

Cobots implementation in manufacturing systems: literature review and open questions

Keshvarparast A.*, Katiraei N.*, Finco S.*, Battini D.*

* *Department of Management and Engineering, University of Padova, Stradella San Nicola, 3, 36100 Vicenza, Italy*
(ali.keshvarparast@phd.unipd.it, niloofar.katiraei@phd.unipd.it, serena.finco@unipd.it, daria.battini@unipd.it)

Abstract: In companies, Industry 4.0 technologies offer several advantages in terms of flexibility, data availability and fast reaction to changes. Some of these systems can couple the benefits of human flexibility with assistive technology as collaborative robots (Cobots). Although the recent literature has already discussed how Cobots could bring many benefits to the manufacturing system, their use still requires significant knowledge about system features, design methods for semi-automatic manufacturing lines/cells, micro and macro layout configuration, the impact of Cobots on humans, and more. Without adequate knowledge of the impact of Cobots on the different parts of the manufacturing system, the use of Cobots could find several barriers and practical limits in the short future. In this paper, we try to investigate the Cobots' impact on manufacturing systems and their interaction with humans. To achieve this goal, we conduct a structured literature review. In particular, we classify selected papers by considering the methodology used and some performance factors. Finally, we propose some open questions and a future research agenda.

Keywords: Cobots; Collaborative Robots; Literature Review; Manufacturing System; Industry 4.0

1. Introduction

With a rapid introduction of new products, mass customization and competitive markets, manufacturers are facing new business challenges (Simmert et al. 2019). Therefore, companies are driving towards the so-called fourth industrial revolution, known as industry 4.0, to fulfil the need for faster delivery times, more efficient and automated process, higher quality and customized products (Zheng et al., 2020). In the Industry 4.0 era, production systems can monitor physical processes, create a digital twin of the physical world, and make smart decisions.

Collaborative robots (Cobots) are one of the technological pillars of Industry 4.0. Unlike robots, Cobots are more flexible, cheaper, and smaller. These features and market demands make manufacturers tend to use Cobots in their production systems. At the beginning of the new millennium, the usage and development rate of Cobots were slow, but in the last decade, regarding the development of sensors and Artificial Intelligence (AI), Cobots have been applied significantly. This pattern also is happening in the research area. Over the past decade, researchers have paid more attention to Cobots in their research. In this study, our main aim is to analyse the literature in order to investigate the interactions between humans and Cobots and how they affect the performances of the production systems.

Several review articles have been published focusing on the nature of Cobots themselves, with a special focus on the designing phase (Robla et al, 2017, Liu and Wang 2018, El Zaatari et al, 2019) without discussing how Cobots and humans collaborate in shared workspace environments. Although designing a better Cobot is important, however, the management aspect of human-Cobot collaboration should not be neglected. Using an up-to-date Cobot does not ensure the development of a

production system. The questions are how we can implement a Cobot in production system to gain more benefits and what the benefits are. For this reason, the work provides a state-of-the-art analysis in order to identify what has been done to provide new strategies and methods for the implementing a safe and ergonomic workplace by considering all the factors that influence the collaboration between humans and Cobots.

The remainder of this paper is structured as follows. In Section 2, we explain the literature selection methodology. In Section 3, we analyze and categorize the selected papers. Finally, in Section 4, open questions on this topic are provided and discussed.

2. Research Methodology

The literature search was conducted using the Scopus database. We started by considering all papers published in journals from their inception until the end of February 2020, then also conference papers from 2020 up to the end of February 2021 was screened. The literature search consisted of the 4 steps shown in Table 1. In the primary step, a first selection of 1859 papers have been obtained by using the keywords: “collaborative robot” or “Cobot” in the title, abstract or keywords. Based on the Scopus database, 85% of papers in the field of collaborative robots have been published after 2010. According to the 1859 papers, most of the studies have focused on developing new Cobots and improving the existing ones. Besides, we used the VOSviewer software for the found 1859 papers in our initial search to visualize (1) how the attention towards this issue has evolved over the years, and (2) how selected keywords were connected in previous studies, as seen in Figure 1. Basis on the figure 1, although this issue has been considered from the past years (the year 1980), the top-most repeated keywords in

XXVI Summer School “Francesco Turco” – Industrial Systems Engineering

Table 2 categorizes the selected 36 papers according to the three different dimensions which have been already described in Section 2 including research target, methodology and performance factors. Performance factors in evaluation are important because based on different performance factors the result of the evaluation will be various. For example, a safer system is not necessarily a more productive system. Thus, choosing the performance factors for evaluations is of paramount importance for every researcher. In this section, a summary of the selected papers is presented according to the defined dimensions. We classified the papers according to the macro performance factors which have been identified by reading all the 36 selected papers. The performance factors can be clustered as follows:

Safety: Unlike traditional industrial robots, which workers were restricted from approaching the robots by

using barriers, Cobots freely interact with the workforce. A safe collaboration between human and Cobots is collaboration without collision and wounded. (Rojas et al, 2020) That is the reason why safety is a fundamental factor in the design phase of a Cobot, and The International Organization for Standardization (ISO) outline some methods for safe collaborative work (ISO 10218-1 and ISO 10218-2). The safety standards address four collaborative scenarios: safety-rated monitored stop, hand guiding, speed and separation monitoring (SSM), and power and force limiting. (Costanza et al., 2021)

Cost: Economic aspect of using Cobots is more complicated. Costs can be considered in the design phase and the functional phase. In the design phase, researchers want to reduce the cost of designing or building Cobots. In the functional phase, researchers are trying to reduce the cost of implementation of new Cobots in a

Table 2. Classification of the 36 selected papers

Row	Year	Source	Authors	Target		Methodology				Performance Factor					
				Human and Cobot interaction	Production system with Cobot	Mathematical approach	Simulation	Framework	Comparative Case Study	Artificial Intelligence	Safety	Cost	Flexibility	Productivity	Ergonomics
1	2016	Article	Djuric & et al.		*			*			*	*		*	
2	2017	Article	Sadik A.R., Urban B.	*						*				*	
3	2017	Article	Gil-Vilda & et al.		*				*					*	
4	2018	Article	Bruno G., Antonelli D.	*				*		*				*	
5	2018	Article	Cencen & et al.		*			*							
6	2018	Article	Wang & et al.	*		*						*		*	*
7	2019	Article	Quenehen & et al.		*				*					*	
8	2019	Article	Weckenborg & et al.		*	*								*	*
9	2019	Article	Mateus & et al.		*			*		*		*	*	*	*
10	2019	Article	Faccio & et al.	*		*					*		*	*	*
11	2019	Article	Malik A.A., Bilberg A.	*				*		*			*	*	
12	2019	Article	Stadnicka D., Antonelli D.	*				*		*			*	*	
13	2019	Article	Antonelli D., Bruno G.	*				*					*	*	
14	2019	Article	Dalle Mura M., Dini G.	*		*					*			*	*
15	2019	Article	Huang J. & et al.		*			*				*			
16	2020	Conference	Pamminger & et al.		*		*				*		*	*	*
17	2020	Conference	Quenehen & et al.		*	*					*		*	*	*
18	2020	Conference	Abdous & et al.		*	*					*		*	*	*
19	2020	Conference	Zhang S., Jia Y.	*		*							*	*	
20	2020	Conference	Maderna & et al.	*		*							*	*	*
21	2020	Conference	Karami & et al.	*				*				*		*	
22	2020	Conference	Wojtynek & et al.	*			*					*		*	
23	2020	Article	Colim & et al.	*				*					*	*	*
24	2020	Article	Rega & et al.	*				*		*			*	*	*
25	2020	Article	Peron & et al.	*		*					*		*	*	
26	2020	Article	Faccio & et al.	*		*							*	*	
27	2020	Article	Fager & et al.		*	*					*		*	*	
28	2020	Article	Fager & et al.		*	*							*	*	
29	2021	Article	Zhang & et al.	*		*							*	*	*
30	2021	Conference	Goos & et al.	*					*				*	*	*
31	2021	Article	Li & et al.		*	*					*		*	*	
32	2021	Article	Gualtieri & et al.		*			*					*	*	
33	2021	Article	Boschetti & et al.	*		*							*	*	
34	2021	Article	Costanzo & et al.	*					*	*			*	*	
35	2021	Conference	Schmidbauer & et al.	*				*				*	*	*	
36	2021	Article	Cohen & et al.	*	*	*		*			*		*	*	*

manufacturing system, cost of maintenance, cost of collaboration and cost of production. Since we focus our attention on the interaction between cobots and humans only papers that include costs in the functional phase have been selected.

Flexibility: it can be divided into two categories. First, how fast the Cobots can reprogramming for new procedures, second, what number of tasks can Cobots possibly do (design of work cell). Flexibility is usually considered in the design phase of a Cobot. With considering Flexibility in the design phase, Cobot manufacturers try to design and develop a new Cobot that able to handle various tasks. Flexibility in implementation refers to cell designing. Where the Cobot should locate in a cell.

Productivity: Productivity or cycle time will be considered the number of products that will be produced at a certain time or in other words, how long it will be taken to produce a single product. Productivity is the most repeated factor in the selected papers. The meaning of productivity in different papers are the same, but it was considered in both the design phase and the operational phase.

Ergonomy: In the industrial environment, to evaluate workers' well-being, health conditions and risk assessment, different ergonomic methods and indexes have been applied based on the data which measure physical activities such as RULA, REBA, OCRA, etc.

According to the performance factors classification, we now conduct the literature analysis for the 36 papers we selected. As we can see in Table 2, some papers can analyse more performance factors at the same time.

Djuric et al. (2016) provided a framework for designing and implementing Cobots. Their framework consists of the system level, work-cell level, machine level, and worker level. They considered safety, cost and productivity as the performance factors in all four level. Sadik and Urban (2017) used Holonic control architecture and artificial agents to solve a flow shop scheduling problem with one worker and one Cobot. They tried to reduce the time of producing a product, so they consider productivity as their performance factor. Gil-Vilda et al. (2017) and Quenehen et al. (2018), in a real case study, implemented a Cobot in a U-Shape assembly line and woke cell to figure out using a Cobot can improve the productivity of the U-Shape assembly line. Bruno and Antonelli (2018) and Antonelli and Bruno (2019) these papers have two steps. In the first step, they classified the tasks based on the task description. In the second step, they provided a framework for task assignment to human and Cobots in a collaborative work cell regarding improving productivity. Cencen et al. (2018) provided a methodology for designing collaboration between human and Cobots. they did not want to reduce the cost and time of collaboration, but they tried to reduce the cost and time of designing a collaboration system. Wang et al. (2018) developed a framework for online optimizing task scheduling for Cobot. In this way, they used a cost function and considered cost, productivity and ergonomics.

They tried to reduce the human effort in their optimization.

Weckenborg and Spengler (2019) developed the first mathematical modelling to optimize the implementation of Cobot in an assembly line. Productivity was their evaluation factor in their optimization, but their used ergonomics constraint, mean work rate (MWR), in their model. Mateus et al. (2019) developed a methodology for designing the collaborative cell. In this paper, they mentioned that safety, flexibility, productivity and ergonomics should be considered in the design phase. In their eyes, a flexible collaborative cell can manage more different tasks, and an ergonomic collaborative cell will prevent physical overexertion. Faccio et al. (2019) developed a new mathematical modelling for comparison between different robotic assembly line by considering the direct cost of production and time of production as the performance factors. Malik and Bilberg (2019) proposed a new framework for task allocation between human and Cobots in a collaborative work cell. They considered task characteristics and based on that tried to improve the safety and productivity of a collaboration system. Stadnicka and Antonelli (2019) had the same work but instead of task characteristic, they considered human skills for task assignment with the same factors. Dalle Mura and Dini (2019) developed a mathematical model for designing an assembly line that uses collaborative robots to reduce the cost of production. They considered ergonomics, the physical workload on workforces, in the constraints. Huang et al. (2019) suggested a strategy for improving the flexibility of work cells to make a disassembly line capable of doing more different tasks. Pamminger et al. (2019) tried to develop a simulation approach for evaluating the cost, productivity, and workload of workers in a disassembly line before the implementation of a Cobot in a disassembly line. Quenehen et al. (2020) provide a mathematical approach for evaluating the collaboration of human and robots. For evaluation, they considered the cost of production in one equation and productivity and relaxation time (ergonomics) in another. Abdous et al. (2020) developed a mathematical model with two objective functions to design an assembly line that has Cobot. In the first objective function, they considered the fatigue and recovery model and tried to maximize the ergonomic level, and in the second one, they tried to minimize the cost of production. Zhang and Jia (2020) developed mathematical modelling for task distribution in a collaborative manufacturing system to increase the productivity of the manufacturing system. In their task distribution, they considered worker capability as a constraint. Maderna et al. (2020) proposed a new mathematical algorithm for online scheduling of Cobots' task to maximize productivity and reduce worker efforts. Karami et al. (2020) used the FLEXHRC framework for allocating tasks to human and Cobots. this approach designed to make collaboration more flexible. Wojtynek et al. (2020) also provided an assistive approach for designing a flexible collaborative workspace. Colim et al. (2020) proposed a new framework for designing more ergonomic assembly line. They used the Ergonomic Workplace Analysis (EWA) method which has 14 topics. (like general physical activity, lifting task, ...) Rega et al.

(2020) proposed a knowledge base approach for designing a collaboration between human and Cobots regarding increasing safety and productivity. Peron et al, (2020) introduced a decision support model for implementing Cobots and other assistive equipment in the manufacturing system. The evaluation factor of this DSM is the cost of production. Faccio et al, (2020) provided a mathematical model for evaluating the performance of collaboration between human and Cobots. In this paper, product characteristics were considered as an effective factor in the collaboration. Fager et al, (2020) in two different papers developed mathematical modelling for a human and robot collaborative picking system in an assembly line. The first mathematical modelling is cost-oriented, and the second one is time-oriented.

Zhang et al, (2021) suggested an integrated mathematical modelling for evaluating and optimizing the productivity and ergonomic risk in both manual and collaborative assembly line. Goos et al, (2021) used artificial intelligence for evaluating the ergonomic parameters of the assembly line. They used the RULA scoring system for evaluating the ergonomic score of each design and provide the possibility to select the more ergonomic favourable design. Li et al, (2021) proposed a multi-objective migrating birds optimization algorithm for optimizing cost and balancing an assembly line that uses Cobots. Gualtieri et al, (2021) defined a new methodology for evaluating assembly cycle time and a feasibility study for implementing Cobots. Boschetti et al, (2021) developed a new evaluation formula for evaluating the performance of collaboration between human and Cobots based on productivity. Costanzo et al, (2021) used an artificial intelligence approach (computer vision) to evaluate the safety factors of collaboration. Based on their approach, the critical issue of safety for each collaboration design can be determined. Schmidbauer et al, (2021) developed a framework for task-sharing between human and Cobots. The productivity and flexibility of the workspace are the two factors that they considered in their framework. Cohen et al, (2021) provide a summary of the major consideration aspect in the design phase of collaborative work-cell, then provide a mathematical productivity analysis.

4. Discussion and Open Questions

Our research shows that a growing attention has been dedicated to Cobots in last few years. Although the first article in this field was published in 1980, until now, most of articles focused on robotic aspect of improving Cobots, while the interaction between human and Cobots only appeared a few years ago.

Figure 2 represents a heat map based on the information gathered in Table 2. This heat map illustrates which kind of performance factors have been assessed by the different methodologies. Based on Figure 2, most of the 36 selected papers used a mathematical approach or (i.e., Faccio et al, 2019, Boschetti et al, 2021) framework as their methodology (i.e., Colim et al, 2020, Schmidbauer et al, 2021). On the other hand, productivity is the most repeated factor for measuring the performance of collaboration between human and Cobots. Also, ergonomic and cost

related performance factors have been largely considered, while safety and flexibility performance measures have been rarely applied.

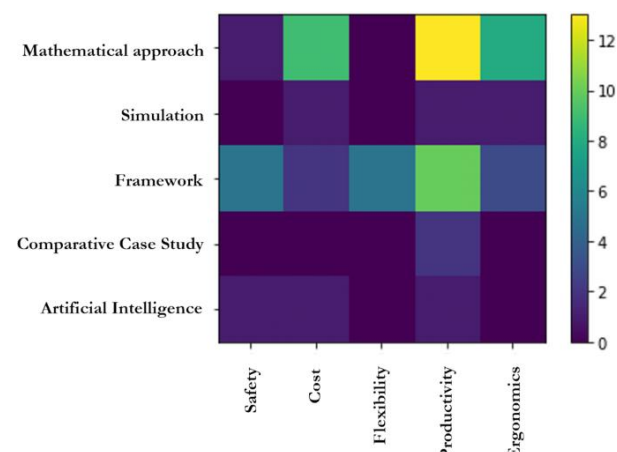


Figure 2: heat map representing the methodology and performance factors investigated in the 36 selected papers.

Also, as it shown in table 2, only two research considered human factors. Both of them considered skills of workers in their research and other human factors, such as age, gender, physical capacity are neglected.

According to the literature analysis discussed in the previous paragraph, it is possible to define some open research questions as follows.

QUESTION 1: Cobots are robots which have a close interaction with humans. Thus, the vital role of human factors and workers' differences, to improve the interaction between human and Cobots cannot be neglected. Workers can be different from each other in terms of various characteristics such as age, gender, skill and physical attributes and these differences can impact on the overall production systems and the human-cobot interaction (Katirae et al, 2021; Neumann et al, 2021). However, up to now, the number of papers which have taken into account human diversity factors in the field of human-cobot interaction are rare. Therefore, a big open question that could be asked is linked to the impacts of workforce diversity on the interaction between human and Cobots. In particular, the effect of worker age and level of experience on the cobot acceptance level by humans need to be investigated.

QUESTION 2: In the work-cells with repetitive tasks, learning and forgetting curves have a great impact on the performance of system. Until now, there are numerous learning curve regarding to manual assembly line (i.e., Tamás and Kolta, 2020). However, the learning curve in using a cobot to perform a task has been never investigated in the analysed literature.

QUESTION 3: Task sharing between human and Cobots is a very important problem to reach an efficient interaction. Until now, there is only a few frameworks for solving this problem (i.e., Wang et al, 2018). New mathematical models should be developed to optimize the task sharing and task allocation between humans and cobots according to the specific objectives to be achieved. Here, different kinds of collaboration need to be deeply

investigated and compared (sequential, simultaneously, parallel task allocation).

QUESTION 4: Delegating appropriate tasks to the cobot may relieve the operator of awkward postures or fatigue from repetition of load (i.e., Mateus et al, 2019). In those condition, designing such a process would result in solving a multi objective task allocation problem among human and cobot. However, there is a lack of investigation regarding the real ergo quality level of a task when it is performed in collaboration with a cobot, and more investigations are needed to support the hypothesis that cobot will always improve the ergo-level of the task.

QUESTION 5: Additional to all above open questions, a lack of real case studies and protocols to explain how to conduct laboratory testing with humans and cobots in order to collect data is missing. The real data collection is also a needed activity in this context, since only 2 works out of 36 provide a large data collection useful to support future research (i.e., Gil-Vilda 2017).

By answering these five questions, researchers can pave the way for the best use of robots. Answering any of these questions requires extensive research. In our research, we have tried to provide researchers with a proper classification of articles. Different performance indexes described, and the selected papers categorized based on performance factors and methodology. For the future research, we are going to provide more detailed descriptions about both performance factors and Cobots category in design and implementation phases.

Acknowledgements

This project has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 873077 (MAIA-H2020-MSCA-RISE 2019).

References

- Abdous, M. A., Delorme, X., & Battini, D. (2020, November). Cobot Assembly Line Design Problem with Ergonomics. In *Working Conference on Virtual Enterprises* (pp. 573-582). Springer, Cham.
- Antonelli, D., & Bruno, G. (2019). Dynamic distribution of assembly tasks in a collaborative workcell of humans and robots. *FME Transactions*, 47(4), 723-730.
- Boschetti, G., Bottin, M., Faccio, M., & Minto, R. (2021). Multi-robot multi-operator collaborative assembly systems: a performance evaluation model. *Journal of Intelligent Manufacturing*, 1-16.
- Bruno, G., & Antonelli, D. (2018). Dynamic task classification and assignment for the management of human-robot collaborative teams in workcells. *The International Journal of Advanced Manufacturing Technology*, 98(9), 2415-2427.
- Cencen, A., Verlinden, J. C., & Geraedts, J. M. P. (2018). Design methodology to improve human-robot coproduction in small-and medium-sized enterprises. *IEEE/ASME Transactions on Mechatronics*, 23(3), 1092-1102.
- Cohen, Y., Shoval, S., Faccio, M., & Minto, R. (2021). Deploying cobots in collaborative systems: major considerations and productivity analysis. *International Journal of Production Research*, 1-17.
- Colim, A., Faria, C., Braga, A. C., Sousa, N., Rocha, L., Carneiro, P., ... & Arezes, P. (2020). Towards an ergonomic assessment framework for industrial assembly workstations—A case study. *Applied Sciences*, 10(9), 3048.
- Costanzo, M., De Maria, G., Lettera, G., & Natale, C. (2021). A Multimodal Approach to Human Safety in Collaborative Robotic Workcells. *IEEE Transactions on Automation Science and Engineering*.
- Dalle Mura, M., & Dini, G. (2019). Designing assembly lines with humans and collaborative robots: A genetic approach. *CIRP Annals*, 68(1), 1-4.
- Djuric, A. M., Urbanic, R. J., & Rickli, J. L. (2016). A framework for collaborative robot (CoBot) integration in advanced manufacturing systems. *SAE International Journal of Materials and Manufacturing*, 9(2), 457-464.
- Faccio, M., Bottin, M., & Rosati, G. (2019). Collaborative and traditional robotic assembly: a comparison model. *The International Journal of Advanced Manufacturing Technology*, 102(5), 1355-1372.
- Faccio, M., Minto, R., Rosati, G., & Bottin, M. (2020). The influence of the product characteristics on human-robot collaboration: a model for the performance of collaborative robotic assembly. *The International Journal of Advanced Manufacturing Technology*, 106(5), 2317-2331.
- Fager, P., Calzavara, M., & Sgarbossa, F. (2020). Modelling time efficiency of cobot-supported kit preparation. *The International Journal of Advanced Manufacturing Technology*, 106(5), 2227-2241.
- Fager, P., Sgarbossa, F., & Calzavara, M. (2020). Cost modelling of onboard cobot-supported item sorting in a picking system. *International Journal of Production Research*, 1-16.
- Gil-Vilda, F., Sune, A., Yagüe-Fabra, J. A., Crespo, C., & Serrano, H. (2017). Integration of a collaborative robot in a U-shaped production line: a real case study. *Procedia Manufacturing*, 13, 109-115.
- Goos, J., Lietaert, P., & Cools, R. (2021). Computer assisted ergonomic assembly cell design. *Procedia CIRP*, 97, 87-91.
- Gualtieri, L., Rauch, E., & Vidoni, R. (2021). Methodology for the definition of the optimal assembly cycle and calculation of the optimized assembly cycle time in human-robot collaborative assembly. *The International Journal of Advanced Manufacturing Technology*, 1-16.
- Huang, J., Pham, D. T., Wang, Y., Ji, C., Xu, W., Liu, Q., & Zhou, Z. (2019). A strategy for human-robot collaboration in taking products apart for remanufacture. *Fme Transactions*, 47(4), 731-738.
- Karami, H., Darvish, K., & Mastrogiovanni, F. (2020, September). A task allocation approach for human-robot collaboration in product defects inspection scenarios. In *2020 29th IEEE International Conference on Robot and Human Interactive Communication (RO-MAN)* (pp. 1127-1134). IEEE.
- Katirae, N., Calzavara, M., Finco, S., Battini, D., & Battaia, O. (2021). Consideration of workers'

- differences in production systems modelling and design: State of the art and directions for future research. *International Journal of Production Research*, 1-32.
- Li, Z., Janardhanan, M. N., & Tang, Q. (2021). Multi-objective migrating bird optimization algorithm for cost-oriented assembly line balancing problem with collaborative robots. *Neural Computing and Applications*, 1-22.
- Maderna, R., Poggiali, M., Zanchettin, A. M., & Rocco, P. (2020, May). An online scheduling algorithm for human-robot collaborative kitting. In *2020 IEEE International Conference on Robotics and Automation (ICRA)* (pp. 11430-11435). IEEE.
- Malik, A. A., & Bilberg, A. (2019). Complexity-based task allocation in human-robot collaborative assembly. *Industrial Robot: the international journal of robotics research and application*.
- Mateus, J. C., Claeys, D., Limère, V., Cottyn, J., & Aghezaf, E. H. (2019). A structured methodology for the design of a human-robot collaborative assembly workplace. *The International Journal of Advanced Manufacturing Technology*, 102(5), 2663-2681.
- Neumann, W. P., Winkelhaus, S., Grosse, E. H., & Glock, C. H. (2021). Industry 4.0 and the human factor—A systems framework and analysis methodology for successful development. *International Journal of Production Economics*, 233, 107992.
- Pamminger, R., Glaser, S., Ambrosch, R., & Genner, M. (2019, August). Upscaling of Collaborative Disassembly Lines for Mobile Phones—Economic and Environmental Considerations. In *Proceedings of the International Symposium for Production Research 2019* (pp. 442-451). Springer, Cham.
- Peron, M., Sgarbossa, F., & Strandhagen, J. O. (2020). Decision support model for implementing assistive technologies in assembly activities: a case study. *International Journal of Production Research*, 1-27.
- Quenehen, A., Pocachard, J., & Klement, N. (2019). Process optimisation using collaborative robots-comparative case study. *IFAC-PapersOnLine*, 52(13), 60-65.
- Quenehen, A., Thiery, S., Klement, N., Roucoules, L., & Gibaru, O. (2020, August). Assembly process design: performance evaluation under ergonomics consideration using several robot collaboration modes. In *IFIP International Conference on Advances in Production Management Systems* (pp. 477-484). Springer, Cham.
- Rega, A., Vitolo, F., Di Marino, C., & Patalano, S. (2020). A knowledge-based approach to the layout optimization of human-robot collaborative workplace. *International Journal on Interactive Design and Manufacturing (IJIDeM)*, 1-3.
- Rojas, R. A., Wehrle, E., & Vidoni, R. (2020). A Multicriteria Motion Planning Approach for Combining Smoothness and Speed in Collaborative Assembly Systems. *Applied Sciences*, 10(15), 5086.
- Sadik, A. R., & Urban, B. (2017). Flow shop scheduling problem and solution in cooperative robotics—case-study: One cobot in cooperation with one worker. *Future Internet*, 9(3), 48.
- Schmidbauer, C., Schlund, S., Ionescu, T. B., & Hader, B. (2020, December). Adaptive Task Sharing in Human-Robot Interaction in Assembly. In *2020 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)* (pp. 546-550). IEEE.
- Simmert, B., Ebel, P. A., Peters, C., Bittner, E. A. C., & Leimeister, J. M. (2019). Conquering the challenge of continuous business model improvement. *Business & Information Systems Engineering*, 61(4), 451-468.
- Stadnicka, D., & Antonelli, D. (2019). Human-robot collaborative work cell implementation through lean thinking. *International Journal of Computer Integrated Manufacturing*, 32(6), 580-595.
- Tamás, A., & Koltai, T. (2020). Application of Learning Curves in Operations Management Decisions. *Periodica Polytechnica Social and Management Sciences*, 28(1), 81-90.
- Wang, W., Li, R., Diekel, Z. M., & Jia, Y. (2018). Robot action planning by online optimization in human-robot collaborative tasks. *International Journal of Intelligent Robotics and Applications*, 2(2), 161-179.
- Weckenborg, C., & Spengler, T. S. (2019). Assembly line balancing with collaborative robots under consideration of ergonomics: a cost-oriented approach. *IFAC-PapersOnLine*, 52(13), 1860-1865.
- Wojtynek, M., Leichert, J., & Wrede, S. (2020, September). Assisted Planning and Setup of Collaborative Robot Applications in Modular Production Systems. In *2020 25th IEEE International Conference on Emerging Technologies and Factory Automation (ETFA)* (Vol. 1, pp. 387-394). IEEE.
- Zhang, S., & Jia, Y. (2020). *Capability-Driven Adaptive Task Distribution for Flexible Multi-Human-Multi-Robot (MH-MR) Manufacturing Systems* (No. 2020-01-1303). SAE Technical Paper.
- Zhang, Y. J., Liu, L., Huang, N., Radwin, R., & Li, J. (2021). From Manual Operation to Collaborative Robot Assembly: An Integrated Model of Productivity and Ergonomic Performance. *IEEE Robotics and Automation Letters*, 6(2), 895-90.