

contents

Preface	xv
Acknowledgments	xvii
List of Acronyms	xix

CHAPTER 1

Introduction	1
A “Map” of the Book	1
What Are Assets?	2
Why Worry about Asset Management?	3
What Do We Need to Know about Our Assets?	3
How Do We Find Out What Is Happening?	3
What Is the Business Benefit?	4
Who Is in the Best Position to Carry Out Asset Management?	4
What Is Servitization?	5
Summary of the Book	5
References	7
Websites	7

CHAPTER 2

The Business Imperative	9
Introduction	9
Companies that Have Embraced Servitization	12
Problems and Issues with Making Services a Separate Business Unit	16
The Importance of Human Factors	17
Strategy	18
Financial Evaluation and Modelling	19
The Value of In-Service Monitoring of Assets	20
Life Cycle Costing	23
Process Chain Network Analysis	25
Books and Papers	25
Consultant Papers	26
Cambridge Service Alliance	28

Aston Business School	33
Other UK Universities	35
Universities Outside the United Kingdom	37
References	38
Websites	56
Additional Material	58
References	58
Websites	62

CHAPTER 3

Modelling and Simulation	63
Introduction	63
Why Is Modelling and Simulation Useful?	63
Levels of Modelling	64
Simulation	65
Books and Papers	67
Some Useful Sources of Information for Specific Disciplines and Equipment Types	67
General Mathematical Modelling	68
Modelling Tools	68
Reference Material	69
Aerodynamics, Fluid Mechanics, and Turbomachinery	69
Thermodynamics	70
Control Systems	70
Electrical Systems and Batteries	70
Heating, Ventilation, and Air Conditioning (HVAC)	70
Aeroengines and Gas Turbines	71
Aircraft	71
Automotive	72
Diesels and Turbocharging	72
Railways	73
Ships	73
Combined Heat and Power (CHP)	73
Fuel Cells	73
Pumps	74
Wind Turbines, Solar, and Renewable Energy	74
References	75
Websites	83
Additional Material	84
References	84
Websites	85

CHAPTER 4

Analysis	87
Introduction	87
Facets of Analysis	87
Difficulties with the Analysis Process	88
The “Traditional” Approach to Analysis	88
Iterative Analysis	89
An Alternative Approach to Analysis	91
Optimal Estimation and Kalman Filtering	93
The Kalman Filter Equations	94
Problems with the Kalman Filter	95
Books and Papers	95
References	96
Websites	98
Additional Material	98
Reference	98

CHAPTER 5

Observability	99
Introduction	99
Setting Up an Analysis	99
Generation of Exchange Rate Tables	100
Correlations Between Measurements	101
Inclusion of Sensor Bias	103
Correlations Between Component Performance Parameter Changes and/or Sensor Biases	104
References	107

CHAPTER 6

Time Series Analysis	109
Introduction	109
Time Series Basics	109
Moving Average	111
Exponential Smoothing	112
Kalman Filtering	113
The Optimal Tracker	114
Improving the Optimal Tracker	115
Books and Papers	116

References	117
Additional Material	118
References	118
Website	118

CHAPTER 7

Data Visualization	119
Introduction	119
Fundamental Information Requirements	119
Typical Information Solutions	120
Typical Information Building Blocks	120
Alerts	121
Bar and Column Charts	121
Dashboards	123
Data Export Capabilities	123
Fault/Event Cubes	123
Mapping	123
Parallel Coordinates Plots	129
Reporting	129
“Smart” Analytics	129
Summary Statistics	130
Time Series	130
User-Defined Calculations	132
Weighted Lists	132
X-Y Plots	132
Drill-Down	133
Business Intelligence	133
Books and Papers	134
References	135
Websites	137
Additional Material	138
References	138
Websites	138

CHAPTER 8

More Complex Techniques	139
Introduction	139
Statistics	140
Data Science	142
Bayesian Statistics	143

R and Microsoft Excel®	144
Principal Component Analysis	145
Artificial Intelligence	145
Fuzzy Logic	147
Neural Networks	147
Case-Based Reasoning	147
KEEL®	147
Pattern Matching	148
Prognostics	149
Data Mining	150
Machine Learning	150
References	151
Websites	158
Additional Material	159
References	159
Websites	161

CHAPTER 9

Data Gathering and Software Architectures	163
Introduction	163
Software Schematics	163
Data Gathering	165
Books and Papers	167
Machine to Machine (M2M)	167
The Industrial Internet and the IoT	168
Knowledge Management	169
Data Historians	170
Big Data	171
References	173
Websites	180
Additional Material	181
References	181
Websites	184

CHAPTER 10

The Practicalities	185
Introduction	185
Reliability	186
Fault Trees, FMEA, FMECA, and FRACAS	188

Alarms	189
Maintenance	190
Spare Parts Management	195
Computerized Maintenance Management Systems (CMMS)	196
Availability	197
Condition Monitoring Techniques	197
Field Service	204
References	204
Websites	221
Additional Material	223
References	223
Websites	225

CHAPTER 11

Standards and Procedures	227
Introduction	227
Asset Management	227
Books and Papers	232
Condition Monitoring	235
An Observation	235
References	237
Websites	243
Additional Material	243
References	243
Websites	244

CHAPTER 12

Summary and Conclusions	245
Summary	245
Servitization and Asset Management: Nine Key Points	246
Conclusions	247
References	251
Websites	251
Additional Material	251
References	251

Appendix A: Simplified Servitization Example 253**Appendix B: Power System Example 255**

Introduction	255
The Scenario	255
Fuel Cell and Wind Turbine Modelling	257
Simulation Outputs	258
Analysis of Simulated Power System Data	265
Conventional Analysis	265
Iterative Analysis	265
Kalman Filtering	268
Time Series Visualization	269
The Optimal Tracker	270
Linear Regression	272
Statistics	272
Parallel Coordinates Plot	273
Pattern Matching	273
Neural Networks	273
Decision Trees	275
K Nearest Neighbors	277
Unsupervised Cluster Analysis	279
Support Vector Machines	280
A Final Thought	280
References	282
Websites	283

**Looking after Planes, Trains, Clean Energy,
and Human Health: 23 Important Lessons
Learned the Hard Way 285**

Examples and Stories	290
Conclusions	291
References	292

About the Author	293
Index	295