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The Knowledge-Driven Supply Chain: Integrating Export-Import Procedures with Knowledge Management For Global Market Entry Success

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ABSTRACT: Global market entry represents a critical growth strategy for firms, yet its success is often impeded by the profound complexity of international trade logistics, particularly export-import (EXIM) procedures and documentation. This complexity creates a significant knowledge gap—a lack of procedural, regulatory, and cultural know-how—that can lead to costly delays, non-compliance penalties, and failed market entries.

This research paper introduces and empirically tests a novel integrative framework that positions Knowledge Management (KM) as the central nervous system for mastering EXIM procedures and enabling successful global expansion. We propose that systematic KM practices—focused on capturing, codifying, sharing, and applying trade-related knowledge—directly enhance an organization's procedural competency and adaptability, which are key dimensions of organizational learning in an international context.

This learned competency, in turn, drives supply chain productivity and successful market entry outcomes. Employing a sequential mixed-methods design, the study first collected quantitative survey data from 213 international trade professionals across manufacturing and agribusiness firms. Structural Equation Modeling (SEM) analysis revealed that KM system quality and a knowledge-sharing culture were strong predictors of EXIM procedural knowledge ($\beta=0.67$ and $\beta=0.59$, respectively).

This knowledge base positively influenced both supply chain productivity ($\beta=0.52$) and perceived market entry success ($\beta=0.48$). Crucially, procedural knowledge fully mediated the relationship between KM practices and operational outcomes. Qualitative follow-up case studies of two firms—one a successful SME exporter and the other recovering from a failed entry—provided rich context. The successful firm employed a dynamic "Export Knowledge Repository" with country-specific procedural checklists, digitized document templates linked to regulatory updates, and post-shipment review rituals. The failing firm relied on tacit knowledge held by a single manager, which led to a critical documentation error during a regulatory change.

The integrated findings demonstrate that EXIM complexity is not merely an operational challenge but a knowledge management challenge. Effective global market entry, therefore, requires building an organizational learning system specifically designed for international trade, transforming fragmented individual expertise into institutionalized, accessible, and actionable knowledge.

This paper concludes that for firms seeking global growth, investing in trade-centric KM is not a support function but a core strategic capability for navigating uncertainty, ensuring compliance, and achieving sustainable international competitiveness.

KEYWORDS: Export-Import Procedures, Global Market Entry, Knowledge Management, International Trade Documentation, Organizational Learning, Supply Chain Productivity, Compliance Management, Trade Knowledge Repository.

I. INTRODUCTION

The pursuit of global markets is a defining imperative for modern businesses seeking growth, diversification, and competitive advantage. However, the path to successful internationalization is fraught with operational and regulatory labyrinthine, most prominently embodied in the complex web of Export-Import (EXIM) procedures and documentation. These procedures encompass a daunting array of activities: classifying goods under harmonized system

(HS) codes, determining export controls, preparing commercial invoices, bills of lading, certificates of origin, and navigating the specific import regulations, tariffs, and customs clearance protocols of the target country [1]. A single error or omission in this documentation can result in shipment delays, confiscation of goods, hefty fines, and irreparable damage to customer relationships and brand reputation.

Traditional approaches to managing EXIM complexity have often been reactive and expertise-dependent, relying on the tacit knowledge of a few experienced logistics managers or expensive external customs brokers [2]. This creates a critical vulnerability: the organization's ability to trade effectively is held in the minds of a few individuals, leading to bottlenecks, single points of failure, and an inability to scale operations or respond agilely to regulatory changes. This represents a fundamental knowledge gap at the operational core of internationalization.

Concurrently, the field of Knowledge Management (KM) has established itself as a discipline for turning individual expertise into collective organizational capability [3]. KM involves the systematic processes of creating, capturing, storing, sharing, and applying knowledge to enhance performance. Its principles are particularly pertinent to the EXIM domain, which is rule-based, documentation-intensive, and reliant on precise, up-to-date information.

This paper bridges these two critical domains. It posits that the challenges of global market entry are not merely logistical or financial but are profoundly epistemic. Therefore, the solution lies in the deliberate application of KM practices to the EXIM function. We argue that firms that institutionalize trade knowledge—transforming it from tacit, personal expertise to explicit, shared organizational learning—will develop superior procedural competency. This competency enhances supply chain productivity (through faster clearance, fewer errors) and directly increases the probability of successful market entry and sustenance.

The central research problem is to investigate and model the relationship between KM practices, the development of EXIM procedural knowledge (as a form of domain-specific organizational learning), and subsequent outcomes in supply chain productivity and market entry success. While literature exists on KM in supply chains and on export barriers, an integrated model treating EXIM mastery as a knowledge-intensive learning process is lacking.

The primary objectives of this study are:

1. To develop a conceptual framework linking KM enablers and processes to the acquisition and application of EXIM procedural knowledge.
2. To empirically test the impact of this EXIM knowledge on operational productivity and strategic market entry outcomes.
3. To examine the mediating role of EXIM knowledge in the relationship between KM practices and international trade performance.
4. To explore, through qualitative inquiry, the specific KM mechanisms and tools that are most effective in the EXIM context.

The paper is structured as follows: Section 2 reviews literature on EXIM complexity, KM, and organizational learning; Section 3 details the mixed-methods research design and proposed framework; Section 4 presents quantitative and qualitative results; and Section 5 discusses implications, limitations, and future directions.

II. LITERATURE SURVEY

The Complexity of Export-Import Procedures as a Barrier to Entry

International trade is governed by a multilayered regulatory environment involving domestic export controls, international conventions, and the import regulations of the destination country. Key complexities include:

- **Documentation:** The requirement for accurate, consistent documentation across commercial, transport, regulatory, and financial documents is paramount. Inconsistencies are a primary cause of customs delays [4].
 - **Classification and Valuation:** Correctly classifying goods under the Harmonized System (HS) and determining their customs value are complex, knowledge-intensive tasks with significant financial implications (duties, taxes) [5].
 - **Compliance and Risk:** Navigating export control lists (e.g., dual-use goods), sanctions regimes, and import restrictions requires constant vigilance and updates. Non-compliance risks severe penalties [6].
 - **Country-Specific Nuances:** Each market has unique requirements regarding product standards, labeling, packaging, and certification, creating a fragmented knowledge landscape [7].
- This complexity is widely cited as a major barrier, especially for Small and Medium-sized Enterprises (SMEs), which lack the resources to maintain dedicated trade compliance departments [2].

Knowledge Management: From Tacit to Explicit Organizational Capability

KM theory provides the tools to address this complexity. The foundational **SECI model** (Socialization, Externalization, Combination, Internalization) describes how tacit knowledge (personal, experience-based) is converted into explicit knowledge (codified, transmittable) and vice versa [3]. In an EXIM context, a seasoned manager's intuition for dealing with a difficult customs officer is *tacit*. Writing a standard operating procedure (SOP) for customs interactions is *externalization*. Combining that SOP with the latest customs circular into a training module is *combination*. A new hire learning and applying that module is *internalization*.

Effective KM relies on **enablers**: technology (repositories, workflows), a supportive culture (sharing over hoarding), and appropriate structure (roles like "Trade Knowledge Manager," communities of practice) [8].

Organizational Learning and the Knowledge-Based View of the Firm

The **knowledge-based view** posits that the firm's primary role is to integrate specialized knowledge, and that knowledge is the most strategically significant resource [9]. **Organizational Learning (OL)** is the process through which organizations acquire, disseminate, and institutionalize this knowledge to improve actions [10]. In global trade, learning involves not just acquiring static facts about regulations, but developing dynamic capabilities to interpret new rules, adapt procedures, and learn from shipment errors. Crossan et al.'s **4I framework** (Intuiting, Interpreting, Integrating, Institutionalizing) [11] can be mapped to trade: a manager intuites a problem at a foreign port; the team interprets its cause; they integrate a solution into revised checklists; and the firm institutionalizes it by updating its global trade management software.

KM and Performance in International Operations

Existing research has touched on related areas. Studies show that information technology can improve export performance by enhancing information processing capability [12]. The concept of "international entrepreneurial orientation" includes a learning component [13]. However, few studies have specifically modeled how KM practices targeted at EXIM *procedural* knowledge create learning and drive tangible outcomes. There is a gap in understanding EXIM not as a cost center but as a **knowledge-intensive core process** where KM investment yields direct competitive advantage in the form of reliability, speed, and compliance—key drivers of customer satisfaction in global supply chains.

Synthesis and Research Gap

The literature establishes EXIM complexity as a major hurdle and KM/OL as vital organizational processes. The missing link is a holistic framework that:

1. Specifically targets EXIM procedures as a domain for KM application.
2. Models EXIM knowledge as a critical mediating organizational learning outcome.
3. Links this knowledge directly to both operational (productivity) and strategic (market entry success) performance metrics. This study aims to construct and test this integrated framework.

III. METHODOLOGY

This research employed an explanatory sequential mixed-methods design. The quantitative phase tested the hypothesized relationships and model strength across a broad sample. The qualitative phase then provided contextual depth and explanation for the quantitative findings, focusing on implementation mechanisms.

Conceptual Framework: The Knowledge-Driven Global Trade (KDGT) Model

We propose the KDGT model (Figure 1). This model posits that **KM Enablers** (Technology, Culture, Structure) foster effective **KM Processes** (tailored to EXIM: e.g., capturing lessons from shipment errors, codifying country-specific rules). These processes enhance the organization's stock of **EXIM Procedural Knowledge**—the institutionalized understanding of how to execute trade flawlessly. This knowledge represents a specific form of organizational learning. It is this learned competency that directly improves **Supply Chain Productivity** (e.g., reduced clearance times, lower error rates) and increases the likelihood of **Global Market Entry Success** (e.g., meeting launch timelines, achieving customer satisfaction, establishing sustainable operations).

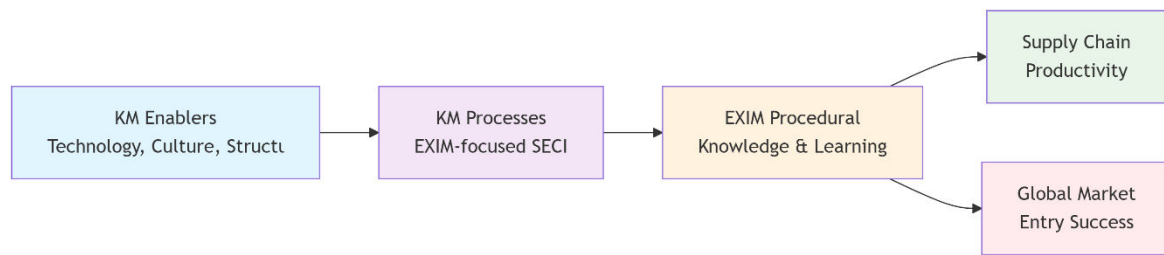


Figure 1: The Knowledge-Driven Global Trade (KDGT) Conceptual Model

Hypotheses:

H1: KM Enablers have a positive effect on EXIM-focused KM Processes.

H2: EXIM-focused KM Processes have a positive effect on EXIM Procedural Knowledge.

H3: EXIM Procedural Knowledge has a positive effect on (a) Supply Chain Productivity and (b) Global Market Entry Success.

H4: EXIM Procedural Knowledge mediates the relationship between KM Processes and the two outcome variables.

3.2 Phase 1: Quantitative Survey

Instrument Development: A structured questionnaire used validated scales, adapted for the EXIM context. All items used a 5-point Likert scale.

KM Enablers (9 items): Measured technology support for trade, knowledge-sharing culture in logistics, and structural support for KM [8].

EXIM-focused KM Processes (12 items): Adapted SECI items for trade (e.g., "We systematically document reasons for customs hold-ups" - Externalization; "We have regular meetings where logistics staff share experiences" - Socialization) [3].

EXIM Procedural Knowledge (8 items): Measured perceived organizational mastery of procedures, accuracy of documentation, and ability to handle regulatory changes [1], [5].

Supply Chain Productivity (6 items): Self-reported metrics on customs clearance time, documentation error rate, and cost of trade compliance relative to industry benchmarks [4].

Global Market Entry Success (7 items): For the most recent market entry, measured achievement of timeline, budget, sales targets, and customer satisfaction [13].

Sample and Data Collection: The target population was managers and professionals involved in international trade in Indian manufacturing and agribusiness firms (sectors with high export potential). Data was collected via professional networks and industry associations. 350 surveys were distributed, 240 returned, and 213 were complete and usable (60.9% effective rate).

Data Analysis: Data was analyzed using SPSS 27 and AMOS 27. After reliability checks and Confirmatory Factor Analysis (CFA), Structural Equation Modeling (SEM) was used to test H1-H3. Mediation (H4) was tested using bootstrapping (5000 samples).

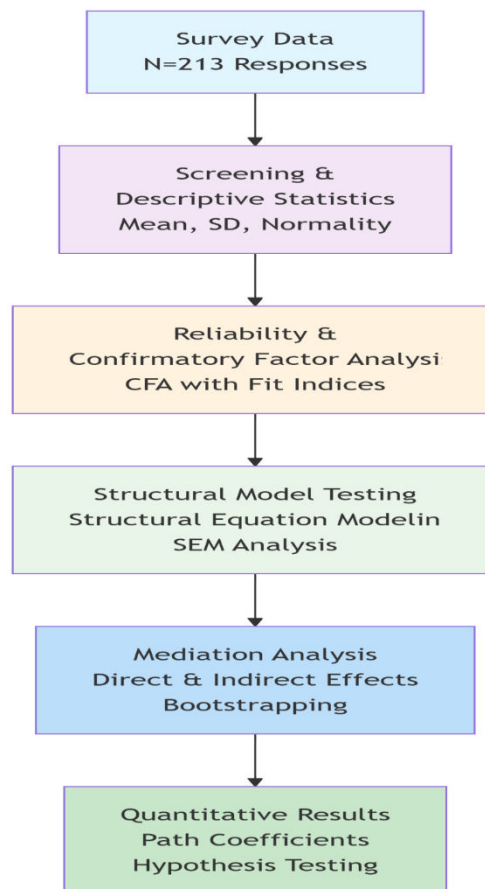


Figure 2: Quantitative Data Analysis Pathway

3.3 Phase 2: Qualitative Case Studies

Two contrasting cases were selected based on survey scores and accessibility:

Case A (Success): "AgriGrow Exports," an SME that successfully entered the EU organic food market.

Case B (Failure/Recovery): "ManuTech Industries," which faced a failed entry into Southeast Asia due to a documentation seizure and was rebuilding. Data collection involved semi-structured interviews with the export manager, logistics head, and documentation staff in each firm, and analysis of documents (SOPs, checklists, post-mortem reports).

IV. RESULT ANALYSIS

Quantitative Findings

4.1.1 Measurement Model and Descriptive Statistics

The sample comprised professionals from manufacturing (58%) and agribusiness (42%). All constructs showed good reliability (Cronbach's Alpha > 0.80). The CFA indicated a good fit ($\chi^2/df = 2.18$, CFI = 0.93, TLI = 0.92, RMSEA = 0.075), supporting the validity of the measurement model.

4.1.2 Structural Model and Hypotheses Testing (H1-H3)

The structural model fit was acceptable ($\chi^2/df = 2.45$, CFI = 0.91, TLI = 0.90, RMSEA = 0.082). The path coefficients are summarized in Table 1 and Figure 3.

Table 1: Structural Model Path Coefficients

Hypothesis	Path	Std. Estimate (β)	p-value	Result
H1	KM Enablers -> KM Processes	0.71	<0.001	Supported
H2	KM Processes -> EXIM Knowledge	0.63	<0.001	Supported
H3a	EXIM Knowledge -> Supply Chain Productivity	0.52	<0.001	Supported
H3b	EXIM Knowledge -> Market Entry Success	0.48	<0.001	Supported

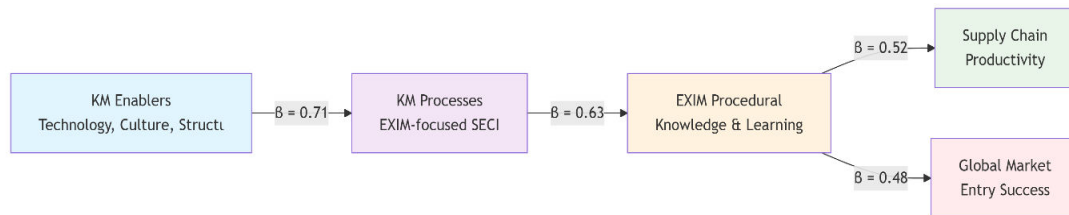


Figure 3: KDGT Structural Model with Standardized Path Coefficients

4.1.3 Mediation Analysis (H4)

Bootstrapping confirmed significant indirect effects:

KM Processes -> EXIM Knowledge -> Supply Chain Productivity: $\beta = 0.33$, $p < 0.001$, 95% CI [0.25, 0.41].

KM Processes -> EXIM Knowledge -> Market Entry Success: $\beta = 0.30$, $p < 0.001$, 95% CI [0.22, 0.39].

The direct effects from KM Processes to the outcomes were not significant when the mediator was included, confirming **full mediation**. Thus, **H4 is supported**. This underscores that KM practices do not automatically improve trade performance; they must first successfully build the organization's repository of procedural knowledge.

4.2 Qualitative Findings: Mechanisms of Success and Failure

Case A: AgriGrow Exports – The Learning Exporter

AgriGrow's success was underpinned by a systematic, KM-driven approach:

Technology as a Knowledge Scaffold: They used a cloud-based **Trade Compliance Dashboard**. This was not just a document store but a dynamic system. It housed: (1) **Country Dossiers:** Continuously updated wikis for each target market with HS code references, sample filled forms, and links to regulatory authorities. (2) **Digital Checklist Workflows:** An automated checklist generator for each shipment type and destination, preventing omissions. (3) **Lesson Learned Log:** A mandatory field in every shipment file where the responsible officer noted any issues or insights, which were reviewed weekly.

Culture of Procedural Diligence: The founder instilled a culture where "the document is the product until it clears customs." Success stories of avoiding delays due to meticulous documentation were celebrated.

Learning Ritual – The "Pre-Mortem": Before entering a new market, the team would run a "pre-mortem" session, brainstorming everything that could go wrong with documentation and logistics. These potential failures were then converted into proactive checks in their system (a powerful combination of Socialization, Externalization, and Combination).

Case B: ManuTech Industries – Learning from Failure

ManuTech's initial failure was a classic knowledge management failure:

Tacit Knowledge Trap: All expertise resided with the veteran Export Manager, Mr. Sharma. He handled classifications and key documents mentally, with minimal documentation.

The Critical Break: When Mr. Sharma was on leave during a shipment to Vietnam, a junior employee incorrectly classified a product component. The shipment was held for weeks, missing a critical project deadline and resulting in financial penalties and lost trust.

Post-Failure KM Intervention: This shock triggered a KM initiative. They: (1) **Externalized Mr. Sharma's knowledge** through intensive interviews, creating classification guides and decision trees. (2) **Instituted a "Four-Eyes**

Principle" for all documents, requiring a second reviewer using the new guides. (3) **Subscribed to a regulatory update service** and assigned a person to integrate changes into their guides monthly. The manager noted, *"Our mistake wasn't shipping the wrong item; it was shipping the wrong knowledge—or rather, not shipping any knowledge at all to the people who needed it."*

4.3 Integrated Discussion

The mixed-methods results powerfully converge to validate the KDGT model and offer nuanced insights:

EXIM Knowledge as the Critical Mediator: The quantitative mediation result is vividly illustrated by the cases. AgriGrow's systematic knowledge (explicit, institutionalized) led to smooth operations. ManuTech's initial reliance on tacit knowledge created a single point of failure. The recovery involved converting tacit to explicit knowledge.

Beyond Technology to Culture and Process: Both cases show technology (Dashboard, Guides) was vital, but it was effective only when embedded in a supportive culture (celebrating diligence, learning from failure) and structured processes (pre-mortems, four-eyes review). This explains the strong H1 path (Enablers -> Processes).

Productivity and Success are Two Sides of the Same Coin: The model links knowledge to both productivity (clearing customs fast) and strategic success (entering a market reliably). For AgriGrow, fast, reliable clearance (productivity) was a key reason for their EU buyer's satisfaction (market success). For ManuTech, a productivity failure (clearance delay) caused a strategic failure (lost contract).

KM as Risk Mitigation for Market Entry: The qualitative findings highlight that KM for EXIM is a form of risk management. The "pre-mortem" and the "four-eyes principle" are KM tools designed to identify and mitigate operational risks that could derail a market entry strategy.

V. CONCLUSION

This research establishes that mastering the procedural complexity of global trade is fundamentally a knowledge management and organizational learning challenge. The proposed and validated **Knowledge-Driven Global Trade (KDGT) model** provides a clear blueprint: strategic KM practices targeted at the EXIM function build a robust base of procedural knowledge, which acts as the essential engine for achieving both operational efficiency and strategic market entry objectives.

5.1 Summary of Findings

1. **KM Practices Directly Build Trade Competency:** Effective KM enablers and processes are strong, significant predictors of an organization's mastery over EXIM procedures (H1, H2 supported).
2. **Knowledge is the Bridge to Performance:** EXIM procedural knowledge fully mediates the impact of KM on outcomes. KM investments yield returns only if they successfully institutionalize learnable, applicable trade know-how (H4 supported).
3. **Dual Impact on Efficiency and Strategy:** This institutionalized knowledge simultaneously enhances supply chain productivity (reducing time, cost, errors) and increases the likelihood of successful market entry (meeting goals, building customer trust) (H3 supported).
4. **The Cost of Tacit Knowledge:** The case studies demonstrate that over-reliance on individual tacit expertise in EXIM is a high-risk strategy. Failure often stems not from a lack of individual intelligence but from a lack of systems to make that intelligence collective and resilient.

5.2 Theoretical and Practical Implications

Theoretically, this study contributes by:

- Integrating KM/OL theory with international business operations, specifically modeling EXIM complexity as a knowledge domain.
- Providing empirical evidence for the full mediating role of domain-specific knowledge in the KM-performance relationship within a high-stakes operational context.
- Extending the application of the SECI and 4I frameworks to the granular, procedure-heavy world of global trade documentation.

Practically, the findings offer actionable guidance for managers:

- **Audit Your Trade Knowledge Health:** Is your EXIM knowledge held in people's heads or in accessible, systems? Conduct a "knowledge walk-through" of a recent shipment to identify gaps.
- **Invest in Knowledge Codification:** Prioritize creating and maintaining dynamic resources: country manuals, classification guides, digital document templates with embedded logic checks.
- **Design Learning into Trade Routines:** Institute mandatory post-shipment reviews and pre-entry "pre-mortems." Make knowledge capture and consultation part of the standard operating procedure, not an extra task.
- **For SMEs and New Exporters:** Start simple. A well-structured shared digital folder with updated checklists and a lessons-learned log is a more powerful KM tool than a dysfunctional expensive software. Focus on culture first: reward sharing questions and mistakes as learning opportunities.

5.3 Limitations and Future Research

Limitations include the cross-sectional design and regional focus of the sample. Self-reported performance metrics, though common, could be supplemented with objective data (actual clearance times, fines incurred).

Future research should:

1. Investigate the role of **Artificial Intelligence and Machine Learning** in next-generation trade KM (e.g., AI for HS code prediction, NLP for extracting rules from regulatory texts).
2. Explore **inter-organizational KM** in global supply chains—how buyers, suppliers, and logistics providers can collaborate on shared knowledge platforms to reduce friction.
3. Conduct longitudinal studies to track how **KM maturity in EXIM** evolves over time and its impact on sustained export growth and diversification into more complex markets.
4. Examine the **human factor** in depth: the competencies required for "trade knowledge workers" and how to develop them.

In conclusion, in an era of global interconnectedness where regulatory agility and supply chain resilience are paramount, a firm's ability to systematically manage what it knows about moving goods across borders is a decisive competitive weapon. By framing EXIM procedures not as a bureaucratic burden but as a critical knowledge domain, and by applying the disciplined practices of knowledge management, organizations can transform a major barrier to entry into a scalable capability for global success.

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