

IMSS '19



10th International Symposium

on Intelligent Manufacturing
and Service Systems

Industry 4.0/5.0: Future Minds
and Future Society

9-11 September 2019 | Sakarya / Turkey

Proceedings

(Full Papers)

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Keynote Speakers



Andrew Kusiak

Keynote: Service Manufacturing: Basic Concepts and Technologies

Professor, Industrial and Systems Engineering
Additional Titles: Professor, College of Nursing
Affiliate, University of Iowa



Zekai Şen

Keynote: Natural Intelligence vs. Artificial Intelligence

Professor, Earth Sciences and Water Resources,
Istanbul Medipol University



Maged Dessouky

Keynote: An Online Cost Allocation Model for Horizontal Supply Chains

Professor and Chair, Daniel J. Epstein Department of Industrial and Systems Engineering Affiliate, University of Southern California



Ercan Öztemel

Keynote: Understanding Digital Transformation

Professor, Marmara University, Faculty of Engineering / Department of Industrial Engineering



Chen Chun-Hsien

Keynote: Informatics-Enabled Human-Centric Product Design in the Era of Industry 4.0

Assoc Prof Chen Chun-Hsien's areas of expertise are Industrial/Product Design, Knowledge Engineering, and Decision Support Systems.



Alper Gerçek
Invited Speaker

Industry 4.0 Digital Transformation Guide for SMEs

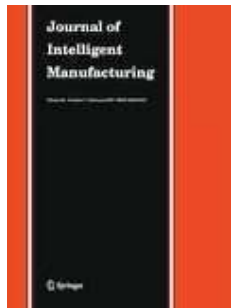
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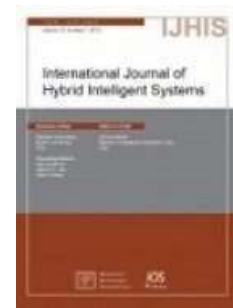
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(SCI)



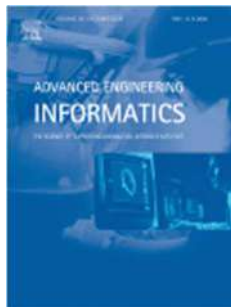
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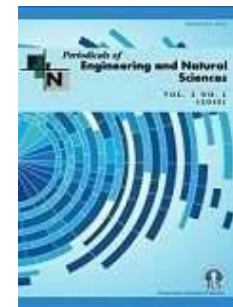
Journal of Intelligent Manufacturing
(SCI-Expanded)



International Journal of Hybrid Intelligent
Systems
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Advanced Engineering Informatics
(SCI-Expanded)



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(E-SCI)



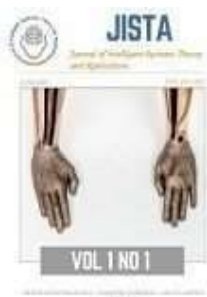
Sakarya University Journal of Science
(TR-Dizin)



Academic Platform-Journal of Engineering
and Science
(TR-Dizin)



Journal of Network and Innovative
Computing



Journal of Intelligent Systems: Theory and
Applications



International Journal of Research,
Innovation and Commercialisation

Sponsors



Topics

Manufacturing

- Modeling, Simulation and Optimization
- New Product Development
- System Design, Planning and Control
- Quality Control and Management
- Supply Chain Management
- Logistics, Material Handling
- Sustainability and Technology Management
- Advanced Production and Technology Management
- Computer and Intelligence in Manufacturing and Production Systems
- Additive Manufacturing
- Industrial Robotics

Production Systems

- Production Processes
- Agricultural Activities and Products
- Chemical Process
- Food Processing
- Production Services
- Production Planning
- Operations Management

Healthcare

- Healthcare Systems Engineering
- Medical Intelligence
- Healthcare Management
- Health Communication-Infrastructure
- Healthcare Operation Research
- Artificial Intelligence in Medicine
- Digital Hospital
- Distance Healthcare
- Biomedical Engineering
- Clinical Decision Support System

Defence

- Defence Industries
- Defence Strategy
- Research & Development Technology

- Operation Support
- Aerospace Defence
- Innovative Systems
- Cyber Security & Information Systems
- Unmanned & Intelligent Systems

Energy and Water Management

- Energy Management
- Strategic Development
- Electromagnetic Industry

Transportation

- Logistics and Transport Systems
- Arterial Management
- Freeway Management
- Transit Management
- Incident Management
- Emergency Management
- Electronic Payment and Pricing
- Traveler Information
- Information Management
- Crash Prevention and Safety
- Intermodal Freight
- Driver Assistance Systems
- Collision Notification Systems

Smart Cities, Digital Government & Digital Nations

- Smart Parking
- Traffic Flow Analytics
- Intelligent Buildings and Urban Spaces
- Distributed Energy
- Governance
- Trapped in The Digital Divide
- Technologies of Citizenship

Digital Transformation

- Internet of Things
- Big Data
- Augmented Reality
- Cyber-Physical Systems
- 3D Printing
- Smart Factories
- Cloud Computing
- Data Science

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- Ajith Abraham
- Andrew Kusiak
- Chen Chun-Hsien
- Maged Dessouky
- Zekai Şen
- Ercan Öztemel

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- Yakup Kara
- Yılmaz Uyaroğlu
- Zerrin Aladağ

Symposium Agenda

September 9, 2019 Monday

08:30 – 9:00	Registration
09:00 – 10:00	Opening Ceremony and Speeches
10:00 – 10:30	Keynote Speaker: Prof. Dr. Zekai Şen Natural Intelligence vs. Artificial Intelligence
10:30 – 11:00	Keynote Speaker: Prof. Dr. Andrew Kusiak Service Manufacturing: Basic Concepts and Technologies
11:00 - 11:15	Coffee Break
	Panel
11:15 – 12:30	İmalat Sanayiinde Yapay Zeka Uygulamaları (Artificial Intelligence Applications in Manufacturing Industry) Moderator: Prof. Dr. Ercan Öztemel Prof. Dr. Zekai Şen, Prof. Dr. Türkay Dereli, Prof. Dr. Bülent Eker
12:30 – 13:30	Lunch
13:30 – 14:00	Keynote Speaker: Prof. Dr. Ercan Öztemel Understanding Digital Transformation and comparing Industry 4.0 with Society 5.0
14:00 – 14:30	Keynote Speaker: Prof. Dr. Maged Dessouky An Online Cost Allocation Model for Horizontal Supply Chains
14:30 – 16:00	Parallel Session 1
16:00 – 16:15	Coffee Break
16:15 – 17:45	Parallel Session 2
19:00 –	Gala Dinner

September 10, 2019 Tuesday

08:30 – 9:00	Registration Keynote Speaker: Assoc. Prof. Dr. Chen Chun-Hsien
09:00 – 09:30	Informatics-Enabled Human-Centric Product Design in the Era of Industry 4.0
09:30 – 11:00	Parallel Session 3
11:00 – 11:15	Coffee Break
11:15 – 12:45	Parallel Session 4
12:45 – 14:00	Lunch
14:00 – 14:30	Invited Speaker: Alper Gerçek Industry 4.0 Digital Transformation Guide for SMEs
14:30 – 16:00	Parallel Session 5
16:00 – 16:15	Coffee Break
16:15 – 17:30	Parallel Session 6 Panel Industry 4.0/5.0: Future Minds and Future Society
18:00 – 19:00	Moderator: Prof. Dr. Türkay Dereli Prof. Dr. Ercan Öztemel, Prof. Dr. Andrew Kusiak, Prof. Dr. Maged Dessouky, Prof. Dr. Zekai Şen, Assoc. Prof. Dr. Chen Chun-Hsien Closing Ceremony
19:00	Plates Closing Speech: Prof. Dr. Harun Taşkın

September 11, 2019 Wednesday

08:30	Departure from Sakarya University Campus Lake Golcuk: Breakfast and short walk Lake Abant: Hiking and sightseeing by the lake, picnic
17:00	Departure: Lake Abant
19:00	Arrival to SAU campus

Symposium Scientific Programme				
First Day	September 9, 2019 Monday			
TIME				
08:30 – 9:00	Registration			
09:00 – 10:00	Opening Ceremony and Speeches			
10:00 – 10:30	Keynote Speaker: Prof. Dr. Zekai Şen Natural Intelligence vs. Artificial Intelligence			
10:30 – 11:00	Keynote Speaker: Prof. Dr. Andrew Kusiak Service Manufacturing: Basic Concepts and Technologies			
11:00 – 11:15	<i>Coffee Break - I</i>			
11:15 – 12:30	Panel: İmalat Sanayiinde Yapay Zeka Uygulamaları (Artificial Intelligence Applications in Manufacturing Industry)	Moderator: Prof. Dr. Ercan Öztemel	Prof. Dr. Bülent Eker Prof. Dr. Zekai Şen	Prof. Dr. Türkey Dereli
12:30 – 13:30	<i>Lunch Sakarya University Dining Hall</i>			
13:30 – 14:00	Keynote Speaker: Prof. Dr. Ercan Öztemel Understanding Digital Transformation and Comparing Industry 4.0 with Society 5.0			
14:00 – 14:30	Keynote Speaker: Prof. Dr. Maged Dessouky An Online Cost Allocation Model for Horizontal Supply Chains			

Industry 4.0/5.0: Future Minds and Future Society
 9-11 September 2019
 Sakarya University - Sakarya/Turkey

	Prof. Dr. Nevzat Kor Hall	Prof. Dr. Fuat Sezgin Hall	Prof. Dr. Gültekin Yıldız Hall	Hall 4	Hall 6	Hall 7
Parallel Session 1	Defence-1 (Chair: Prof. Dr. B. GÜLTEKİN ÇETİNER)	Smart Cities, Digital Government&Nations-1 (Chair: Assoc. Prof. Dr. ZEHRA KAMIŞLI ÖZTÜRK)	Logistics, Material Handling (Chair: Assoc. Prof. Dr. TARIK KÜÇÜKDENİZ)	Data Science (Chair: Assist. Prof. Dr. ONUR DOĞAN)	Big Data-1 (Chair: Assist. Prof. Dr. TÜLAY KORKUSUZ POLAT)	Modeling, Simulation and Optimization-1 (Chair: Assist. Prof. Dr. SEHER ARSLANKAYA)
14:30 – 16:00	148 - Turkish Space Technology And Economy... NEDİM SÖZBİR	5 - Real-Time Monitoring Of Indoor Air Quality Related To Human Activity W... ALPER MUTLU	57 - Three Dimensional Geographical Clustering & Optimization Hybrid Model ... TARIK KÜÇÜKDENİZ	133 - Work Process Modelling For Predictive Maintenance 4.0: A Case Study... IDRISS EL-THALJI	228 - Defining Objects With Laser From A Long Distance Via Deep Learning Net... NEVZAT OLGUN	127 - Combined Cycle Power Plant Dispatch Optimization At Turkish Power Mark... ELIF CESUR
	238 - Marmara Credit Loops: A Blockchain Solution To Nonredemption Problem I... B. GÜLTEKİN ÇETİNER	108 - Improving Production Line Performance Via Simulation Approach: An Appl... SINEM BÜYÜKSAATÇI KIRIŞ	106 - A New Fuzzy C-Means And Ahp-Based Three-Phased Approach For Multiple C... FATİH YİĞİT	202 - Clustering Universities In Turkey According To Their Relevance To Indu... ÖZGE VAR	67 - A Comprehensive Energy Supply Forecasting Model: Comparison Between Tu... OMER ALGORABI	86 - A Decision Model Proposal For School Selection Problem Under Hesitant ... AYLIN ADEM
	96 - Blockchain Based Tracking And Traceability In The Oil And Gas Industry... MOHAMMADREZA KATOZIANI	176 - Control Of Chaotic Two-Predator One-Prey Model With Single State Slidi... ALPER GÖKSU	193 - Product Quality Control In Industrial Manufacturing Band And Packaging... SAİD MİRZA TERCAN	99 - Support Vector Regression Based Project Completion Cost Estimation Mod... ERSİN NAMLI	218 - Data-Driven Analysis Of Occupational Accidents In Turkish Transportati... NAZLI GÜLÜM MUTLU	157 - Supplier Strategy Determination Via Ahp Based Portfolio Analysis... SINEM VAROL
	65 - Lean Industry 4.0: A New Framework For The Next Level Of Process Excel... ADEM GÖLEÇ	174 - Combination Methods For Traffic Flow Forecasting... ZEYNEP IDİL ERZURUM ÇİÇEK	152 - A Hyper Heuristic Approach For Green Vehicle Routing Problem With Simu... BÜŞRA OLGUN	33 - Process-Oriented Evaluation Of Customer Satisfaction: Process Mining A... ONUR DOĞAN	61 - Comparison Of Texture Features Based Classifiers For OĞUZHAN YÜCE	233 - Analysis Of Maintenance Planning Models With Monte Carlo Simulation Te... SAMET KOÇ
	98 - Decentralization Management In The Context Of Chinese History And Fina... KAI CHEN	184 - Identification Key Factors Of Traffic Accidents Using Data Mining... ZEHRA KAMIŞLI ÖZTÜRK	168 - A Mathematical Model For Locating Electric Vehicle Charging Stations I... HİLAL YILMAZ	51 - Using Chi-Square Based Discretization Algorithms For Ensemble Classifi... NURAN PEKER	204 - Map Ranking, Mitigation And Application In Big Data Analysis... SUAT ERDOĞAN	234 - Stochastic Preventive Maintenance Planning Model... SAMET KOÇ
16:00 – 16:15	Coffee Break - II					

Parallel Session 2	Defence-2 (Chair: Assoc. Prof. Dr.ADEM GÖLEÇ)	Smart Cities, Digital Government & Nations-2 (Chair: Prof. Dr. NEDİM SÖZBİR)	Comp. and Intell. in Man. and Prod. Sys. -1 (Chair: Assoc. Prof. Dr.UFUK CEBECİ)	Energy Management (Chair: Assoc. Prof. Dr. MEHMET EMİN AYDIN)	Big Data-2 (Chair: Assist. Prof. Dr.SİNEM BÜYÜKSAATÇI KİRİŞ)	Modeling, Simulation and Optimization-2 (Chair: Assist. Prof. Dr. SEHER ARSLANKAYA)
16:15 – 17:45	92 - Raspberry Pi Firewall And Intrusion Detection System... BERAT KAYA	146 - Engineering Labor Demand In Turkey... NEDİM SÖZBİR	212 - Developing An Integrated Counting Approach For The Corrugated Boards B... UFUK CEBECI	72 - Energy Efficient Water resource management and optimisation: A multi-a... MEHMET EMİN AYDIN	97 - Zero Waste Concept In Additive Manufacturing: A Brief Review... SİNEM BÜYÜKSAATÇI KİRİŞ	142 - A Big Bang-Big Crunch Algorithm For Buffer Allocation Problem... MEHMET ULAŞ KOYUNCUOĞLU
	135 - Systems Engineered-Simulation: A Framework To Conceptualise Behaviours... IDRISS EL-THALJI	188 - Daily Energy Use Planning With Distributed Energy Storage Systems... SAİD MİRZA TERCAN	58 - Solving Line Balancing Problem For Mixed Model Parallel Two-Sided Asse... TARIK KÜÇÜKDENİZ	63 - Modeling And Research Of Transformation Of The Three-Phases Primary Cu... KHURSHID SATTAROV	244 - Autonomous Differential Drive Mobile Robot System And Energy Consumpti... GÜRKAN GÜRGÜZE	84 - Robust Control Of Inverted Pendulum System Using μ -Synthesis Approach... ÖZGE KANLIKAYA
	85 - Data Mining Approach For Quality Control Process Improvement... ZEYNEP GERGIN	15 - Industry 4.0, Artificial Intelligence And New Period Of Working Relati... ÖZLEM KÜÇÜK	230 - Kinematic Analysis And Design Of 3-Puu Parallel Manipulator... HÜSEYİN EMRE GÜNER	143 - Research Of Transforming Circuits Of Electromagnets Sensor With Distri... KHURSHID SATTAROV	231 - Product Lifecycle Management In Smart Factories: Industry 4.0 Applicat... ADEM KAYAR	153 - Design And Control Of The Two-Wheeled Self-Balancing Robot Using Micro... ÖZGE KANLIKAYA
	73 - Design And Fabrication Of Image Detection Based Agv... MERVE ERSOY	141 - A Hybrid Multi Criteria Decision For A Food Facility Location Selectio... ÖZNUR ERGÜL	203 - A Conceptual Model Based Deep Learning For Monitoring And Controlling ... MERVE ŞIŞCI	78 - Determining The Focus Strategy By Sswot-Fmcdm Of Renewable Energy Sour... BÜŞRA TAŞKAN	232 - Rfid Technologies In Industry 4.0 Applications... ADEM KAYAR	38 - Interval Estimation Of The Weibull Modulus Based On Shortest Pivotal I... MERYEM YALÇINKAYA
	126 - Text Analyze Studies Based On Customer Comments And Modeling Of The Co... ELIF CESUR	227 - Customizing Bsc Elements For Municipalities... AYŞEGÜL AYDIN	107 - A Conceptual Framework For Complexity Reduction İn New Product Develop... SHADİ FİROOZI ALIZADEH	102 - Risk Analysis And Optimization With Mcdm Of Renewable Energy Investmen... BÜŞRA TAŞKAN	32 - Predicting The Production Times In Die Manufacturing Process Using Dat... GÖZDE ESER	45 - A Fuzzy Mathematical Approach For Lean Management... NEVRA AKBİLEK
19:00 –	Gala Dinner					

September 10, 2019 Tuesday						
08:30 – 9:00	Registration					
09:00 – 09:30	Keynote Speaker: Assoc. Prof. Dr. Chen Chun-Hsien Informatics-Enabled Human-Centric Product Design in the Era of Industry 4.0					
	Prof. Dr. Nevzat Kor Hall	Prof. Dr. Fuat Sezgin Hall	Prof. Dr. Gültekin Yıldız Hall	Hall 4	Hall 6	Hall 7
Parallel Session 3	3D Printing (Chair: Assoc. Prof. Dr. İHSAN HAKAN SELVI)	Production Systems-1 (Chair: Assoc. Prof. Dr.SEMRA BORAN)	Comp. and Intell. in Man. and Prod. Sys. -2 (Chair: Prof. Dr. ALI RIZA YILDIZ)	Electromagnetic Industry (Chair: Dr.İBRAHİM BAHADIR BAŞYİĞİT)	Big Data-3 (Chair: Assoc. Prof. Dr.RECEP YILMAZ)	Modeling, Simulation and Optimization-3 (Chair: Assist. Prof. Dr.TİJEN ÖVER ÖZÇELİK)
09:30 – 11:00	217 - Automatic Tool Path Generation Based Freeform Features Recognition... AHMED ALJUBOORI	221 - Technician Planning In Arçelik Authorized Services Via Optimization... FADIME ÜNEY YÜKSEKTEPE	132 - Inverse Kinematics And Jacobian Matrix Derivation Of 3-Dof Planar Para... SAVAŞ YILMAZ	166 - A Novel, Effective And Fast Optimization Model For Increasing The Qual... İBRAHİM BAHADIR BAŞYİĞİT	239 - Best Price Search With Linear Performance Pricing And GAMZE TANAK	226 - Proposing A Model Assessing Readiness For Industry 4.0 And Determining... SHADI FİROOZI ALIZADEH
	150 - The Effects Of New Era Technologies On Companies: Assessment With An I... KARVANA ALIRIZA ŞİRMEMEDOV	159 - Analyzing The Out Of Control Signal In Multivariate Processes With Fuz... SEMRA BORAN	113 - Design And Development Of A Lead Screw And Motor Driven Industrial Gri... MOHAMMAD JAVAD FOTUHI	170 - The Comparison Of Electromagnetic Characteristics Of The Heatsinks Wit... ABDULLAH GENÇ	249 - Comparison of the Effect of Robot Usage on the Cycle Time RECEP YILMAZ	178 - A Mathematical Model For Crew Assignment Problem With Calculation Of W... KADIR KUTAY ÖZGÜN
	225 - Using Digital Images And Finite Elements Technique Reconstruction Surg... AMJAD ABDULGHAFOR	17 - An Application Of Demand Forecasting With Artificial Neural Networks I... ADNAN AKTEPE	114 - Force Control Of Industrial Electromechanical Cylinder Drivetrain With... MUSTAFA KARATAŞ	169 - Fabrication Of Low-Weight Broadband 900 Waveguide Twist At X-Ku Band W... ABDULLAH GENÇ	200 - A Bibliometrics Analysis For Location Extraction NAZMIYE ÇELİK	181 - Unit Hypercube Search... KADIR KUTAY ÖZGÜN
	89 - 3D Printer Selection By Using Maut Technique Based Entropy Method... ESRA AYHAN	243 - A Data Mining Approach To Production Management Decision In Polymer In... BERRİN DENİZHAN	88 - Multi Criteria Evaluation Of New Product Development Process Through A... YILDIZ ŞAHİN	124 - Strategy Selection For Smoothing The Transition Period Of Industry 4.0... BURCU YILMAZ KAYA	201 - Location Extraction Of Geo-Tagged Tweets: A Case Study... NAZMIYE ÇELİK	144 - Product Warehouse Ramp Assignment Using Artificial Bee Colony... SEDEFHAN DENİZHAN
	64 - Making Assembly Guides For Self-Assembly Products Three Dimensional Wi... HİLAL AYDIN	175 - Application Of Machine Learning Methods With Dimension Reduction Techn... FATMA DEMİRCAN KESKİN	250 - Optimum structural design of automobile components using recent ... ALİ RIZA YILDIZ	145 - Collaborative Robots Between Industry 4.0 And The Platform Economy: Wh... JARI KAIVO-OJA	80 - Customer Response Prediction For A Specific Campaign In Penti Via Data... SEVRA ÇİÇEKLI	209 - Lean Manufacturing And A Kaizen Study To Ensure Multi-Sector Parts To ... GÜL GÜNDÜZ
11:00 – 11:15	Coffee Break III					

Parallel Session 4	Adv. Prod. and Tech. Man.-1(Chair: Assist. Prof. Dr.NEVRA AKBİLEK)	Production Systems-2(Chair: Assist. Prof. Dr.ZEYNEL ABİDİN ÇİL)	Healthcare-1(Chair: Assoc. Prof. Dr.HALİL İBRAHİM KORUCA)	Information Management(Chair: Assoc. Prof. Dr. ÖZER UYGUN)	Big Data-4(Chair: Assoc. Prof. Dr. SAFİYE TURGAY)	Supply Chain Management(Chair: Assist. Prof. Dr. HALİL İBRAHİM DEMİR)
11:15 – 12:45	60 - The Readiness Of Smes For Industry 4.0: A Questionnaire Survey... TUĞBA SARI	105 - Linguistic Summarization Of Supply Network Interactions... SENA AYDOĞAN	247 - A Heuristic Simulation Model For Patient Load Balancing In Hospital Im... BURAK ERKAYMAN	46 - Blockchain Technology In Cloud Manufacturing... ÖZER UYGUN	187 - Artificial Neural Network Based Cycle-Time Prediction Model For Wheel ... FATMA DEMIRCAN KESKIN	39 - A Multi-Objective Model For An Industrial Symbiosis Network... MURAT YEŞILKAYA
	4 - A Safety Approach For Machine Layout Problem... NEVRA AKBİLEK	103 - A Decision Support System For Supply Chain Coordination Problem... DILARA CANLIOĞLU	14 - Shift Planning And Personnel Scheduling For Hospitals In Terms Of Work... HALİL İBRAHİM KORUCA	123 - A Model For Readiness Assessment Of Digital Transformation Using Integ... ENES FURKAN ERKAN	220 - Artificial Intelligence Based Prediction Models... MERT TÜRKBAĞRAĞI	213 - Mixed Integer Linear Programming For Closed Loop Supply Chain Network ... ABDULLAH CAN TUTAR
	93 - A Novel Smed Model Using Fuzzy Fmea Method... KÜBRA YAZICI	125 - A Guiding Analysis To Accomplish The Challenges For Implementation Of ... BURCU YILMAZ KAYA	154 - The Determination Of Customer Priorities For The Payment Recording Dev... SELİN GÜLLÜCE	110 - A Methodology For Story Planning In Agile And Lean Software Developmen... GÜLFEM TUZKAYA	147 - Comparing Classification Methods In Credit Card Fraud Detection... MEHMET FATİH KARADEMİR	237 - A Multi-Objective Framework For Sustainable Dairy Products Supply Chain... ABDULLAH CAN TUTAR
	215 - A Review Of Livestock Supply Chain Management On The Topic Of Distribu... DENİZ EFENDİOĞLU	62 - Simple Disassembly Line Balancing Problem: A Heuristic Algorithm With ... ZEYNEL ABİDİN ÇİL	75 - Using Data Mining In The Diagnosis And Treatment Of Diseases, And Comp... MEHMET EMİN ASAN	21 - Intelligent Business Services Operation... PETER MORICZ	235 - Developing Of Rough Set Based Multi Criteria Decision Making Algorithm... SAFİYE TURGAY	55 - Fractional Order Chaos Of Supply Chain System... NESLIHAN AÇIKGÖZ
	216 - Livestock Supply Chain Management From The Perspective Of Methodologie... DENİZ EFENDİOĞLU	43 - Price Modeling For Steel Industry: A Case For Turkey... İSTEMİ KAĞAN SAKAR	68 - An Industry 4.0 Maturity Level Assessing Model Based On Fuzzy Dematel ... ENES FURKAN ERKAN	214 - Determination Of Industry 4.0 Roadmap Using Swara Topsis Methods... SAMET GÜRSEV	95 - Erp Software Selection Process Using Interval Grey Number-Based Macbet... MUSTAFA SAİD YURTYAPAN	56 - The Effect Of Safety Stock In Chaotic Supply Chain... NESLIHAN AÇIKGÖZ
12:45 – 14:00	Lunch					
14:00 – 14:30	Invited Speaker: Alper Gerçek Industry 4.0 Digital Transformation Guide for SMEs					

Parallel Session 5	Adv. Prod. and Tech. Man.-2 (Chair: Prof.JARI KAIVO-OJA)	Production Systems-3 (Chair: Assist. Prof. Dr.TÜLAY KORKUSUZ POLAT)	Healthcare-2 (Chair: Assoc. Prof. Dr.BURAK ERKAYMAN)	Logistics and Transport Systems-1 (Chair: Assoc. Prof. Dr.GÜLFEM TUZKAYA)	Miscellaneous-1 (Chair: Assoc. Prof. Dr.OMER OZTURKOGLU)	Miscellaneous-2 (Chair: Dr.MEHMET ONUR OLGUN)
14:30 – 16:00	129 - A Variable Weighted Multimooora Method To Cnc Machine Selection... YUSUF ŞAHİN	130 - Air Quality Of Dublin Forecasting Via The Application Of Artificial Ne... BURCU BUDAK	77 - Performance Evaluation Of Hospital Operation Using Integrated Fuzzy Mu... BILAL DEMIRLER	66 - A Flow Based Refuelling Station Model For Electric Vehicles Charge Sta... GÜLFEM TUZKAYA	173 - E-Municipality And Artificial Intelligence Applications: A Proposal Mo... GÜL GÜNDÜZ	210 - Conceptual Overview Of Challenges Of City Logistics To Public Transpor... FUAT GÜNALP
	19 - Developing A Mutual Advanced Resource Planning And Reconfigurable Manu... AMIRHOSSEIN MOADAB	248 - A – Real Time & Intelligent Line Balancing Model... MUHAMMET RAŞİT CESUR	94 - Classification Of Heart Attack Risk Using Fuzzy Inference System... BURAK SAY	29 - Determination Of New Proper Fire Station Location Using Sequential Top... ABDULLAH HULUSI KÖKÇAM	69 - Analysis Of The Factors Affecting The Industry 4.0 Tendency With The S... ONUR CANPOLAT	28 - Integrated Process Planning, Wms Dispatching, And Wslk Due-Date Assign... CANER ERDEN
	179 - Experimental Study On Optimization Of Cutting Parameters By Using Tagu... MEHMET ALI GUVENÇ	35 - Constraint Programming For Two-Sided Assembly Line Balancing Problems... FUNDA GÜNER	206 - Diagnosis of Heart Diseases by Artificial Neural Networks... ARDA BIÇICI	59 - Ant Colony Optimization For Solving The Traveling Salesman Problem Wit... TUĞÇE KOÇ	25 - Optimal Tunnel Locations In A Two-Block Warehouse Under A Class-Based ... OMER OZTURKOGLU	196 - A New Approach Towards Binarization Of Multi-Color Scene Text... BELAYNESH CHEKOL
	82 - Proliferation Of Digital Twins: Towards New Horizons Of Digital Twin-T... JARI KAIVO-OJA	42 - A Learning Scheduling Approach Simulation-Optimisation To The Dynamic ... ALI FIRAT INAL	246 - Software For Optimization And Control Of Two Different Areas, Manufact... ELIF YILDIRIM	70 - A Fuzzy-Logic-Based Approach To Efqm Excellence Model For Performance ... MERVE ŞİŞCI	236 - Cloud Computing Based Hospital Management System: As A Project Structu... SAFIYE TURGAY	180 - A New Cooperative Inventory Routing Game Model Using Depot Sharing App... MEHMET ONUR OLGUN
	242 - Environmental sustainable manufacturing with... DINESH CHANDRA	245 - Shelf Space Optimization With Genetic Algorithm In A Cosmetics Distrib... MUHAMMED ENES SEZGENÇ	160 - Pattern Recognition In Process Control Charts With Ensemble Machine Le... KÜBRA YAZICI	199 - Education 4.0: A System Proposal Based On Lean Learning... ELIF DÜLGER	118 - Design and Development of a Continuum Robot for Industrial Inspection SABRİ BIÇAK	
16:00 – 16:15	Coffee Break IV					

Parallel Session 6	Internet of Things (Chair: Assist. Prof. Dr. ALPER GÖKSU)	Production Systems-4 (Chair: Dr. ABDULLAH HULUSI KÖKÇAM)	Healthcare-3 (Chair: Assist. Prof. Dr.MERVE CENGİZ TOKLU)			
16:15 – 17:30	115 - Analyzing The Opportunities And Threats Of Smart Products In The Conte... SHADI FIROOZI ALIZADEH	40 - Development Of A Flexible Software For Disassembly Line Balancing With... ÜMRAN KAYA	24 - Home Health Care Worker Routing And Scheduling With Lunch Break... OMER OZTURKOGLU			
	18 - Cooperative Game Theory Based Network Selection Scheme For Heterogeneo... MEHMET ONUR OLGUN	161 - Development Of Prototype Software For Queuing Models In Service Indust... ÜMRAN KAYA	11 - Strategic Performance Indicators Prioritization In Hospitals Using Hes... MERVE CENGİZ TOKLU			
	182 - Iot Based Condition Monitoring System Design For Investigation Of Non-... MEHMET ALI GUVENÇ	9 - Investigation Of The Effects Of Impuls Maturity Model With A Simulatio... CANSU ALTAN KOYUNCU	211 - Fuzzy Westinghouse Tempo Rating System: A Case Study In An Automotive ... MERVE CENGİZ TOKLU			
	120 - Iot-Based Robot Controlling Using Raspberry Pi... HÜRKAN HÖKELEK	16 - Solving Process Planning And Earliest Due Date Scheduling With Due Dat... ABDULLAH HULUSI KÖKÇAM	2 - Smart Dispense Non-Prescription Medication Machine... ABDURAZZAG ABURAS			
18:00 – 19:00	Panel: Industry 4.0/5.0: Future Minds and Future Society	Moderator: Prof. Dr. Türkay Dereli	Prof. Dr. Ercan Öztemel Prof. Dr. Zekai Şen	Prof. Dr. Andrew Kusiak Prof. Dr. Maged Dessouky	Assoc. Prof. Dr. Chen Chun-Hsien	
19.00 –	<i>Closing Ceremony</i> <i>Plates</i> Closing Speech: Prof. Dr. Harun Taşkın					
Third Day	Please follow the link for the symposium social program: https://www.imss.sakarya.edu.tr/social-program/					

Table of Contents

Smart Dispense Non-Prescription Medication Machine Abdurazzag Aburas, Jamie A. Reade, Sanam Daya	1-8
A Healthcare System Layout Application Nevra Akbilek	9-16
Real-Time Monitoring Of Indoor Air Quality Related To Human Activity With The Internet Of Things (Iot) Based E-Nose Mehmet Taştan, Hayrettin Gökozan, Alper Mutlu	17-25
Investigation Of The Effects Of Impuls Maturity Model With A Simulation-Based Analysis Cansu Altan, Ali Cem Başarır, Erdal Aydemir	26-33
Strategic Performance Indicators Prioritization In Hospitals Using Hesitant Fuzzy Logic Approach Merve Cengiz Toklu, Hanife Palabıyık	34-42
Shift Planning And Personnel Scheduling For Hospitals In Terms Of Work Life Balance Halil Ibrahim Kuruca, Murat Serdar Emek, Sascha Stowasser	43-59
Industry 4.0, Artificial Intelligence And New Period Of Labour Relations Ozlem Kuçuk	60-68
Solving Process Planning And Earliest Due Date Scheduling With Due Date Assignment Concurrently Using Hybrid Evolutionary Strategies And Hybrid Simulated Annealing Algorithms Halil Ibrahim Demir, Rakesh Kumar Phanden, Abdullah Hulusi Kökçam, Burak Erkayman ...	69- 77
An Application Of Demand Forecasting With Artificial Neural Networks In Construction Machinery Sector Adnan Aktepe, Emre Yanık, Süleyman Ersöz	78-87
Cooperative Game Theory Based Network Selection Scheme For Heterogeneous Wireless Access Network Ulviye Savaş, Mehmet Onur Olgun	88-100
Developing A Mutual Advanced Resource Planning And Reconfigurable Manufacturing Model: Fulfilling Industry 4.0 Paradigm Fatemeh Farajzadeh, Amirhossein Moadab, Omid Fatahi Valilai, Shokraneh K. Moghaddam	101-109
Intelligent Business Services Operation Robert Marciniak, Peter Moricz, Mate Baksa	110-120
Home Health Care Worker Routing And Scheduling With Lunch Break Omer Ozturkoglu, Gökberk Özsakallı	121-130

Optimal Tunnel Locations In A Two-Block Warehouse Under A Class-Based Storage Policy Ömer Öztürkoğlu, Deniz Hoşer	131-140
Integrated Process Planning, Wms Dispatching, And Wslk Due-Date Assignment Using Hybrid Semi-Tabu Search And Hybrid Evolutionary Strategies Halil Ibrahim Demir, Caner Erden, Abdullah Hulusi Kokcam, Alper Goksu	141-152
Determination Of New Proper Fire Station Location Using Sequential Topsis And Ahp Techniques: A Case Study From Turkey Halil Ibrahim Demir, Melek Nur, Abdullah Hulusi Kokcam, Caner Erden.....	153-162
Predicting The Production Times In Die Manufacturing Process Using Data Mining Methods Gözde Eser, Onur Ekdik, Tülin Inkaya.....	163-171
Process-Oriented Evaluation Of Customer Satisfaction: Process Mining Application In A Call Center Onur Dogan, Basak Ayyar, Gultekin Cagil	172-181
Constraint Programming For Two-Sided Assembly Line Balancing Problems Funda Güner, Talip Kellegoz, Bilal Toklu	182-189
Interval Estimation Of The Weibull Modulus Based On Shortest Pivotal Interval With Maximum Likelihood Method In Small Samples Meryem Yalçınkaya, Burak Birgören.....	190-198
A Multi-Objective Model For An Industrial Symbiosis Network Gülesin Sena Daş, Murat Yeşilkaya, Ahmet Kürşad Türker	199-208
Development Of A Flexible Software For Disassembly Line Balancing With Heuristic Algorithms And Comparison Of Performance Ümran Kaya, Halil Ibrahim Korusu	209-221
A Variable Priorities Approach Simulation-Optimisation To The Dynamic Job Shop Scheduling Problem Ali Firat Inal, Ahmet Kursad Turker, Olcay Ozge Ersoz, Volkan Ates, Murat Luy	222-231
Price Modeling For Steel Industry: A Case For Turkey Yunus Eroglu, Istemi Kağan Sakar	232-238
A Fuzzy Mathematical Approach For Lean Management Nevra Akbilek	239-248
Blockchain Technology In Cloud Manufacturing Baran Kaynak, Özer Uygun, Sümeyye Kaynak	249-256
Using Chi-Square Based Discretization Algorithms For Ensemble Classification Methods Nuran Peker, Cemalettin Kubat.....	257-268
Fractional Order Chaos Of Supply Chain System	

Neslihan Açıkgöz, Gültekin Çağıl, Yılmaz Uyaroğlu	269-276
The Effect Of Safety Stock In Chaotic Supply Chain Neslihan Açıkgöz, Gültekin Çağıl, Yılmaz Uyaroğlu	277-288
Three Dimensional Geographical Clustering & Optimization Hybrid Model For Facility Location-Allocation Problem Büşra Özoğlu, Tarık Küçükdeniz, Şakir Esnaf	289-298
Solving Line Balancing Problem For Mixed Model Parallel Two-Sided Assembly Lines Hidayet Talha Kuş, Tarık Küçükdeniz	299-307
Ant Colony Optimization For Solving The Traveling Salesman Problem With Drone Tuğçe Koç, Emre Çakmak, Büşra Özoğlu.....	308-316
The Readiness Of Smes For Industry 4.0: A Questionnaire Survey Tuğba Sarı, Hasan Kürşat Güleş, Büşra Yiğitol.....	317-323
Comparison Of Texture Features Based Classifiers For Detecting Cracks And Splits On Metal Automotive Parts Oğuzhan Yüce, Oğuz Alper Isen, Engin Korkmaz, Utku Aslan.....	324-331
Simple Disassembly Line Balancing Problem: A Heuristic Algorithm With Deterministic Task Times Süleyman Mete, Faruk Serin, Zeynel Abidin Çil, Erkan Çelik, Muhammet Gül.....	332-339
Modeling And Research Of Transformation Of The Three-Phases Primary Current In Electrical Equipment Of Control Systems Ilkhomjon Siddikov, Khurshid Sattarov, Mukhitdin Anarbaevandgulsanam Axmedova.....	340-346
Making Assembly Guides For Self-Assembly Products Three Dimensional With Additive Manufacturing Hilal Aydın, Şakir Esnaf.....	347-360
Lean Industry 4.0: A New Framework For The Next Level Of Process Excellence Adem Göleç	361-367
A Flow Capturing Location-Allocation Model For Electric Vehicles Charge Station Locations And An Application In Istanbul Büşra Gülnihan Daşcıoğlu, Gülfem Tuzkaya, Hüseyin Selçuk Kılıç	368-372
A Comprehensive Energy Supply Forecasting Model: Comparison Between Turkey And Eu Countries Ömer Algorabi, Ersin Namlı, Ramazan Ünlü.....	373-380
An Industry 4.0 Maturity Level Assessing Model Based On Fuzzy Dematel Method Alper Kiraz, Cem Özkurt, Harun Taşkın, Enes Furkan Erkan.....	381-392
Analysis Of The Factors Affecting The Industry 4.0 Tendency With The Structural Equation Model And An Application	

Alper Kiraz, Onur Canpolat, Cem Özkurt, Harun Taşkın.....	393-405
A Fuzzy-Logic-Based Approach To Efqm Excellence Model For Performance Improvement Alper Kiraz, Nilay Açıkgöz, Merve Şişçi	406-416
Energy Efficient Water Resource Management And Optimisation: A Multi-Agent Approach Mehmet Emin Aydin, Rüstem Keleş.....	417-426
Design And Fabrication Of Image Detection Based Agv Mehmet Emre Özmüş, Sezer Şener, Erkin Göksu, Sezai Taşkın, Merve Ersoy.....	427-431
Using Data Mining In The Diagnosis And Treatment Of Diseases, And Comparison With Alternative Artificial Intelligence Techniques. Mehmet Asan	432-437
Performance Evaluation Of Hospital Operation Using Integrated Fuzzy Multi-Criteria Decision Making Techniques Bilal Demirlers, Cemalettin Kubat, Buket Karatop, Özer Uygun.....	438-447
Determining Focus Strategies By Sswot-Fahp For Renewable Energy Sources: The Case Of Turkey Buket Karatop, Elanur Adar, Buşra Taşkan	448-453
Customer Response Prediction For A Specific Campaign In Penti Via Data Classification Sevra Çiçekli, Fadime Üney-Yüksektepe, Merve Mutlu, Neslişah Aral	454-463
Proliferation Of Digital Twins: Towards New Horizons Of Digital Twin-Technology Jari Kaivo-Oja, Mikkel Stein Knudsen, Theresa Lauraéus.....	464-473
Robust Control Of Inverted Pendulum System Using μ -Synthesis Approach Ozge Kanlikaya, Banu Ataslar-Ayyıldız.....	474-483
Data Mining Approach For Quality Control Process Improvement Zeynep Gergin, Fadime Yüksektepe, B. Berk Buldanlı, Turabi Şahin, Lütfi Elçi, Mert Ekinici .	484-493
A Decision Model Proposal For School Selection Problem Under Hesitant Fuzzy Environment Aylin Adem, Metin Dağdeviren	494-503
Multi Criteria Evaluation Of New Product Development Process Through Analytic Network Process And Artificial Immune Systems Yıldız Şahin, Ümit Terzi, Zerrin Aladağ.....	504-514
3D Printer Selection By Using Maut Technique Based Entropy Method Serap Pelin Türkoğlu, Esra Ayhan	515-522
Raspberry Pi Firewall And Intrusion Detection System Berat Kaya, Oğuzhan Karahan.....	523-529
A Novel Smed Model Using Fuzzy Fmea Method	

Kübra Yazici, Seda Hatice Gökler, Semra Boran.....	530-539
Classification Of Heart Attack Risk Using Fuzzy Inference System Kübra Yazıcı, Sena Dörtköşe, Burak Say, Abdullah Hulusi Kökçam, Fahrettin Turna	540-548
Erp Software Selection Process Using Interval Grey Number-Based Macbeth Method Mustafa Said Yurtyapan, Erdal Aydemir	549-561
Blockchain Based Tracking And Traceability In The Oil And Gas Industry Seyed Hossein Iranmanesh, Mohammadreza Katooziani, Behnam Ansari Nia, Seyyed Abolghasem Emamzadeh, Shadi Firouzi Alizade	562-569
Zero Waste Concept In Additive Manufacturing: A Brief Review Hilal Aydın, Sinem Büyüksaatçı Kiriş	570-577
Decentralization Management In The Context Of Chinese History And Financial Industry Kai Chen	578-591
Support Vector Regression Based Project Completion Cost Estimation Model For Performance Evaluation Ersin Namlı, Şakir Esnaf	592-601
Optimization With Mcdm And Risk Analysis Of Renewable Energy Investment: The Case Of Turkey Buket Karatop, Buşra Taşkan, Elanur Adar, Cemalettin Kubat.....	602-612
A Decision Support System For Supply Chain Coordination Problem Dilara Canlıoğlu, Dilan Hamzaçelebioğlu, Onur Güngörmez, Tülin Inkaya, Seval Ene Yalçın	613-621
Linguistic Summarization Of Supply Network Interactions Sena Aydogan, E. Elcin Gunay, Diyar Akay, Gül E. Kremer	622-632
A New Fuzzy C-Means And Ahp-Based Three-Phased Approach For Multiple Criteria Abc Inventory Classification Fatih Yiğit, Sakir Esnaf	633-642
A Conceptual Framework For Complexity Reduction In New Product Development Processes Using Industry 4.0 Technologies Seyed Hossein Iranmanesh, Shiva Foroutan, Shadi Firouzi Alizade	643-649
Improving Production Line Performance Via Simulation Approach: An Application In Meat Processing Industry Sinem Büyüksaatçı Kiriş, Merve Ünal.....	650-660
A Methodology For Story Planning In Agile And Lean Software Development Huseyin Ardic, Gülfem Tuzkaya, Huseyin Selcuk Kilic.....	661-668
Design And Development Of A Lead Screw And Motor Driven Industrial Gripper Mechanism Mohammad Javad Fotuhi, Mustafa Karataş, Zafer Bingül	669-677

Force Control Of Industrial Electromechanical Cylinder Drivetrain With A Ball-Screw Mechanism Cenk Karaman, Mohammad Javad Fotuhi, Mustafa Karataş, Zafer Bingül.....	678-685
Analyzing The Opportunities And Threats Of Smart Products In The Context Of Iot Seyed Hossein Iranmanesh, Iman Heydari, Mehrdad Abedi, Amir Abaszade, Shadi Firouzi Alizade	686-693
Design And Development Of A Continuum Robot For Industrial Inspection Nurhan Gursel Ozmen, Numan Al, Sabri Bicak, Emre Cavuslar	694-705
Iot-Based Robot Controlling Using Raspberry Pi Hürkan Hökelek, Oğuzhan Karahan.....	706-716
A Model For Readiness Assessment Of Digital Transformation Using Integrated Fuzzy Dematel And Fuzzy Cognitive Map Enes Furkan Erkan, Özer Uygun, Alper Kiraz, Onur Canpolat.....	717-727
Strategy Selection For Smoothing The Transition Period Of Industry 4.0 Implementation Burcu Yılmaz Kaya, Metin Dağdeviren.....	728-737
A Guiding Analysis To Accomplish The Challenges For Implementation Of Industry 4.0 Burcu Yılmaz Kaya, Metin Dağdeviren.....	738-746
Text Analyze Studies Based On Customer Comments And Modeling Of The Comments With Machine Learning Algorithms Elif Cesur, Muhammet Işık.....	747-756
Combined Cycle Power Plant Dispatch Optimization At Turkish Power Markets Elif Cesur, Hasan Hüseyin Uslu	757-766
A Variable Weighted Multimooora Method To Cnc Machine Selection Erdal Aydemir, Yusuf Şahin.....	767-776
Air Quality Of Dublin Forecasting Via The Application Of Artificial Neural Network-Based Models Burcu Budak, Alper Kiraz, Arianna Valmassoi, Bidroha Basu, Salem Gharbia, Aleyna Bostancı, Francesco Pilla	777-784
Inverse Kinematics And Jacobian Matrix Derivation Of 3-Dof Planar Parallel Manipulator Using Vector Algebra Savaş Yılmaz, Serdar Kucuk	785-792
Work Process Modelling For Predictive Maintenance 4.0: A Case Study Idriss El-Thalji	793-802
Systems Engineered-Simulation: A Framework To Conceptualise Behaviours And Impacts Of Cyber-Physical Systems Idriss El-Thalji	803-812

A Hybrid Multi Criteria Decision For A Food Facility Location Selection Öznur Ergül, Atakan Alkan	813-822
A Big Bang-Big Crunch Algorithm For Buffer Allocation Problem Mehmet Ulaş Koyuncuoğlu, Leyla Demir	823-830
Research Of Transforming Circuits Of Electromagnets Sensor With Distributed Parameters Ilkhomjon Siddikov, Khurshid Sattarov, Aziz Abubakirov	831-837
Product Warehouse Ramp Assignment Using Artificial Bee Colony Sedefhan Denizhan, Samet Diri, Atakan Alkan, Selçuk Öğutcu	838-845
Collaborative Robots Between Industry 4.0 And The Platform Economy: Where Next For Cobots? Mikkel Stein Knudsen, Jari Kaivo-Oja	846-855
Engineering Labor Demand In Turkey Senol Gulgonul, Nedim Sozbir, Adnan Agir	856-865
Comparing Classification Methods In Credit Card Fraud Detection Mehmet Fatih Karademir, Berrin Denizhan	866-871
Turkish Space Technology And Economy Nedim Sözbir, Şenol Gülgönül, Murat Bulut	872-878
The Effects Of New Era Technologies On Companies: Assessment With An Integrated Approach In Fuzzy Environment Karvana Alirıza Şirmemmedov, Ferhan Çebi	879-886
A Hyper Heuristic Approach For Green Vehicle Routing Problem With Simultaneous Pickup And Delivery Büşra Olgun, Fulya Altıparmak	887-896
Design And Control Of The Two-Wheeled Self-Balancing Robot Using Microcontroller Berkem Can Ozcan, Oguzhan Karahan, Banu Ataslar-Ayyıldız	897-904
The Effects Of Fuzzy Qfd And Fuzzy Dematel Methods On Payment Systems: An Effective Cloud Platform Created For Next Generation Payment Registration Devices Selin Gulluce, Esra Kurt Tekez, Yucel Gulluce	905-915
Supplier Strategy Determination Via Ahp Based Portfolio Analysis Sinem Varol, Safiye Özge Ülkü, Nihal Özgenç, Hüseyin Selçuk Kılıç	916-926
Analyzing The Out Of Control Signal In Multivariate Processes With Fuzzy Rough Set Theory And Machine Learning Semra Boran, Ihsan Hakan Selvi, Deniz Demircioğlu Diren, Merve Şişçi	927-936
Pattern Recognition In Process Control Charts With Ensemble Machine Learning Techniques Semra Boran, Deniz Demircioğlu Diren, Kübra Yazıcı	937-945

Development Of Prototype Software For Queuing Models In Service Industry Emine Rumeysa Kocaer, Halil Ibrahim Korusu, Ümran Kaya	946-952
A Novel, Effective And Fast Optimization Model For Increasing The Quality Of Mobile Networks At 900 Mhz Ibrahim Basyigit, Habib Dogan	953-962
A Mathematical Model For Locating Electric Vehicle Charging Stations In Intercity Travel Hilal Yilmaz, Betül Yagmahan.....	963-970
Fabrication Of Low-Weight Broadband 900 Waveguide Twist At X-Ku Band With 3D Printing Technology Abdullah Genc, Habib Dogan, Ibrahim Basyigit, Selcuk Helhel	971-978
The Comparison Of Electromagnetic Characteristics Of The Heatsinks With Equal Base Area Depending On The Various Geometries Abdullah Genc, Selcuk Helhel	979-985
E-Municipality And Artificial Intelligence Applications: A Proposal Model For Sasaki (Sakarya General Directorate Of Water And Sewerage Administration) Gül Gündüz, Tijen Över Özçelik	986-991
Combination Methods For Traffic Flow Forecasting Zeynep Idil Erzurum Cicek, Zehra Kamisli Ozturk.....	992-1000
Application Of Machine Learning Methods With Dimension Reduction Techniques For Fault Prediction In Molding Process Fatma Demircan Keskin, Inanç Kabasakal	1001-1010
Control Of Chaotic Two-Predator One-Prey Model With Single State Sliding Mode Control Signals Uğur Erkin Kocamaz, Alper Göksu, Harun Taşkın, Yılmaz Uyaroğlu	1011-1021
A Mathematical Model For Crew Assignment Problem With Calculation Of Workloads Using Analytical Network Process: An Application In A Real-Life Problem Kadir Kutay Özgün, Zehra Kamisli Ozturk, Gürkan Öztürk.....	1022-1031
Experimental Study On Optimization Of Cutting Parameters By Using Taguchi Method For Tool Vibration And Surface Roughness In Dry Turning Of Aa6013 Mehmet Ali Guvenc, Mustafa Cakir, Selcuk Mistikoglu.....	1032-1040
A New Cooperative Inventory Routing Game Model Using Depot Sharing Approach Mehmet Onur Olgun, Erdal Aydemir	1041-1048
Unit Hypercube Search Gürkan Öztürk, Kadir Kutay Özgün.....	1049-1058
IoT Based Condition Monitoring System Design For Investigation Of Non-Oil Ball Bearing In Terms Of Vibration, Temperature, Acoustic Emission, Current And Revolution Parameters	

Mustafa Cakir, Mehmet Ali Guvenc, Selcuk Mistikoglu.....	1059-1068
Identification Key Factors Of Traffic Accidents Using Data Mining Zehra Kamisli Ozturk, Zeynep Idil Erzurum Cicek.....	1069-1076
Artificial Neural Network Based Cycle-Time Prediction Model For Wheel Rim Molding Inanç Kabasakal, Fatma Demircan Keskin	1077-1086
Daily Energy Use Planning With Distributed Energy Storage Systems Said Mirza Tercan, Alpaslan Demirci, Erdin Gökalp	1087-1097
Product Quality Control In Industrial Manufacturing Band And Packaging Automation With Linear Moving Arm Alpaslan Demirci, Said Mirza Tercan.....	1098-1105
A New Approach Towards Binarization Of Multi-Color Scene Text Numan Çelebi, Belaynesh Chekol.....	1106-1116
Education 4.0: A System Proposal Based On Lean Learning Elif Dulger, Irem Sertvuran	1117-1126
A Bibliometrics Analysis For Location Extraction Methods For Twitter Users Nazmiye Çelik, Cihan Çetinkaya, Türkyay Dereli	1127-1136
Location Extraction Of Geo-Tagged Tweets: A Case Study Nazmiye Çelik, Cihan Çetinkaya, Türkyay Dereli	1137-1146
Clustering Universities In Turkey According To Their Relevance To Industry 4.0 Türkyay Dereli, Özge Var, Alptekin Durmuşoğlu	1147-1153
A Conceptual Model Based Deep Learning For Monitoring And Controlling System To Seru Production Orhan Torkul, Ihsan Hakan Selvi, Merve Şişçi	1154-1164
Map Ranking, Mitigation And Application In Big Data Analysis Safiye Turgay, Suat Erdoğan	1165-1174
Diagnosis Of Heart Diseases By Artificial Neural Networks Seher Arslankaya, Arda Biçici.....	1175-1183
Lean Manufacturing And A Kaizen Study To Ensure Multi-Sector Parts To Fifo Method Gül Gündüz, Tijen Över Özçelik	1184-1190
Conceptual Overview Of Challenges Of City Logistics To Public Transportation For Delivering Least Value Parcel (Lvp) In Istanbul Fuat Gunalp, Ozlem Senvar	1191-1200
Fuzzy Westinghouse Tempo Rating System: A Case Study In An Automotive Company Alper Kiraz, Merve Cengiz Toklu, Mehmet Rıza Adalı.....	1201-1208

Developing An Integrated Counting Approach For The Corrugated Boards By Using Image Processing Methods Fatih Aslan, Ufuk Cebeci	1209-1215
Mixed Integer Linear Programming For Closed Loop Supply Chain Network Model: A Case Study For Aluminum Profile Factory Safiye Turgay, Abdullah Can Tutar, Cemalettin Kubat	1216-1225
Determination Of Industry 4.0 Roadmap Using Swara Topsis Methods Ercan Öztemel, Samet Gürsev	1226-1233
A Review Of Livestock Supply Chain Management On The Topic Of Distributed Manufacturing Deniz Efendioğlu, Beytullah Gültekin Çetiner	1234-1268
Livestock Supply Chain Management From The Perspective Of Methodologies “Simulation And Optimization”: A Taxonomic Review Deniz Efendioğlu, Beytullah Gültekin Çetiner	1269-1317
Automatic Tool Path Generation Based Freeform Features Recognition Ahmed Hassan, Amjad Abdulghafoor	1318-1327
Data-Driven Analysis Of Occupational Accidents In Turkish Transportation Sector Nazlı Gülüm Mutlu, Serkan Altuntas, Türkay Dereli	1328-1337
Artificial Intelligence Based Prediction Models Mert Girayhan Turkbayragi, Elif Dogu, Y.Esra Albayrak	1338-1350
Technician Planning In Arçelik Authorized Services Via Optimization Fadime Üney-Yüksektepe, Ceren Çebi, Gizem Kurtoğlu, Cansu Öcal	1351-1357
Application Of Reverse Engineering And Finite Element Analysis For Reconstruction And Simulation Of 3D Model Of Human Mandible Nabeel Alawy, Dr.Amjad Abdulghafour	1358-1366
Proposing A Model Assessing Readiness For Industry 4.0 And Determining The Weights Of Dimensions Of The Model Using Swara Seyed Hossein Iranmanesh, Delaram Shami, Samaneh Rezanezhad, Shadi Firouzi Alizade	1367-1383
Customizing Bsc Elements For Municipalities Emin Gundogar, Aysegul Aydin	1384-1400
Defining Objects With Laser From A Long Distance Via Deep Learning Networks Nevzat Olgun, Ibrahim Turkoglu	1401-1411
Kinematic Analysis And Design Of 3-Puu Parallel Manipulator Huseyin Emre Guner, Haluk Ozakyol, Huseyin Metin Ertunc	1412-1419
Product Lifecycle Management In Smart Factories: Industry 4.0 Applications Adem Kayar, Fatih Öztürk	1420-1427

Rfid Technologies In Industry 4.0 Applications Adem Kayar, İsmail Ekmekçi	1428-1435
Analysis Of Maintenance Planning Models With Monte Carlo Simulation Technique Safiye Turgay, Samet Koç	1436-1449
Stochastic Preventive Maintenance Planning Model Safiye Turgay, Samet Koç	1450-1458
Developing Of Rough Set Based Multi Criteria Decision Making Algorithm Safiye Turgay, Sevil Buse Ayma	1459-1469
Cloud Computing Based Hospital Management System: As A Project Structure Safiye Turgay	1470-1480
A Multi-Objective Framework For Sustainable Dairy Products Supply Chain Distribution System Safiye Turgay, Özge Yaşar, Abdullah Can Tutar	1481-1490
Marmara Credit Loops: A Blockchain Solution To Nonredemption Problem In Post-Dated Cheques B. Gültekin Çetiner, James Lee	1491-1499
Best Price Search With Linear Performance Pricing And Fuzzy Logic Gamze Tanak Coşkun, Ayten Yılmaz Yalçın	1500-1512
Environmental Sustainable Manufacturing With The Inception Of Industry 4.0 In India Dinesh Chandra Vaish, Ankur Goyal, Rajat Agrawal	1513-1517
A Data Mining Approach To Production Management Decision In Polymer Industry Berrin Denizhan, Feyza Gürbüz	1518-1527
Autonomous Differential Drive Mobile Robot System And Energy Consumption Gürkan Gürgüze, İbrahim Türkoğlu	1528-1538
Shelf Space Optimization With Genetic Algorithm In A Cosmetics Distributing Company Tülay Korkusuz Polat, Büşra Özen, Muhammed Enes Sezgenç	1539-1548
Software For Optimization And Control Of Two Different Areas, Manufacturing Systems Engineering And Healthcare Systems Engineering: Case Studies Elif Yıldırım, Harun Taşkın	1549-1556
A Heuristic Simulation Model For Patient Load Balancing In Hospital Imaging Centers Burak Erkayman, Masoud Khorshidi	1557-1566
A – Real Time & Intelligent Line Balancing Model Muhammet Raşit Cesur, Yunus Torkul, Alper Göksu, İhsan Hakan Selvi	1567-1573

Comparison Of The Effect Of Robot Usage On The Cycle Time And Production Cost: A Case Study Recep Yılmaz, Kamil Taşkın, Damla Çevik.....	1574-1583
Optimum Structural Design Of Automobile Components Using Recent Swarm Intelligent Algorithms Ali Rıza Yıldız	1584-1591

Proliferation of Digital Twins: Towards new horizons of Digital Twin-technology

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ABSTRACT

Digital Twin (DT) technology is at the forefront of the manufacturing integration of informatization and industrialization, pairing the datafied virtual world with the physical world of advanced manufacturing. It is a digital representation mirroring real-life objects, processes or systems, and as such DT is the spearhead of rapidly developing virtual simulation technology. While the concept of Digital Twins is relatively new, attention to the technology has exploded in recent years both in academia and among businesses. This is e.g. reflected by the placement of Digital Twin at the very peak of the Gartner Hype Cycle for 2019. Grasping the opportunities provided by Digital Twin-technology is therefore paramount in order to assess the current state-of-the-art of intelligent manufacturing, but also in order to fully exploit the potential benefits of intelligent manufacturing in an Industry 4.0-society.

This paper first assesses the historical development of the Digital Twin-concept from the first proposition of the concept around 2002, through the incubation stage to the current growth stage. The paper then briefly examines the current state-of-the-art of Digital Twin in manufacturing through design, manufacturing, the use phase, and on to maintenance, repair and operation (MRO). After this, the remarkable current proliferation of the Digital Twin-concept is discussed. Now the concept is not only gradually expanding into more and more areas of the operating environment of the manufacturing industry, Digital Twin is also put to use in radically different contexts. There are increasingly Digital Twins of physical places, and DT is becoming an important tool for town planning and urban development. Smart City Digital Twins (SCDT) illuminates cities' human-infrastructure-technology interactions, enables informed urban development choices and rapid responses to emergency situations. In 2019, the new Indian state capital Amaravanti, is thought to be the first ever city born with a Digital Twin approach. DTs are also used to simulate processes, and the idea of modelling complete operational environments for Digital Twin of an Organisation (DTO) is emerging. Also Personal Digital Twins (PDT) are appearing on the horizon as intelligent decision-assistance systems based on data algorithms and machine learning, aiding individuals in navigating through data-rich communication with machines, systems and other PDTs. Integrating digital, physical and social realms through PDTs can create superior customer experiences in both business-to-business and business-to-consumer markets and indeed fundamentally alter these markets. We can

also expect that in the future novel products and services are innovated to Digital Twins, which is a novel challenge for companies and corporations.

While digital twin in manufacturing and digital twins of smart cities has received significant academic attention in recent years, literature on DTOs and PDTs are hitherto very sparse. With the introduction and discussion of these concepts, the article therefore provides a significant contribution to the academic literature on digital twins.

1 INTRODUCTION

Digital Twin (DT) technology is at the forefront of the manufacturing integration of informatization and industrialization, pairing the datafied virtual world with the physical world of advanced manufacturing [1]. It is a digital representation mirroring real-life objects, processes or systems [2], and as such DT is the spearhead of rapidly developing virtual simulation technology [3]. The digital twin is composed of three basic components, which is i. physical entities in the physical world, ii. virtual models in the virtual world, and iii. the connected data between these two worlds [4].

While the concept of Digital Twins is relatively new, attention to the technology has exploded in recent years both in academia and among businesses. As a good illustration of this, the Gartner Hype Cycle for 2019 places Digital Twin at the very peak [5]. We can note that there is much hype in this technological R&D field, but applications in real-life are also increasingly appearing. A 2018 Gartner study claimed that 48 percent of organizations implementing IoT were already using Digital Twin or planning to use it that same year [6].

Most considerations of Digital Twin-technology have been related to ‘shopfloor digital twins’, ie. applications in manufacturing [3, 7, 8]. Now, however, the concept of Digital Twin is witnessing a proliferation. DTs are appearing in a wide range of different contexts. This paper examines trends within this proliferation from Shopfloor Digital Twins (SDT) to Smart City Digital Twin (SCDT), Digital Twin of an Organisation (DTO), and Personal Digital Twin (PDT).

2 ORIGIN OF DIGITAL TWIN

The origin of the concept of Digital Twins comes from the world of simulation, and it builds on the ideas of the NASA Apollo program, in which twin copies were constructed in order to use it for reasoning about other instances of the same parts or products [9, 10]. Instead of creating two physical copies of the same space shuttles, a physical system could be twinned with a virtual copy – ie. its digital twin. Beyond the space industry, many manufacturing industries have needs to provide “safe environment” for piloting and testing new ways of production proving a fertile ground for the development of DT.

Grieves and Vickers (2017) provide fruitful input on the development of a vision for Digital Twin:

“The idea of the Digital Twin is to be able to design, test, manufacture, and use the virtual version of the systems. We need to understand whether our designs are actually manufacturable. We need to determine the modes of failure when the system is in use. We need all this information before the physical system is actually produced. This will reduce failures of the physical system when it is deployed and in use, reducing expenses, time, and most importantly harm to its users.” [11].

They also provide a useful attempt of a definition : (...) *“We would propose the following: Digital Twin (DT) – the Digital Twin is a set of virtual information constructs that fully describes a potential or actual physical manufactured product from the micro atomic level to the macro geometrical level. At its optimum, any information that could be obtained from inspecting a physical manufactured product can be obtained from its Digital Twin.”* [11].

We can note that all key definitions of the Digital Twin are linking the Digital Twin to Industry 4.0 developments. An obvious benefit of the Digital Twin approach is that it can reduce risks of

innovation activities of organizations. In a way the Digital Twin approach can lead us to the development of a Supermind. Current discussion about the Supermind evolution underlines that distribution of benefits of depends on types of Supermind. Thomas W. Malone (2018) has reported the following table of relevant comparisons [12].

Table 1. Costs of group decision making, benefits of group decision making and distribution of costs ([12]).

Type of Supermind	Costs of Group Decision Making	Benefits of Group Decision Making	Distribution of Costs
<i>Hierarchy</i>	Medium	High	Low
<i>Democracy</i>	High	High	Medium
<i>Market</i>	Medium +/-	Medium	High
<i>Community</i>	Medium	Medium	Medium
<i>Ecosystem</i>	Low	Low	Low

All these comparisons depend on utilitarian philosophy. It is relevant to note that democracy provides highest costs and benefits of group decision making and distribution of costs provides medium level of distribution of costs. In the market case costs of group decision making can be both positive or negative and benefits of group decision making are medium. Distribution of costs is high in the market case. In the ecosystem case costs of group decision making, benefits of group decision making and distribution of costs are low in all cases, but in the community case they are medium. In the hierarchy case costs of group decision making are medium, benefits of group decision making are high and distribution of costs are low.

If we want to have low costs of group decision making, we should prefer ecosystems. If we like to want to have high benefits of group decision making, we should prefer hierarchy or democracy. Market provides high distribution of costs. We can conclude that we should pay attention to the type of the Supermind. Very uniform supermind strategy probably leads to problems in balancing costs and benefits of Supermind solution. This critical observation is relevant also in the Digital Twin strategy of companies.

We can expect that traditional business models (B-C and B-to-B) must somehow re-organized creating B-DT models and DT-DT models. Innovative orchestration of ecosystems, hierarchies and markets will be needed.

2.1 PLM

In its origin, Digital Twin was very closely linked with developments of Product Lifecycle Management (PLM) [11]. The 2002 conceptual PLM-model of Michael Grieves built on all the elements of Digital Twin: A physical space, a virtual space, and a flow of dynamic information linking the spaces. Links between DT and PLM can also be found in [13] which stresses how the Digital Twin is a vision referring to a comprehensive physical and functional description of a component, product or system, which includes more or less all information which could be useful in all – the current and subsequent – lifecycle phases.

2.2 Virtual simulation

Simulation is a core functionality of systems by means of seamless assistance along the entire life cycle, e.g. supporting operation and service with direct linkage to operation data.”

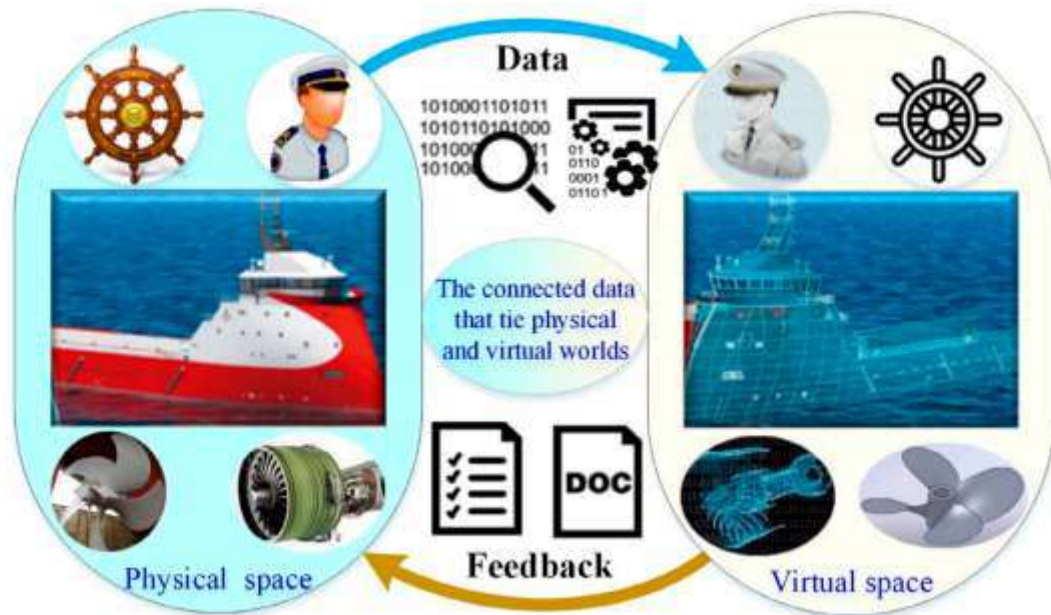


Figure 1. General digital twin mode for a product [8]

Simulations are often having similar advantages and disadvantages what scenarios have. Typically, simulations reveal risks and uncertainties of dynamic processes. The use of scenario and simulation techniques has several strengths (see e.g. [14]):

- The strength of scenarios and simulations is that they do not describe just one future, but that several realisable or desirable futures are placed side by side (multiple simulated futures).
- Scenarios and simulations open up the mind to hitherto unimaginable possibilities and challenge long-held internal beliefs of an organisation; moreover, the use of scenarios can change the corporate culture, compelling its managers to rethink radically the hypotheses on which they have grounded their strategy.
- Scenarios and simulations are an appropriate way to recognise ‘weak signals’, technological and economic discontinuities or disruptive events and include them into long-range planning. As a consequence, the organisation is better prepared to handle new situations as they arise and to promote proactive leadership initiatives.
- One beneficial function of scenarios and simulations beyond the planning aspect is improving communication and knowledge sharing. Scenarios can lead to the creation of a common language for dealing with strategic issues by opening a strategic conversation within an organisation. This communication aspect is emphasised especially by van der Heijden (1996) [15].
- Another function beyond the planning aspect is the coordinating function. During the scenario or simulation process the aims, opportunities, risks, and strategies are shared between the participants which supports the coordination and implementation of actions. In fact, the organisational learning and the decision-making process can be improved.
- The large number of different scenario/simulation techniques points out that the ways of building a scenario/a simulation are very flexible and can be adjusted to the specific task or situation.

In contrast to these mentioned strengths, scenario and simulation techniques have also some weaknesses ([14], p. 236):

- The practice of scenario or simulation modelling can be very time and financial resource consuming. Therefore, there could be a wish to condense scenario building and simulation runs to a half-day or one day activity. However, this may not give participants enough time to analyse cases.
- A more qualitative approaches have to put a strong emphasis on the selection of suitable participants/experts, and in practice this could not be an easy task to fulfil.
- It should not be overlooked that a deep understanding and knowledge of the field under investigation is absolutely necessary. Data and information from different sources have to be collected and interpreted which makes scenario building and simulation runs even more time-consuming.
- It could be difficult not to focus on black and white scenarios or the most likely scenario (too wishful thinking) during the scenario-building process. That is why many simulations are normally needed.

3 DIGITAL TWIN TODAY: NEW ARENAS AND OPPORTUNITIES

3.1 Digital Twin in manufacturing

3.1.1 Digital Twin in Product Design

Today, manufacturers' success in product design is closely linked to the capability of the manufacturer to handle data [8]. Modern product design also sets the customers at the centre and includes cocreation and participation of customers [8]. The product design is becoming more and more virtualization, networking, and visualizing. Against this backdrop, Digital Twin offers a multitude of new opportunities during the design phases. For the conceptual design, designers can integrate physical properties of the product as well as the historical data of users. When designing a new bike, knowledge of intended customer's bike habits and physical traits can be important qualifiers. In the detailed design phase dynamic feedback from the shopfloor or from customers can be incorporated. And in a virtual verification stage, tests can be made of the final product against key parameters, allowing for rapid design changes prior to mass manufacturing.

3.1.2 Digital Twin in other Product Manufacturing lifecycles

Tao et al. also shows how Digital Twins can be used in Product Manufacturing as well as for Maintenance, Repair and Operation (MRO). The vision of including all current and future lifecycle phases [13] is slowly being realised in the manufacturing industry. Lu et al. [16] differentiates between four distinct types of Smart Manufacturing Digital Twins: i. Digital Twin for Manufacturing Assets, ii. Digital Twin for people, iii. Digital Twin for Factories, and iv. Digital Twin for Production Networks. More than 85 % of currently identified Smart Manufacturing Digital Twin-applications relate to DT for Manufacturing Assets.

3.2 Smart City Digital Twins

Digital Twin is becoming an important tool for town planning and urban development. Digital Twins are tightly connected to Building Information Modeling (BIM), which is becoming standard in the construction industry [17]. For larger areas, Smart City Digital Twins (SCDT) illuminates cities' human-infrastructure-technology interactions [18], and enables informed urban development choices and rapid responses to emergency situations [19]. Large visual 3D models are being deployed in Smart Cities around the world [19], but the level of ambition and technical ability is constantly rising. In 2019, the new Indian state capital Amaravanti, is thought to be the first ever city born with a Digital Twin [19].

3.3 Digital Twin of an Organization

The concept of ‘Digital Twin of an Organisation’ has started to take hold in corporate and consulting contexts. By the end 2018, Gartner pronounced it as one of the top 10 Strategic Technology Trends for 2019 [21]. A DTO enables the dynamic virtual representation of an organization in its full operational context. Tools are now on the market to support this concept, noting that every asset that falls within the context of an organisation (processes, technology architecture, infrastructure, customer interactions, business capabilities, strategies, roles, responsibilities, products, services, distribution channels) can be connected, reported upon and visualized [22].

In order to make successful use of a DTO, even for simple organisations large amount of unstructured data related to complex operational and surrounding environments must be captured with sufficient quality, and the model must be dynamic and highly adaptive to the constant changes. Overall, it presents a major emerging application area for DT requiring quite different elements than the classical Shopfloor Digital Twin, but also an area in rapid development.

3.4 Personal Digital Twins

As the world moves towards data-rich markets, intelligent decision-assistance systems based on data and machine learning are needed to help humans navigate [23]. The intelligent decision-assistance systems help identify optimal matches in these big data markets, but humans will retain the ultimate decision-making power and decide how little or how much to delegate as they transact. These future intelligent decision-assistance systems, which allows individualisation of markets not only based on algorithms of the sellers and marketing departments, but also on behalf of the customer, expressing and acting on behalf of the genuine interest of the user, will be much more intelligent than current companion devices. We can think of these new systems as Personal Digital Twins [24], and these new PDTs are likely to have a very sizable impact on future consumer markets.

4 SCENARIOS FOR THE FUTURE OF MANUFACTURING AND DIGITAL TWINS

In this section we discuss shortly about the future of manufacturing and digital twins.

To clarify product development decisions, we can describe the key attributes of a product from a manufacturability standpoint as volume, customization and complexity [25]. Our assumption here is that the future of manufacturing is organized on the basis of these three pillars: Production volume, customization and complexity. Production volume simply refers to the number of parts made in a given timeframe such as a lot size or quantity. Complexity refers to the number of features a product contains, the geometry and location of the parts. Naturally, the more complex a part of product is, the more difficult it is to manufacture. Customization is the rate of uniqueness. Customization ranges from the mere monogram to an implant that is tailored to a specific person. These three attributes represent three axis scenario model of manufacturing.

We can identify 8 relevant scenarios of manufacturing: (1) Mass Manufacturing, (2) Manufacturing of the Few, (3) Complexity Advantage Manufacturing, (4) Mass Complexity Manufacturing, (5) Customized for an Individual Manufacturing, (6) Mass Customization Manufacturing, (7) Artisan Product Manufacturing and (8) Complete Manufacturing Freedom Manufacturing.

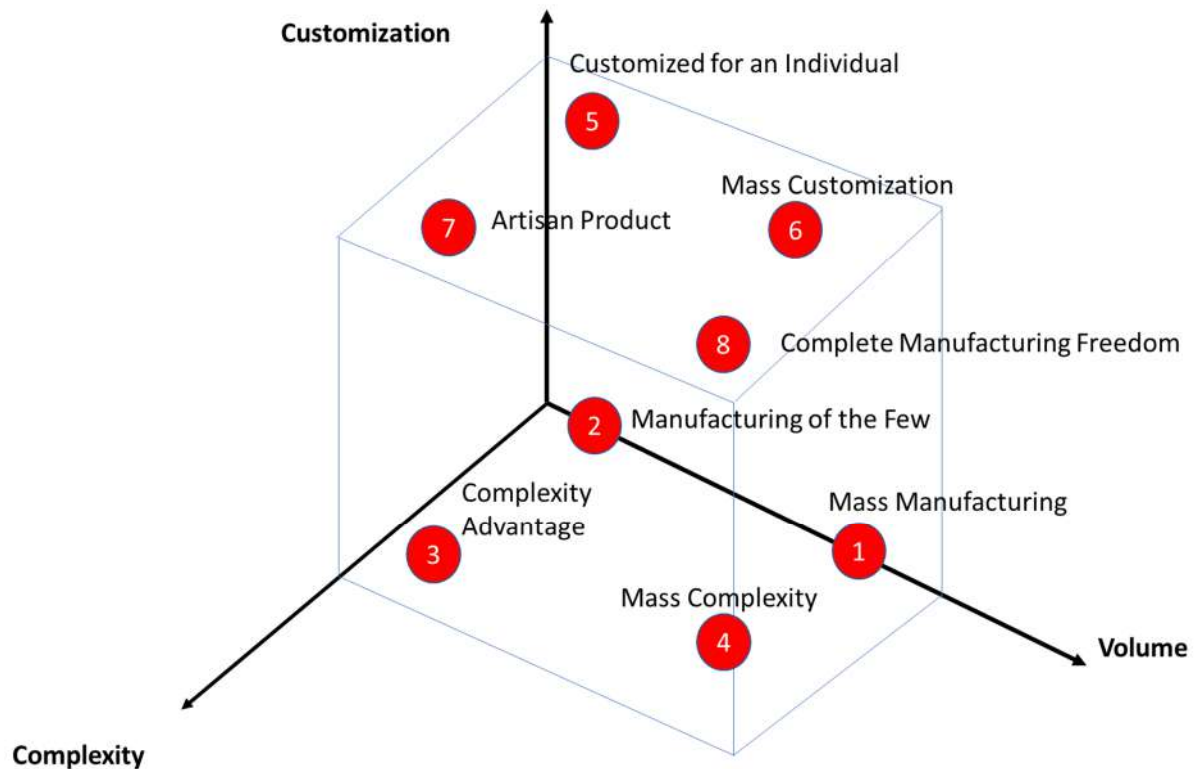


Figure 2. Three Axis Scenario Model of Manufacturing [23].

(1) *Mass Manufacturing*. Conventional manufacturing is primarily focused on mass manufacturing. Normally, the mass manufactured products have a single or several simple parts. There is no customization to be able to produce large amount of parts with low costs and high productivity. The business model for mass manufacturing is not value driven and primarily cost driven to lower the unit cost of each part [24]. We suppose that digital twin approach can create less comparative advantages in mass manufacturing than the other manufacturing scenarios..

(2) *Manufacturing of the Few*. This scenario of manufacturing includes products or parts with limited complexity and customization but also in low production volumes. Good examples of “manufacturing in few” is high value parts for low volume such as parts of ships or satellites (Conner et al. 2014).. We suggest that probably digital twin approach has high relevance in the manufacturing of the few.

(3) *Complexity Advantage Manufacturing*. This scenario of manufacturing includes products or parts with increased complexity which leads to increased multiple operations, longer production times and therefore lower production rates [25]. We believe that digital twin approach has a very special role complexity advantage manufacturing

(4) *Mass Complexity Manufacturing*. In this manufacturing scenario products are not customized, but they are complex, and the volumes are greater than in the “complexity advance manufacturing”. We suppose that digital twin approach can create less comparative advantages in mass complexity manufacturing than the other manufacturing scenarios.

(5) *Customized for an Individual Manufacturing*. In this scenario of manufacturing includes low volume products with low complexity but high customization. There are no two exact repairs and the products are essentially customized [25]. We believe that digital twin approach has a very special role in customized for an individual manufacturing.

(6) *Mass Customization Manufacturing*. In this scenario of manufacturing the concept of mass customization is a daunting task with conventional manufacturing processes [25]. We suppose that digital twin approach can create less comparative advantages in mass customization manufacturing than the other manufacturing scenarios.

(7) *Artisan Product Manufacturing*. In conventional artisan manufacturing, simplicity and symmetry in part design is important because of processing capabilities. This artisan scenario of manufacturing means to produce unique artwork with design attributes which is labour-intensive and costly and time consuming [25]. We suggest that probably digital twin approach has high relevance in artisan product manufacturing.

(8) *Complete Freedom Manufacturing*. In this scenario of complete freedom manufacturing the ultimate objective is to respect three attributes of ability to produce highly complex and highly customized products without limitations to product volume [25]. We propose that probably digital twin approach has high relevance in complete freedom manufacturing.

We can expect that Digital Twin Approach will be extremely beneficial when complexity and customization dimensions will be taken into consideration. This imply that Digital Twin Approach has a very special role in (3) Complexity Advantage Manufacturing and (5) Customized for an Individual Manufacturing. This does not mean that it does not have any relevance in other manufacturing scenarios. Probably it has high relevance in (7) Artisan Product Manufacturing, (2) Manufacturing of the Few and (8) Complete Freedom Manufacturing. Our scholarly guess is that Digital Twin Approach can create less comparative advantages in (1) Mass Manufacturing, (4) Mass Customization and (4) Mass Complexity. However Digital Twin Approach can be applied also in these manufacturing scenarios.

5 CONCLUSIONS

This paper first assessed the historical development of the Digital Twin-concept from the first proposition of the concept around 2002, through the incubation stage to the current rapid growth stage. We briefly examined the current state-of-the-art of Digital Twin in manufacturing through design, manufacturing, the use phase, and on to maintenance, repair and operation (MRO). After this, the remarkable current proliferation of the Digital Twin-concept was discussed. Now the concept is not only gradually expanding into more and more areas of the operating environment of the manufacturing industry, Digital Twin is also put to use in radically different manufacturing and production contexts. There are increasingly Digital Twins of physical places, and DT is becoming an important tool for town planning and urban development. Smart City Digital Twins (SCDT) illuminates cities' human-infrastructure-technology interactions, enables informed urban development choices and rapid responses to emergency situations. In 2019, the new Indian state capital Amaravanti, is thought to be the first ever city born with a Digital Twin approach. DTs are also used to simulate processes, and the idea of modelling complete operational environments for Digital Twin of an Organisation (DTO) is emerging.

Also Personal Digital Twins (PDT) are appearing on the horizon as intelligent decision-assistance systems based on data algorithms and machine learning, aiding individuals in navigating through data-rich communication with machines, systems and other PDTs. Integrating digital, physical and social realms through PDTs can create superior customer experiences in both business-to-business and business-to-consumer markets and indeed fundamentally alter these markets and business models. In our paper we emphasize alternative contexts of DT and Supermind applications. Optimal combination of benefit maximization and costs minimization can be a combination of ecosystems, markets and hierarchies.

We can also expect that in the future novel products and services are innovated to Digital Twins, which is a novel challenge for companies and corporations. This mean that traditional business models (B-C and B-to-B) must somehow re-organized creating B-DT models and DT-DT models. This reorganization process is linked to alternative manufacturing scenarios, which were elaborated in this paper. We identified eight alternative manufacturing scenarios: (1) Mass Manufacturing, (2) Manufacturing of the Few, (3) Complexity Advantage Manufacturing, (4) Mass Complexity Manufacturing, (5) Customized for an Individual Manufacturing, (6) Mass Customization

Manufacturing, (7) Artisan Product Manufacturing and (8) Complete Manufacturing Freedom Manufacturing. We discussed shortly about potential use of Digital Twin Approach concerning these alternatives emphasizing the challenges of complexity and customization.

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