)$ $-0.0081(11)$ $Effect$ i of clarity regarding the economic benefit (11) $0.0336(14)$ $0.0233(17)$ $-0.005(9)$ $Effect$ i of clarity regarding the economic benefit (11) $0.0336(14)$ $0.0233(17)$ $0.005(9)$ $Effect$ i of clarity regarding the economic benefit (11) $0.0336(14)$ $0.0233(17)$ $0.005(9)$ $Effect$ i of clarity regarding the economic benefit (11) $0.0336(14)$ $0.0233(17)$ $0.005(2)$ $0.0017(1)$ 0

 | $ \begin{array}{c} \mbox{operability capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & Effect \\ \mbox{of regulation and legal issues (6)} & 0.0388 (12) & 0.0758 (5) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of regulation and coordination (9)} & 0.0788 (5) & 0.075 (5) & 0.1138 (8) & -0.0012 (12) & Effect \\ \mbox{of collaboration and coordination (9)} & 0.0266 (16) & 0.0156 (18) & 0.0358 (14) & 0.0355 (14) & -0.0011 (11) & Effect \\ \mbox{of willingues of the supplier to adapt to} & 0.0306 (14) & 0.0356 (14) & 0.0562 (17) & 0.0075 (18) & -0.0011 (11) & Effect \\ \mbox{of willingues of the supplier to adapt to} & 0.0306 (14) & 0.0356 (14) & 0.0231 (18) & -0.0011 (11) & Effect \\ \mbox{of willingues of the supplier to adapt to} & 0.0306 (14) & 0.0336 (14) & 0.0231 (18) & -0.005 (9) & Effect \\ \mbox{of willingues of the supplier to adapt to} & 0.0306 (14) & 0.0336 (14) & 0.0662 (17) & -0.005 (9) & Effect \\ \mbox{of digital strategy} (13) & 0.1038 (12) & 0.0233 (17) & 0.0662 (17) & -0.005 (9) & Effect \\ \mbox{of digital strategy} (13) & 0.1038 (13) & 0.0331 (13) & 0.0101 (1) & 0.0375 (5) & Cause \\ \mbox{of digital strategy} (13) & 0.1038 (13) & 0.0331 (13) & 0.0101 (12) & 0.0237 (6) & 0.0338 (13) & 0.01019 (12) & 0.0237 (6) & 0.0336 (14) & 0.0065 (12) & 0.01037 (5) & Cause \\ \mbox{of digital strategy} (13) & 0.0058 (13) & 0.0101 (1) & 0.0375 (5) & Cause \\ \mbox{of digital strategy} (13) & 0.00315 (16) & 0.0135 (15) & 0.01037 (5) & Cause \\ \mbox{of digital strategy} (13) & 0.00315 (16) & 0.0103 (12) & 0.0237 (6) & Cause \\ \mbox{of digital strategy} (13) & 0.00315 (16) & 0.0134 (17) & 0.0931 (13) & 0.0133 (15) & 0.0133 (15) & 0.00333 (13) & 0.0137 (13) & 0.0133 (15) & 0.00333 (13) & 0.0133 (15) & 0.00333 (13) & 0.0133 (13) & 0.0133 (13) & 0.0133 (13) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (13) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (15) & 0.0133 (13) & 0.0133 $
 | $ \begin{array}{c} \mbox{pperablity} \mbox{cregulation and legal issues} \ (5) \ (6) \ (11) \ (12) \ (12) \ (12) \ (12) \ (12) \ (12) \ (13) \
(13) \ (13$

 | $ \begin{array}{c} \mbox{pperablity} \mbox{cregulation and legal issues} \ (5) \ (6) \ (11) \ (12) \ (12) \ (12) \ (12) \ (12) \ (12) \ (13$

 | $ \begin{array}{c} \mbox{pperability capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & Effect \\ \mbox{of regulation and legal issues (6)} & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & -0.003 (7) & cause \\ \mbox{of regulation and coordination (9)} & 0.0788 (5) & 0.0705 (6) & 0.1493 (4) & -0.0083 (7) & cause \\ \mbox{of collaboration and coordination (9)} & 0.0266 (16) & 0.0156 (18) & 0.0388 (13) & -0.0081 (11) \\ \mbox{of collaboration and coordination (9)} & 0.0256 (16) & 0.0156 (18) & 0.0356 (14) & 0.0356 (14) & 0.0055 (14) & -0.0081 (11) \\ \mbox{of collaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0055 (14) & -0.0081 (11) \\ \mbox{of collaboration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0052 (17) & -0.0081 (11) \\ \mbox{of cality regarding the economic benefit (11)} & 0.0306 (14) & 0.0333 (17) & 0.0633 (13) & 0.0623 (17) & -0.005 (9) & Effect \\ \mbox{of cality regarding the economic benefit (11)} & 0.1250 (1) & 0.0233 (17) & 0.0662 (17) & -0.005 (9) & 0.1017 (1) & 0.0375 (5) & Cause \\ \mbox{of cality regarding of top} & 0.1038 (13) & 0.0331 (13) & 0.0331 (13) & 0.0331 (13) & 0.0331 (13) & 0.0337 (5) & 0.0336 (14) \\ \mbox{of digital strategy} (13) & 0.0052 (13) & 0.0331 (13) & 0.0331 (13) & 0.0331 (13) & 0.0337 (5) & 0.0336 (14) \\ of standards and reference architectures (14) & 0.06628 (8) & 0.0331 (13) & 0.0331 (13) & 0.0137 (5) & 0.00375 (5) & 0.00376 (5) & 0.00375 (5) & 0.00376 (5) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00331 (12) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00375 (5) & 0.00331 (12) & 0.00375 (5) & 0.00337 (6) & 0.00375 (5) & 0.00335 (14) & 0.00375 (5) & 0.00335 (14) & 0.00375 (5) & 0.00335 (14) & 0.00335 (15) & 0.00337 (5) & 0.00335 (13) & 0.00331 (13) & 0.00331 (13) & 0.00331 (13) & 0.00331 (13) & 0.00335 (13) & 0.00337 (5) & 0.00335 (14) & 0.00335 (14) & 0.00335 (14) & 0.00335 (14) & 0.00335 (14) & 0.00335 (14) & 0.00331 (13) & 0.00331 (13) & 0.00331 (13) & 0.00331 (13) & 0.00331 (13) & 0.00331 $ | $ \begin{array}{c} \mbox{perebility capabilities (5)} & 0.0388 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & Effect \\ \mbox{of regulation and legal issues (6)} & 0.0388 (12) & 0.0705 (6) & 0.1493 (4) & 0.0083 (7) & Cause \\ \mbox{of regulation and legal issues (5)} & 0.0705 (6) & 0.1493 (4) & 0.0085 (18) & Effect \\ \mbox{of antervet based networks and infrastructure (7)} & 0.0765 (6) & 0.1119 (1) & 0.0896 (16) & 0.0085 (18) & Effect \\ \mbox{of antervet based networks and infrastructure (7)} & 0.0755 (5) & 0.1119 (1) & 0.085 (18) & Effect \\ \mbox{of and boration and coordination (9)} & 0.0075 (18) & 0.0156 (18) & 0.0156 (18) & 0.0031 (11) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.00418 (15) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0156 (18) & 0.0231 (18) & -0.0081 (11) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0231 (18) & 0.0062 (17) & -0.0081 (11) & Effect \\ \mbox{of willingness of the supplier to adapt to} & 0.0075 (18) & 0.0075 (18) & 0.0075 (19) & Effect \\ \mbox{of cammitment and understanding of top} & 0.1023 (17) & 0.0233 (17) & 0.0075 (2) & Cause \\ \mbox{of and interves and government support (15)} & 0.0052 (13) & 0.0031 (13) & 0.0033 (17) & 0.0033 (17) & 0.0233 (17) & 0.0233 (17) & 0.0233 (17) & 0.0233 (17) & 0.0233 (13) & 0.0033$ | $ \begin{array}{cccccccccccccccccccccccccccccccccccc$
 | $ \begin{array}{cccccccccccccccccccccccccccccccccccc$
 | $ \begin{array}{c} \mbox{perability capabilities (5)} \\ \mbox{of regulation and legal issues (6)} \\ \mbox{of regulation and coordination (9)} \\ \mbox{of regulation and coordination (9)} \\ \mbox{of collaboration and coordination (11)} \\ \mbox{of collaboration and coordination (11)} \\ \mbox{of collaboration and coordination (11)} \\ \mbox{of collaboration and understanding of top} \\ \mbox{of collaboration and understanding of top} \\ \mbox{of commitment and understanding of top} \\ \mbox{of and and reference architectures (14)} \\ \mbox{of and and reference architectures (15)} \\ \mbox{of and and and reference architectures (15)} \\ of and and refere$ | $ \begin{array}{c} \mbox{perablity capabilities (5)} \\ \mbox{of regulation and legal issues (6)} \\ \mbox{of regulation and coordination (9)} \\ \mbox{of regulation and coordination (9)} \\ \mbox{of collaboration and coordination (9)} \\ \mbox{of values sof the supplier to adapt to} \\ \mbox{of valuation (9)} \\ \mbox{of valuation (11)} \\ \mbox{of valuation (11)} \\ \mbox{of valuation valuation (9)} \\ \mbox{of valuation valuation (9)} \\ \mbox{of valuation valuation (11)} \\ \mbox{of valuation valuation valuation (11)} \\ \mbox{of valuation valuation valuation valuation (11)} \\ of valuation valuati$ | $ \begin{array}{cccccccccccccccccccccccccccccccccccc$ | $ \begin{array}{c} eq:perablility capabilities (5) \\ of regulation and legal issues (6) \\ of internet based networks and infrastructure (7) \\ of internet based networks and infrastructure (7) \\ of privacy and security (8) \\ of collaboration and coordination (9) \\ of willingness of the supplier to adapt to \\ of willingness of the supplier to adapt to \\ of connitment and understanding of top \\ of clamity regarding the economic benefit (11) \\ of clamity regarding the economic benefit (11) \\ of clamity (12) \\ of digital strategy (13) \\ of ficturives and government support (15) \\ of netrives and government support (15) \\ of netrives and government support (15) \\ of netrives and preference architectures (14) \\ of netrives and government support (15) \\ of netrives and government support (16) \\ of netrives and government support (15) \\ of netrives and government support (15) \\ of netrives and government support (15) \\ of netrives and government support (16) \\ of netrives and government support (15) \\ of netrives and government support (16) \\ of netrives and government support (17) \\ of netrives and government support (1$ |
| $ \begin{array}{c} \label{eq:constraint} while a stand model of the constraint extent of the constraint (2) and (2) $

 | $ \begin{array}{c} \label{eq:constraint} \end{aligned} \end{aligned} \\ \end{aligned} \end{aligned} \end{aligned} \end{aligned} \\ \end{aligned} align$
 | $ \begin{array}{c} 0.0038 (12) & 0.003 (13) & 0.003 (12) & 0.003 (12) & 0.000 (12$

 | $ \begin{array}{c} 0.0038 (12) & 0.003 (13) & 0.003 (12) & 0.003 (12) & 0.000 (12$

 | $ \begin{array}{c} 0.0338 (12) & 0.0508 (11) & 0.0394 (15) & 0.0032 (12) & 0.0440 (10) & 0.0041 (12) & 0.0440 (12) & 0.0085 (14) & 0.0085 (14) & 0.0081 (11) & 0.0440 (12) & 0.0440 (12) & 0.0440 (12) & 0.0035 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0356 (14) & 0.0350 (13) & 0.1041 (11) & 0.0037 (13) & 0.0001 (11) & 0.0037 (13) & 0.0001 (11) & 0.0037 (13) & 0.0001 (11) & 0.0037 (13) & 0.0001 (11) & 0.0037 (13) & 0.0001 (11) & 0.0037 (13) & 0.0001 (12) & 0.0001 (11) & 0.0037 (13) & 0.0001 (12) & 0.0001 (12) & 0.0000 (12) & 0.0001 (12) & 0.0001 (12) & 0.0000 (12) & 0.0001 (12) & 0.0000 (12) & 0.0001 (12) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (13) & 0.0000 (13) & 0.0000 (13) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12)
& 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.0000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12) & 0.00000 (12)$ | $ \begin{array}{c} 0.0045 (16) \\ 0.0086 (15) \\ 0.0086 (16) \\ 0.0088 (13) \\ 0.0088 (13) \\ 0.0088 (13) \\ 0.0088 (15) \\ 0.0088 (15) \\ 0.0088 (15) \\ 0.0088 (16) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (7) \\ 0.0083 (18) \\ 0.0083 (11) \\ 0.0083 (11) \\ 0.0083 (11) \\ 0.0083 (11) \\ 0.0085 (14) \\ 0.0035 (14) \\ 0.0035 (14) \\ 0.0035 (14) \\ 0.0035 (14) \\ 0.0035 (14) \\ 0.0033 (17) \\ 0.0031 (11) \\ 0.0033 (17) \\ 0.0031 (11) \\ 0.0033 (17) \\ 0.0031 (11) \\ 0.0033 (17) \\ 0.0033 (17) \\ 0.0033 (17) \\ 0.0033 (17) \\ 0.0033 (17) \\ 0.0033 (17) \\ 0.0043 (13) \\ 0.0101 (1) \\ 0.0037 (5) \\ 0.0033 (13) \\ 0.0103 (13) \\ 0.0103 (13) \\ 0.0033 (13) \\ 0.0103 (13) \\ 0.0033 (13) \\ 0.0033 (13) \\ 0.0103 (12) \\ 0.0033 (13) \\ 0.0033 (13) \\ 0.0103 (12) \\ 0.0033 (13) \\ 0.00$ | $ \begin{array}{c} 0.038(12) & 0.038(12) & 0.0308(11) & 0.038(15) & 0.0012(12) & \text{Effect} \\ 0.038(12) & 0.0705(6) & 0.1388(15) & 0.0012(12) & \text{Effect} \\ 0.0086(16) & 0.0083(7) & 0.0012(12) & \text{Effect} \\ 0.01119(1) & 0.1388(8) & -0.0012(12) & \text{Effect} \\ 0.0083(7) & 0.0083(7) & 0.0012(12) & \text{Effect} \\ 0.0083(7) & 0.0083(7) & 0.0012(12) & \text{Effect} \\ 0.0015(18) & 0.0156(18) & 0.0156(18) & 0.0012(11) & \text{Effect} \\ 0.0015(18) & 0.0055(14) & 0.00118(15) & \text{Effect} \\ 0.0015(18) & 0.0015(18) & 0.0012(11) & \text{Effect} \\ 0.0015(18) & 0.0015(18) & 0.0011(11) & \text{Effect} \\ 0.0015(14) & 0.0012(11) & 0.0012(12) & 0.0011(11) & \text{Effect} \\ 0.0015(14) & 0.0012(11) & 0.0012(12) & 0.0011(11) & \text{Effect} \\ 0.00110(10) & 0.0011(11) & 0.0012(12) & 0.0011(11) & 0.0012(12) & 0.0011(11) & \text{Effect} \\ 0.00110(10) & 0.00110(12) & 0.0012(11) & 0.0012(12) & 0.00122(12) & 0.00122(12) & 0.0012(12) & 0.00122(12) & 0.0012(12) & $
 | on megaanon 0.0450 (10) 0.00450 (10) 0.0036 (15) 0.0032 (12) Effect preability capabilities (5) 0.0388 (12) 0.03508 (11) 0.0386 (15) -0.0121 (12) Effect of intermet based networks and infrastructure (7) 0.0756 (15) 0.0756 (15) 0.01433 (4) -0.0012 (12) Effect of of intermet based networks and infrastructure (7) 0.0756 (15) 0.0756 (15) 0.0119 (13) -0.0012 (12) Effect of collaboration and coordination (9) 0.0266 (16) 0.056 (14) 0.0356 (14) -0.0011 (15) Effect of collaboration and coordination (9) 0.0075 (18) 0.0156 (18) 0.0231 (18) -0.0011 (11) Effect of collaboration and coordination (9) 0.0075 (18) 0.0356 (14) 0.0231 (18) -0.0011 (11) Effect of collaboration and coordination (9) 0.0075 (18) 0.0333 (17) 0.0055 (14) -0.005 (11) 0.0051 (11) $Effect$ of collaboration and coordination (10) 0.00233 (17) 0.0052 (17) -0.0053 (13) 0.0053 (14) 0.0053 (14) 0 | $\begin{array}{cccccccccccccccccccccccccccccccccccc$
 | $\begin{array}{ccccc} \text{on megatorum with the systems and of regulation and legal issues (6) & 0.0343 (12) & 0.0508 (11) & 0.0896 (16) & -0.012 (12) & \text{Effect} & 0.012 (12) & 0.1433 (4) & 0.0033 (7) & Cause & 0.0256 (15) & 0.0126 (15) & 0.1119 (1) & 0.1388 (8) & -0.0031 (11) & \text{Effect} & 0.0033 (7) & Cause & 0.0025 (14) & 0.0256 (15) & 0.0156 (18) & 0.0033 (7) & Cause & 0.0035 (14) & 0.0035 (14) & 0.0031 (11) & \text{Effect} & 0.0031 (11) & 0.0031 (11) & \text{Effect} & 0.00156 (18) & 0.0156 (18) & 0.00231 (18) & -0.0011 (11) & \text{Effect} & 0.0015 (18) & 0.0055 (14) & 0.0023 (13) & 0.0031 (11) & \text{Effect} & 0.0031 (11) & 0.0052 (17) & 0.0031 (11) & \text{Effect} & 0.0031 (11) & 0.0052 (17) & 0.0031 (11) & \text{Effect} & 0.0031 (11) & 0.0052 (12) & 0.0031 (11) & \text{Effect} & 0.0031 (11) & 0.0052 (12) & 0.0031 (11) & \text{Effect} & 0.0031 (12) & 0.0052 (12) & 0.0031 (11) & \text{Effect} & 0.0031 (12) & 0.0052 (12) & 0.0031 (12) & 0.0052 (12) & 0.0052 (12) & 0.0052 (12) & 0.0052 (12) & 0.0031 (11) & \text{Effect} & 0.0031 (12) & 0.0052 (12) & 0.0052 (12) & 0.0052 (12) & 0.0032 (12) & 0.0032 (12) & 0.0032 (12) & 0.0031 (13) & 0.0101 (11) & 0.0375 (5) & Cause & 0.0134 (12) & 0.01034 (15) & 0.1003 (13) & 0.0103 (15) & 0.0033 (13) & 0.0033 (15) & 0.0033 (12) & 0.0033 (13) & 0.0033 (1$ | $\begin{array}{c} or timestation with the Mark Systems and or timestation on the Mark Systems and or timestation and texture (7) 0.0508 (12) 0.0508 (11) 0.0896 (16) -0.012 (12) Effect of internet based networks and infrastructure (7) 0.0788 (5) 0.0705 (6) 0.1493 (4) 0.0083 (7) Cause of privacy and security (8) 0.0269 (15) 0.01119 (1) 0.01388 (8) -0.0083 (7) Cause of the supplier to adapt to 0.075 (18) 0.0156 (18) 0.0156 (18) 0.0251 (14) 0.0055 (18) Effect -0.0018 (15) Effect of willingness of the supplier to adapt to 0.075 (18) 0.0156 (18) 0.0156 (18) 0.0231 (18) -0.0081 (11) Effect -0.0081 (11) Effect of willingness of the supplier to adapt to 0.0075 (18) 0.0156 (18) 0.0233 (17) 0.0055 (14) -0.0081 (11) Effect -0.0081 (11) Effect of willingness of the supplier to adapt to 0.0075 (18) 0.0156 (18) 0.0233 (17) 0.0055 (14) -0.0081 (11) Effect -0.0081 (11) Effect -0.0081 (11) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0053 (17) -0.0081 (11) Effect -0.0081 (12) 0.0053 (14) 0.0055 (14) 0.0055 (14) 0.0055 (14) 0.0055 (17) (11) 0.0057 (5) 0.0075 $ | On integration with example systems and
of negalation and legal issues (6) $0.0388(12)$ $0.0508(11)$ $0.0396(16)$ $-0.012(12)$ Effect of negalation and legal issues (6) $0.0388(12)$ $0.0705(6)$ $0.0436(16)$ $-0.012(12)$ Effect of negalation and legal issues (6) $0.0788(5)$ $0.075(6)$ $0.01493(4)$ $-0.0012(12)$ Effect of networks and infrastructure (7) $0.0269(15)$ $0.0119(1)$ $0.1388(8)$ $-0.0012(12)$ Effect of of privacy and security (8) $0.0266(16)$ $0.0788(7)$ $0.0386(17)$ $0.0386(17)$ $0.0033(17)$ $Cause$ of collaboration and coordination (9) $0.0075(18)$ $0.0156(18)$ $0.0138(15)$ $Effect$ of collaboration and coordination (9) $0.0075(18)$ $0.0156(18)$ $0.0231(18)$ $0.0031(11)$ $Effect$ of collaboration and coordination (9) $0.0036(14)$ $0.0323(17)$ $0.0052(17)$ $-0.001(11)$ $0.005(9)$ $Effect$ of collaboration and coordination (12) $0.0336(14)$ $0.0253(17)$ $0.0053(17)$ $0.0053(17)$ $0.005(9)$ $Effect$ |
| c of integration with existing systems and
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Source: Author

Figure 2. A significant relationship between identified challenges

- Lack of perseverance to implement I4.0 (18): The absence of persistence in implementing I4.0 and sticking with it until it becomes effective. The successful execution of I4.0 often needs a great deal of patience, and many have needed help to maintain the necessary perseverance throughout the process. Earlier, Karadayi-Usta (2020) also stated that in his/her research, there is a lack of perseverance in implementing I4.0, which is the biggest challenge.
- Resistance to change (1): This factor includes the unwillingness of stakeholders and employees to accept new changes. There are various reasons for this resistance, which can take considerable time and effort to overcome. Meanwhile, it can be difficult for individuals to adjust to new technologies, especially after learning traditional methods for a long time. Sony *et al.* (2024) also mentioned in their study that resistance to change is one of the significant challenges.

Lack of clarity regarding the economic benefit (11): Before adopting new technology, it is crucial to understand the economic benefits clearly. There needs to be more clarity in this aspect, and further research is necessary to ascertain the possible gains of the technology. Cugno *et al.* (2021) concluded in their study that a lack of clarity regarding economic benefits is also a significant barrier to I4.0.

The results reveal a few significant challenges. Furthermore, the authors validated the strength and influence matrix using WINGS methods. Lack of commitment and understanding of top management (12), lack of long-term vision (17), lack of incentives and government support (15), lack of digital strategy (13) and lack of internet-based networks and infrastructure (7) are having significant influence on lack of privacy and security (8), lack of integration with existing systems and interoperability capabilities (5), lack of data quality and data management (3), lack of perseverance to adopt I4.0 (18) and resistance to change (1). These constraints, taken together, impede the successful implementation and growth of I4.0 projects across multiple industries, underlining the need for comprehensive strategies and support to overcome these obstacles properly.

Overall, the constraints to I4.0 adoption in the LARG AFSC are multifaceted and interwoven. Taking a coordinated and holistic strategy to address these challenges concurrently is critical. The AFSC can overcome these difficulties and embrace the revolutionary potential of I4.0 sustainably and efficiently by cultivating a supportive environment and motivating the supplier towards sustainability, encouraging knowledge sharing and promoting the monetary benefit of I4.0 in AFSC and carefully selecting technology.

5.1 Theoretical and practical implications

The article seeks to rank the challenges in adopting I4.0 in the LARG AFSC. Our analysis has important theoretical and practical implications. Firstly, it improves the identification of various I4.0 issues specific to the LARG AFSC context, which have not been sufficiently addressed in existing literature. The study helps the researcher discover various I4.0 challenges and further helps in their research on the evolution of AFSC. From the practitioner's perspective, our study suggests managers handle the I4.0 implementation process at those AFSCs where various practices, such as LARG, are implemented in their organisation. But the organisation is looking for transformative changes in technological form. However, implementing I4.0 technology should be tailored to the operational and organisational specifics. The study suggests that the lack of understanding and commitment of top management (12), lack of government support (15) and lack of long-term vision (17) is the main challenges of adopting I4.0 in LARG AFSC. The findings of this study hold essential management suggestions as they clarify both the transformative potential of I4.0 for AFSC and the challenges managers must be aware of while implementing I4.0 into the existing framework. This improved awareness equips managers to navigate better the potential issues and complexity that may arise when adopting I4.0 in the LARG AFSC.

6. Conclusion

This article discussed various challenges of I4.0, necessitating companies to devise targeted strategies for effectively overcoming them. The most significant challenges for I4.0 in LARG AFSC are leading to resistance to I4.0 and supplier inflexibility on sustainability. Leadership challenges, such as a lack of vision and commitment to adopt I4.0, are also important. Ultimately, a lack of commitment to top management support requires significant attention. Because supplier flexibility is a significant obstacle, organisations can collaborate with suppliers to understand their problems and work on a solution that can benefit both

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parties regarding I4.0 adoption and sustainability. Also, exploring alternative suppliers already committed to I4.0 and sustainability can be a better option and incentivising them for longer contracts will be the best option. Furthermore, data-driven decision-making, leadership development programs and awareness campaign strategies can overcome leadership-related challenges. Finally, the organisation needs top management support to foster cultural change, secure necessary resources and commit to accountability and ongoing support.

7. Limitations and future scope

This study explicitly emphasises the obstacles of I4.0 in the context of LARG AFSC; therefore, it does not explore the effectiveness of specific solutions provided to the I4.0 challenges. In addition, the study relied on a limited sample size and self-reported data, which might not explore the full range of experiences and challenges within LARG AFSC. Also, this research lacks empirical validation, and future studies should be conducted to cover this aspect. Finally, the research may not take into account for future advancement of I4.0 technologies, which may affect the nature of challenges faced by LARG AFSC.

However, future research should continue to explore various empirical analyses on LARG AFSC. While the initial challenges identified in this study were drawn from the literature, there is a need to investigate the real challenges faced by AFSC stakeholders. Evaluating the effectiveness of mitigating measures and examining the impact of evolving technologies in resolving these issues should be a key area of interest in future studies. The implementation of I4.0 in LARG AFSC has the potential to drive innovation and follow a more sustainable future for food production and distribution. One potential research direction is to investigate the trade-off between various practices of LARG instead of addressing the practices with equal weights. For instance, lean strategies suggest maintaining low inventory levels to optimise efficiency, while resilient approaches advocate for higher inventory levels to enhance the system's capability to cope with troubles.

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IJLSS Appendix

Table A1. Expert's demographic profile

Parameters	Details	No. of respondents	Proportion of respondents (%)
Gender	Male	9	75
	Female	3	25
Qualification	Graduate	6	50
	Post-graduate	3	25
	Doctorate	3	25
Experience	<10 years	4	33.33
*	10–20 years	4	33.33
	>20 years	4	33.33
Position in the agri-food industry	Chief technical officer	1	8.33
	Chief executive officer	1	8.33
	Sr. manager	2	16.67
	Process engineer	2	16.67
	Farmer	1	8.33
	APMC member	1	8.33
	Consumer	1	8.33
	Academic	3	25

Challenges	1	2	3	4	2		8	6	10	11	12	13	14	15	16	17	18
tesistance to change (1) tigh investment cost (2)	1	1 0	0 0	00	00	00	00	10	00	0	0 0	0 0	0 0	00	0 0	0 0	00
Lack of data quality and data management (3)	0	0	-	0	-	0		0	0	0	0	0	0	0	0	0	0
Lack of skilled workforce (4)	-	0	-	-	0	0	-	0	0	0	0	0	0	0	0	0	0
ack of integration with existing systems and interoperability capabilities (5)	0	1	0	0	-	0	-	0	0	0	0	0	0	0	0	0	0
ack of regulation and legal issues (6)	0	0	0	0	_	_	0	0	0	0	0	0	0	0	0	0	0
ack of internet-based networks and infrastructure (7)	0	0	-	0	_	- 1	0	0	0	0	0	0	0	0	0	0	0
ack of privacy and security (8)	1	0	0	0	0	0	-	1	0	0	0	0	0	0	0	0	0
ack of collaboration and coordination (9)	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0	0	1
ack of willingness of the supplier to adapt to sustainability (10)	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0
ack of clarity regarding the economic benefit (11)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
ack of commitment and understanding of top management (12)	0	0	0	1	0	- 1	0	0	0	0	1	1	0	0	0	1	0
ack of digital strategy (13)	0	0	0	0	0	1	0	0	0	0	0	1	1	0	1	0	0
ack of standards and reference architectures (14)	0	0	-	0	_	_	0	0	0	0	0	0	1	0	0	0	0
ack of incentives and government support (15)	0	0	0	0	0	_	0	0	0	0	1	0	0	1	0	0	0
ack of availability of a trainer and high training cost (16)	1	0	-	1	0	0	0	0	0	0	0	1	0	0	1	0	0
ack of long-term vision (17)	0	0	0	0	0	0	0	0	0	0	-	-	0	-	0	-	0
ack of perseverance to adopt industry 4.0 (18)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	1

Source: Table by authors

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 Table A2. Initial reachability matrix (for TISM)

Table A3. Final reachability matrix (for TISM)

Challenges	1	0	8	ß	9	7	8	6	10	11	12	13	14	15	16	17	18
Resistance to change (1)	1		0	0	0	0	0	1	1*	0	0	0	0	0	0	0	1*
High investment cost (2)	0	_	0	0	0	0	0	1*	0	1	0	0	0	0	0	0] *
Lack of data quality and data management (3)	_ _*	ž	0	1	0	0	-	1*	0	0	0	0	0	0	0	0	0
Lack of skilled workforce (4)	1	_	-	1	0 *	0	-	1*	0	0	0	0	0	0	0	0	0
Lack of integration with existing systems and interoperability capabilities (5)	1*	_	0	1	0	0	1	1*	0	1*	0	0	0	0	0	0	0
Lack of regulation and legal issues (6)	0	*	0	1	1	0	-*	0	0	0	0	0	0	0	0	0	0
Lack of internet-based networks and infrastructure (7)	0	ž	0	1	0	-	1*	0	0	0	0	0	0	0	0	0	0
Lack of privacy and security (8)	1	0	0	0	0	0	-	1	1*	0	0	0	0	0	0	0	1*
Lack of collaboration and coordination (9)	0	0	0	0	0	0	0	1	-	0	0	0	0	0	0	0	1
Lack of willingness of the supplier to adapt to sustainability (10)	0	0	0	0	0	0	0	0	-	0	0	0	0	0	0	0	0
Lack of clarity regarding the economic benefit (11)	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Lack of commitment and understanding of top management (12)	1*	_	-	1	0 *	-	1*	0	0	0	1	Ļ	1*	-*	0	Ļ	0
Lack of digital strategy (13)	1*	_	*	*	0 *	-	0	0	0	0	0	-	-	0	-	0	0
Lack of standards and reference architectures (14)	0	*	0	1	1	0	-*	0	0	0	0	0	-	0	0	0	0
Lack of incentives and government support (15)	0	_	*	*	*	-	0	0	0	0	-] *	0	-	0	1*	0
Lack of availability of a trainer and high training cost (16)	1	_	-	1	0 *	-*	-*	-*	0	0	0	-	1*	0	-	0	0
Lack of long-term vision (17)	0	0	1	0 *	÷		0	0	0	0	-	-	1*	-	-*	-	0
Lack of perseverance to adopt industry 4.0 (18)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	-
Note: *Transitive relationship																	

Source: Table by authors

challenges	1	0	8	2	9	7	8	6	10	11	12	13	14	15	16	17	18
tesistance to change (1) ligh investment cost (2) ack of data quality and data management (3) ack of skilled workforce (4) ack of integration with existing systems and interoperability capabilities (5) ack of regulation and legal issues (6) ack of regulation and legal issues (6) ack of internet-based networks and infrastructure (7) ack of privacy and security (8) ack of privacy and security (8) ack of collaboration and coordination (9) ack of collaboration and understanding of top management (12) ack of digital strategy (13) ack of digital strategy (13) ack of incentives and government support (15) ack of incentives and government support (15) ack of nog-term vision (17) ack of perseverance to adopt industry 4.0 (18)	201420020008400100	04111140000010000	000000000000000000000000000000000000000	0000004000000040000	0000040000000040m0	00000040000400m0m0	004 % 4 4 4 4 0 0 0 0 0 0 % 0 0 0 0 0 0	м - 1 4 0 0 0 0 - 1 0 0 0 0 0 0 0 0 0 0 0 0 0 0	000000000000000000000000000000000000000	0 % 0 0 7 0 0 0 0 4 0 0 0 0 0 0 0	000000000000000000000000000000000000000	0 0 0 0 0 0 0 0 0 0 0 4 4 0 m N 4 0	001100370000000000000000000000000000000	000000000000000000000000000000000000000	000000000000000000000000000000000000000	00000000004004040	440000000000000000000000000000000000000

Source: Table by authors

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 Table A4.
 Initial strength and influence matrix (for WINGS)

Challenges	1	2	3	4	5	9	7	8	6	10	11	12	13	14	15	16	17	18
1	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0112	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0150
2	0.0000	0.0150	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0037	0.0000	0.0112	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0150
0	0.0037	0.0037	0.0075	0.0000	0.0075	0.0000	0.0000	0.0150	0.0150	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
4	0.0150	0.0037	0.0075	0.0075	0.0112	0.0000	0.0000	0.0112	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
ß	0.0075	0.0037	0.0000	0.0000	0.0112	0.0000	0.0000	0.0150	0.0075	0.0000	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
9	0.0000	0.0037	0.0000	0.0000	0.0037	0.0150	0.0000	0.0150	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
7	0.0000	0.0150	0.0150	0.0000	0.0150	0.0000	0.0150	0.0150	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
8	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0075	0.0037	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0075
6	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0075	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0112
10	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.000
11	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0150	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0150
12	0.0112	0.0000	0.0075	0.0150	0.0075	0.0000	0.0150	0.0075	0.0000	0.0000	0.0000	0.0075	0.0150	0.0075	0.0075	0.0000	0.0150	0.000
13	0.0150	0.0000	0.0150	0.0112	0.0112	0.0000	0.0075	0.0000	0.0000	0.0000	0.0000	0.0000	0.0150	0.0112	0.0000	0.0112	0.0000	0.000
14	0.0000	0.0037	0.0150	0.0000	0.0150	0.0075	0.0000	0.0112	0.0000	0.0000	0.0000	0.0000	0.0000	0.0075	0.0000	0.0000	0.0000	0.000
15	0.0000	0.0000	0.0075	0.0075	0.0075	0.0150	0.0112	0.0000	0.0000	0.0000	0.0000	0.0075	0.0112	0.0000	0.0150	0.0000	0.0150	0.000
16	0.0037	0.0000	0.0075	0.0112	0.0075	0.0000	0.0075	0.0075	0.0075	0.0000	0.0000	0.0000	0.0075	0.0037	0.0000	0.0075	0.0000	0.000
17	0.0000	0.0000	0.0000	0.0075	0.0000	0.0112	0.0112	0.0000	0.0000	0.0000	0.0000	0.0075	0.0150	0.0075	0.0112	0.0112	0.0150	0.000
18	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0000	0.0112

Table A5. Normalised strength and influence matrix (for WINGS)

Source: Table by authors

		= 0.0085	Jo
	χ_a	9 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	
	18	0.015 0.0010 0.00000 0.00000 0.00000 0.000000	
	17	0.0000 0.00000 0.00000 0.000000	
	16	0.0000 0.00	
	15	0000 0000 0000 0000 0000 0000 0000 0000 0000	
	4	10000 1000000	
	3 1	0000 0 0000 0 00157 0 00157 0 00153 0 00119 0 00119 0 00158 0 00119 0 00119 0 00119 0 00119 0 0000 0 0000 0 0000 0 0000 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0 0000 0 0 0 0 0000 0	
	2 1	0000 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0000 0 0 0 0000 0	
	1	0000 0.0001 0.0001 0.0001 0.0001 0.0001 0.0001 0.0001 0.00001 0.00000 0.0000 0.0000 0.0000 0.0000 0.00000 0.0000 0.000000	
	11	001 0. 001 0. 001 0. 001 0. 0001 0. 0000 0. 0075 0. 0075 0. 0075 0. 0076 0. 0077 0. 0000 0. 00000 0. 0000 0. 00000 0. 000000 0. 00000 0. 00000 0. 00000 0. 00000 0. 00000 0. 000000 0. 00000 0. 00000000	
	10	 [14 0.0] [154 0.0] [554 0.0] [560 0.0] [573 0.0] [574 0.0] [574	
	6	0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	
	8	0.0000 0.01550 0.01550 0.0155 0.0155 0.0155 0.0005 0.0015 0.0005 0.0005 0005 0005 0005 0005 0005 0005 0005 0005 0005 00	
`	7	0.0000 0.0000 0.0000 0.0000 0.0000 0.0000 0.0000 0.0007 0.0120 0.0077 0.0120 0.0077 0.0120 0.0077 0.0120 0.0077 0.0120 0.0077 0.0120 0.0077 0.0120	
	0	$\begin{array}{l} 0.0000\\ 0.000\\ 0.0000\\ 0.000\\ 0.0000\\ 0.$	
, ,		00000 100076 100076 100076 100076 100076 100076 100078 100038 100038 100000 100000 1000000 1000000 1000000 1000000	
	1	00000 (0000 (00000 (000	
	4	0000 0 0075 0 0075 0 0075 0 0000 0 0000 0 0000 0 0082 0 0082 0 0082 0 0082 0 0082 0 0082 0 0088 0 0088 0 0088 0 0088 0 0088 0 0008 0 0088 0 0008 0 0088 0 0008 0 0008 0 0088 0 0008 0 0088 0 0008 0 0008 0 0088 0 0008 0 0008 0 0008 0 0008 0 0008 0 0008 0 0008 0 0008 0 0000 0 00000 0 00000 0 00000 0 00000 0 00000 0 00000 0 00000 0 00000 0 000000	
)	3	000 0.1152 0.1152 0.1152 0.1152 0.1155 0.1155 0.1155 0.1155 0.1155 0.1155 0.1155 0.1155 0.1155 0.1100 0.110	
	2	75 0.0 75 0.0 777 0.0 777 0.0 777 0.0 777 0.0 777 0.0 00 0.0 777 0.0 700 0.0 70000000000	
	s 1	0.00 0.00 0.00 0.00 0.00 0.00 0.00 0.0	
	Challenge	1 1 2 5 5 6 6 6 6 1 1 1 1 1 1 1 1 1 1 1 1 1 1	

Table A6. Total strength and influence matrix (for WINGS)

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Table A7. Weightage of various indicators

Challenges	Total impact (x_a)	Total receptivity (y_b)	Total engagement $(x_a + y_b)$	Role $(x_a - y_b)$	Group
Resistance to change (1)	0.0344	0.076	0.1104	-0.0416	Effect
High investment cost (2)	0.0463	0.0518	0.0981	-0.0055	Effect
Lack of data quality and data management	0.0544	0.0868	0.1412	-0.0324	Effect
(3) Lack of skilled workforce (4)	0.0664	0.0625	0 1780	0 0030	Causo
Lack of integration with existing systems	0.0004	0.0025	0.1205	0.0033	Effoct
and interoperability capabilities (5)	0.0545	0.1051	0.13/4	-0.0400	Lilect
Lack of regulation and legal issues (6)	0.0388	0.0508	0.0896	-0.012	Effect
Lack of internet-based networks and infrastructure (7)	0.0788	0.0705	0.1493	0.0083	Cause
Lack of privacy and security (8)	0.0269	0.1119	0.1388	-0.085	Effect
Lack of collaboration and coordination (9)	0.0266	0.0684	0.095	-0.0418	Effect
Lack of willingness of the supplier to adapt to sustainability (10)	0.0075	0.0156	0.0231	-0.0081	Effect
Lack of clarity regarding the economic benefit (11)	0.0306	0.0356	0.0662	-0.005	Effect
Lack of commitment and understanding of top management (12)	0.1250	0.0233	0.1483	0.1017	Cause
Lack of digital strategy (13)	0.1038	0.0663	0.1701	0.0375	Cause
Lack of standards and reference architectures (14)	0.0628	0.0391	0.1019	0.0237	Cause
Lack of incentives and government support (15)	0.1054	0.0349	0.1403	0.0705	Cause
Lack of availability of a trainer and high training cost (16)	0.0754	0.0315	0.1069	0.0439	Cause
Lack of long-term vision (17)	0.1058	0.0465	0.1523	0.0593	Cause
Lack of perseverance to adopt Industry 4.0 (18)	0.0114	0.0799	0.0913	-0.0685	Effect

Source: Table by authors

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