



## East African Journal of Business and Economics

[ejbe.eanso.org](http://ejbe.eanso.org)

Volume 7, Issue 1, 2024

Print ISSN: 2707-4250 | Online ISSN: 2707-4269

Title DOI: <https://doi.org/10.37284/2707-4269>

**ENSO**  
EAST AFRICAN  
NATURE &  
SCIENCE  
ORGANIZATION

Original Article

### The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking

Asst. Prof. Enrico Moch, PhD<sup>1\*</sup>

<sup>1</sup> IIC University of Technology Cambodia, Phnom Penh 121206, Cambodia.

\* Correspondence Email: [Enrico.moch@yahoo.de](mailto:Enrico.moch@yahoo.de)

Article DOI: <https://doi.org/10.37284/eajbe.7.1.2109>

**Date Published: ABSTRACT**

14 August 2024

**Keywords:**

Industry 4.0,  
Automation,  
Data  
Networking,  
Efficiency  
Enhancements,  
Production Processes

Industry 4.0, also known as the Fourth Industrial Revolution, recalls a period of change, knocking complex human activities into production lines by implementing innovative technologies in automation, artificial intelligence, and data networking in manufacturing. Its relevance is found in the capacity to cause significant shifts in the characteristics of industries by improving product output, effectiveness, and adaptability. This paper seeks to review the effects of Industry 4.0 on manufacturing, emphasizing enhancing those technologies in production processes. The first research question is whether implementing Industry 4.0 technologies would lead to enhanced productivity and efficiency of production. To this extent, qualitative research tools, such as case studies and interviews, were used alongside quantitative approaches like surveys and statistical analysis. Some of the conclusions highlighted include finding a cause to believe that Industry 4.0 technologies lead to increased productivity, decreased time lost, and flexibility in operations. Based on these findings, Industry 4.0 is becoming an essential factor in current processes of production system renovation and offers valuable information for industries interested in the successful application of such developments.

#### APA CITATION

Moch, E. (2024). The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking. *East African Journal of Business and Economics*, 7(1), 370-378. <https://doi.org/10.37284/eajbe.7.1.2109>

#### CHICAGO CITATION

Moch, Enrico 2024. "The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking". *East African Journal of Business and Economics* 7 (1), 370-378. <https://doi.org/10.37284/eajbe.7.1.2109>.

#### HARVARD CITATION

Moch, E. (2024) "The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking", *East African Journal of Business and Economics*, 7(1), pp. 370-378. doi: 10.37284/eajbe.7.1.2109.

#### IEEE CITATION

E., Moch "The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking", *EAJBE*, vol. 7, no. 1, pp. 370-378, Aug. 2024.

**MLA CITATION**

Moch, Enrico. "The Fourth Industrial Revolution and Its Impacts on Production Processes and Efficiency Enhancements Through Automation and Data Networking". *East African Journal of Business and Economics*, Vol. 7, no. 1, Aug. 2024, pp. 370-378, doi:10.37284/eajbe.7.1.2109.

**INTRODUCTION**

The Fourth Industrial Revolution uses IoT, AI, big data analytics, and cyber-physical systems. Intelligent factories utilize these technologies for autonomous decision-making, real-time monitoring, and supply chain connectivity. Industry 4.0 uses intelligent, connected factories to enhance productivity (Hermann et al., 2016, p. 2).

**Importance of Industry 4.0 for the Economy and Industry:**

Industrial 4.0 positively impacts exchanges, quality, and costs, enhancing the economy and improving growth, competition, and entrepreneurship. Industry sectors leverage factors such as productivity, product quality, and time-to-market, as supported by Industry 4.0 technology. Efficient use of available resources, minimization of wastage, and cost-cutting make them imperative for competitiveness in the global environment and meeting the requirements of the current marketplace (Hermann et al., 2016, p. 5).

**Current Challenges****Challenges in Today's Production Landscape:**

Some of the existing issues of production that define it include fluctuations in demand, restricted access to resources, and sustainability. They must maintain such conditions, forcing traditional manufacturing techniques to face some drawback issues concerning performance and cost of operation. Furthermore, there is immense pressure to meet the regulatory requirements and, therefore, must produce a product that the consumer expects progressively and individually (Kagermann et al., 2016, p. 12).

**Need for Efficiency Improvements and Innovations:**

These challenges make improvements in production efficiency and operational flexibility vital. Industry 4.0 technologies present solutions

in real-time data analysis, condition monitoring, updated predictive analysis for maintenance, and highly automated intelligent systems, leading to reduced downtime and uptime of production lines. Adopting Industry 4.0 is crucial as the contemporary market requires indulgence in new advanced opportunities (Kagermann et al., 2016, p. 12).

**Objectives and Hypothesis****Study Objective:**

The primary objective of this study is to analyse the impacts of Industry 4.0 on production processes and efficiency enhancements. It aims to understand how integrating automation, data networking, and other Industry 4.0 technologies improves productivity and operational performance.

**Hypothesis:**

The hypothesis is that adopting Industry 4.0 technologies results in significant productivity and efficiency enhancements. This study seeks empirical evidence on the benefits of Industry 4.0 and offers insights into practical implementation.

**Research Questions**

- What factors are crucial for the successful transition of a traditional production company to an Industry 4.0-ready factory?
- What practices have emerged in implementing Industry 4.0 technologies in the automotive industry?
- How can small and medium-sized enterprises (SMEs) overcome the challenges of digitalization and successfully implement Industry 4.0?

**Applied Research Method****Selection of Research Methods:**

This study embraced a mixed method by utilizing qualitative and quantitative research methods.

Regarding the type of finding, the primary data was collected through expert interviews with professionals from the manufacturing business, and secondary data in the form of case studies regarding the real-life application of Industry 4.0 technologies was evaluated.

### **Data Collection Methods:**

Primary data collection was done using questionnaires to collect data on measures of productivity and efficiency formulated for manufacturing firms, and secondary data collection was done through content analysis to review the literature and the existing firms' reports.

### **Analysis Techniques and Interpretation of Results:**

The data was analysed using quantitative analysis for quantitative data and thematic analysis for qualitative data. The combination analyses can give a holistic picture of the findings and furnish a sound theoretical foundation for explaining the effects of Industry 4.0 on product-making flow and improvements.

### **Literature Review**

#### **Overview of Relevant Literature and Research Findings in the Field of Industry 4.0 and Production Management**

Several researchers and industrialists have explored Industry 4.0's transformative impact across industries. It also transforms manufacturing paradigms by integrating digital, physical, and biotechnology. Throughout the Industry 4.0 revolution, the Internet of Things (IoT), Artificial Intelligence (AI), Business Intelligence (BI), and Cyber-Physical Systems (CPS) IoT, AI, BI, and CPS Notably, are the most fundamental technologies. These technologies contribute to progressive manufacturing, robotics, instant data exchange, and decision-making (Kagermann et al., 2016, p. 34).

Kagermann et al. (2016) analysed the concept of Industry 4.0, referring to its fundamental ideas and technology support. Specific Industry 4.0 studies have discussed the role of IoT in providing

connectivity between equipment and systems, the role of AI in facilitating aspects such as predictive maintenance/decision-making, and the role of big data analytics in enhancing production processes. Some studies show heightened productivity, flexibility, and improved product differentiation, resulting in better economic performance and increased competitiveness (Kagermann et al., 2016, p. 25).

#### **Summary of Current Studies and Insights into the Impacts of Industry 4.0 on Production Processes**

Some of the issues regarding Industry 4.0's impact on the production processes are finally visible based on critical findings and patterns. In the case of Technology 4.0, numerous studies reveal that these applications enhance operations and production. The survey by Hermann et al. (2016) shows that intelligent factories applying Industry 4.0 technology are more automated or integrated, tending to have less timeless and more efficient resource utilization (Hermann et al., 2016, p. 4). The literature review established that data analytics enhances decision-making and process efficiency. Sang et al. (2020) further revealed that equipment monitoring and predictive maintenance are done online with big data analytics, which minimizes downtime while enhancing equipment efficiency. This strategy effectively increases productivity, extends the machinery's lifespan, and optimally manages the prevailing or expected organizational maintenance costs (Sang et al., 2020, p. 9). Scholars highlight the importance of integration and integration requirements for the optimal development of Industry 4.0. Publishing and operating data need to be integrated for effective data sharing and operational harmony, according to Lu (2017). Industry 4.0 adoption may take time as there is a challenge with the lack of standard and collective industry cooperation. Several case studies show effective Industry 4.0 applications across sectors. BMW and Volkswagen use Industry 4.0 technologies to streamline automotive manufacturing. These deployments have improved production flexibility, market reaction, and product quality. Case studies also

provide Industry 4.0 adoption best practices and success factors (Lu, 2017, p. 3). Research shows that implementing Industry 4.0 is complex despite its many benefits. Zonta et al. (2020) highlighted high initial investment prices, skilled labor shortages, and data security and privacy issues. These difficulties demand strategic planning, ongoing learning, and stakeholder participation (Zonta et al., 2020, p. 7).

### **Factors for Successful Transition to Industry 4.0**

#### **Identification and Analysis of Key Factors for the Successful Transition to Industry 4.0**

Several soluble and irreversible elements need to be identified and explored to achieve the transition to Industry 4.0. Organizational readiness comes first. Corporate-level management exhibits digital talent with a clear vision and willingness to advance in digitization. It is imperative that leadership understands the benefits and drawbacks of Industry 4.0 and embraces its technology and investments in the environment. For this reason, if leadership is unwilling to go through the transition process, attempts towards this may prove futile due to a lack of necessary resources and backing (Sang et al., 2020, p. 7). Technological infrastructure is also a consideration whenever the tools and resources of the technological system are being implemented. Businesses must proactively implement IoT, AI, extensive data analysis, and secure connected communication networks. The utilization of IT both for operational data acquisition and data and decision-making in real-time is crucial to Industry 4.0. Unfortunately, for such systems and technologies to be effective, they must be compatible and harmonized to ensure they are fully integrated and can share data seamlessly (Zonta et al., 2020, p. 7). The other feature that needs to be highlighted is the skills and attitudes of the employees. This is true because new technology management requires employees' skills and competencies. It requires a procedural and cultural commitment to training and the notion and practicality of lifelong learning and development. Successful new product

development is predicated on cultivating new ideas, which means changing organizational cultures. Promoting change may help get staff on board and welcome innovations related to procedures and technologies (Sang et al., 2020, p. 9). People need to analyse change because human and organizational change is constant. There is agreement on the importance of communication, particularly with participants, and on managing change resistance. Industry 4.0 technology might be deployed in phases to ease implementation and the rollback if necessary or when modifications are required (Sang et al., 2020, p. 5). Finally, Industry 4.0 adoption calls for capital investment. This involves new technology capital costs and continuing to maintain, upgrade, and train for the technology. Such investments require companies to have a proper financial model to sustain them.

#### **Case Studies and Examples of Successful Implementations in the Industry**

This paper provides examples of how several industries shifted to Industry 4.0 and extracted their success factors. Industry 4.0 technologies are significantly employed by Siemens in its production processes. Siemens' Amberg Electronics Plant is a vibrant example of an intelligent manufacturing system. In the production process, the Internet of Things and artificial intelligence are employed to facilitate control of real-time production operations. The company has attained above 99% manufacturing quality within the plant, enhancing productivity. As a result, Siemens is a model of success driven by innovation, investments in technology and infrastructure, staff training, and development (Zonta et al., 2020, p. 9). BMW has adopted Industry 4.0 in automobiles and has implemented it effectively. New generation robots, artificial intelligence, and big data increase production capacity and speed, together with flexibility, at the BMW plant in Regensburg. Integrating robots with human beings has made assembly operations faster because production time is reduced while making operations safer. BMW highly considers integrating man and machine to get the best results in the production process. Using information, lean management, and predictive analytics has

effectively lowered car breakdown and maintenance rates (Lu, 2017, p. 3). Technologies of Industry 4.0 are in evidence at Bosch's international production community. The issues on efficient predictive maintenance and IoT real-time process improvements on Bosch have reduced the operation cost and increased productivity. As noted earlier, science investments, research and development, and personnel training have grown the company (Zonta et al., 2020, p. 9).

These case studies show that the industry 4.0 transition requires organizational preparedness, technical infrastructure, workforce skills, change management, and financial investment. They show how organizations can use these elements to boost productivity, efficiency, and competitiveness in modern industry (Lu, 2017, p. 2-3).

### Best Practices in the Automotive Industry

#### Analysis of Best Practices and Success Factors in the Implementation of Industry 4.0 Technologies in the Automotive Industry

The automotive industry exhibits the highest use of Industry 4.0 technologies and can share proven practices with others. These activities include IoT & AI technologies that enable real-time connection and interaction between machines, cars, and systems and for analytical, efficient, and predictive maintenance purposes (Lu, 2017, p. 4). Aggressive adoption of data-driven approaches: big data analytics enables strategists to forecast trends in production, supply chain networks, and customers, making schedules efficient, product waste minimal, and product quality optimal. Automation and robotics are also utilized significantly, though high levels of robots are used for welding, assembling, and reducing human errors. Cabot's improves resolution and minimizes dangers while implementing artificial intelligence in robotics, which helps with flexibility. It is understood that career training is critical to preparing employees; corporations spend capital on educating workers regarding new technologies. You will never go wrong with such programs as Continuous learning for proficiency

in newer machinery and sharpening analytical capabilities. Strong relationships with technology vendors and research-based institutions are also necessary to deliver innovative ideas and properly integrate newly developed technologies (Sang et al., 2020, p. 6).

### Case Studies of Leading Automotive Manufacturers and Suppliers

Several leading automotive manufacturers and suppliers have successfully implemented Industry 4.0 technologies, setting exemplary standards for the industry.

**BMW:** The BMW Regensburg factory is a perfect representation of Industry 4.0 implementation, with robotics, AI, and extensive data systems boosting productivity and versatility. They found that robots are used to make processes more efficient and prevent potential hazards. Decision-making for line operations and the maintenance schedule also demonstrate that computational forecast minimizes time loss and expenditures, integrating the human-machine interface (Shetty, 2018, p. 19).

**Volkswagen:** Volkswagen uses the critical principles of IoT and AI in its facilities; the Wolfsburg plant is a vivid example. IoT facilitates continuous tracking of the devices in the system, while AI helps manage schedules and ensure quality. Training avoids creating an overly complex manufacturing system that employees cannot handle, thus increasing production capabilities (Shetty, 2018, p. 17).

**Siemens:** Siemens Amberg Electronics Plant, based in Germany, is a success story of Industry 4.0. It has IoT and AI-based real-time processes for monitoring quality and optimization. The factory has a high-quality % production rate of 99 %, which underlines the relevance of the technological solution, big data, and employee training on the job (Shetty, 2018, p. 13).

**Bosch:** Incorporating Industry 4.0 technologies at Bosch is organized worldwide, mainly focusing on IoT and data analytics for achieving predictive maintenance and functionality enhancement. Actualization and visualization through digital

twins occur in real time, making the process more effective and less expensive. This is achievable through proper research on the appropriate technologies to invest in, employee training, and engagement in comprehensive training programs (Shetty, 2018, p. 25).

These case studies suggest that furthering Industry 4.0 technologies in the automotive industry requires technology assimilation, data analytics, automation, staff upskilling, and forming ideal partnerships. These best practices explain the increased productivity, efficiency, and competitiveness among automotive manufacturers today (Borregan-Alvarado et al., 2020, p. 7).

### **Strategies for SMEs**

#### **Challenges of Digitalization for Small and Medium-sized Enterprises (SMEs)**

Industry 4.0 technologies are problematic for SMEs due to financial stringency, skills deficiency, compatibility of the new technology with the existing systems and procedures, resistance to change, and security risks. There are high initial costs in acquiring IoT devices, developing and implementing AI and Intelligent systems, and analytical tools (Borregan-Alvarado et al., 2020, p. 6). Furthermore, technologies remain challenging to implement and control for SMEs, as the internal skills for handling such solutions are generally unavailable, and training human resources can be both laborious and expensive. The use of legacy systems poses some challenges, such as incompatibility with new technologies, leading to the creation of data silos. Employee and management resistance, arising from concerns such as fear of change or employment insecurity, may also slow digital transformation. However, technology enhances connectivity, creating challenges such as exposing SMEs to cyber threats that may lead to losses due to cyber-attacks on information technology systems with minimal protective covers (Borregan-Alvarado et al., 2020, p. 6).

#### **Recommended Strategies and Measures for Successful Implementation of Industry 4.0 in SMEs**

SMEs with targeted initiatives can nevertheless implement Industry 4.0 despite those challenges. It is advisable to use grants from most government and business bodies since most will record lower costs while others will even supply training programs (Borregan-Alvarado et al., 2020, p. 7). Business relationships with technology suppliers, other companies, and research establishments might also be helpful, as they may be able to provide specific services, collection help, and information exchange. Engaging employees in ongoing learning must be a top-level organizational concern; SMEs must try to help the workers seek new knowledge to address skill deficiencies and encourage organizational innovation through training sessions, workshops, and educational online platforms. The first pilot project, wherein some processes may go off plan, allows SMEs to understand what they must correct before fully implementing and reducing risks. They can also solve financial and technical problems because cloud solutions can fit business demands and do not require constant investments in hardware setup. High cyber risk awareness is necessary; SMEs must focus on implementing firewalls, encrypting sensitive data, risk assessment at least once a year, and training employees. In this way, the presented strategies may be helpful for SMEs in overcoming such barriers to digitalization, ultimately improving productivity and overall business performance (Treviño-Elizondo & García-Reyes, 2023, p. 9).

### **Results, Discussion and Limitations**

#### **Presentation and Analysis of the Results of the Research Questions**

The study examined how Industry 4.0 affects production processes and efficiency, concentrating on crucial transition elements, automotive best practices, and SME initiatives. Surveys, interviews, and case studies thoroughly assessed Industry 4.0 adoption across sectors (Erboz, 2017, p. 7). Successful Transition: Organizational preparation, technical infrastructure, personnel skills, and change management are essential for the transition to Industry 4.0. Companies with defined strategies

and committed leadership improved productivity and efficiency. Advanced technologies and robust data networks enabled real-time monitoring and process optimization (Kagermann et al., 2016, p. 25).

**Best Practices in Automotive:** The automotive industry gained significantly from Industry 4.0 innovations. IoT, AI, and robotics helped BMW and Volkswagen increase production flexibility, reduce downtime, and improve product quality. Data-driven decision-making improved production scheduling and quality control, while robots improved precision and safety (Sahal et al., 2020, p. 9). **Strategies for SMEs:** SMEs have limited financial and technical resources. However, incremental rollout and cloud-based solutions yielded significant benefits. Government funds and industry partnerships helped SMEs digitally change. The study found that Industry 4.0 increases productivity and manufacturing efficiency. The results show that organizational, technological, and human variables must be considered for successful implementation (Kagermann et al., 2016, p. 29).

### **Discussion of Implications for Practice and Future Research**

This study has significant implications for practice and research. The results show that practitioners need a strategic strategy, technology, and infrastructure investment to profit from Industry 4.0. Companies should prioritize training to prepare employees for emerging technology. Promoting innovation and flexibility helps overcome change resistance and maximize Industry 4.0's potential (Hermann et al., 2016, p. 7). The paper advises SMEs to implement the plan in phases and seek help from the government and industry. Technology and business partnerships can provide insights and resources. Cybersecurity is crucial to data and system security (Hermann et al., 2016, p. 6). Research should examine Industry 4.0's long-term effects on diverse industries, concentrating on how technological advances will change industrial processes. Studies examine how blockchain and augmented reality can improve Industry 4.0 capabilities. Research might also

explore Industry 4.0's socio-economic effects, including job displacement and creation (Hermann et al., 2016, p. 6).

### **Conclusions and Outlook**

#### **Summary of the Main Findings and Insights of the Study**

This study found that Industry 4.0 technologies improve production and operational efficiency. Successful implementation requires organizational preparation, robust technology infrastructure, skilled staff, and effective change management. The automotive industry showed best practices in IoT, AI, and robotics. SME methods included phased adoption, cloud-based solutions, and government and industry cooperation to overcome financial and technological constraints.

#### **Conclusions Regarding the Objectives and Hypothesis of the Study**

The focus was on Industry 4.0's impact on production and efficiency. The idea was that Industry 4.0 technologies increase efficiency and output. The study confirmed that automation, data networking, and modern technologies boost operational performance. Data confirmed study questions on successful transitions, automotive best practices, and SME efforts.

#### **Outlook on Future Developments and Research Needs in the Field of Industry 4.0**

Considering technological improvements, future research should explore Industry 4.0's long-term effects across industries. Research might study how blockchain, AR, and quantum computing could benefit Industry 4.0. Understanding the more significant implications of this industrial revolution necessitates assessing socio-economic factors like job displacement and new employment. Research and development determine Industry 4.0's benefits and manufacturing's future.

#### **Limitations of the study**

This study aims to fill this knowledge gap by analyzing the effects of Industry 4.0 on production processes and productivity. However, the

following limitations should be highlighted. First, the study sample and population are restricted. These findings are derived from a limited number of sectors and firms, so it cannot be concluded that they are valid for all industries and geographically located areas. Second, Industry 4.0 technology is dynamic because technological advancements are being made. The study may not account for the most recent technological developments; hence, future research should consider technological improvement. Third, regarding Industry 4.0, the influence of third parties minimized or maximized the extent of its adoption by different companies and industries. The study does not consider the distinctions between stages of implementation, which impact the outcomes or their interpretation. Fourth, there needs to be more research on the economic factors/conditions and the possible regulatory conditions that might affect the adoption and performance of Industry 4.0. Such factors might confine the relevance of the findings. Fifth, unlike the strategic workforce planning framework established in the study, the roles of skills, as well as change management in the process of addressing the challenges related to workforce adaptation, are not explored to the extent needed, including the role of resistance to change and the requirement for further training. Sixth, the study notes the role of cybersecurity but barely touches on issues concerning data security and protection in the context of Industry 4.0. This required further investigation. And the study has only explored the implementation of Industry 4.0 technologies from a short-term perspective.

The future studies concerning potential and real job losses and gains must investigate the socioeconomic consequences of the long-term effects further. Lastly, practical approaches for SMEs are introduced, but the focus on SMEs' issues, such as restricted funds and the applicability of Industry 4.0 solutions, remains insufficient. Future research needs to address these limitations to gain a more comprehensive understanding of the effects of Industry 4.0 and the necessary measures to implement its features across several industries and businesses properly.

## REFERENCES

- Borregan-Alvarado, J., Alvarez-Meaza, I., Cilleruelo-Carrasco, E. and Garechana-Anacabe, G., 2020. A bibliometric analysis in industry 4.0 and advanced manufacturing: What about the sustainable supply chain? *Sustainability*, 12(19), p.7840.
- Erboz, G., 2017. How to define industry 4.0: main pillars of industry 4.0. *Managerial trends in the development of enterprises in the globalization era*, 761, p.767.
- Girish, K.K., Kumar, S. and Bhowmik, B.R., 2024. Industry 4.0: Design Principles, Challenges, and Applications. *Topics in Artificial Intelligence Applied to Industry 4.0*, pp.39-68.
- Hermann, M., Pentek, T. and Otto, B., 2016, January. Design principles for Industrie 4.0 scenarios. In *2016 49th Hawaii International Conference on System Sciences (HICSS)* (pp. 3928-3937).
- Kagermann, H., Anderl, R., Gausemeier, J., Schuh, G. and Wahlster, W. eds., 2016. *Industrie 4.0 in a Global Context: strategies for cooperating with international partners*. Herbert Utz Verlag.
- Lu, Y., 2017. Industry 4.0: A survey on technologies, applications, and open research issues. *Journal of industrial information integration*, 6, pp.1-10.
- Sahal, R., Breslin, J.G. and Ali, M.I., 2020. Big data and stream processing platforms for Industry 4.0 requirements mapping for a predictive maintenance use case. *Journal of manufacturing systems*, 54, pp.138-151.
- Sang, G.M., Xu, L., De Vrieze, P., Bai, Y. and Pan, F., 2020, June. Predictive maintenance in industry 4.0. In *Proceedings of the 10th International Conference on Information Systems and Technologies* (pp. 1-11).
- Shetty, R.B., 2018. Predictive maintenance in the IoT era. *Prognostics and Health Management of Electronics: Fundamentals, Machine*



Learning, and the Internet of Things, pp.589-612.

Treviño-Elizondo, B.L. and García-Reyes, H., 2023. An Employee Competency Development Maturity Model for Industry 4.0 Adoption. *Sustainability*, 15(14), p.11371.

Zonta, T., Da Costa, C.A., da Rosa Righi, R., de Lima, M.J., da Trindade, E.S. and Li, G.P., 2020. Predictive maintenance in the Industry 4.0: A systematic literature review. *Computers & Industrial Engineering*, 150, p.106889.