

# Design and operations framework for the Twin Transition of manufacturing systems

van Erp, T.<sup>a,\*</sup>, Rytter, N.G.M.<sup>a</sup>

<sup>a</sup>Department of Technology and Innovation, University of Southern Denmark, Odense, Denmark

## ABSTRACT

Manufacturing companies are facing what recently has been called the Twin Transition. They must conduct a digital transition as well as a transition from mere linear toward more circular value creation. The research presents an integrated Design and Operations Framework for digital and circular manufacturing systems. Defined process phases of the framework are described which address: the maturity assessment, Objectives and Key Results, the design (Des) and operations (Ops) of the manufacturing system, and a training concept. The authors follow a qualitative research approach for developing the integrated DesOps Framework for Circular and Digital Manufacturing Systems. The framework is conceptualized by combining state-of-the-art procedures and methods in the field of maturity and readiness assessment, Objectives and Key Results, Systems Engineering, and DesOps. Eventually, a case study is utilized for verifying the principal efficacy of the conceptualized framework. The research intends to scientifically contribute to the field of manufacturing systems design by proposing a novel design framework. From industrial application perspective, the research intends to contribute to improving decision-making in manufacturing companies by providing them with a practical-oriented guideline for transforming their manufacturing systems in the sense of the Twin Transition.

## ARTICLE INFO

**Keywords:**  
Manufacturing systems design;  
Circular economy;  
Sustainability;  
Digital twin;  
Twin transition;  
Digital transition;  
Design and operations (DesOps)

**\*Corresponding author:**  
[tve@iti.sdu.dk](mailto:tve@iti.sdu.dk)  
(van Erp, T.)

**Article history:**  
Received 29 December 2022  
Revised 20 April 2023  
Accepted 25 April 2023



Content from this work may be used under the terms of the Creative Commons Attribution 4.0 International License (CC BY 4.0). Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.

## References

- [1] European Commission. Making Europe's businesses future-ready: A new industrial strategy for a globally competitive, green and digital Europe, from [https://ec.europa.eu/commission/presscorner/detail/en/ip\\_20\\_416](https://ec.europa.eu/commission/presscorner/detail/en/ip_20_416), accessed January 10, 2022.
- [2] World Economic Forum. Circular economy, from <https://www.weforum.org/topics/circular-economy>, accessed May 3, 2022.
- [3] Ellen MacArthur Foundation. Circular economy introduction, from <https://ellenmacarthurfoundation.org/topics/circular-economy-introduction/overview>, accessed May 3, 2022.
- [4] European Commission. Circular economy action plan, from [https://ec.europa.eu/environment/strategy/circular-economy-action-plan\\_en](https://ec.europa.eu/environment/strategy/circular-economy-action-plan_en), accessed May 3, 2022.
- [5] Orgalim. The new circular economy action plan – Paving the way to a more sustainable Europe, from <https://orgalim.eu/sites/default/files/attachment/The%20new%20Circular%20Economy%20Action%20Plan%20-%20Executive%20Summary%20on%20Orgalim%27s%20position%20paper%20-%2015%20Oct%202020.pdf>, accessed May 3, 2022.
- [6] Ellen MacArthur Foundation. The butterfly diagram: visualising the circular economy, from <https://ellenmacarthurfoundation.org/circular-economy-diagram>, accessed May 3, 2022.

- [7] Segreto, T., Teti, R. (2014). Manufacturing, In: Laperrière L, Reinhart G. (eds.), *CIRP Encyclopedia of production engineering*, Springer, Berlin, Germany, 828-830, doi: [10.1007/978-3-642-20617-7\\_6561](https://doi.org/10.1007/978-3-642-20617-7_6561).
- [8] van Erp, T., Rytter, N.G.M., Sieckmann, F., Larsen, M.B., Blichfeldt, H., Kohl, H. (2021). Management, design, and implementation of innovation projects: Towards a framework for improving the level of automation and digitalization in manufacturing systems, In: *Proceedings of 2021 9th International Conference on Control, Mechatronics and Automation (ICCA)*, Belval, Luxembourg, 211-217, doi: [10.1109/ICCA54375.2021.9646214](https://doi.org/10.1109/ICCA54375.2021.9646214).
- [9] Stock, T., Seliger, G. (2016). Methodology for the development of hardware startups, *Advanced Materials Research*, Vol. 1140, 505-512, doi: [10.4028/www.scientific.net/AMR.1140.505](https://doi.org/10.4028/www.scientific.net/AMR.1140.505).
- [10] Wiendahl, H.-P., Reichardt, J., Nyhuis, P. (2015). *Handbook factory planning and design*, Springer, Berlin, Germany, doi: [10.1007/978-3-662-46391-8](https://doi.org/10.1007/978-3-662-46391-8).
- [11] Vajna, S. (2014). *Integrated design engineering: Ein interdisziplinäres Modell für die ganzheitliche Produktentwicklung*, Springer, Berlin, Germany, doi: [10.1007/978-3-642-41104-5](https://doi.org/10.1007/978-3-642-41104-5).
- [12] Graessler, I., Hentze, J. (2020). The new V-Model of VDI 2206 and its validation, *Automatisierungstechnik*, Vol. 68, No. 5, 312-324, doi: [10.1515/auto-2020-0015](https://doi.org/10.1515/auto-2020-0015).
- [13] Verein Deutscher Ingenieure. Factory planning - Planning procedures, VDI 5200, from <https://www.vdi.de/richtlinien/details/vdi-5200-blatt-1-fabrikplanung-planungsvorgehen>, accessed May 3, 2022.
- [14] Süße, M., Putz, M. (2021). Generative design in factory layout planning, *Procedia CIRP*, Vol. 99, 9-14, doi: [10.1016/j.procir.2021.03.002](https://doi.org/10.1016/j.procir.2021.03.002).
- [15] Swat, M., Stock, T., Bähre, D., Seliger, G. (2013). Monitoring production systems for energy-aware planning and design of process chains, In: *Proceedings of 11th Global Conference in Sustainable Manufacturing*, Berlin, Germany, 649-654.
- [16] Bortolini, M., Faccio, M., Galizia, F.G., Gamberi, M., Pilati, F. (2021). Adaptive automation assembly systems in the Industry 4.0 era: A reference framework and full-scale prototype, *Applied Sciences*, Vol. 11, No. 3, Article No. 1256, doi: [10.3390/app11031256](https://doi.org/10.3390/app11031256).
- [17] Ore, F., Jiménez Sánchez, J.L., Wiktorsson, M., Hanson, L. (2020). Design method of human-industrial robot collaborative workstation with industrial application, *International Journal of Computer Integrated Manufacturing*, Vol. 33, No. 9, 911-924, doi: [10.1080/0951192X.2020.1815844](https://doi.org/10.1080/0951192X.2020.1815844).
- [18] Verein Deutscher Ingenieure. Lean production systems - Basic principles, introduction, and review, VDI 2780, from <https://www.vdi.de/en/home/vdi-standards/details/vdi-2780-blatt-1-lean-production-systems-basic-principles-introduction-and-review>, accessed May 3, 2022.
- [19] Rauch, E., Matt, D.T., Dallasega, P. (2016). Application of axiomatic design in manufacturing system design: A literature review, *Procedia CIRP*, Vol. 53, 1-7, doi: [10.1016/j.procir.2016.04.207](https://doi.org/10.1016/j.procir.2016.04.207).
- [20] Gu, X., Jin, X., Ni, J., Koren, Y. (2015). Manufacturing system design for resilience, *Procedia CIRP*, Vol. 36, 135-140, doi: [10.1016/j.procir.2015.02.075](https://doi.org/10.1016/j.procir.2015.02.075).
- [21] Purba, H.H., Nindiani, A., Trimarjoko, A., Jaqin, C., Hasibuan, S., Tampubolon, S. (2021). Increasing Sigma levels in productivity improvement and industrial sustainability with Six Sigma methods in manufacturing industry: A systematic literature review, *Advances in Production Engineering & Management*, Vol. 16, No. 3, 307-325, doi: [10.14743/apem2021.3.402](https://doi.org/10.14743/apem2021.3.402).
- [22] Medić, N., Anišić, Z., Lalić, B., Marjanović, U., Brezocnik, M. (2019). Hybrid fuzzy multi-attribute decision making model for evaluation of advanced digital technologies in manufacturing: Industry 4.0 perspective, *Advances in Production Engineering & Management*, Vol. 14, No. 4, 483-493, doi: [10.14743/apem2019.4.343](https://doi.org/10.14743/apem2019.4.343).
- [23] Asif, F.M.A. (2017). *Circular manufacturing systems: A development framework with analysis methods and tools for implementation*, Doctoral thesis, KTH Royal Institute of Technology, Stockholm, Sweden.
- [24] Meixner, K., Lüder, A., Herzog, J., Winkler, D., Biffel, S. (2021). Patterns for reuse in production systems engineering, *International Journal of Software Engineering and Knowledge Engineering*, Vol. 31, No. 11-12, 1623-1659, doi: [10.1142/S0218194021400155](https://doi.org/10.1142/S0218194021400155).
- [25] Tolio, T., Bernard, A., Colledani, M., Kara, S., Seliger, G., Dufloy, J., Battaia, O., Takata, S. (2017). Design, management and control of demanufacturing and remanufacturing systems, *CIRP Annals*, Vol. 66, No. 2, 585-609, doi: [10.1016/j.cirp.2017.05.001](https://doi.org/10.1016/j.cirp.2017.05.001).
- [26] Geissdoerfer, M., Morioka, S.N., de Carvalho, M.M., Evans, S. (2018). Business models and supply chains for the circular economy, *Journal of Cleaner Production*, Vol. 190, 712-721, doi: [10.1016/j.jclepro.2018.04.159](https://doi.org/10.1016/j.jclepro.2018.04.159).
- [27] Chen, G., Wang, P., Feng, B., Li, Y., Liu, D. (2020). The framework design of smart factory in discrete manufacturing industry based on cyber-physical system, *International Journal of Computer Integrated Manufacturing*, Vol. 33, No. 1, 79-101, doi: [10.1080/0951192X.2019.1699254](https://doi.org/10.1080/0951192X.2019.1699254).
- [28] Dombrowski, U., Kari, A., Reischwich, A. (2018). Reengineering of factory planning process for the realization of digital factory 4.0, In: *Proceedings of 2018 IEEE International Conference on Industrial Engineering and Engineering Management (IEEM)*, Bangkok, Thailand, 1836-1840, doi: [10.1109/IEEM.2018.8607634](https://doi.org/10.1109/IEEM.2018.8607634).
- [29] Park, K.T., Nam, Y.W., Lee, H.S., Im, S.J., Noh, S.D., Son, J.Y., Kim, H. (2019). Design and implementation of a digital twin application for a connected micro smart factory, *International Journal of Computer Integrated Manufacturing*, Vol. 32, No. 6, 596-614, doi: [10.1080/0951192X.2019.1599439](https://doi.org/10.1080/0951192X.2019.1599439).
- [30] Komoto, H., Masui, K. (2018). Model-based design and simulation of smart factory from usage and functional aspects, *CIRP Annals*, Vol. 67, No. 1, 133-136, doi: [10.1016/j.cirp.2018.04.025](https://doi.org/10.1016/j.cirp.2018.04.025).
- [31] Industrial digital twin association. Industrial digital twin association – the digital twin, the future of industry, from <https://industrialdigitaltwin.org/en/>, accessed December 31, 2021.
- [32] Wang, X.V., Wang, L. (2019). Digital twin-based WEEE recycling, recovery and remanufacturing in the background of Industry 4.0, *International Journal of Production Research*, Vol. 57, No. 12, 3892-3902, doi: [10.1080/00207543.2018.1497819](https://doi.org/10.1080/00207543.2018.1497819).

- [33] Schuh, G., Hicking, J., Jordan, F., Stroh, M.-F., Saß, S.-A. (2020). Strategic target system to select digitalization measures in manufacturing companies, In: Camarinha-Matos, L.M., Afsarmanesh, H., Ortiz, A. (eds.), *Boosting collaborative networks 4.0. PRO-VE 2020, IFIP Advances in information and communication technology*, Vol. 598. Springer, Cham, Switzerland, 227-236, doi: [10.1007/978-3-030-62412-5\\_19](https://doi.org/10.1007/978-3-030-62412-5_19).
- [34] Federal ministry for economic affairs and energy (BMWi). Working paper, Technology scenario 'Artificial intelligence in Industrie 4.0, from <https://www.plattform-i40.de/IP/Redaktion/EN/Downloads/Publikation/AI-in-Industrie4.0.pdf?blob=publicationFile&v=5>, accessed January 10, 2022.
- [35] Acerbi, F., Järnefelt, V., Martins, J.T., Saari, L., Valkokari, K., Taisch, M. (2021). Developing a qualitative maturity scale for circularity in manufacturing. In: Dolgui, A., Bernard, A., Lemoine, D., von Cieminski, G., Romero, D. (eds.), *Advances in production management systems, Artificial intelligence for sustainable and resilient production systems, APMS 2021, IFIP Advances in information and communication technology*, Vol. 632. Springer, Cham, Switzerland, 377-385, doi: [10.1007/978-3-030-85906-0\\_42](https://doi.org/10.1007/978-3-030-85906-0_42).
- [36] Workpath. A complete guide to OKRs, from [www.workpath.com](http://www.workpath.com), accessed May 3, 2022.
- [37] Dash, S. DesOps - The next wave in design, from <https://developers.redhat.com/blog/2018/06/22/desops-the-next-wave-in-design>, accessed May 3, 2022.
- [38] van Erp, T., Haskins, C., Visser, W., Kohl, H., Rytter, N.G.M. (2023). Designing sustainable innovations in manufacturing: A systems engineering approach, *Sustainable Production and Consumption*, Vol. 37, 96-111, doi: [10.1016/j.spc.2023.02.007](https://doi.org/10.1016/j.spc.2023.02.007).
- [39] Grøndahl, O.W., Larsen, N.P.L., Davidsen, E.E., Hemmingsen, E.T.S., Lund, R.B., Felekidi, E.A. (2023). Technology 3, Project report in Technology 3, SDU EOM, University of Southern Denmark.

# Okvir načrtovanja in delovanja proizvodnih sistemov pri prehodu na digitalne dvojčke

van Erp, T.<sup>a,\*</sup>, Rytter, N.G.M.<sup>a</sup>

<sup>a</sup>Department of Technology and Innovation, University of Southern Denmark, Odense, Denmark

## POVZETEK

Proizvodna podjetja se soočajo s pojavom, ki smo ga pred kratkim poimenovali digitalni prehod. Izvajati morajo digitalni prehod in prehod od linearnega k bolj krožnemu ustvarjanju vrednosti. V raziskavi je predstavljen celovit okvir načrtovanja in delovanja, ki opredeljuje digitalne in krožne proizvodne sisteme. Opisane so procesne faze okvirja, ki obravnavajo: oceno zrelosti, cilje in ključne rezultate, načrtovanje (Des) in delovanje (Ops) proizvodnega sistema ter načrt usposabljanja. Avtorji pri razvoju celovitega okvirja DesOps za krožne in digitalne proizvodne sisteme uporabljajo kvalitativni raziskovalni pristop. Okvir je zasnovan z združevanjem najsodobnejših postopkov in metod na področju ocenjevanja zrelosti in pripravljenosti, ciljev in ključnih rezultatov, systemskega inženirstva in DesOps. Nazadnje je za preverjanje učinkovitosti predlaganega okvirja uporabljena študija primera. Namen raziskave je znanstveno prispevati k področju načrtovanja proizvodnih sistemov s predlogom novega okvirja načrtovanja. Z vidika industrijske uporabe raziskava prispeva k izboljšanju odločanja v proizvodnih podjetjih, saj zagotavlja praktične smernice za preoblikovanje proizvodnih sistemov v smislu digitalnega prehoda.

## PODATKI O ČLANKU

### Ključne besede:

Načrtovanje proizvodnih sistemov;  
Krožno gospodarstvo;  
Trajnost;  
Digitalni dvojček;  
Prehod na digitalnega dvojčka;  
Digitalni prehod;  
Načrtovanje in delovanje (DesOps)

### \*Kontaktna oseba:

tve@iti.sdu.dk  
(van Erp, T.)

### Zgodovina članka:

Prejet 29. decembra 2022  
Popravljen 20. aprila 2023  
Sprejet 25. aprila 2023



Content from this work may be used under the terms of the Creative Commons Attribution 4.0 International Licence (CC BY 4.0). Any further distribution of this work must maintain attribution to the author(s) and the title of the work, journal citation and DOI.