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Design Process Improvement Recent Advances in Integrated Design and Manufacturing in Mechanical Engineering *Site Reliability Engineering Additive Manufacturing Change Management* Smart Product-Service Systems Understanding and Improving the Inefficiencies of an Engineering Change Management System Using the Action Research Model *Change Management Engineering and Product Development Management Proceedings of the 36th International MATADOR Conference Engineering Change Management in Product Development Product Lifecycle Management in the Era of Internet of Things* Enterprise Change Management *Guidelines for the Management of Change for Process Safety* **A Decision Support System for Product Engineering Change Management Automated Engineering Change Management System** Change Management Improving an Engineering Change Request Management System to Improve Quality and Efficiency [electronic Resource] **The Human Change Management Body of Knowledge (HCMBOK)** *Characterisation of the Engineering Change Management Process and Relationship with Artefact Knowledge Within the Product Lifecycle Matrix-based Product Design and Change Management* **Mass Customization & Engineering Change Management** *Engineering Change Management as a Process Enabler for Collaborative Product Design* **Innovative Change Management (ICM)** *Engineering Change Management Request Submittal* **Development of a Systematic Framework for Engineering Change Management Process Engineering and Industrial Management Engineering Change Management in a Large Steel Manufacturing Company** Facilities Change Management *Business Systems Engineering Business Process Reengineering & Change Management* **Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products** *Agile Change Management* Engineering Change Management in Distruted Environment with PDM/PLM Support **Digital Enterprise Technology** Managing at the Speed of Change How to Fail at Change Management **Change Management Control of Engineering and Design Changes Management of Change** A Practical Guide to SysML **Supporting the Management of the Engineering Change Process Through a Cross-domain Traceability Model**

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The first Digital Enterprise Technology (DET) International Conference was held in Durham, UK in 2002 and the second DET Conference in Seattle, USA in 2004. Sponsored by CIRP (College International pour la Recherche en Productique), the third DET Conference took place in Setúbal, Portugal in 2006. Digital Enterprise Technology: Perspectives and Future Challenges is an edited volume based on this conference. Topics include: distributed and collaborative design, process modeling and process planning, advanced factory equipment and layout design and modeling, physical-to-digital environment integrators, enterprise integration technologies, and entrepreneurship in DET. Guidelines for the Management of Change for Process Safetyprovides guidance on the implementation of effective and efficientManagement of Change (MOC) procedures, which can be applied toimprove process safety. In addition to introducing MOC systems, thebook describes how to design an initial system from scratch,including the scope of the system and the applications over a plantlife cycle and the boundaries and overlaps with other processsafety management systems. Note: CD-ROM/DVD and other supplementary materials arenot included as part of eBook file. This book presents notable examples of attempts by experienced managers to implement bad ideas that lead to failed change so that change managers are better equipped to avoid common pitfalls in managing change. Change management efforts often fail. Business case studies are littered with examples of failed change management efforts. Why this is so is a mystery, given the many change management models in existence, highly paid executives equipped with degrees from top-tier schools, and the millions of dollars spent in pursuit of change. Successful change management need not be a mystery, but perhaps change management success is best learned from failed attempts at change that seemed reasonable at the time according to theory—but proved to be bad ideas in retrospect. This book presents notable examples of attempts by experienced managers to implement bad ideas that lead to failed change so that change managers are better equipped to avoid common pitfalls in managing change. Engineering change management -- Management of change -- Engineering management systems -- Continuous improvement strategies -- Control of engineering scope -- Life-cycle engineering. This study reviewed the engineering change process using quality improvement tools such as process mapping and value stream mapping to increase efficiency and improve quality for the internal customers at Company XYZ. The literature review focused on important aspects of an engineering change system, how to properly

create a process map, and successful ways to create and implement value stream mapping activities. The methodology of this project included the review of the existing engineering change process through data analysis and discovered areas of improvement from applying quality improvement tools such as value stream mapping. The results from the data analysis and quality improvement methods proved to be significant for increasing efficiency and communication of the engineering change process. The conclusion of this study reported on areas of discovery and recommendations for future study. The book deals with the powerful concept of Business Process Reengineering (BPR) employed to bring about dramatic improvement in key business processes. It compares other important management concepts with BPR like Kaizen, TQM, Quality Function Deployment (QFD), ISO Standards and Enterprise Resource Planning (ERP). The book also deals with the management of change at length for a clear understanding of several aspects of change needed for the successful implementation of BPR in an organization.1. Business Process Reengineering and Kaizen 2. Definition and Illustrations of Business Process Reengineering 3. Business Process Reengineering and Other Management Concepts 4. Implementation of Business Process Reengineering5. Reengineering Structure 6. Common Pitfalls in Business Process Reengineering 7. Change Management in Business Process Reengineering This classic, newly updated, is an indispensable source for anyone–from mid-level managers to CEOs–who must execute key business initiatives quickly and effectively. Once groundbreaking and now time-honored, Managing at the Speed of Change has helped countless business leaders learn how to orchestrate transitions vital to their organizations' success. Rather than focusing on what to change, this book's aim is far more valuable: It shows readers how to change. Daryl R. Conner, founder and chairman of the consulting firm Conner Partners, is a leading expert on change management. He has served as "change doctor" for clients that include non-profit enterprises, government agencies and administrations, and Fortune 500 companies in an array of industries such as Abbott Laboratories, PepsiCo, American Express, Catholic Healthcare West, JPMorgan Chase, and the U.S. Navy. Based on Conner's long-term research and his decades of consulting experience, Managing at the Speed of Change uses simple, easy-to-understand language and elegant visuals to explore the dynamics of change, and in doing so, teaches readers • why major change is difficult to assimilate • what distinguishes resilient individuals from those who suffer future shock • how and why resistance forms • how people become committed to change • why organizational culture is so important to the success of change • the roles most central to change in organizational settings • why powerful teamwork is at the heart of achieving change objectives, and how to foster it In this pioneering book, updated for the twenty-first century, Conner demonstrates how both individuals and organizations can develop the capacity not only to endure change but to thrive on it. vi The process is important! I learned this lesson the hard way during my previous existence working as a design engineer with PA Consulting Group's Cambridge Technology Centre. One of my earliest assignments involved the development of a piece of labo- tory automation equipment for a major European pharmaceutical manufacturer.Two things stick in my mind from those early days – first, that the equipment was always to be ready for delivery in three weeks and,second,that being able to write well structured Pascal was not sufficient to deliver reliable software performance. Delivery was ultimately six months late,the project ran some sixty percent over budget and I gained my first promotion to Senior Engineer. At the time it puzzled me that I had been unable to predict the John Clarkson real effort required to complete the automation project – I had Reader in Engineering Design, genuinely believed that the project would be finished in three Director, Cambridge Engineering weeks.It was some years later that I discovered Kenneth Cooper's Design Centre papers describing the Rework Cycle and realised that I had been the victim of "undiscovered rework".I quickly learned that project plans were not just inaccurate,as most project managers would attest,but often grossly misleading,bearing little resemblance to actual

development practice. Process Engineering, the science and art of transforming rawmaterials and energy into a vast array of commercial materials, wasconceived at the end of the 19th Century. Its history in the roleof the Process Industries has been quite honorable, and techniquesand products have contributed to improve health, welfare andquality of life. Today, industrial enterprises, which are still amajor source of wealth, have to deal with new challenges in aglobal world. They need to reconsider their strategy taking intoaccount environmental constraints, social requirements, profit,competition, and resource depletion. “Systems thinking” is a prerequisite from processdevelopment at the lab level to good project management. Newmanufacturing concepts have to be considered, taking into accountLCA, supply chain management, recycling, plant flexibility,continuous development, process intensification andinnovation. This book combines experience from academia and industry in thefield of industrialization, i.e. in all processes involved in theconversion of research into successful operations. Enterprises arefacing major challenges in a world of fierce competition andglobalization. Process engineering techniques provide ProcessIndustries with the necessary tools to cope with these issues. Thechapters of this book give a new approach to the management oftechnology, projects and manufacturing. Contents Part 1: The Company as of Today 1. The Industrial Company: its Purpose, History, Context, and itsTomorrow?, Jean-Pierre Dal Pont. 2. The Two Modes of Operation of the Company – Operationaland Entrepreneurial, Jean-Pierre Dal Pont. 3. The Strategic Management of the Company: Industrial Aspects,Jean-Pierre Dal Pont. Part 2: Process Development and Industrialization 4. Chemical Engineering and Process Engineering, Jean-Pierre DalPont. 5. Foundations of Process Industrialization, Jean-FrançoisJoly. 6. The Industrialization Process: Preliminary Projects, Jean-PierreDal Pont and Michel Royer. 7. Lifecycle Analysis and Eco-Design: Innovation Tools forSustainable Industrial Chemistry, Sylvain Caillol. 8. Methods for Design and Evaluation of Sustainable Processes andIndustrial Systems, Catherine Azzaro-Pantel. 9. Project Management Techniques: Engineering, Jean-Pierre DalPont. Part 3: The Necessary Adaptation of the Company for theFuture 10. Japanese Methods, Jean-Pierre Dal Pont. 11. Innovation in Chemical Engineering Industries, Oliver Potierand Mauricio Camargo. 12. The Place of Intensified Processes in the Plant of the Future,Laurent Falk. 13. Change Management, Jean-Pierre Dal Pont. 14. The Plant of the Future, Jean-Pierre Dal Pont. Innovative Change Management (ICM) represents the accumulated wisdom and knowledge of one of the world’s foremost performance improvement specialists. It includes a clear and thorough explanation of the necessary critical tools for creating a system that results in a much higher percentage of your initiatives progressing to successful projects. Studies conducted by organizations such as Gartner, Ernst & Young, and Harrington Management Systems indicate that on average less than 25% of the innovative projects achieve sustained success. The American Productivity Quality Center's 2018 survey report pointed out that 88% of the organizations felt that process management discipline must be changed and 53.8% felt they must create a continuous improvement culture. Through the effective use of the ICM methodology, you can turn thousands of lost employee hours into millions of dollars in increased profit. This book unveils to the reader for the first time how ICM combines project change management, culture change management, and project management concepts to create an effective and innovative organization. These concepts combined result in homogeneous improvements in performance improvement and cultural change. The book outlines a step-by-step procedure designed to apply ICM to complex programs such as process redesign and supply chain management as well as to simpler ones such as relocation of offices. In addition, it provides field-tested change methodologies to help you systematically include change into your strategic management plan. This book shows you how to: Set the stage for ICM. Develop a new management style that encourages innovation. Develop and implement a project change management methodology to support the project management methodology. Develop a cultural change management

program. How to reward and recognize the innovation activities generated by your employees. Make ICM an important part of the strategic plan. Help employees understand the career-enhancing aspects of change How to maximize your organization's ROC (return on change). Most of the activity related to change management focuses on successfully implementing individual projects. Statistics indicate that this is not enough to keep up with today's rapid changing innovative competition. As most profitable organizations are working diligently on increasing their innovation capabilities, this focus is requiring a completely new restructured management style and behavioral patterns that are foreign to most of today's successful managers. This book constitutes the refereed proceedings of the 12th IFIP WG 5.1 International Conference on Product Lifecycle Management, PLM 2015, held in Doha, Qatar, in October 2015. The 79 revised full papers were carefully reviewed and selected from 130 submissions. The papers are organized in the following topical sections: smart products, assessment approaches, PLM maturity, building information modeling (BIM), languages and ontologies, product service systems, future factory, knowledge creation and management, simulation and virtual environments, sustainability and systems improvement, configuration and engineering change, education studies, cyber-physical and smart systems, design and integration issues, and PLM processes and applications. The highly dynamic world of information technology service management stresses the benefits of the quick and correct implementation of IT services. A disciplined approach relies on a separate set of assumptions and principles as an agile approach, both of which have complicated implementation processes as well as copious benefits. Combining these two approaches to enhance the effectiveness of each, while difficult, can yield exceptional dividends. Balancing Agile and Disciplined Engineering and Management Approaches for IT Services and Software Products is an essential publication that focuses on clarifying theoretical foundations of balanced design methods with conceptual frameworks and empirical cases. Highlighting a broad range of topics including business trends, IT service, and software development, this book is ideally designed for software engineers, software developers, programmers, information technology professionals, researchers, academicians, and students. Presented here are 130 refereed papers given at the 36th MATADOR Conference held at The University of Manchester in July 2010. The MATADOR series of conferences covers the topics of Manufacturing Automation and Systems Technology, Applications, Design, Organisation and Management, and Research. The proceedings of this Conference contain original papers contributed by researchers from many countries on different continents. The papers cover the principles, techniques and applications in aerospace, automotive, biomedical, energy, consumable goods and process industries. The papers in this volume reflect: • the importance of manufacturing to international wealth creation; • the emerging fields of micro- and nano-manufacture; • the increasing trend towards the fabrication of parts using lasers; • the growing demand for precision engineering and part inspection techniques; and • the changing trends in manufacturing within a global environment. The second edition of Agile Change Management provides essential tools to build change manager capabilities and ensure change initiatives are embedded effectively throughout the organization. This book is a comprehensive resource for creating a roadmap that is flexible and unique to each organization to manage any type of change initiative. Detailing all the processes, activities and information needed, from creating the right environment for change to completing iterative tasks, it shows how to respond to different needs as they arise, reducing the potential for wasted time and resources. The updated second edition features chapters on behavioural change and decomposition in planning iterations, and new material on prototyping for business needs and virtual leadership. Whether implementing a large-scale transformation or working through projects at micro-level, Agile Change Management provides tools, frameworks and examples necessary to adapt to and manage change effectively. This book introduces state-of-the-art models and methods based on the matrix in the field of product design and change

management. It develops several types of matrix models for a broad range of applications, with the goal of efficiently finding product design solutions and proactively analyzing design change propagation. The book offers readers an extensive introduction to design automation, highlighting fundamental and innovative concepts, as well as cutting-edge technologies. Further, it familiarizes them with the latest advances in design change propagation and prediction. Lastly, the book puts forward design change-oriented matrix models and includes a proactive analysis of change propagation. The book offers a valuable resource for graduate students, researchers and engineers in the fields of product design and methodology, design automation and related areas. Modern organisations are subject to continual change - technologies evolve, organisational structures are modified, people and underlying cultures are transformed. Yet the facilities that organisations occupy are static and can impede the changes that are essential to organisational survival. The response to change in terms of property and support services is often too little too late - leading to facilities that do not support organisational reality. The facilities management team is thus constantly challenged to bridge the gap between what an organisation has and what it needs. Facilities Change Management is a practical evaluation of the management of change for facilities managers and related professions. It considers: the forces of change affecting facilities decisions the obstacles to change at a resource level and human level the effective implementation of change the human aspect of change Each of these is considered in relation to modern facilities management issues. The discussion will enable practising facilities managers, project managers, surveyors, service providers and architects to understand, engage with and manage facilities change effectively at a strategic level. Through real-life case studies it demonstrates the complexities of change and hidden elements of change that may undermine carefully planned projects. This book is a practical guide to the components of engineering management, using a holistic approach. It will help engineers and managers understand what they have to do to improve the product development process by deploying new technology and new methods of working in concurrent teams. The book takes elements from six well known and understood bodies of knowledge and integrates them into a holistic approach: integrated product development, project management, process management, systems engineering, product data management, and organizational change management. These elements are framed within an overall enterprise-wide architecture. The techniques discussed in this book work for both huge multinational organizations and smaller enterprises. Engineering Change Management in Distruted Environment with PDM/PLM Support. Change Management: Manage Change or It Will Manage You represents a substantial core guidance effort for Change Management practitioners. Organizations currently contend with increasingly higher levels of knowledge-driven competition. Many attempt to meet the challenge by investing in expensive knowledge-driven change management systems. Such systems are useless, and sometimes even harmful, for making strategic decisions because they do not distinguish between what is strategically relevant and what is not. This Management-for-Results Handbook focuses on identifying and managing the specific, critical knowledge assets that your organization needs to disrupt your competitors, including tacit experience of key employees, a deep understanding of customers’ needs, valuable patents and copyrights, shared industry practices, and customer- and supplier-generated innovations. The authors present two aspects of Change Management: (1) traditional Change Management as it impacts the project management team’s activities and (2) a suggested new approach to Change Management directed at changing the culture. The focus is to prepare the people impacted by the project and change activities to accept and adapt to the new/changed working conditions. The first half of the book deals with traditional Change Management, which covers the topics of remembering, understanding, and applying. The second half presents the authors’ new approach to changing the culture, which deals with analyzing, evaluating, and creating. "I am happy to recommend this work. I believe in the principles presented in it and identify with its

context. Due to the lack of knowledge on the subject in the market, it is a topic that must be made known. The book should be in the library of all project and change managers."— Paul Dinsmore, PMI Fellow "Every manager should integrate HCMBOK® practices into their project management methodology in order to fully develop their work. This book addresses a simple and practical way that the critical component in organizational change management can be applied to projects of all kinds: the human factor."— Bruno Machado, Director, Project Management Office, Grupo Anima Educação "We live in a time of change, speed, and an avalanche of information. It is still very difficult for most companies to change their organizational culture efficiently. This book makes us reflect upon the crucial element in any change, and which most managers do not place in the foreground—the people." — Joyce Meyer, CEO, iDigo "In today's constantly changing world, the Project Manager must have sensitivity to how people react to change. Knowing a method that provides a structured way to take care of the human aspect is a key factor in the success of any project! HCMBOK® offers a simple and practical approach to managing change, which can be easily incorporated into the project management routine, providing amazing results."— Pedro Augusto Cardoso da Silva, Engineering Director, METRÔRIO This reference starts by presenting the concept of change management, its players, strategies, and applicable models. In the second part, the book covers the set of good practices, methodology, and tools known as the HCMBOK®— Human Change Management Body of Knowledge. The third part introduces the concept of the Change Management Office (CMO) and its relation to the strategic planning of an organization. The book concludes with the competencies essential for a change manager, an approach to agile methodologies, and a model for managing cultural change. One of the biggest challenges facing organizations today is the ability to deliver the necessary change to sustain competitive advantage and adapt to economic and market environments. However, the gap between what organizations would like to deliver and their capabilities to do so is getting increasingly wide. Enterprise Change Management provides a practical roadmap for bridging this gap to help organizations build the sustainable capabilities to implement a portfolio of changes. Based on research on change performance from over 300 organizations and 400,000 data points over a 21-year period, Enterprise Change Management will help diagnose the root causes of the organizational change gap, manage demand for change and create the context for successful continuous change in the organization. This book introduces five core capabilities - adaptive leadership; executing single changes effectively; managing the demand for change; hiring resilient people and creating the context for successful change. Frameworks, processes and tools help readers assess change capabilities and then create a strategy to close the change gap and improve performance in their organization. The overwhelming majority of a software system’s lifespan is spent in use, not in design or implementation. So, why does conventional wisdom insist that software engineers focus primarily on the design and development of large-scale computing systems? In this collection of essays and articles, key members of Google’s Site Reliability Team explain how and why their commitment to the entire lifecycle has enabled the company to successfully build, deploy, monitor, and maintain some of the largest software systems in the world. You’ll learn the principles and practices that enable Google engineers to make systems more scalable, reliable, and efficient—lessons directly applicable to your organization. This book is divided into four sections: Introduction—Learn what site reliability engineering is and why it differs from conventional IT industry practices Principles—Examine the patterns, behaviors, and areas of concern that influence the work of a site reliability engineer (SRE) Practices—Understand the theory and practice of an SRE’s day-to-day work: building and operating large distributed computing systems Management—Explore Google's best practices for training, communication, and meetings that your organization can use A Practical Guide to SysML: The Systems Modeling Language is a comprehensive guide to SysML for systems and software engineers. It provides an advanced and practical resource for modeling systems with

SysML. The source describes the modeling language and offers information about employing SysML in transitioning an organization or project to model-based systems engineering. The book also presents various examples to help readers understand the OMG Systems Modeling Professional (OCSMP) Certification Program. The text is organized into four parts. The first part provides an overview of systems engineering. It explains the model-based approach by comparing it with the document-based approach and providing the modeling principles. The overview of SYsML is also discussed. The second part of the book covers a comprehensive description of the language. It discusses the main concepts of model organization, parametrics, blocks, use cases, interactions, requirements, allocations, and profiles. The third part presents examples that illustrate how SysML supports different model-based procedures. The last part discusses how to transition and deploy SysML into an organization or project. It explains the integration of SysML into a systems development environment. Furthermore, it describes the category of data that are exchanged between a SysML tool and other types of tools, and the types of exchange mechanisms that can be used. It also covers the criteria that must be considered when selecting a SysML. Software and systems engineers, programmers, IT practitioners, experts, and non-experts will find this book useful. *The authoritative guide for understanding and applying SysML *Authored by the foremost experts on the language *Language description, examples, and quick reference guide included A guide to combining two powerful management techniques totransform any business organization into a masterpiece of businessefficiency. Lester Dean Thurow, Dean of MIT's Sloan School ofManagement, recently stated that benchmarking combined with processengineering will be the most important management technique of the1990s. Now, in this groundbreaking book, Gregory Watson describeshow top corporations worldwide have already successfullyimplemented that powerful cutting-edge technique--which he calls"business systems engineering"--to promote continuous improvement.More importantly, he clearly demonstrates how you can do the samein your organization. * Introduces business systems engineering, a dynamic new approachto rethinking and redesigning business processes to achievedramatic improvements in quality, cost, service, speed, andmore * Offers clear guidelines for using business systems engineeringtechniques to make your organization more dynamic, productive, andable to adapt to change in today's global marketplace * Incorporates key aspects of TQM, business process improvement,policy deployment, industrial engineering, teamwork, problemsolving, and information technology into one holistic system * Includes business systems engineering success stories, includingthose at Compaq, United Services Automobile Association andMotorola, as well as a survey of the effect of systems changeacross the global automobile industry Additive Manufacturing (AM) has altered manufacturing as we know it, with shortened development time, increased performance, and reduced product costs. Executive management in industry are bombarded by marketing from their competitors showcasing design solutions leveraged through AM. Therefore, executive management ask their project management teams to figure out how to utilize AM within their own company. Clueless on how to approach the problem, managers start learning about AM from experts and become overwhelmed at the highly technical information. Unlike other AM books that focus on the technical output of AM technology, this new book focuses solely on the managerial implementation. Features Presents the impacts of AM technology Provides engaging, practical, and entertaining "war stories" from the front line of AM industrialization Describes in detail, the significant hurdles in AM certification and implementation Offers templates of proven change management best practices, as practical solutions Omits the technical verbiage that gets in the way of management understanding how the process is implemented This book presents recent advances in the integration and the optimization of product design and manufacturing systems. The book is divided into 3 chapters corresponding to the following three main topics : - optimization of product design process (mechanical design process, mass

customization, modeling the product representation, computer support for engineering design, support systems for tolerancing, simulation and optimization tools for structures and for mechanisms and robots), - optimization of manufacturing systems (multi-criteria optimization and fuzzy volumes, tooth path generation, machine-tools behavior, surface integrity and precision, process simulation), - methodological aspects of integrated design and manufacturing (solid modeling, collaborative tools and knowledge formalization, integrating product and process design and innovation, robust and reliable design, multi-agent approach in VR environment). The present book is of interest to engineers, researchers, academic staff, and postgraduate students interested in integrated design and manufacturing in mechanical engineering. Problem-Based Learning (PBL) and Project-Based Learning are teaching methods based on principles of student-centred learning, which target an interdisciplinary engineering curriculum. The transition from strictly traditional approaches in engineering education represents significant opportunities for change. Currently many engineering institutions in different countries all over the world exploit these opportunities for change as they move from the traditional paradigm towards the techno-science paradigm by implementing project-organised and PBL models. This book addresses the need for more structured information on the implementation process, in particular in existing engineering schools and it aims to put together on overview of examples of the introduction of PBL formats in Engineering. Concrete case histories serve as a basis for inspiration for further development but also deeper insight in the understanding of implementing change. Smart Product-Service Systems draws on innovative practice and academic research to demonstrate the unique benefits of Smart PSS and help facilitate its effective implementation. This comprehensive guide explains how Smart PSS reshapes product-service design in several unique aspects, including a closed-loop product design and redesign manner, value co-creation with integrated human-machine intelligence, and solution design context-awareness. Readers in industry as well as academia will find this to be an invaluable guide to the current body of technical knowledge on Smart Product-Service Systems (Smart PSS), future research trajectories, and experiences of implementation. Rapid development of information and communication technologies, artificial intelligence, and digital technologies have driven today’s industries towards the so-called digital servitization era. As a result, a promising IT-driven business paradigm, known as Smart Product-Service Systems (Smart PSS) has emerged, where a large amount of low cost, high performance smart, connected products are leveraged, together with their generated on-demand services, as a single solution bundle to meet individual customer needs. Explains what factors a company needs to consider in their transition towards digital servitization and its advantages Describes how this field relates to the sustainability movement, and how Smart PSS can be implemented in a sustainable way Includes detailed case studies from different industries, including DELTA Electronics Inc. Singapore (smart commercialization), COMAC aviation industry (smart manufacturing servitization), and Van High Tech (smart building services)