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Industrial Engineering in the Industry 4.0 Era


Selected Papers from ISPR2023,
October 5–7, 2023, Antalya

 Springer

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Numan M. Durakbasa · M. Güneş Gençyılmaz
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Foreword

Dear Colleagues and Friends,

It is a great pleasure to welcome you to the “**International Symposium for Production Research - ISPR 2023**,” Antalya/Turkey, from October 5 to 7, 2023, with the overall theme of “**Industrial Engineering in the Industry 4.0 Era**”. As in all previous years, we continue to cherish and benefit from our successful collaboration with Society for Production Research, Istanbul, Turkey, in the organization of this event.

The purpose of the symposium is to bring together researchers, scientists, and leading world experts at universities, companies, institutions, communities, associations, and societies in the domain of interest from around the world to share ideas, experiences, research, results, and vision on production and operations management and technology. This organization shall also provide a forum for experts and professionals to discuss the challenges, opportunities, and advanced innovation of the theme of this year’s symposium.

We hope that this year’s gathering in hybrid form will provide an opportunity to exchange ideas and discuss issues in person and virtually with the participants and speakers.

We wish you all a productive symposium.

October 2023

Kurt Matyas

Preface

This book consists of the selected papers presented at the 23th International Symposium for Production Research (ISPR2023) held from October 5 to 7, 2023, in hybrid form, face-to-face and virtual with the participants and speakers who came to Antalya, Türkiye, on the first day, and virtually in the presentation sessions on the subsequent days. This technical infrastructure of this virtual symposium was provided by the vice-rectorate for Digitalization and Infrastructure of TU Wien, and we are very grateful to Univ. Prof. Dipl. -Ing. Dr.techn. Dr.h.c.mult. Josef Eberhardsteiner, for his kind consideration and support.

This symposium was organized by Society for Production Research, İstanbul, Türkiye, and TU Wien, Austria, for the sixth year in a row.

The generic theme of “Industry 4.0” was first adopted in the symposium held in 2016 and maintained in the following six symposiums in 2017, 2018, 2019, 2020, 2021, and 2022 but each time with an updated emphasis on the relevant developments and progress on the various aspects of this theme.

Applications and developments in Industry 4.0 in recent years have revealed the fact that the human element is somehow to be involved in Industry 4.0 applications. It is now widely considered that Industry 5.0 complements the existing Industry 4.0 paradigm by having research and innovation provide the transition to a sustainable, human-centric, and resilient industry. Due to this fact, the generic theme “Toward Industry 5.0” was adopted in last year’s symposium. The document titled “Industry 5.0” released by the European Commission in 2021 sped up the applications in industry and research works of academia. It was inevitable that these developments in industry would have an impact on education, especially on higher education. As a matter of fact, it was observed that the curricula of some engineering fields were changed shortly after the implementation of Industry 4.0 in industry, and the some courses were added to the curricula in a way to include the fundamentals of Industry 4.0 and 5.0. In recent years, it has been observed that some research papers on the necessity of including Industry 4.0 and 5.0 topics into the curricula of industrial engineering education have started to be published. Topics such as which new courses should be added, which courses should be removed, which programming language/s should be taught, and which software programs required for Industry 4.0 should be used in the courses leading to a new education system for industrial engineering have started to be discussed. In light of these developments, the motto of ISPR2023 has been chosen as “Industrial Engineering in Industry 4.0 Era.”

Given the importance of this theme, ISPR2023 hosted numerous distinguished speakers from both the academia and the industry to hear their views on the applications of the Industry 4.0 and 5.0 on the various components of production systems and the influence of Industry 4.0 and 5.0 on industrial engineering education.

A total of over **182** participants attended this year’s symposium—academics, practitioners, and scientists from **15** countries, who contributed **15** invited talks and **62** papers on the plenary, special, workshop, and ordinary sessions. The symposium program

included keynote addresses (opening/closing session), breakout sessions, and workshop discussions.

This book contains **62** refereed selected papers in **18** categories shown in the contents of the book.

We would like to express our gratitude to Prof. Kurt Matyas, Honorary Chairman of the Scientific Committee of this symposium, for his leadership and generous support. Our thanks also go to Prof. Friedrich Bleicher, Head of the Institute for Production Engineering and Photonic Technologies for his interest and support for this symposium.

We would like to thank all the keynote and invited speakers whose contributions enhanced the success of the symposium. In organizing this event, our colleagues in Vienna and Istanbul contributed endless hours of hard work, energy, and wisdom to make this event a success. On the Vienna side, our sincere thanks goes to the staff of the Research Group Production Metrology and Adaptronic Systems of the Institute for Production Engineering and Photonic Technologies, in particular, Dipl. Ing. Erol Güçlü for his invaluable leadership. On the İstanbul side, we are grateful to Prof. Dr. Hatice Camgöz Akdağ from Istanbul Technical University and Asst. Prof. Dr. Zeynep Gergin from Istanbul Kultur University, for their invaluable efforts in presenting the keynote speakers and managing the first-day activities with great competence. Our special thanks goes to our research assistants, Ind. Eng. (MS) Tuğçe Apaydın and Mathematics Eng.-Ind. Eng. (MS) Aziz Kemal Konyalıoğlu at Istanbul Technical University and University of Strathclyde, Glasgow, who prepared this book with great care and Comp. Eng. Tufan Tunçbilek, Amazon Company Canada who managed the virtual sessions and, Biset Toprak, Mehmet Güdelek from Istanbul Sabahattin Zaim University, Paşa Çiçekliadağ, University of Western Australia and Muhammed Ali Erdem who spent great efforts in managing virtual rooms under the guiding of Mr. Tunçbilek. We also thank to research assistants at TU Wien, Dr. Günther Poszvek, Dr. Osman Bodur, and Dipl. Ing. Eva Walcher for their hard and dedicated works and finally to Prof. Dr. Gül E. Kremer Dean of Engineering Faculty, University of Dayton USA, Prof. Dr. Berna Dengiz, Dean of Engineering Faculty Başkent University Türkiye, Prof. Dr. Bahadır Tunaboylu, Faculty of Engineering Marmara University, Prof. Dr. Hatice Camgöz Akdağ, Faculty of Management Istanbul Technical University Türkiye, and Dr. Ömer Şahin Ganiyusufoğlu, QIAP China, for their valuable role and efforts in the organizing committee.

We would like to express our gratitude to the board members of the Society for Production Research in Istanbul, Türkiye, and in other countries for their strong support and involvement in the successful organization of the symposium, Prof. Serpil Erol, Prof. Dr. Semra Birgün, Prof. Dr. Selim Zaim, Prof. Dr. Kemal Güven Gülen, Prof. Dr. Alptekin Erkollar (Austria), Prof. Dr. Dursun Delen (USA), and Assis. Prof. Dr. Nükhet Tunçbilek (Canada).

Our very special thanks goes to our colleagues and the participants of this symposium. Undoubtedly, they were the core component of this organization.

We would like to recognize and thank our dear colleagues who graciously accepted to join the honorary and scientific committees or who served as peers in this event.

Finally, no such event is possible without the generous support of patrons and sponsors. In this regard, we would like to thank Dr. Michael Ludwig, the Mayor of Vienna,

for his continued generous support of this symposium series and to all the corporations and individuals who provided invaluable financial and intellectual contributions.

M. Güneş Gençyılmaz
Numan M. Durakbasa

Industrial Engineering in the Industry 4.0 Era

In the era of Industry 4.0, industrial engineering assumes a pivotal role as an essential discipline with a comprehensive impact. It harnesses the power of advanced technologies, data analytics, and automation to orchestrate a symphony of operational excellence. Predictive maintenance systems are meticulously constructed to minimize downtime, supply chains are optimized through data-driven insights, and product quality is elevated through automated quality control processes. Smart factory layouts and efficient workforce management strategies are integral components, ensuring the continuous flow of information. Furthermore, there is a heightened focus on energy efficiency and cyber-security, protecting both the environment and data. Industrial engineering promotes human-machine collaboration, creating work environments where automation and human expertise harmonize effectively. Cost optimization, regulatory compliance, and the capacity for mass customization all fall within its purview. Additionally, the evaluation of the environmental impact of processes leads industries toward sustainability.

The advent of Industry 4.0 signifies a seismic change in the domain of industrial engineering. Industrial systems that promise to be more efficient, agile, and intelligent are on the horizon. In the field of industrial engineering within the context of Industry 4.0, we observe a profound shift characterized by intelligent automation driven by decentralized control mechanisms and smart connectivity solutions. This transformative era brings about a landscape marked by high-value products and services, with elevated standards of flexibility, quality, and efficiency across manufacturing, logistics, and production systems. In response to this wave of change, businesses are diligently embracing digitalization strategies, harnessing the power of extensive machine-to-machine communication (M2M), and Internet of things (IoT) implementations. Automation, communication, and self-monitoring within industrial processes are intended to be reinforced, signifying a critical juncture in the global industrial landscape. This profound modification, especially within manufacturing, is believed to have the potential to redefine the very structure and dynamics of industrial systems, guiding an era defined by unified technological integration and heightened operational efficiency.

Adapting to these industrial advancements necessitates a thorough approach, encompassing not only the technical aspects but also elements such as organizational behaviors and culture. Collaborative efforts from organizations, government bodies, and academic institutions are vital to foster the competencies required to navigate the sociotechnical changes introduced by Industry 4.0. Higher education institutions find themselves at the center of this transformation, requiring a realignment of their curricula with the vision of Industry 4.0. Giving priority to the integration of Industry 4.0 concepts into engineering education, this compels undergraduate students to acquire a fresh set of skills and competencies. These include adaptability, effective communication, advanced analytics, and proficiency in digital security. This shift in education is essential to prepare the next generation of engineers for the challenges and opportunities presented by the

Industry 4.0 era, ensuring they are well-equipped to drive innovation and excellence in the ever-evolving field of industrial engineering.

In the context of Industry 4.0, it is worth noting the growing direction toward Industry 5.0. This next stage of industrial evolution is expected to further blur the lines between technology and human-centric operations. Industry 5.0 emphasizes the symbiotic relationship between humans and machines, focusing on collaborative decision-making. Preparing for Industry 5.0 will require a continued commitment to enhancing both technical competencies and the adaptability of individuals and organizations to fully embrace this new wave of innovation in the field of industrial engineering.

M. Güneş Gençyılmaz
Numan M. Durakbasa

Organization

ISPR2023 was organized by TU Wien, Austria, and the Society for Production Research, Türkiye. The symposium took place in Antalya, Türkiye.

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Contents

Big Data and Analytics

Comparative Analysis of Public Transportation Through Sentiment Analysis and Topic Modeling	3
<i>Aslıgül Aksan and Hatice Camgöz Akdağ</i>	

The Impact of the COVID-19 Outbreak on Customer Purchasing Behavior in the E-commerce Sector Project	16
<i>Artun Pınar, Onur Halit Yenice, Tuncay Özcan, Aziz Kemal Konyalıoğlu, and Tuğçe Beldek Apaydın</i>	

Clustering

Cluster Analysis and Comparative Study of Different Clustering Performance and Validity Indices	33
<i>Mesut Ulu and Yusuf Sait Türkan</i>	

Decision Making

A Sustainability Score Development for a Social Responsibility Network	49
<i>Gül Tekin Temur, Mehmet Ali Işık, Uğur Yılmaz, and İsmail Cenk Cengiz</i>	

Demand Management

An Extreme Gradient Boosting Model Optimized with Genetic Algorithm for Sales Forecasting of Retail Stores	59
<i>Aziz Kemal Konyalıoğlu, Tuğçe Beldek Apaydın, İlhan Turhan, Adil Soydal, and Tuncay Özcan</i>	

Facility and Capacity Management

Charging Station Network: A Case Study in Bakırköy, Istanbul	71
<i>Meltem Uzuner, Orhan Dengiz, and Berna Dengiz</i>	

Fuzzy Logic

The Measurement of Stores Efficiency in a Retail Chain Using Fuzzy Data Envelopment Analysis	85
<i>Aziz Kemal Konyalıoğlu, Sibel Çayır, Nehir Yiğit, and Tuncay Özcan</i>	

Industrial Applications

Characterization of Polyethylene Pipe Properties Through Advanced Metrology Techniques	97
<i>Meryem Didar Bayrakçıl, Osman Bodur, Martin Klein, Eva-Maria Walcher, Günther Poszvek, and Marcelina Jalowiec</i>	

Cloud-Based AI Role in Intelligent Pharmaceutical Manufacturing Facilities	116
<i>Esraa Darabseh and İbrahim Ethem Tarhan</i>	

Determination of Moment of Inertia After Cold Roll Forming Process for Steel Rectangular Profiles	129
<i>Ali Burak Tekyalcin, Himmət Ufuk Kulavuz, Pinar Demircioğlu, and İsmail Bogrekci</i>	

Improving Diplomatic Mission Service Production with Big Data: The Case of Indonesian Embassy in Moscow	144
<i>Muhamad Winata and Peter Panfilov</i>	

Research Regarding the Development of an Android Application Presenting Measurement, Drawing Indications and Explanations for Roughness Parameters	154
<i>Grigore Marian Pop, Liviu Adrian Crisan, Mihai Sorin Tripa, and Dragos Andresan</i>	

The Impact of Value Engineering on Material Selection: An Example from the Construction Industry	162
<i>İbrahim Ethem Tarhan and Baraa Quffa</i>	

Industry 4.0 and 5.0 Applications

Advanced Quality Assurance of Additive Manufacturing Through Computed Tomography	179
<i>Marcelina Jalowiec, Eva-Maria Walcher, Osman Bodur, Günther Poszvek, Martin Klein, and Meryem Didar Bayrakçıl</i>	

Enhancing Human Safety in Production Environments Within the Scope of Industry 5.0	200
<i>Serra Aksoy, Pinar Demircioglu, Ismail Bogrekci, and M. Numan Durakbasa</i>	
Proposal of Industry 4.0 Maturity Model in the Energy Sector	213
<i>Emine Elif Nebati, Zehra Binnur Avunduk, and Abdullah Fatih Akcan</i>	
Revolutionizing Industry 5.0: Harnessing the Power of Digital Human Modelling	223
<i>Semih Donmezer, Pinar Demircioglu, Ismail Bogrekci, Gokcen Bas, and M. Numan Durakbasa</i>	
The Global Apprentice: Adaptable, Versatile and a Lifelong Learner	236
<i>Breda Walsh Shanahan and Mary Doyle-Kent</i>	
IoT and Production Systems, Lean Production	
Analysis of a Company's Product Design Process Within the Framework of Lean Product Development Principles	251
<i>Zeynep Çalışkan and Mert Topoyan</i>	
Application of DMAIC Methodology in Semiconductor Manufacturing for Yield Improvement	262
<i>Ahmet Çeliksaş, Dilek Alımlı, Majed Haymour, and Bahadır Tunaboğlu</i>	
On the Material Selection of Gauge for the Comparison of X-Ray and Neutron Tomography	275
<i>Attila Marczis, Zoltán Kis, and Ágota Drégelyi-Kiss</i>	
Process Management	
Object-Centric Process Mining: Latest State-of-Art Research Direction	289
<i>Kamran Rezaie and Ali Solhjo</i>	
Production Economy	
Policy Dialogue Approach for Improving the Existing Policy Framework Regarding the Reduction of Carbon Emissions	299
<i>Denisa Szabo, Emilia Câmpean, Daniela Popescu, Călin Neamțu, and Mihai Dragomir</i>	

Productivity and Performance Management

- A Multi-criteria Decision Making Model Integrated with Speech Analytics for the Performance Evaluation of Agents in Express Delivery Industry 309
Helin Öykü Demircioğlu, Berna Şimşek, Aziz Kemal Konyalıoğlu, Tuncay Özcan, and Tuğçe Beldek Apaydın
- Efficiency Analysis of Major Airlines: Exploring the Operational Performance Determinants in Aviation 323
Kübra Çınar Yalçın, Ali Osman Kuşakcı, and Ekrem Tatoğlu
- Manufacturing Productivity Increase by Innovative Die Design in High Pressure Die Casting 337
Uğur Alev, Cihan Mertöz, Ali Serdar Vanlı, and Anıl Akdoğan

Optimization

- Research on Constructive Design of Strut-Based Lattice Structures for Load-Bearing Orthopaedic Implants Manufactured by Selective Laser Melting (SLM) Technology 347
Boglarıka Willing, Sebastian Gabriel Fuşlea, Günther Poszvek, Sorin Dumitru Grozav, Răzvan Păcurar, Vasile Ceclan, Alexandru D. Sterca, Eva Maria Walcher, and Numan M. Durakbasa
- Optimizing Integrated Flight-Crew-Aircraft Scheduling: Simulated Annealing for Effective Solutions in the Face of Irregular Operations 360
Gürkan Güven Güner and Serpil Erol

Simulation and Modelling

- A Firefly Algorithm for Bi-Objective Airport Gate Assignment Problem 377
Mert Paldrak, Gamze Erdem, and Mustafa Arslan Örnek
- A New Approach to Modeling and Synthesis of a Digital Antenna Array Operating in the Microwave Range 393
İslam İslamov, Murad Jahangirov, Agarahim Rahimov, and Rashid Abdullayev
- Applications of Statistical Process Control, Quality Improvement Tools and Techniques, and a Simulation Model in a Garment Manufacturing Company 409
Pınar Erdinç, Zeynep Buduneli, Ceylin Erton, Çağla Gerşil, Mert Paldrak, and Efthymia Staiou

CFD Simulation of the Aerodynamic Characteristics of the NACA 0018 Symmetrical Profile	423
<i>Eliza-Ioana Apostol and Aurel-Mihail Țițu</i>	
Mathematical Modeling and Calculation of the Basic Characteristics of a Complex Antenna Array	432
<i>Islam Jamal Islamov and Elmar Z. Hunbataliyev</i>	
Maintenance Decision and Spare Part Selection for Multi-component System	443
<i>Berk Kaya, Oktay Karabağ, and Mehmet Murat Fadiloğlu</i>	
Stock Control and Inventory Management	
A Lost Sales Make-to-Stock System with Batch Demand and Batch Production	457
<i>Sinem Özkan, Mert Yandımata, and Önder Bulut</i>	
Peak Period Inventory Planning for Apparel Industry	465
<i>Mahmut Ali Gökçe and Russell King</i>	
Production Control of a Make-to-Stock System with Non-identical Parallel Production Lines and Lost Sales	477
<i>Sinem Özkan, Kerem Can Deliktaş, and Önder Bulut</i>	
Supply Chain Management	
A Last Mile Delivery Problem with Multitrip and Time Window Constraints in E-Logistics	487
<i>Duygu Nurcan Kızgın and Ferhan Çebi</i>	
Analysis of a Turkey Meat Production Agri-Chain: A Simulation Study	499
<i>Nazlı Karataş Aygün, Levent Kandiller, and Önder Bulut</i>	
Sustainability	
Application of Sustainable Lean Supply Chain Management for a Textile Company	515
<i>Tuğba Alper, Ömer Faruk Kandaz, and Hatice Camgöz Akdağ</i>	
Assessment of Environmental Sustainability Performance Using AHP-Based CODAS and MARCOS Methods: A Comparative Study	531
<i>Mesut Ulu and Kenan Menguc</i>	

Autonomation, Automation, AI, and Industry-Agriculture 5.0 in Sustainable Agro-Ecological Food Production	545
<i>Pinar Demircioglu, Ismail Bogrekci, M. Numan Durakbasa, and Jorge Bauer</i>	
Connection Between Sustainable Process Innovation and Digital Transformation in Logistics – Multiple Case Study Research	557
<i>Selma Aysegul Gunes, Nihan Yildirim, and Hatice Camgoz Akdag</i>	
Overcoming Barriers in Circular Economy Implementation with Industry 4.0 Technologies: The Case of Defense Industry	568
<i>Sumeyye Cebi, Birdogan Baki, and Gokhan Ozcelik</i>	
Relationship Between Sustainable Entrepreneurship and the UN Sustainable Development Goal 12: A Bibliometric Approach	581
<i>Nur Eradli, Nihan Yildirim, and Hatice Camgoz Akdag</i>	
Research on Service Quality in the E-Commerce Sector	593
<i>Yaren Çağlar, Paşa Çiçeklidağ, and Selim Zaim</i>	
Sustainable Process Innovation and Digital Transformation Linkages: Multiple Case Study Research	601
<i>Nur Eradli, Nihan Yildirim, and Hatice Camgoz Akdag</i>	
The Impacts of 6G Technologies on Achieving Economic Sustainability Goals in Digital Transformation Point of View: Literature Review	613
<i>Selma Aysegul Gunes, Serra Bersan Gengec, and Hatice Camgoz Akdag</i>	
The Relationship Among Sustainable Development, GDP and Greenhouse Gas Emission in Turkey	638
<i>Ömer Faruk Kandaz and Hatice Camgöz Akdağ</i>	
Capstone Projects	
A Quality Value Stream Mapping Study in a Knitwear Manufacturer	651
<i>Zeynep Gergin, Arda Seden Kılınç, Ozan İbrahim Aksu, Arda Burak Akalın, Abdülbaki Albayrak, and Salih Güneş</i>	
An Excel-Based Stock Management System for a Leather Label Manufacturer	662
<i>Emine Uçucu, Fatma Beyza Eraslan, Zeyneb Nur Kaymaklı, Oğuz Emir, and Tülin Aktin</i>	

A Warehouse Management Decision Support System for a Spare Parts Company	675
<i>Burak Kurt, Güner Şirin, Melis Karakurt, Sevde Zümriüt İspay, Simge Güçlükol Ergin, and Levent Kandiller</i>	
Analytic Hierarchy Process (AHP) and Goal Programming Approach for a Real-Life Supplier Selection Problem	688
<i>Pınar Erdinç, Zeynep Buduneli, Çağla Gerşil, Ceylin Erton, Mert Paldrak, and Efthymia Staiou</i>	
Application of Meta-heuristic Algorithms for Sequencing Multi-model Assembly Line with Sequence-Dependent Setup Time in Garment Industry	704
<i>Tunahan Kuzu, Yaren Can, Elvin Sarı, Devin Duran, Sude Dila Ceylan, Mert Paldrak, and Mustafa Arslan Örnek</i>	
Capacity Expansion Through Bottleneck Analysis for an OEM Company	718
<i>Arda Ali Bayraktar, Gülşah Coşkunseda, Ege Salman, Ayhan Özgür Toy, and Nazlı Karataş Aygün</i>	
Determining a New Warehouse Location for an Electrical Home Appliances Company	733
<i>İlayda Kızılkaya, Tolgahan Kevser, Hande Ofluoğlu, Feyza Ölçücüer, and Duygun Fatih Demirel</i>	
Integrating Lean into Supplier Selection Problems in Small and Medium-Sized Enterprises	747
<i>Ece Çaylak, Cemre Kortun, Melis Tan Taçoğlu, and Yeşim Deniz Özkan Özen</i>	
Improving Quality Control Applications by Increasing Inspection Efficiency and Decreasing Nonconformance Percentage	757
<i>Basak Yılmaz, Sena Firat, Cihan Caba, Berna Besir, and İlayda Ulku</i>	
Inventory Management Optimization for Intermittent Demand	768
<i>Berk Kaya, Oktay Karabağ, Fatma Ravza Çekiç, Bekir Can Torun, Aleyna Ömrüm Başay, Zeynep Eda Işıklı, and Çağlar Çakır</i>	
Risk & Project Management in Project Logistics: Wind Turbine Transportation Project	783
<i>Zeynep Salış, Yiğit Kazançoğlu, and Melisa Ozbiltekin-Pala</i>	
The Role of Smart Farming on Feed Company	793
<i>Eda Çakır, Gülmüş Börühan Karaca, and Pervin Ersoy Ataç</i>	

Warehouse Design and Order Picking Algorithms for Apparel Industry	806
<i>Deniz Su Güntekin, Egemen Şahin, Elif Ünlü, Nesrin Özbay, Mahmut Ali Gökçe, and Simge Güçlükol Ergin</i>	
Author Index	819



Proposal of Industry 4.0 Maturity Model in the Energy Sector

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Abstract. With the widespread use of the Internet, traditional methods that have been going on for a long time have begun to change. A new transformation has been entered with digital technologies. This transformation has brought about changes and developments in various sectors. The Industry 4.0 revolution has also provided the opportunity for significant transformations in the energy sector. In this study, research has been conducted on the changes digital transformation has created in the energy sector, how it affects the industry, and how it contributes. Within the scope of this research, a digital roadmap was created for a leading company in Türkiye's energy sector, which tends to digitalize and focuses on development and innovation. Thus, a tool will be designed for the self-evaluation of institutions in the energy sector. In the model proposed within the scope of the study, a total of 25 criteria, including five main and twenty sub-criteria, were determined. It is aimed to measure the level of digital maturity for a company selected as an alternative with the determined criteria. In the study, the DEMATEL method was preferred in determining the criteria priorities in the first step of the application. The company's digital maturity score was calculated in the second step and the results were shared. It is anticipated that the study will contribute to both the literature and the energy sector since the subject of digital transformation has been attracting attention and demand recently, and the methodology applied in this area is limited.

Keywords: Digital Maturity Model · Industry 4.0 · Technology · DEMATEL · Energy Industry

1 Introduction

With the widespread use of the Internet, traditional methods have begun to change, and a new transformation has been entered into by leaving the place of conventional methods in the digital environment. Digitization presents any information in a form not tied to a physical location. In addition, the transfer of digital technologies to daily life is called digitalization. Ensuring that companies' activities are sustainable in electronic environments

such as computers and mobile phones; Digital transformation, which increases employees' productivity and the sophistication of work, is now indispensable for companies. For organizations, digitalization is a new and mature concept. Therefore, it introduced the "digital maturity" concept to improve measurement and compare it with competitors. The digital maturity model is a guide used to describe and measure the current state of an organization and compare it with the desired maturity level. It helps organizations decide when and how to act during their transition to digital transformation [1]. Organizations implementing this approach rapidly increase their production capacity and improve their ability to produce added value [2].

Digital transformation can be applied in various sectors, and the energy sector is one of these areas. In today's global market, where competition and uncertainty are high, it is inevitable for companies that want to maintain their existence in the long term with sufficient performance to adapt to the fourth phase of industrialization to remain competitive [3]. In this context, businesses need to decide on the future action plan for the adaptation process to Industry 4.0 and evaluate their current situation along with their own goals [4]. The main purpose of this study is to measure and prioritize digital transformation components in the intelligent age. The evaluation presents a roadmap that can be used in digital transformation for a business operating in the energy sector.

In the study, digital maturity model criteria were determined in the first step of the application. In the proposed model, five main criteria and 20 sub-criteria as strategy, management and organization, technology, operation, people, and R&D culture, were determined, and criterion importance weights were obtained for an institution operating in the energy sector in Istanbul. DEMATEL method was preferred in determining the importance of weights. In the second step, the digital maturity score of the company was calculated and the results were shared. The study continues as follows, the second part includes the literature review, the third part deals with the digital maturity model proposed for the energy sector, and the conclusions and recommendations are presented in the last part.

2 Literature Review

There are various studies on digital transformation in the literature. [5] developed a maturity model to evaluate the Industry 4.0 maturity of manufacturing enterprises. [6] conducted a study to guide manufacturing companies towards digitalization. [7] deals with the prioritization of industry 4.0 maturity parameters in the defence industry with the hesitant fuzzy AHP method. [8] examined the Industry 4.0 maturity levels of enterprises in the logistics sector. [9] developed a more differentiated classification scheme to assess a firm's digital maturity. [10] compared the Industry 4.0 maturity of a company in the defence sector with 12 organizations in its supply network. [11] studied the digital maturity model in the production sector in 2018. [12] prioritized digital transformation components, and a maturity measurement model was proposed to contribute to industries, especially IT and production. [13] the most important criteria for the digital maturity model of companies were determined. [14] developed a model that production enterprises can use when determining their digital maturity level. [15] aimed to create an industry 4.0 maturity model for supply chain management. [16] A literature review

was conducted on the systematic model dimensions of Industry 4.0 preparation models. [17] proposed a digital transformation capability maturity model, which enables the evaluation of industrial manufacturers. [18] aimed to examine the adaptation level of a large-scale auto parts manufacturing enterprise to Industry 4.0. [19] aimed to evaluate the digital maturity levels of all enterprises and manufacturing enterprises in central and eastern European countries. [20] proposed a model to evaluate the digital maturity of small and medium-sized enterprises. [21] aimed to assess the industry 4.0 maturity levels of companies in the manufacturing sector.

The importance of the concept of digital transformation has been increasing in recent years. In this process, it is inevitable that the studies in the field will spread to all sectors. As a result of the research, as far as we know, no study has been found in the energy sector. In this context, it is hoped that this study will make a great contribution to the literature and the industry in digital transformation research in the energy sector.

3 Digital Maturity Model in Energy Sector

In this section of the study, a new model proposal has been presented in order to determine the digital maturity levels of a firm in the energy sector in the adaptation stages to Industry 4.0. The created model aims to measure the digital maturity levels of enterprises operating in the energy sector in the transition to Industry 4.0. Based on results, 5 main criteria and 20 sub-criteria were determined as strategy, management-organization, technology, operations, employee and R&D culture. After determining the order of importance of the criteria determined with DEMATEL method, the company's digital maturity score was calculated.

3.1 Suggested Criteria for the Digital Maturity Model

In Fig. 1, the proposed model is given.

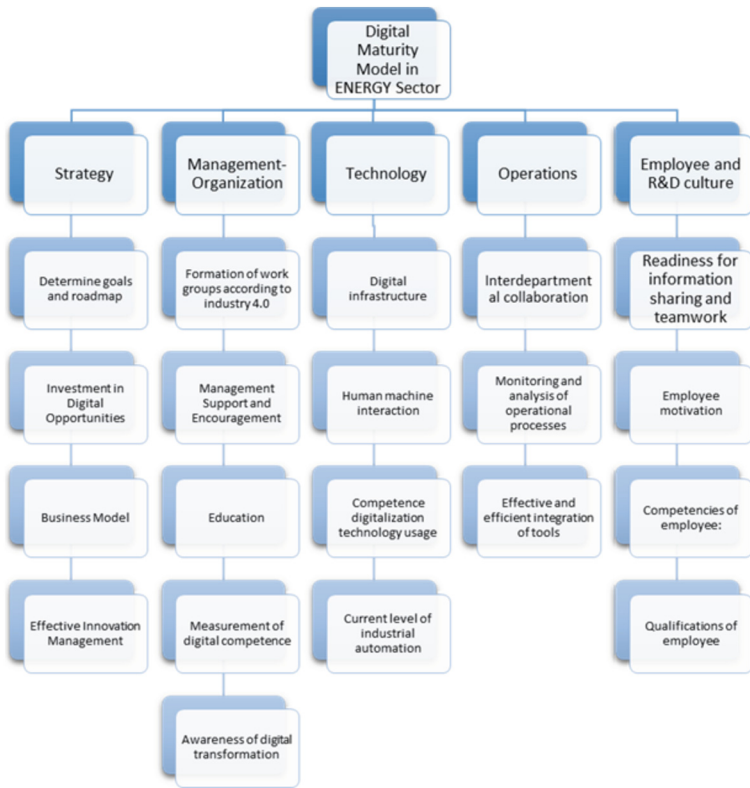


Fig. 1. Recommended model diagram

3.2 DEMATEL Method Application

The DEMATEL method was first employed in a study conducted at The Battelle Memorial Institute between 1972 and 1976. DEMATEL is a technique that assists in analyzing cause-and-effect relationships among factors in complex problems [22] DEMATEL is a graph-based method [23]. It enables a better understanding of causal relationships and the determination of criteria weights [24]. In determining the importance weights of the criteria, the following DEMATEL method steps were applied [24]. Firstly, the steps were applied for main criteria (Table 1). Then the same steps were applied in the sub-criteria.

Table 1. Main Criteria

S	Strategy
M	Management-Organization
T	Technology
O	Operations
E-R&D	Employee and R&D culture

Step 1: Create the direct relationship matrix. The direct relationship matrix for determining the digital maturity level is given in Table 2.

Table 2. The direct relationship matrix of the main factors.

	S	M	T	O	E-R&D	Sum
S	0.000	2.600	2.800	2.400	2.400	10.200
M	2.600	0.000	2.000	3.000	2.800	10.400
T	2.400	1.600	0.000	2.200	2.600	8.800
O	1.600	1.900	1.300	0.000	1.900	6.700
E-R&D	1.600	1.700	1.800	1.600	0.000	6.700
Sum	8.200	7.800	7.900	9.200	9.700	

Step 2: Determine of the normalized direct-relation matrix. The normalized direct relationship matrix for the main criteria affecting digital maturity level is given in Table 3.

Table 3. Normalized Direct Relationship Matrix of Main Criteria

	S	Y	T	O	I
S	0.000	0.250	0.269	0.231	0.231
Y	0.250	0.000	0.192	0.288	0.269
T	0.231	0.154	0.000	0.212	0.250
O	0.154	0.183	0.125	0.000	0.183
I	0.154	0.163	0.173	0.154	0.000

Step 3: Obtain the total relationship matrix T. The unit matrix related to the main criteria is given in Table 4.

Table 4. Unit Matrix of Main Criteria

	S	Y	T	O	E-R&D
S	0.840	1.010	1.028	1.112	1.157
M	1.038	0.813	0.976	1.151	1.182
T	0.918	0.843	0.712	0.979	1.046
O	0.720	0.722	0.682	0.647	0.833
E-R&D	0.722	0.708	0.719	0.782	0.680

Step 4: Identify influencing and affected criteria groups. The row and column totals of the total relationship matrix of main factors are provided in Table 5.

Step 5: Determine the threshold value and create the effect-oriented graph diagram. The threshold value for operational criteria is calculated as 0. 881. Values above the

Table 5. The row and column sums of the total relationship matrix for main factors

	Di	Ri	Di + Ri	Di-Ri	
S	5.147	4.238	9.385	0.909	Influencing
M	5.160	4.096	9.256	1.064	Influencing
T	4.498	4.117	8.615	0.381	Influencing
O	3.604	4.671	8.275	-1.067	Affected
E-R&D	3.611	4.898	8.509	-1.287	Affected

threshold are referred to as influencing, while values below are referred to as affected. The direction of impact is from influencer to the affected. The graph shows in Fig. 2. It has been observed that strategy influences management-organization and technology. Management and organization influence strategy. Technology influences strategy and management-organization. Operations influence strategy, management-organization, and technology. People and R&D Culture impact strategy, management-organization, and technology.

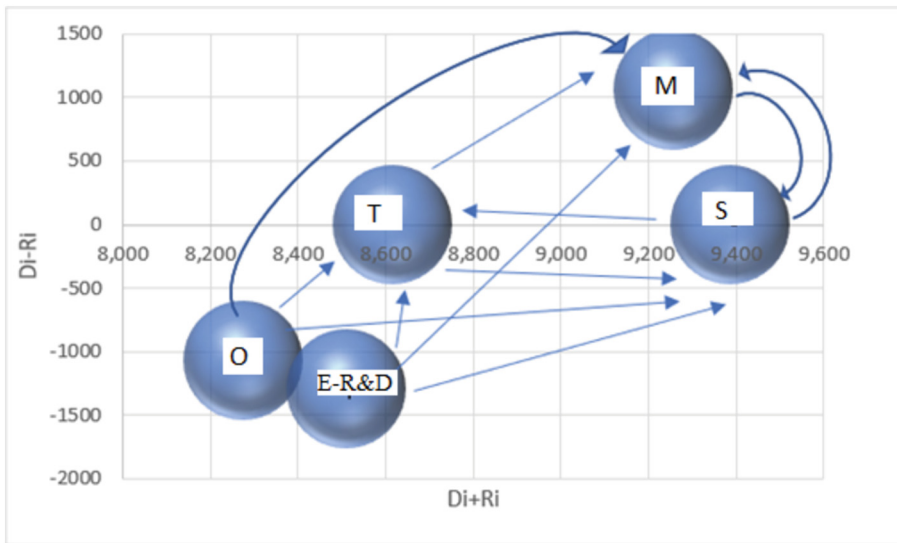


Fig. 2. Directional Impact Graph Diagram of Main Criteria

Step 6: Determine criteria weights and priorities in Tables 6 and 7.

Table 6. Weights of criteria

Main Criteria	Strategy	Management, Organization	Technology	Operation	Employee and R&D Culture
	0,213	0,210	0,195	0,188	0,194

Table 7. Local and global weights of criteria

Main Criteria	Sub-Criteria	Local Weights	Global Weights
Strategy	Determine goals and roadmap	0,267	0,056871
	Investment in Digital Opportunities	0,257	0,054741
	Business Model	0,216	0,046008
	Effective Innovation Management	0,259	0,055167
Management, Organization	Formation of work groups according to industry 4.0	0,355	0,07455
	Management Support and Encouragement	0,094	0,01974
	Education	0,098	0,02058
	Measurement of digital competence	0,091	0,01911
	Awareness of digital transformation	0,362	0,07602
Technology	Digital infrastructure	0,362	0,07059
	Human machine interaction	0,129	0,025155
	Competence digitalization technology usage	0,125	0,024375
	Current level of industrial automation	0,385	0,075075
Operation	Interdepartmental collaboration	0,333	0,062604
	Monitoring and analysis of operational processes	0,333	0,062604
	Effective and efficient integration of tools	0,333	0,062604
Employee and R&D Culture	Readiness for information sharing and teamwork	0,312	0,060528
	Employee motivation	0,209	0,040546
	Competencies of employee	0,257	0,049858
	Qualifications of employee	0,222	0,043068

3.3 Measuring of Digital Maturity Level

In this section, digital maturity performance score is calculated. The company aiming to achieve Industry 4.0 adaptation has evaluated its own situations for each criterion by scoring on a 1–5 Likert scale. After scoring, the average of scores obtained from experts is calculated for each criterion, and then multiplied by the respective criterion’s global weight. The sum of the obtained values indicates the maturity level of the company’s Industry 4.0 adaptation. The company’s score has been calculated as 3.9. The company’s status for main and sub-criteria is illustrated in radar analyses in Fig. 3 and Fig. 4.



Fig. 3. Radar Analysis of Main Criteria

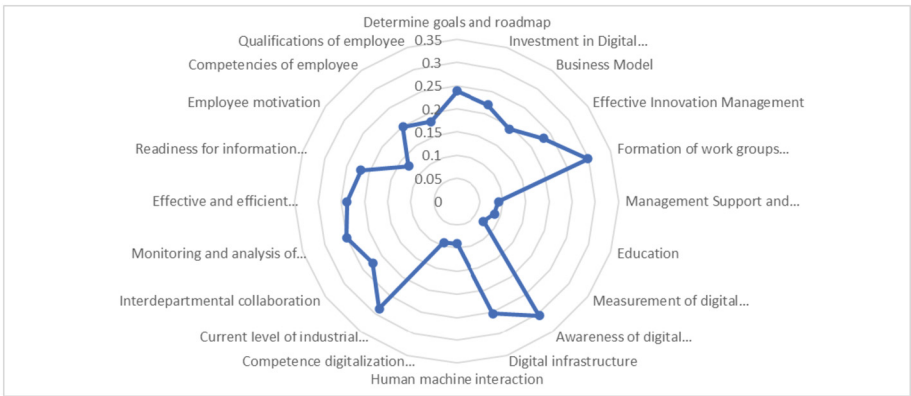


Fig. 4. Radar Analysis of Sub-Criteria

4 Conclusions

With the development of technology day by day, the concept of Industry 4.0 has emerged. Industry 4.0 is the creation of smart systems by integrating technology into sectors and life. Industry 4.0, which aims at digitalization in almost all areas, including production, consists of big data and data analytics that help in the decision-making phase, the Internet of Things that facilitate communication and tracking by combining products with the Internet, and cloud computing that facilitates the storage and access of data. In addition, cyber security, which protects companies from attacks on network systems, consists of components such as augmented reality and virtual reality used to create virtual environments. Existing and emerging technologies enable companies to use new methods and therefore stand out in their sectors by offering different products and services. It

is inevitable for businesses that aim to stay in the industry and be successful, to enter digital transformation.

According to the findings, the most important criterion is strategy, while the least important criterion seems to be operation. In the sub-criteria, digital transformation awareness was the most important criterion, while target and roadmap determination, current industrial automation level, knowledge sharing, and teamwork predisposition came to the fore. According to the results obtained, it is seen that this company, which is determined to be at the experienced level, has made serious progress in digital transformation, but still, some of the criteria are at a very low level compared to the general.

As a result of the company evaluation, some of the lowest ranking criteria are continuous measurement of digital competence, training, and digitalization technologies usage competence. Therefore, the quality and number of in-house training should be increased. Thus, it will be possible for personnel to use digitalization technologies more competently. For future studies, the reliability of the study can be increased by performing sensitivity analyses with different multi-criteria decision-making methods at the stage of determining the weights of the criteria. It is recommended to expand the scope of research with different company opinions in various sectors.

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