

**19MEE404– Product Life Cycle Management**

**Important Questions**

**UNIT-II - CONSTRUCTING PLCM & DRIVING ENVIRONMENT**

**PART – A**

**Question: What is the concept of singularity in Product Lifecycle Management (PLM), and how does it impact product development?**

**Answer:** Singularity in PLM refers to the unique and centralized representation of a product throughout its entire lifecycle. It ensures that all product data is consistent and up-to-date across various stages, from design to manufacturing, enhancing collaboration and reducing errors.

**Question: Explain the concept of cohesion in PLM. How does it contribute to effective product development?**

**Answer:** Cohesion in PLM refers to the degree of interconnectedness and consistency among different components and aspects of a product. A high level of cohesion ensures that changes in one area are reflected accurately across the entire product, leading to more efficient and reliable product development processes.

**Question: What is traceability in PLM, and why is it important in the context of product lifecycle management?**

**Answer:** Traceability in PLM involves the ability to track and document changes, decisions, and revisions made during the product development process. It is essential for accountability, compliance, and quality assurance, ensuring that you can trace back and understand how a product evolved.

**Question: Could you explain the Information Mirroring Model in PLM? How does it facilitate collaboration and data management?**

**Answer:** The Information Mirroring Model in PLM involves creating a synchronized view of product data across different domains and teams. It allows various stakeholders to work with their preferred tools while ensuring that changes are reflected in real-time.

across the entire system, thereby promoting collaboration and efficient data management.

**Question: What are some of the external drivers that influence Product Lifecycle Management (PLM) strategies?**

**Answer:** External drivers in PLM include factors such as scale, complexity, cycle times, globalization, and regulation.

**Question: How does scale impact PLM? Why is it important to consider when implementing PLM solutions?**

**Answer:** Scale refers to the size and complexity of a product or organization. In PLM, larger and more complex products or organizations require scalable PLM solutions to handle the increased data volume and complexity efficiently.

**Question: What role does complexity play as an external driver in PLM, and how can PLM strategies address it?**

**Answer:** Complexity can arise from intricate product designs or multifaceted organizational structures. PLM strategies need to streamline processes, improve data management, and support collaboration to manage and simplify complex product development.

**Question: How do shorter cycle times affect PLM processes, and what can be done to adapt to this external driver?**

**Answer:** Shorter cycle times demand quicker decision-making, more efficient data management, and agile development processes in PLM. Implementing collaborative tools and methodologies can help adapt to these faster product development cycles.

**Question: How does globalization impact PLM, and what challenges does it pose for international product development?**

**Answer:** Globalization requires PLM systems to accommodate multiple languages, time zones, and cultural differences. Challenges include managing global supply chains and ensuring data consistency and security across borders.

**Question: What role do regulations play as external drivers in PLM, and how can organizations ensure compliance with various regulatory requirements?**

**Answer:** Regulations can vary by industry and location, affecting product design, production, and distribution. Organizations must implement PLM processes and tools that allow them to capture and track compliance data and ensure adherence to relevant regulations.

## **PART – B**

### **1. Summaries the PLM Characteristics.**

Product Lifecycle Management (PLM) characteristics are essential principles that guide the management and development of products throughout their lifecycle. Here's a summary of the key PLM characteristics:

**Singularity:** Singularity in PLM refers to maintaining a single, centralized source of product data that serves as the "truth" for all stakeholders. This characteristic ensures that everyone involved in product development uses consistent and up-to-date information, which enhances collaboration, minimizes errors, and improves decision-making.

**Cohesion:** Cohesion involves the interconnectedness and consistency of data, processes, and components throughout the product development lifecycle. A high level of cohesion means that changes in one area of the product affect the entire product, promoting reliability and consistency in design, manufacturing, and assembly.

**Traceability:** Traceability in PLM is the ability to track and document changes, decisions, and revisions made during the product development process. It plays a crucial role in quality control, compliance, and accountability, enabling organizations to understand how a product evolves and why specific decisions are made.

**Information Mirroring Model:** The Information Mirroring Model in PLM creates synchronized views of product data across different domains and teams. This model allows various stakeholders to work with their preferred tools and systems while ensuring real-time updates across the entire PLM system. It promotes collaboration and

efficient data management by eliminating data silos and ensuring consistent information across the product lifecycle.

In summary, PLM characteristics, including singularity, cohesion, traceability, and the Information Mirroring Model, are foundational principles that help organizations manage product development more effectively, ensure data consistency, and enhance collaboration among teams throughout the product's lifecycle.

**2. Explain the External Drivers in PLM with its elements.**

External drivers in Product Lifecycle Management (PLM) are factors or influences that come from outside an organization but have a significant impact on how PLM strategies and processes are implemented. These external drivers can vary across industries and organizations. Here, I'll explain the key external drivers and their elements:

**Scale:**

**Elements:** Scale refers to the size and complexity of products or organizations. Key elements include product size, the number of components, and the size and structure of the organization.

**Impact on PLM:** Larger and more complex products or organizations require scalable PLM solutions that can handle increased data volumes, more intricate product structures, and the coordination of larger teams.

**Complexity:**

**Elements:** Complexity can arise from intricate product designs, advanced technologies, or multifaceted organizational structures. Elements include the number of product variants, design intricacy, and the level of automation in manufacturing.

**Impact on PLM:** Complex products or systems necessitate PLM strategies that streamline processes, simplify data management, and support collaboration among diverse teams. Modular design, component-based approaches, and configuration management are often used to manage complexity.

**Cycle Times:**

**Elements:** Cycle times refer to the speed at which product development and manufacturing processes occur. Elements include product development cycle times, production cycle times, and time-to-market.

**Impact on PLM:** Shorter cycle times demand faster decision-making, efficient data management, and agile development processes in PLM. Implementing collaborative tools, automation, and agile methodologies can help organizations adapt to quicker product development cycles.

**Globalization:**

**Elements:** Globalization involves managing product development, production, and supply chains on a global scale. Elements include geographic locations, language barriers, cultural differences, and varied legal and regulatory environments.

**Impact on PLM:** Globalization necessitates PLM practices that accommodate multiple languages, time zones, and cultural norms. It also requires robust collaboration tools, secure data transfer, and compliance with international regulations.

**Regulation:**

**Elements:** Regulations refer to industry-specific and governmental rules that impact product design, production, and distribution. Elements include safety standards, quality regulations, environmental compliance, and industry-specific certifications.

**Impact on PLM:** Organizations must implement PLM processes and tools that allow them to capture and track compliance data, facilitate audits, and ensure adherence to various regulations. This may involve integrating compliance checks into the product development process and maintaining detailed records.

Understanding and effectively responding to these external drivers is essential for organizations to optimize their PLM strategies and adapt to the ever-changing landscape of product development and manufacturing. Each element within these drivers may require specific strategies and solutions to address the associated challenges and opportunities.

**3. Relate the key difference between ERP & PLM.**

Enterprise Resource Planning (ERP) and Product Lifecycle Management (PLM) are both critical software systems used by organizations, but they serve different purposes and have distinct key differences. Here are the primary differences between ERP and PLM:

**Scope and Purpose:**

**ERP:** ERP systems are primarily designed to manage and streamline an organization's business processes, such as finance, HR, procurement, inventory management, sales, and more. They focus on optimizing operational efficiency and providing a centralized system for data and process management.

**PLM:** PLM systems, on the other hand, are specifically tailored for managing the entire lifecycle of a product, from conception and design to manufacturing and end-of-life stages. PLM's primary purpose is to facilitate product development and lifecycle management, ensuring the efficient creation, production, and maintenance of products.

**Focus on Data:**

**ERP:** ERP systems deal with transactional and operational data, including financial transactions, order processing, and inventory management. They are concerned with data that supports day-to-day business operations.

**PLM:** PLM systems primarily manage product-related data, including design specifications, CAD drawings, bills of materials (BOMs), product configurations, and related documentation. They focus on data related to product design and development.

**Functions and Features:**

**ERP:** ERP systems offer functions for financial management, human resources, procurement, order management, and other business processes. They include modules for accounting, payroll, and inventory control, among others.

**PLM:** PLM systems include features for product design and engineering, CAD integration, change management, collaboration, product data management, simulation, and documentation. They are tailored to support the product development process.

**User Roles:**

**ERP:** ERP is typically used by a wide range of employees across various departments, including finance, HR, and operations. Users include accounting professionals, human resource managers, and procurement specialists.

**PLM:** PLM is mainly used by product designers, engineers, and manufacturing professionals involved in the creation and development of products. It may also be used by product managers and quality assurance teams.

**Integration:**

**ERP:** ERP systems are often integrated with other business software, including customer relationship management (CRM) systems and supply chain management (SCM) systems, to create a comprehensive business management platform.

**PLM:** PLM systems can integrate with CAD software and other design tools, as well as with manufacturing execution systems (MES) to support product development and manufacturing processes.

**Lifecycle Stages:**

**ERP:** ERP systems primarily focus on post-product development stages, such as production, sales, and post-sales activities like order fulfillment, invoicing, and customer support.

**PLM:** PLM systems cover the entire product lifecycle, from initial concept and design to manufacturing, maintenance, and eventual product retirement.

In summary, while ERP and PLM systems both play vital roles in an organization, they have distinct purposes, with ERP focusing on business process management and PLM concentrating on product development and lifecycle management. Many organizations choose to integrate both systems to efficiently manage their business operations and product development simultaneously.

**UNIT-III - DIGITAL LIFE CYCLE**

**PART – A**

**Question: What is collaborative product development, and why is it important in modern engineering practices?**

**Answer:** Collaborative product development refers to the process of multiple teams or stakeholders working together to design and develop a product. It is essential as it promotes teamwork, knowledge sharing, and the efficient utilization of resources, leading to faster and more innovative product development.

**Question: How can you effectively map requirements to specifications in the product development process?**

**Answer:** Mapping requirements to specifications involves translating customer needs and expectations into specific design parameters and criteria. To do this effectively, use traceability matrices and tools that link customer requirements to detailed technical specifications to ensure alignment and compliance.

**Question: What is the purpose of part numbering in product development, and how does it help streamline processes?**

**Answer:** Part numbering is used to uniquely identify and manage components or parts in a product. It helps streamline processes by simplifying tracking, organization, and retrieval of parts, leading to reduced errors and improved efficiency in manufacturing and assembly.

**Question: What is engineering vaulting, and how does it support product reuse in manufacturing?**

**Answer:** Engineering vaulting involves archiving and managing design data and documents for reuse. It helps support product reuse by providing a secure and organized repository of past designs, enabling faster and more cost-effective development of new products or variants.

**Question: What is engineering change management, and why is it crucial in product development?**

**Answer:** Engineering change management is the systematic process of controlling and documenting changes to a product's design or specifications. It is essential to ensure that changes are implemented correctly, reducing the risk of errors and costly rework during manufacturing.

**Question: What is a Bill of Material (BOM), and how does it aid in product development?**

**Answer:** A Bill of Material is a structured list of all the components and parts that make up a product. It is essential for product development as it provides a clear and organized view of the product's structure, aiding in manufacturing, assembly, and inventory management.

**Question: How does maintaining process consistency impact product quality and efficiency?**

**Answer:** Process consistency ensures that manufacturing processes are repeated with minimal variation. It leads to better product quality, reduced defects, and increased efficiency, as it minimizes errors and rework during production.

**Question: What is a digital mockup, and how does it assist in prototype development and design evaluation?**

**Answer:** A digital mockup is a virtual representation of a product, typically in 3D, that allows engineers and designers to visualize and evaluate the design without physical prototypes. It speeds up the design process, reduces costs, and enables early identification of potential issues.

**Question: How does virtual testing and collateral benefit product development, especially in industries with safety or performance requirements?**

**Answer:** Virtual testing allows engineers to simulate and assess product performance under various conditions, ensuring safety and quality. It reduces the need for physical testing, saving time and resources and enabling early validation of designs.

**Question:** What is digital manufacturing, and how does it revolutionize the production process?

**Answer:** Digital manufacturing integrates digital technologies and data into the entire manufacturing process. It enhances efficiency, reduces lead times, minimizes errors, and allows for real-time monitoring and optimization of production, leading to significant improvements in productivity and cost-effectiveness.

### **PART – B**

#### **1. Explain Collaborative Product Development (CPD).**

Collaborative Product Development (CPD) is an approach and set of practices that involve multiple individuals or teams working together in a coordinated and cooperative manner to design, develop, and bring a product to market. It is a critical process in many industries, including manufacturing, engineering, software development, and more. Here is a detailed explanation of Collaborative Product Development:

#### **Key Aspects of Collaborative Product Development:**

**Cross-Functional Collaboration:** CPD emphasizes collaboration across different functions or departments within an organization. This may include designers, engineers, marketers, quality assurance, manufacturing, and even external partners or suppliers.

**Information Sharing:** In CPD, there is a strong emphasis on sharing information and data among team members. This ensures that everyone involved in the project has access to the latest information, which can include design specifications, project timelines, test results, and more.

**Real-Time Communication:** Effective communication is crucial in CPD. Teams often use various communication tools, such as video conferencing, project management software, and collaboration platforms, to communicate in real-time. This helps resolve issues quickly and keep all team members informed.

**Version Control:** In CPD, version control is essential to manage design changes, updates, and revisions. It ensures that the entire team is working on the latest design iteration and helps prevent errors due to outdated information.

**Project Management:** CPD often involves project management techniques to plan and track progress. Project managers play a vital role in coordinating efforts, setting timelines, and ensuring that the project stays on track.

**Prototyping and Simulation:** Prototyping and simulation tools are commonly used in CPD to test and validate product designs before physical prototypes are created. This helps identify and address potential issues early in the development process.

### **Benefits of Collaborative Product Development:**

**Faster Time-to-Market:** Collaboration can lead to quicker decision-making and more efficient development processes, resulting in a reduced time-to-market for new products.

**Enhanced Product Quality:** With input from multiple experts and thorough testing, CPD often results in higher product quality and fewer defects.

**Cost Savings:** By catching and addressing issues early, CPD can lead to cost savings by reducing the need for costly rework or changes in later stages of development.

**Innovation:** Diverse teams bring different perspectives and ideas to the table, fostering innovation and creativity in product design and development.

**Improved Stakeholder Satisfaction:** Better collaboration and communication can lead to increased stakeholder satisfaction, as products more closely align with customer needs and expectations.

**Global Collaboration:** In today's interconnected world, CPD can enable teams from around the globe to work together seamlessly, leveraging expertise and resources from different regions.

Collaborative Product Development is a crucial approach for organizations that want to stay competitive in the rapidly evolving landscape of product development. It promotes teamwork, knowledge sharing, and the efficient utilization of resources, ultimately leading to more innovative and successful products.

## **2. Simplify Mapping Requirements to specifications.**

Mapping requirements to specifications in a Product Lifecycle Management (PLM) context is crucial to ensure that the product design and development align with the specified objectives. To simplify this process within a PLM framework, follow these steps:

**Utilize a PLM Software:**

Implement a PLM software solution that supports requirements and specification management. Many PLM systems offer features specifically designed to facilitate this process.

**Define Clear Requirements:**

Start with clear, well-defined requirements. Gather input from stakeholders, customers, and regulatory bodies. Ensure that requirements are specific, measurable, and unambiguous.

**Create a Requirements Database:**

Within your PLM software, set up a database or repository for requirements. Each requirement should be documented with detailed information, including its source, priority, and any related documents.

**Associate Requirements with Projects:**

Link requirements to specific projects or product development initiatives within the PLM system. This ensures that requirements are managed within the appropriate context.

**Identify Corresponding Specifications:**

For each requirement, identify the specific technical or functional specifications that will fulfill it. These specifications could include design documents, engineering standards, or other technical data.

**Use Built-In Traceability Features:**

Take advantage of the traceability features within your PLM software to establish the connections between requirements and specifications. Many PLM systems have built-in tools for managing these relationships.

**Document the Mapping:**

Record the mapping of each requirement to its corresponding specification within the PLM software. Include any relevant notes or explanations to clarify the mapping for stakeholders.

**Version Control and Change Management:**

Implement version control and change management practices within the PLM system to track any updates or changes to requirements and their associated specifications.

**Quality Assurance and Testing:**

Integrate quality assurance and testing processes into your PLM system to ensure that specifications align with requirements and are rigorously tested during the development process.

**Reporting and Dashboard Views:**

Leverage reporting and dashboard features in your PLM software to provide stakeholders with real-time visibility into the status of requirements and their mapping to specifications.

**Collaboration and Notifications:**

Use collaboration tools and notification features within the PLM system to facilitate communication among project teams and to notify relevant parties of changes or updates in requirements and specifications.

**Compliance and Regulatory Tracking:**

Incorporate compliance and regulatory tracking features within your PLM system to ensure that the product design adheres to relevant standards and regulations.

**Continuous Improvement:**

Continuously review and refine your process for mapping requirements to specifications based on lessons learned from previous projects. This iterative approach helps improve efficiency and accuracy over time.

By leveraging PLM software and adhering to these steps, you can simplify the process of mapping requirements to specifications within a PLM framework. This ensures that your product development aligns with the specified objectives while providing a structured and efficient means of managing these critical elements throughout the product lifecycle.

### **3. Analyze the Engineering Vaulting in Digital life cycle**

Engineering vaulting is a crucial component of the digital product lifecycle management (PLM) process. It involves securely archiving and managing all digital assets, including design data, documents, and other information related to a product or project. Analyzing engineering vaulting in the digital product lifecycle yields several key insights:

#### **Data Preservation:**

Engineering vaulting ensures the long-term preservation and accessibility of critical data. This is essential for compliance, regulatory requirements, and historical reference, particularly in industries with extended product lifecycles like aerospace and defense.

#### **Data Security:**

Digital vaults employ robust security measures to protect sensitive and proprietary information. Access controls, encryption, and authentication mechanisms help safeguard intellectual property.

#### **Version Control:**

Version control is essential in engineering vaulting. It ensures that every change, revision, and iteration of product data is captured, allowing for historical reference and rollback to previous designs if necessary.

#### **Collaboration and Access:**

Digital vaulting systems enable collaboration by providing authorized users with secure access to the most up-to-date product data, irrespective of their geographical location. This promotes global collaboration and real-time decision-making.

#### **Regulatory Compliance:**

In highly regulated industries like pharmaceuticals or automotive, engineering vaulting helps organizations comply with various regulatory standards. Auditors can easily access historical data for compliance checks and audits.

Design Reuse and Product Evolution:

An engineering vault supports design reuse and product evolution. Organizations can retrieve and repurpose past designs and data, saving time and resources on new product development.

**Risk Mitigation:**

By preserving historical design records, engineering vaulting mitigates the risk associated with potential disputes, product defects, or warranty claims. It provides a legal and technical basis for resolving disputes.

**Legacy Systems Integration:**

Engineering vaulting solutions must often integrate with legacy systems, including older CAD/CAM applications and data storage systems. This ensures continuity and accessibility of historical data.

**Scalability:**

As an organization's product portfolio grows, engineering vaulting solutions need to be scalable to handle increasing data volumes and complexity. Cloud-based solutions often offer scalability advantages.

**Data Retrieval and Visualization:**

Effective engineering vaulting systems provide efficient data retrieval and visualization tools. This makes it easier for users to access, search, and understand archived information.

**Reduced Data Redundancy:**

By centralizing and managing data in an engineering vault, organizations reduce data redundancy and duplication, improving data integrity and consistency.

**Maintenance and Backup:**

Engineering vaulting systems require ongoing maintenance and regular backups to ensure data remains accessible, uncorrupted, and secure. This is a critical aspect of managing the digital product lifecycle.

In summary, engineering vaulting is an integral part of the digital product lifecycle, providing a secure, accessible, and well-organized repository for managing and

preserving digital assets. It plays a crucial role in ensuring data integrity, compliance, and the efficient evolution of products and projects over time.

#### **4. Explain the Bill of Material and process Consistency**

The Bill of Materials (BOM) and process consistency are two essential aspects of manufacturing and product development. They play a significant role in ensuring product quality, cost-effectiveness, and efficient production. Let's delve into each of these concepts:

##### **Bill of Materials (BOM):**

A Bill of Materials is a comprehensive list of all the materials, components, sub-assemblies, and parts required to manufacture a product. It also includes information about the quantities, units of measure, and sometimes additional details like part numbers, descriptions, and sources.

##### **The BOM serves several critical functions:**

**Product Structure:** It defines the hierarchical structure of a product, showing how different parts and sub-assemblies come together to create the final product.

**Inventory Management:** It helps in managing inventory by specifying what materials are needed for production, thus facilitating procurement and stock control.

**Cost Estimation:** BOMs are essential for cost estimation, as they list the materials and components needed, allowing for cost calculations.

**Engineering Changes:** BOMs are used to manage and communicate changes in product design or components.

BOM consistency is crucial to ensure that the list of materials and components accurately reflects the product's design and is synchronized with the manufacturing process.

##### **Process Consistency:**

Process consistency, in the context of manufacturing, refers to maintaining uniformity and stability in the production processes. It involves ensuring that manufacturing operations, procedures, and methods are executed consistently to produce high-quality products.

**Key aspects of process consistency include:**

**Standard Operating Procedures (SOPs):** Defining and documenting the steps, methods, and standards for each production process. SOPs ensure that all employees follow the same procedures to achieve consistent results.

**Quality Control:** Implementing quality control measures, such as inspections, testing, and process monitoring, to identify and rectify variations or defects in the production process.

**Training and Education:** Providing training to employees to ensure they understand and follow the established procedures and standards.

**Continuous Improvement:** Regularly reviewing and optimizing processes to eliminate inefficiencies and maintain product quality.

**Documentation:** Accurately documenting process changes and deviations for analysis and improvement.

Process consistency is crucial for reducing defects, improving product quality, and meeting customer expectations.

The relationship between BOM and process consistency lies in the fact that the Bill of Materials serves as a foundation for the manufacturing process. Inconsistencies or inaccuracies in the BOM can lead to errors in the production process. Therefore, maintaining BOM consistency is essential to ensure that the correct materials and components are used in production, contributing to process consistency.

In summary, both the Bill of Materials and process consistency are vital elements in manufacturing and product development. BOM consistency ensures that the materials and components required for production are accurately defined, while process consistency ensures that these materials are used in a standardized and reliable manner to produce high-quality products.

## 5. Construct the role of Digital Manufacturing in PLM

Digital Manufacturing plays a significant role in Product Lifecycle Management (PLM) by integrating digital technologies into the various stages of a product's lifecycle, from design and development to production and maintenance.

Here are key aspects of its role within the PLM framework:

### **Design and Simulation:**

**Virtual Prototyping:** Digital Manufacturing allows for the creation of virtual prototypes that simulate the behavior of the product in a manufacturing environment. This helps identify and rectify potential issues early in the design phase.

**Performance Analysis:** It enables the evaluation of the product's manufacturing and assembly feasibility, cost, and resource requirements.

### **Collaboration and Data Management:**

**Data Integration:** Digital Manufacturing facilitates the seamless sharing and integration of data between different stakeholders (design, engineering, manufacturing, and suppliers) to ensure consistency and accuracy throughout the product lifecycle.

**Version Control:** It helps in managing and tracking changes in product designs and manufacturing processes, ensuring that all parties work with the most up-to-date information.

### **Process Planning and Optimization:**

**Manufacturing Process Simulation:** Digital Manufacturing tools allow for the simulation and optimization of manufacturing processes, including production lines, machine utilization, and resource allocation.

**Efficiency Improvement:** It aids in identifying bottlenecks and inefficiencies in the manufacturing process, thus contributing to process optimization.

### **Production Execution:**

**Work Instructions:** Digital Manufacturing tools can generate work instructions and production documentation, making it easier for operators to assemble products correctly and efficiently.

**Quality Control:** They assist in real-time quality monitoring and data capture, enabling immediate corrective actions during production.

**Supply Chain Integration:**

**Supplier Collaboration:** Digital Manufacturing systems can integrate with the supply chain, allowing for better communication and collaboration with suppliers, which can lead to improved material availability and cost savings.

**Maintenance and Service:**

**Digital Twin:** The concept of a digital twin is often used in PLM. It involves creating a digital representation of a product that continues into the operational phase. Digital Manufacturing supports this by enabling real-time monitoring and predictive maintenance based on data from physical products in the field.

**Cost Reduction and Time-to-Market Improvement:**

By optimizing manufacturing processes, reducing errors, and facilitating better communication and collaboration, Digital Manufacturing contributes to cost reduction and faster product development cycles.

**Compliance and Sustainability:**

Digital Manufacturing can help in tracking and ensuring compliance with regulatory standards and environmental sustainability goals throughout a product's lifecycle.

**Continuous Improvement:**

Digital Manufacturing provides data and insights that can be used for continuous improvement in both the product and the manufacturing process, allowing for innovations and efficiency gains over time.

In summary, Digital Manufacturing is an integral component of PLM. It enhances collaboration, efficiency, and accuracy in all stages of a product's lifecycle, from design and development to production and maintenance. By leveraging digital technologies, it enables organizations to create better products, reduce costs, and improve time-to-market, ultimately leading to a competitive advantage in the market.