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Data Analytics for Smart Manufacturing: A Case Study

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Keywords: Industry 4.0, Data Analytics, Smart Manufacturing, Logistic Regression.

Abstract: Due to the emergence of the fourth industrial revolution, manufacturing business all over the world is changing dramatically; it needs enhanced efficiency, competency and productivity. More and more manufacturing machines are equipped with sensors and the sensors produce huge volume of data. Most of the companies do neither realize the value of data nor how to capitalize the data. The companies lack techniques and tools to collect, store, process and analyze the data. The objective of this paper is to propose data analytic techniques to analyze manufacturing data. The analytic techniques will provide both descriptive and predictive analysis. In addition, data from the company's ERP system is integrated in the analysis. The proposed techniques will help the companies to improve operational efficiency and achieve competitive benefits.

1 INTRODUCTION

Industry 4.0 is a name given to the current trend of automation and data exchange in manufacturing technologies (Wiki), where new technologies merge the physical, digital and biological spheres. Industry 4.0 requires no human involvement in manufacturing and depends on artificial intelligence, machine learning and big data technologies. Dolle¹ is a market leader in Europe for wooden loft ladders. In order to retain the prospective and competitive position in the international market and to optimize productivity, Dolle relies on business analytics. Business analytics can be used to explore large volumes of data, expose undetected patterns, correlations and other new key production parameters.

Industry proven Cross-industry Standard Process for Data Mining (Chapman et al., 1999) is used in Dolle's business analytics. It consists of following phases: business understanding, data understanding, data preparation, modeling, evaluation and deployment. This paper presents data analytic techniques capable of performing both descriptive and predictive analysis. In order to demonstrate the techniques, a real-world case study from manufacturing industry is selected. The sensor, alarm and enterprise resource planning (ERP) system data provided by the

case study is first consolidated at a central repository. Then, an exploratory analysis is performed in order to gain insight into the real business problems. Further, a predictive analysis using machine learning is performed. To summarize, the main contributions in this paper are as follow: (1) Proposing a data pipeline to handle ingestion, processing and analysis; (2) Providing an in-depth exploratory analysis of the data; (3) Presenting a statistical-based model to predict costly production line disruptions; and (4) Comprehensive evaluation of the equipment effectiveness and the performance of the proposed model.

The paper is structured as follows. Section 2 describes the objectives and requirements from a business perspective. Section 3 provides initial data understanding. Section 4 provides data pipeline and exploratory analysis. Section 5 presents the model. Section 6 evaluates the equipment effectiveness and model performance. Section 7 presents the related work. Section 8 concludes the paper and points out the future research directions.

2 BUSINESS UNDERSTANDING

The focus of this section is to understand the basic concepts of smart manufacturing in consultation with domain experts. Project objectives are derived from the viewpoint of Dolle requirements and later con-

¹www.dolle.eu

verted into data science problem definitions. Some of Dolle's primary objectives, from a business perspective are described as follow. When machines are started, Dolle would like to know how long it takes before the right output pace with regards to the product manufactured is achieved. Output pace is the average time between the start of production of one unit and the start of production of the next unit. How fast are items moving through the machines? What is optimal rate? In addition, what are the causes of production disruption? Dolle would also like to know how much time is spent on changeovers. A business goal states objectives in business terms, whereas, a data mining goal states objectives in technical terms. A non-exhaustive list of data mining goals is as follow. What is the frequency of machine stops and total down time due to faulty strings/screw errors? How fast are items moving through the machine? What is the maximum pace and are there any delays in the pace? Based on historical patterns, predict machine stops and how to prevent them? What is the overall downtime of a machine and what are the costs?

In general, production with 80-85 % efficiency is considered very efficient. It is of interest to look into every predicted and unpredicted issue/challenge during production. Why did it happen? Can it be predicted and if so can it be prevented or prepared for? How can production be optimised? Some challenges during production are known, such as, breakdowns, changeovers, minor stoppage, reduced speed, defects and setup scrap. As a result, the success of the manufacturing process can be measured by calculating the *Overall Equipment Effectiveness (OEE)*². OEE is one of the most widely used standards for measuring manufacturing productivity.

3 DATA UNDERSTANDING

This section starts with initial data collection and proceeds with activities that targets understanding the data. These activities include first insight into the data, identifying data for analytic purposes, discovering data quality issues and/or detecting interesting subsets to form hypothesis regarding previously undetected patterns. Machine data (sensors and alarms) and ERP system data (product, job execution and work calendar) are provided by Dolle. The machine data is provided in the form of binary values of 0's and 1's. The number of attributes depends on the machine in question. The product dataset consists of 85 attributes, the job execution dataset consists of 69 at-

tributes and the work calendar dataset contains 10 attributes. Each job represents a specific business task that is carried out for a certain time interval to produce particular type of ladders. The structure of the data does not conform to any standard and additionally no assumptions can be made that two identical machines display identical structures. Dolle's case study clearly illustrate the challenges faced in data analysis in the smart manufacturing industry.

In this case study machine data (from the production facility) has to be logged in order to register the states of the machines. The logged data is initially kept in detailed format in different database tables (a separate table for each machine). As mentioned above, each machine has a different set of sensors/attributes, for that reason only one of the machine is considered for demonstration purposes. The selected machine consists of the following attributes: (*DateTime*, *MachineOn*, *PaceIn*, *PaceOut*, *FaultyString*, *ScrewError*, *Alarm*). The *DateTime* is a recording of a date and time event at one second granularity. The *MachineOn* sensor indicates the machine is running for a given job. The *PaceIn* of a string/beam sensor represents an incoming string. The *PaceOut* of a ladder sensor represents an outgoing ladder. The *FaultyString* sensor signifies the quality of the string, the bended or twisted strings are regarded as faulty strings. The *ScrewError* sensor corresponds to the screw machine that screw strings into place. Finally, the *Alarm* stands in for abnormality in the machine.

To provide a snapshot of data, a real machine dataset provided by Dolle is used. The snapshot contains 7 attributes for job no. 307810 to produce Click-Fix type ladder. In Table 1, the granularity of the detailed data is at *second by job by machine*. For instance, row number 1 reads as follows: *DateTime*=19-02-2019 09:53:07 (represents: second granularity. It is important to note that if the next row has same values as the previous row in that case the next row will not be logged to the database, for that reason the holes at the second granularity are visible), *MachineOn*=1 (represents: machine is running), *PaceIn*=0 (represents: no string is entering), *PaceOut*=1 (represents: exiting of the ladder), *FaultyString*=0 (represents: the quality is OK), *ScrewError*=0 (represents: no error) and *Alarm*=0 (represents: no abnormality). Whereas, *Id* is used only for row identification purposes. Further, initial look into the data in Table 1 reveals some interesting facts, such as, the ladder is produced (row 5) in 09:54:04-09:53:07=57 seconds, where as, the next ladder is produced (row 10) in 09:56:29- 09:54:04=145 seconds. The delay in the production of the next ladder is due to the fact that a screw machine error has caused the delay (row 8).

²www.oee.com

Table 1: Snapshot of sensor and alarm data.

<i>Id</i>	<i>DateTime</i>	<i>MachineOn</i>	<i>PaceIn</i>	<i>PaceOut</i>	<i>FaultyString</i>	<i>ScrewError</i>	<i>Alarm</i>
1	19-02-2019 09:53:07	1	0	1	0	0	0
2	19-02-2019 09:53:09	1	1	1	0	0	0
.
3	19-02-2019 09:53:56	1	1	0	0	0	0
4	19-02-2019 09:53:58	1	0	0	0	0	0
5	19-02-2019 09:54:04	1	0	1	0	0	0
6	19-02-2019 09:54:09	1	0	0	0	0	0
7	19-02-2019 09:54:14	1	1	0	0	0	0
.
8	19-02-2019 09:56:14	1	0	0	0	1	0
9	19-02-2019 09:56:16	1	0	0	0	0	0
10	19-02-2019 09:56:29	1	0	1	0	0	0
11	19-02-2019 09:56:31	1	1	1	0	0	0
12	19-02-2019 09:56:33	1	0	0	0	0	0

After having a first insight into the data, it is observed that data requires thorough cleansing. Data show a number of issues such as, duplicates, incorrect, incomplete and missing values, however, the most critical issue is the presence of partial duplicates. Partial duplicates means that more than one row is connected with the same observation, however, the values in the rows are not exactly the same. Further, several interesting subsets are also identified to form hypothesis regarding initial data patterns. For example, whether screw machine errors causes more machine stops than faulty strings.

4 DATA PREPARATION

This section provides insight into the business problems before performing data modeling. The data preparation phase include activities, such as data selection, data transformation, data cleaning and data validation. Data preparation tasks may be performed several times and not in any given order. During this phase important issues are addressed like selecting the relevant data, cleaning of data, discarding unacceptable data and how the ERP system data can be integrated into the final data sets. Some of the cleaning techniques discussed in (Iftikhar et al., 2015) may be applicable here as well.

Metadata originating from discussions between data scientists and domain experts has shown great importance in the process of data validation. Some meta issues can not be inferred from the sensor data but require domain expertise like: is the machine output reliable, especially when the alarm is ON, can this be verified? Logically the answer is YES, as during production of certain types of ladders the alarm is disregarded. Another anomaly is that the output showed

double the numbers of ladders produced that actually produced. The reason is that the pace out sensor was triggered twice in the process of folding the ladder, this was subsequently corrected in the logging process. The other aspect of data validity is adequacy, is there sufficient amount of data to make valid predictions? By examining data from one of the ladder machines where no output was generated the question “why”, arises. In this case, the machine in question was jammed and the ladder machine could not deliver it’s output and hence stood still. An additional sensor would have enabled the predictive ability to identify why no output was produced. Decisions about the format of the final data sets and granularity are also made at this phase. When addressing the data granularity, the maximum data sample rate is “1 second”, however, the data set shows that more than one sensor status changed within the limited time (see row 11 and 12 in Table 1). It can be seen in row 11 that the PaceIn and PaceOut sensors both have values “1” at 09:56:31, as there is no change in the status of the sensors at 09:56:32 for that reason no row has been recorded. Similarly, row 12 shows that PaceIn and PaceOut sensors both have values “0” at 09:56:33, which means that multiple sensors status changes within 1 second. Based on this observation, when trying to establish a relation it is important to know if A follows B or B follows A, hence the used method of recording sensors status at a granularity of 1 second may not be a good option, it should be at a finer granularity, such as 500 milliseconds or better.

Another aspect of data preparation phase is to construct data pipelines and perform EDA. The focus of this paper is on data pipeline and EDA rather than data cleansing/validation for that reason only data pipeline and exploratory analysis are further discussed.

4.1 Data Pipeline

The proposed data pipeline consists of digesting or processing raw data, extracting meaningful features and applying machine learning model.

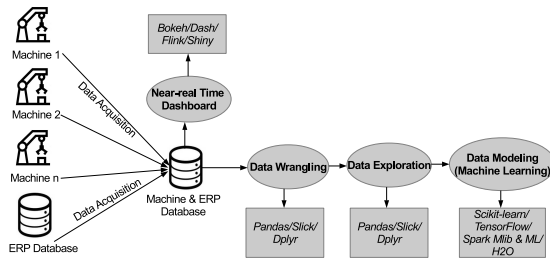


Figure 1: Proposed data pipeline.

Fig. 1 presents the data pipeline along with the proposed technologies. This pipeline is not specific to Dolle and may easily be adapted to other situations. At data acquisition step, raw data is collected from multiple data sources and stored at a central repository. Data acquisition can be performed with Python, R or Scala. Next, a data wrangling step transforms the data into a canonical data format. Data cleaning, reduction and integration also takes place at this stage. Further, data exploration step performs initial descriptive analysis and visualization. For data wrangling and exploration, Python's *pandas*, Scala's *slick* and R's *dplyr* are recommended technologies, where as, for visualization Python's *matplotlib* and *seaborn*, Scala's *vegas* and R's *ggplot2* are powerful technologies. Furthermore, data modeling step is the general concept of building a model that is capable of making predictions. For predictive modeling, Python's *tensorflow* and *scikit-learn*, Scala's *spark mllib & ml* and R's *h2o* are well known technologies. In addition, the dashboard may displays the input/output pace and OEE in near real-time. For dashboard, Python's *dash* and *bokeh*, Scala's *flick* and R's *shiny* are typical technologies.

4.2 Exploratory Analysis

Exploratory data analysis (EDA) is primarily a graphic approach that provides a first insight into the data. There are no formal set of rules that can be used in EDA, however, common approaches are: summary statistics, correlation, visualization and aggregation. Summary statistics or univariate analysis is the first step that helps us to understand data. Univariate analysis is the simplest form of data analysis where the data being analyzed contains only one variable. Further, data correlation or multivariate analysis helps us to find relationships between two or more variables.

Finding connections between variables also has a crucial impact on choosing and building the predictive model(s). Data visualization helps us to gain perspective into the data, such as to find anomalies and to detect outliers. Finally, data aggregation helps us to group data from coarser to finer granularities in order to improve understanding.

The most interesting findings in the univariate EDA are skewness and kurtosis. Skewness is a measure of symmetry and kurtosis is a measure of tailedness. The MachineOn (-6.59) variable is extremely skewed towards right side (98% of the rows shows that machine is on). FaultyString (6.18) and Screw-Error (3.08) variables are also extremely skewed towards left. Similarly, MachineOn (41.50) and FaultyString (36.24) variables have very high positive Kurtosis values that means that MachineOn is substantially peaked towards 1 and FaultyString is peaked towards 0. As, for perfectly symmetrical data the skewness is 0 and kurtosis is 3 for that reason it can be concluded that at least half of the variables of the machine data are highly skewed towards either 1 or 0.

In addition, correlation matrices are constructed to carry out multivariate EDA. The correlation matrix of the sensor and the alarm variables at second granularity shows no interdependence. For that reason, data is being aggregated at daily granularity by job. Fig. 2, shows some interesting positive and negative correlations. The correlations with respect to pace in, pace out, screw error, faulty string, machine off, number of unplanned stops and downtime are of particular interest. Due to the fact that one of the main aims of this analysis is to figure out which factors slow down the production and eventually triggers the machine to stop. The coefficient values (-0.35 and +0.37) between pace in/out duration and faulty string/machine stops indicate both weak negative and positive correlations. Further, the coefficient values (+0.37 and +0.38) between screw error/faulty string duration and machine stops indicate weak positive correlations. Moreover, the coefficient values (+0.54 and +0.96) between downtime and job duration/machine off duration indicate moderate to strong positive correlations. Hence, it can be concluded that screw error and faulty string both have weak to moderate effect on the number of unplanned machine stops, however, the duration of these stops have a strong positive correlation with down time.

Furthermore, Fig. 3 (a-d) provide an overview of the sensor and alarm data at hourly and daily granularities, respectively. It is seen in Fig. 3 (a) that the machine is on almost all the time. The pace of the incoming strings is also fine with very few stops, however, the pace of outgoing ladders has some stops.

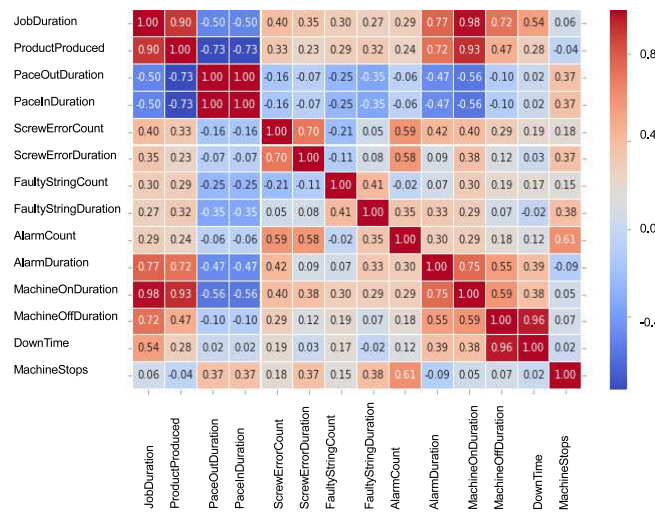


Figure 2: Sensor and alarm (aggregated at daily granularity) correlation heat map.

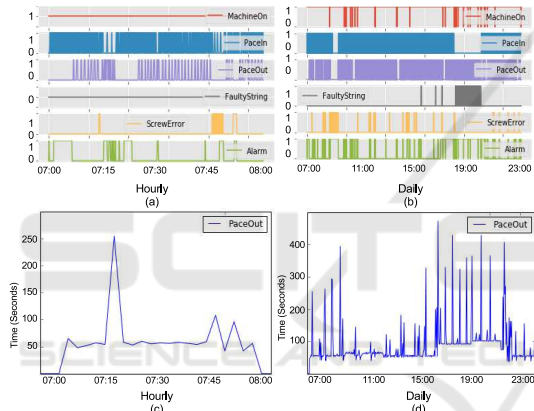


Figure 3: Sensor and alarm data overview.

The outgoing pace slows down (Fig. 3 (c)) between 07:15 and 07:20 as well as between 07:45 and 07:55. These slow downs are partly caused by errors in the screw machine, also both these slow downs trigger the alarm. Fig. 3 (b) demonstrates that the machine is on most of the time, incoming pace slows down between 16:00 and 21:00 mainly due to faulty strings that also slow down the outgoing pace (Fig. 3 (d)). Moreover, the results of the detailed analysis at daily granularity are illustrated in Fig. 4 (a-b). Fig. 4 (a), shows that there are opportunities both for undertaking more jobs as well as for increasing the “machine on” duration. Likewise, “machine off” duration and downtime are also quite significant. Screw machine errors are little more frequent than faulty strings and definitely alarm duration is also quite high. Fig. 4 (b) presents the frequency of products produced, screw machines errors, faulty strings, alarms and stops. The frequency of the screw machine errors, the alarms and the machine stops are noticeable. The average pace

of incoming strings and outgoing ladders is also calculated. The optimal incoming pace is 9.5 seconds and outgoing pace is 60 seconds, however, the actual incoming pace is 15.5 seconds and outgoing pace is 93.5 seconds.

To summarize, the EDA discloses that data is not uniformly distributed and almost half of the variables are highly skewed and/or peaked. Further, due to the binary nature of data, correlation matrices only reveal weak interdependence between the variables. In addition, visualisation and aggregations confirm that screw machines errors are causing more machine stops than faulty strings and machine downtime needs to be reduced. In addition, to give these findings a commercial value a learning loop must be introduced where the finding are followed by actions and new data is compared to “old” data to check if actions have the anticipated effect.

5 MODELING

This section introduces the basic concepts of machine learning based models and explains some of the key issues such as model sampling. One of the main goals of this case study is to predict the machine’s unplanned stops based on historical consequences/patterns. Based on the kind of data available and the research question/goal, supervised machine learning can be used to predict when the machine is going to stop. Supervised learning algorithms train from historical data, such as Machine is on “1” or off “0”. The algorithm determines which label should be given to new data based on historical patterns. Most commonly used classification algorithms in ma-

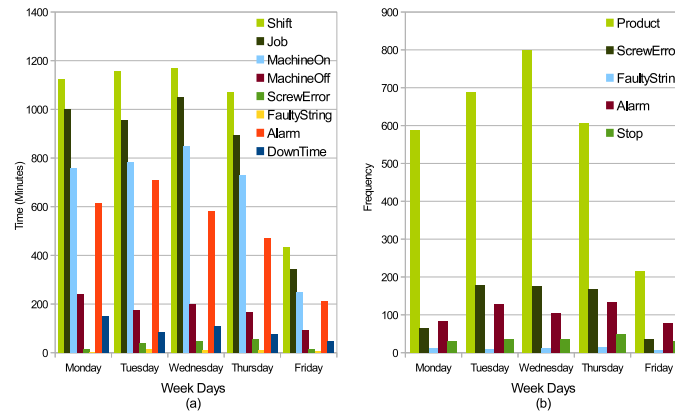


Figure 4: Detailed data analysis at daily granularity.

chine learning are logistic regression, naive bayes, support vector machines, decision trees, neural networks, ARIMA and so on (Gooijer and Hyndman, 2006). In this paper, logistic regression is used for the reason that it is one of the frequently used machine learning approaches for two-class binary classification. It is called regression, however, it performs classification based on regression by classifying the binary dependent variable into either zero or one. Out of 1.2 million instances only in 25000 instances the machine is off. Even though the duration of these stops (downtime) is considerable (Fig. 4 (a)), still their frequency is only 2%. Meanwhile, majority of the machine learning algorithms presume that the data set is balanced for that reason the predictions for minority target class can be poor. As, the minority target class “MachineOn = 0” (means machine is off) is the main focus of prediction, thus the data set has to be re-sampled. Two common approaches are *over-sampling* that is to add instances of “MachineOn = 0” and *under-sampling* that is to delete instances of “MachineOn = 1” (Gonzalez et al., 2019). In this paper, under-sampling is used by dividing the machine on/off frequency into a 50/50 ratio. This means that randomly selecting 25000 instances where machine is on and 25000 instances where the machine is off. The sample size has dramatically reduced, however, the prediction will not be biased. The following set of equations present the logistic model for binary data:

$$y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n \quad (1)$$

Equation 1, is a linear regression equation, where y is dependent variable and $X_1, X_2 \dots$ and X_n are explanatory variables. β_0 is the intercept and $\beta_1, \beta_2 \dots$ and β_n represent the slope of the regression line.

$$p = 1 / (1 + e^{-y}) \quad (2)$$

The logistic function presented in Equation 2 is the sigmoid function. The sigmoid function is a math-

ematical function having an “S” shaped curve (sigmoid curve). The logistic function applies a sigmoid function in order to restrict the y value between zero and one.

$$p = 1 / (1 + e^{-(\beta_0 + \beta_1 X_1 + \beta_2 X_2 + \dots + \beta_n X_n)}) \quad (3)$$

Finally, Equation 3 is applying Sigmoid function on the linear regression.

6 EVALUATION

6.1 Equipment Effectiveness

This section evaluates OEE of Dolle’s manufacturing process. OEE calculates the percentage of manufacturing time that is actually productive. It can be used as a benchmark as well as a baseline. In general, OEE consists of three factors, which are *availability*, *performance* and *quality*. Availability considers all the incidents that stop the planned production. Performance considers those events that causes the manufacturing process to run at less optimal speed. Where as, quality takes into consideration the manufactured products that do not meet the quality standards. An OEE score of 100% means that the manufacturing is going along at an optimal pace, without any unplanned stops and producing only good quality products. In order to provide a clear picture of the productivity and the areas for further improvements the OEE calculation of Dolle’s manufacturing process is performed based on the following items and data: Morning Shift Length = 510 min, Breaks = 60 min, Stop/Down Time = 80 min, Ideal Production Time = 60 sec, Total Count = 260 ladders and Reject Count = 2 ladders. In order to calculate OEE, these steps are followed. First, *Planned Production Time (PPT)* and *Run Time (RT)* are calculated. The Planned Production Time is the standard shift time excluding the

planned breaks, such as lunch/coffee breaks as well as shift change over time. The Run Time is the actual time of production excluding both the planned and unplanned stops, such as job/product switch over stops, stops caused by faulty string or by screw machine error and so on. Afterwards, *Good Count (GC)* is calculated by rejecting the defected ladders.

```
PPT = Shift Length - Breaks =
      510 minutes - 60 minutes = 450 minutes
RT = PPT - Stop Time =
      450 minutes - 80 minutes = 370 minutes
GC = Total Count - Reject Count =
      260 ladders - 2 ladder = 258 ladders
```

Next, *Availability (A)*, *Performance (P)* and *Quality (Q)* are calculated. Availability, calculates the time when the manufacturing process is not running or machine is “OFF” for some reasons. It takes into account machine failure (unplanned stops) and setup for next job and/or adjustments (planned stops). Performance, estimates that whether the process is running at its optimal pace and quality concerns with quality standards of the products being produced.

```
A = RT / PPT = 370 minutes / 450 minutes =
      0.8222 = 82.22%
P = (Ideal Production Time * Total Count) / RT
    = (60 seconds * 260 ladders) /
      (370 * 60 seconds) = 0.7027 = 70.27%
Q = Good Count / Total count = 258 ladders /
      260 ladders = 0.9923 = 99.23%
```

Finally, OEE score is computed.

```
OEE = A * P * Q = 0.8222 * 0.7027 * 0.9923 =
      0.5733 = 57.33%
```

OEE score of 57.33% is fairly typical for automate manufacturing industry, however, it indicates there is significant opportunity for improvement in performance. The performance score can be improved by reducing the switch over time between the jobs, by identifying the reasons for machine stops and finally by tackling the major cause(s) of downtime and so on.

6.2 Model Performance

This section measures the performance of the chosen classification technique (logistic regression).

Fig. 5, presents a confusion matrix using heat map. The matrix shows that out of 7660 actual instances (first row) of “MachineOn = 0” (true negative), the classifier predicted correctly 7400 (96%) of them. Similarly, out of 8030 instances (second row) of “MachineOn = 1” (true positive), the classifier predicted correctly 5140 (64%) of them. The area under the curve (AUC) score of the proposed classifier is 0.87, which means that the classifier is quite reasonable. If the AUC score is close to 0.5, the classifier

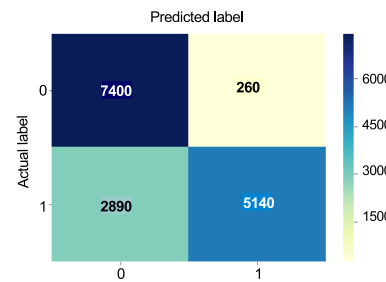


Figure 5: Confusion matrix.

is just doing the random predictions, however, it predicts better as the score approaches close to 1.

7 RELATED WORK

This section mainly concentrates on the previous work done in relation to data analytics for smart manufacturing. According to (Lee et al., 2014), smart manufacturing still lacks smart analytical techniques and tools. In order to improve productivity, performance of the manufacturing machinery should be measured and optimized with the help of data analytics technologies. A state-of-the-art review of deep learning techniques for machinery fault diagnosis, predictive analytics and defect prognosis is presented by (Wang et al., 2018). Similarly, big data analytics in semiconductor manufacturing industry was studied by (Moyne and Iskandar, 2017). Further, (Muller et al., 2018) described that big data analytical assets are associated with an average of 3-7 % improvement in firm productivity. (Tao et al., 2018) mentioned that data analytics provides an opportunity in the manufacturing industry to adopt data-driven strategies in order to become more competitive. Further, a survey by (Kamble et al., 2018) highlighted that the manufacturing industry has realized that the data analytics capabilities are must for future growth. These previous works focus on various aspects and recent advancements of data analytics in smart manufacturing. The work presented in this paper is build on top of the ideas presented in those previous works. Most of them focus on theoretical issues in relation to storage, management and data processing. Hence, the focus of this paper is to provide practical application of data analytics technologies.

There are also works that focus on predictive analytics for smart manufacturing. (Auschwitzky et al., 2014) proposed the use of advanced analytics such as, data visualization, correlation analysis and artificial neural networks to take a deep dive into historical data, in order to identify initial patterns. Further, predicting the bottlenecks in a production system based

on the active periods of the machines using ARIMA method was proposed by (Subramaniyan et al., 2018). Similarly, a big data analytical architecture for product life cycle management was presented by (Zhang et al., 2017). Furthermore, (Shin et al., 2017) presented an analytic model for predicting energy consumption of manufacturing machinery.

In the best of our knowledge, this paper is the first to deal with in-depth analysis of sensor binary data in order to enhance operational efficiency for smart manufacturing based on the real world case study.

8 CONCLUSIONS AND FUTURE WORK

This paper presents the fundamental concepts of data analytics based on a real world case study. These concepts include data understanding, data preparation, data pipeline and data analytics technologies. To enhance the operational efficiency in-depth descriptive and predictive analysis were performed. Supervised machine learning technique was used to create the classification model to predicts machine stops. In addition, Overall Equipment Effectiveness (OEE) and the performance of the prediction method were comprehensively evaluated. The results have drawn attention towards improving the production performance by reducing the machine downtime. Whereas, the predictions made by the model are quite acceptable in terms of predicting the unplanned stops, as unplanned stops are one of the main reasons of reduced production performance.

For the future work, several prediction based machine learning models will be used and compared. In addition, a near real-time dashboard will be developed to display the input/output pace along with the OEE information. Finally, it will be investigated that how descriptive analysis, predictive analysis and near real-time dashboard help the smart manufacturing companies in general, to enhance their operational efficiency and productivity.

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