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Life Cycle Simulation for the Design of Product-Service Systems

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Abstract. The present paper discusses Life Cycle Simulation (LCS) as a new approach for supporting the design of PSSs (Product-Service Systems). The increased relevance of the life cycle perspective in the current society calls for more sustainable approaches to design, engineer and construct every-day products and related services. To answer to such a need, designers and engineers might have access to new methods and tools able to integrate in a proper way the life cycle perspective. In such a context, simulation – in its wider meaning – could play a relevant role for engineering the life cycle of a product and analyzing the related service networks. Within this context, the paper conducts a state of the art of existing approaches and solutions that support LCS, in order to identify common characteristics and prioritize next steps to be done for a comprehensive implementation. To this end a reference architecture is finally proposed.

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1 Introduction

The modern world is affected by an intrinsic limit of sustainability. The current business models are based on a continuous cycle of production / consumption / dismission, pushed by the global competition, in which companies can survive only providing new products and new solutions for satisfying a growing demand. The limits and the weaknesses of this model have been already addressed and highlighted in many occasions, starting more than 20 years ago (e.g. the well-know and often-cited United Nations Brundtland Commission, debated in 1987). Fortunately, in the recent years, Sustainable Development (in its wider sense, from environmental, to economic and social perspective) has acquired a relevant part of the scene and many actions (regulations, legislations, standards, normative, etc.) are pushing sustainability in our society.

In such a context, the design of modern products might more and more take into account these sustainable issues for creating ecofriendly and socially acceptable solutions. Product design might at the same time considers the new "dimensions" assumed by a product, that moved, in the last years, from being a mere artifact to a complex element of tangible and intangible assets. Today a product is a unique selling proposition, in which the physical artifact is extended by a surrounding provision of services, defining the concept of Product-Service System (PSS) [54]. It is a matter of fact that in many industrial sectors companies are generating a relevant part of their business revenues by selling product-related services, like maintenance or repair; some companies (e.g. the well-known Rolls-Royce airplane engine-maker company [75]) have totally shifted their business model by no more "selling engines", but "flying hours" to their customers.

In this situation, sustainability assumes a systemic perspective and it becomes a matter of optimization in the use of available resources along the entire life cycle of a product (e.g. a car, an airplane engine, a production machine, etc.). This optimization could be achieved with the collaboration of all the actors involved in the life cycle (i.e. designers, manufacturers, suppliers, customers, service providers, recyclers, etc.), who can (or cannot) adopt sustainable practices. Obviously, designers and engineers, being responsible of the system design since its early life cycle stages, have a relevant role in sustainability decisions. It is up to them to find solutions for creating less polluting cars, for studying more reliable engines, for using energy efficient production processes, and also for implementing solutions for supporting new services enabling more sustainable customers' behaviors. Designers and engineers can assume sustainable decisions using their knowledge, which is obtained following the typical process of knowledge capture, accumulation, and reuse. Knowledge is generated with a scientific method: designers formulate the solution (one or more), test it, analyse the results, and then keep the decision. Unfortunately, designers are often not aware of the all phases that the product they are creating will meet in its life. Moreover, they have to manage a large amount of data and information, often without having adequate tools for considering the implications of their choices in terms of sustainable impacts.

Therefore, a general optimization for reaching a more sustainable condition can be obtained only by accumulating and managing efficiency a deep knowledge on the entire system life cycle (i.e. collecting information about the product realization, utilization, maintenance and disposal) and providing it to designers and engineers in the easiest possible way, with advanced techniques and tools. This should be done also considering the entire service network linked to the product, to guarantee the correct use of all the information related to services.

Since may years, designers and engineers have been supported in their activities by a plethora (e.g. [48]) of computer-aided (CAx) tools, for modeling components and items, test and simulate their behaviors in a virtual environment, and store the obtained results, accumulating knowledge, in common spaces and data warehouses. In the last 30 years, the digitalization of a product has moved from the digital drawing, to digital models, processes and knowledge. As shown in Figure 1, since the '70ies many efforts have been spent in transforming paper-based product information into digital formats. Product models and processes started to be digitalized from the second half of the ‗80ies. Nowadays, CAD 3D systems provide excellent visualization functionalities, giving to the designers the possibility to simulate in more and more advanced environments their ideas, in terms of products appearances, dimensions, as well as components interfacing. Furthermore, CAE (Computer Aided Engineering) tools have adopted extensively simulation approaches, supporting designers in their virtual tests and experiments on digitally modeled products. For example, the Finite Element Method and all related applications to material stress, fluid flow and heat transfer, became in the last 15 years very well-known and it was made available in desktop tools for testing and prototyping physical components, by simulating their behaviors under realistic conditions. On the manufacturing engineering side, CAPP (Computer Aided Process Planning) tools have been created for supporting production engineers in the definition and simulation of manufacturing and assembly processes. KBE (Knowledge Based Engineering) environments have been set up for supporting the automation of design procedures and rules, reducing boring and redundant tasks in the daily design work. All these efforts have been characterized by their highly specialization to a specific issue, considering a particular phase of the system life cycle and trying to obtain a good solution for a particular problem in a limited context. Given this picture, a step further must be made by enabling new simulation tools and methods for virtually emulating the product behavior during its expected operating life cycle. This means a new era in the virtual prototyping evolutionary chain, which can be called "Digital Life Cycle" wave. This wave might offer to designers and engineers of the next decade the access to new simulation solutions (Figure 2) that might consider, in parallel, product and service models, through time-dependent architectures, for taking better life cycle-related decisions.

Figure 1. The new wave of virtual prototyping: Digital Life Cycle (images from internet)

The main aim of this paper is to discuss on this evolutionary path, extracting from the current state of the art of the Life Cycle Simulation (LCS) tools, that only partially address the issues of an overall simulation of the product life cycle, useful information for the development of the future LCS tools. . The paper is organized as follow: chapter 2 illustrates the current state of the art in LCS, going into details with a classification of available papers on this topic; chapter 3 discusses a list of relevant issues for the development of a comprehensive LCS tool; chapter 4 describes the proposal of a reference architecture for the design of a future PSS (Product Service System) simulation platform, before the conclusions in chapter 5.

2 State of the Art of Life Cycle Simulation

The management and the analysis of a product life cycle is a well-known concept in literature. Methods and techniques for measuring and assessing the life cycle dimension of a product were created years ago (e.g. [27] for Life Cycle Assessment (LCA)/Life Cycle Engineering (LCE), [37] for Life Cycle Costs (LCC)). These well-known methodologies are the basis of the life cycle design approach. In general terms, they are used for conducting a deep analysis of the different stages of the product life cycle, accumulating product knowledge and defining different scenarios related with a particular product life cycle.

Simulation has acquired an important role along the life cycle design phase because it provides tools for evaluating the performances of a system in virtual environments. Business and design process simulations have been extensively studied in the past and lots of techniques, approaches and tools exist. For example, in some research works (e.g. [17], [35], [47]) Discrete Event Simulation is used to evaluate a product life cycle by summarizing total amount of wastes, energy usage, and revenue and profits a company achieves throughout a certain time period. In other works, (e.g. [10]), System Dynamics is preferred for analysing different PSS propositions

In such a context, it is interesting to study, from one hand, the current matches between traditional methods (LCC, LCE, and LCA) and simulation techniques and, from the other, what are the existing gaps. In literature, there are many references directly related to product life cycle design and simulation, as shown in Table 1. This table classifies 43 contributions of the last 15 years into 3 clusters according to their main content: (i) Conceptual contribution, (ii) Technological development, and (iii) Industrial applications.

Table 1. Classification of life cycle simulation literature

The "Conceptual contribution" column considers papers mainly dealing with an explanation of the life cycle simulation concept, making state of the art analyses and describing new LCS methods to be adopted. From this point of view, it seems that the LCS concept is well structured and there are lots of available state of the art analyses and methods. However, there are, again, many gaps to fill among the experts. For example, there are several discordances in the definition of life cycle boundaries, in how much the model should be complex, in what should be the simulation inputs and outputs.

The "Technological development" column includes contributions that, mainly, describe the development of the code of simulation software tools without a practical industrial implementation. In general, Discrete Event Simulation (e.g. [20]) and System Dynamics (e.g. [10]) are the most common simulation methods and are used in a wide range of situations. From the software characteristics point of view, general-purpose software tools are mainly used, for example developed in XML and JAVA (e.g. [20]). These tools have the advantage of being very flexible, but on the other hand, they require more work to represent correctly the problem. Another alternative is the use of specific software tools, for example developed in Python (e.g. [36]), also having the capability to be customized according to the problem and dataset at hand. The lack in standard simulation software languages seems to be the main problem for the technological point of view.

Finally, under the "Industrial applications" column, there are papers mainly describing real implementations, experiments and results derived from the use of life cycle simulation tools within industrial companies. In accordance with the survey of Cameron and Ingram [14] on process modeling across the life cycle, the most common reason for modeling, in 95% of cases, are providing insights for product/process design and for optimizing operations. Some 80%, also, replied that modeling is driven by the need for financial and feasibility assessment. Generally, in these research works LCC, LCE and LCA methodologies are applied together, supported by a simulation tool for testing and estimating different application scenarios. Industrial application examples of life cycle simulation refer to:

- Facility management: Takata et al. [69, 70, 71] have developed an information infrastructure for life cycle management, which provides an environment for information sharing throughout the facility life cycle, and computer tools, which support analysis and evaluation required for facility management.
- Industrial robot manufacturing: Yamada and Takata [79] describe a new life cycle simulation method for this aim.
- Welded joint ship structures: Aoyama and Nomoto [4] use life cycle simulation to consider the effect of corrosion of the welded joint of a ship structure and for evaluating product deterioration by corrosion of the welded joint.
- Airborne emissions of biomass-based ethanol products: Yu and Tao [82] describe some interesting applications of life cycle assessment and simulation.
- Cement manufacturing: Gäbel et al. [18] use simulation for the evaluation of environmental performances, product performances and costs.
- Electric and electronic products manufacturing: Fujimoto et al. [17] use life cycle simulation and LCA analysis to compare their performances on a real base.
- Aerospace Engineering: Komerath and Maughmer [33] describe the use of life cycle simulation for the education of aerospace engineers.
- Elevators maintenance design: Kimura and Hata [30] speak about the application of life cycle simulation for the evaluation of maintenance performances on different life cycle scenarios.

The literature analysis conducted underlines that the concept of computer aided solutions able to implement a simulation of different product life cycle phases is a common idea, with several available techniques and industrial experiences demonstrating its usefulness. Simulation is used for:

- Combining flexibility and costs of production (e.g. [46]).
- Estimating financial and environmental revenues (e.g. [32]).
- Reaching ecological potentials while fulfilling economic constraints, given the dependency on specific products (e.g. [44], $[51]$).
- Getting an overview of the social / environmental influences of the designed product (e.g. [56], [57]).
- Predicting the effect on future costs or risks of modifying designs (e.g. [78]).
- Assisting waste management using the output graphs of disposed components or products (e.g. [78]).
- Modelling economics of component remanufacturing or reuse (e.g. [65], [78]).
- Reducing environmental impacts while extending business opportunities during the development of Service-Oriented Products (e.g. [17]).
- Creating a collaborative/integrated environment for virtual product and process development and for technological/geometrical modelling (e.g. [48]).
	- Evaluating product-service quality variations and conceptual life cycle design options (e.g. [30]).

Summarizing, simulation is generally used for the evaluation of two main issues: (i) product life cycle related costs and (ii) product life cycle related environmental impacts. In both these categories, a wide range of simulation tools were developed, from spreadsheets, mathematical software and programming languages to specialist computational packages.

2.1 Simulation and service design

The first simulation tools for the product life cycle appeared in the second half of the '90ies for cost estimation activities. Considering that over 70% of the total life cycle cost of a product is generally committed at the early design stage (e.g. [8]), it is easy to understand why simulation has been primary applied to estimate product costs. However, cost estimation depends on the integrated solution of the complete set of design problems in the early concept of the design phase (e.g. [8], [75]). Given the great span and complexity of the overall problem, the exclusive use of optimization methods is not possible. In fact, the calculation of life cycle cost involves a highly diverse set of representations and processes that makes undesirable to use a single software tool to undertake this task (e.g. [75]). In fact, the tool must be able to model many different situations and use different data types and models to perform the necessary calculations. One possibility (e.g. [41]) is to use general-purpose or specific simulation software tools, but this choice introduces a trade-off between flexibility and optimization. At the beginning of 2K, many authors (e.g. [17], [31], [32], [35], [41], [44], [49], [51], [70], [71], [78]) raised also the awareness towards environmental issues. To this concern, many research started to study the use of simulation for assisting designers in forecasting possible future strategies, environmental impacts and costs associated with alternative design and development decisions. Among them, Takata et al. [70] defines a procedure to organize a system of environmental indicators to be simulated; Fujimoto et al. [17], instead, speaks about life cycle simulation for Service-Oriented Products development. From 2005, the number of authors (e.g. [15], [20] [34], [46], [56], [58], [73], [75], [76], [77]) that expressed the need and proposed new paradigms in life cycle modeling and simulation has grown, enabling the virtualization of every stage of the product life cycle, from its design, to its use and dismission. Valuable research works have been poblisshed to this concern (e.g. [10], [15], [26], [31], [34], [35], [36], [40], [45], [47], [58], [73], [75], [76], [77]). These authors started to include in their simulation models also the role of product-related services, trying to simulate / estimate the fact that a product is not just an artifact, but it is a complex solution, coming from the sum of the real product plus the related services (generally defined in literature as PSS - Product Service Solutions, e.g. [54]).

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Therefore, in parallel with the advent of life cycle simulation, authors started to include in their simulation approaches also the role of product-related services. For this aim, the concepts of Service/Product Engineering and Service CAD system were defined. The first one, it's a discipline that considers the service (not the product) as the key factor of the customer's value (e.g. [9], [13], [21], [22], [23], [24], [25], [28], [29], [42], [43], [67], [68], [72], [81]). The second one, instead, it's a new technique for the creation of computerized tools supporting service design activities (e.g. [5], [6], [7], [11], [52], [53], [54], [55], [60], [61], [62], [63], [64]). From the Service CAD and the Service/Product Engineering points of view, there many industrial applications can be found. Komoto and Tomiyama [35] propose an Integrated Service and Life Cycle simulator (ISLC) that aids designers to define and search PSSs as a combination of service contents, service channels and corresponding activities, defined in the so-called "Service CAD". From the Service Design point of view, or the translation of ideas about a new services in drawings and specifications (e.g. [19]), there are lots of papers speaking about Service-Oriented Architecture (SOA) models and applications (e.g. [31]), Service-Oriented Simulation (e.g. [38], [73]), Service-Oriented Computing (e.g. [50]) supporting designers during the service concept and development phases and modeling frameworks for complex product virtual prototyping management (e.g. [76], [77]). However, more recent papers (e.g. [66]) underline that "there is no empirical validation of successful software architecture principles for service design". Sangiorgi [59] adds that, "when both the complexity of challenges and the objects of design become larger, design needs to collaborate with a wider number of stakeholders and professions, but also to work ‗within' service organisations and users communities to provide tools and models to deal with change and complexity on a daily basis". Because the results of design depend more on what designers perceive design is, than from a stable definition elaborated by a scientific community, new simulation tools are needed, driving service designers in selecting the best decision both from the service and the product view. In particular when "dealing with complex challenges of sustainable development, the designer can become a connector between multiple stakeholders, teasing out issues and finding common values". However, starting from the common idea that service adds value to the product, it can be concluded, as reported by lots of authors (e.g. [2], [3], [72], [78]), that a better platform connecting Service Engineering methods and LCS tools is needed.

3 Discussion

After having explored the literature reagrding LCS, it is possible to confirm that a standardized way for LCS doesn't already exists. There are, instead, lots of simulation techniques useful for a particular sector or purpose. The need for a better way of doing simulation during the early design phase and considering the whole life cycle can be therefore concidered a well-known issue among the experts. What could be scientifically interesting and, at the same time, useful for the future industrial applications of the LCS concept is a classification of the main characteristics to consider for the development of new advanced life cycle simulation platforms. From the previous analysis, 4 dimensions have been defined as relevant topics to be considered in LCS: (i) modularity, (ii) life cycle cost perspective, (iii) stochastic behavior of modules, and (iv) social and environmental impacts.

3.1 Modularity

Modularization of different parts composing the potential LCS platform is a must. This characteristic, enhanced by many authors, is useful to create a virtual environment able to be as flexible as possible for an extended use in various scenarios and applications. This is one of the main problems evidenced by the experts. Sound examples are those of Nonomura et al. [47], and subsequently Fujimoto et al. [17], in which a life cycle simulation approach for configuring modular products is presented. The model, in these cases, is a composition of three sub-models (a life cycle process model, a product model, and a user model). The first one represents a product life cycle as a network of processes, such as manufacturing, operation, recycling, and remanufacturing. The product is modeled as a set of modules and each of them is modeled by a set of attributive parameters. The user model is implied to fix the customer behaviors in the market. LCS simulates flows of products, materials, money, and information based on a given life cycle model using a discrete event simulation technique, such as Petri Nets, and evaluates a product life cycle by summarizing the total amount of wastes, energy usage, revenues and profits a company achieves throughout a certain time period. Another type of modularization, a little bit different, is described in Komoto et al. [35]. In this case, the simulation model is implied for the description of systematic forms of PSSs and for the environmental and economic evaluation of alternative PSS solutions. The life cycle model for LCS used in this study consists of a product model and a process network. In addition, performance indicators are defined for the evaluation of the simulation results. The life cycle simulation model is a service CAD integrated with a life cycle simulator through an object-oriented, process-based discrete event simulation language.

3.2 Life cycle cost perspective

LCC evaluation is the primary application of LCS methods. Nowadays, even if with a different point of view, LCC is important not only for an economical point of view, but also for social and environmental implications. Relevant examples come from the aeroengine sector. Wong et al. [75] is one of the most common papers mentioned in literature for the "Design for Service" paradigm. It describe the program implemented by Rolls-Royce, which advocates designing products and services in parallel, considering life cycle performances and developing design tools to predict the total life cycle cost. This approach links two different commercial software packages, a top level hierarchical tool able to model unit cost and physics based life predictions and a discrete event simulation tool which models dynamic processes or systems. The top level hierarchical model collates all the necessary input data and passes it on to a relational database. The top level hierarchical model is also integrated with the above mentioned models to predict component unit costs and component deterioration lives. The discrete event simulation model subsequently retrieves this data from the database to calculate maintenance costs. The simulation results are then passed back to the database. Finally, the simulation data is post-processed by the hierarchical tool as it has superior statistical analysis functions. From the same sector, Sandberg et al. [58] describe a model for cost prediction that introduce evaluation of post-manufacturing activities in the early concept designs phase for hardware parts of functional products (including both hardware and service). A model has been proposed to handle the information flow between teams when developing structural jet engine components. Aspects concerning design, manufacturing, performance, and maintenance of jet engine flanges were included in the model by means of a Knowledge Based Engineering (KBE)

system coupled to databases and spreadsheets. In this research, a parametric cost estimation technique is utilized with a KBE tool to couple the geometry definition process to the cost estimation activity.

3.3 Stochastic behavior of modules

A predefined statistical behavior of the modules composing the LCS platform is another common way of thinking in literature. The example reported in Hayek et al. [26] presents a simulation model allowing maintenance and replacement decisions. The methodology is based on simulating the up-time of the machine or process as a series of critical modules. Each module is characterized by an empirically derived failure distribution. When data of specific modules are imported into the simulation platform from the database, a Weibull distribution with the imported parameters is assigned to each module. Then, the software draws a random number from each distribution, and assigns it to its corresponding module's failure time. Repeating these steps a large number of times will lead to a probability distribution that describes the removal times of the product. As the product is removed, it enters the shop for service. In the shop, the product is dismantled, and the user can simulate a number of key alternatives and scenarios. Another way of thinking is reported in Kimura and Hata [30]. They describe an approach to model product life cycle behavior by using state transition modeling. In this case, product behavior and performance are modeled by stochastic or statistical transition among associated states which correspond to different status of products or parts. State transition information is derived from existing product data, or can be computed by a method based on functional modelling and computer aided Failure Mode and Effect Analysis.

3.4 Social and environmental impacts

The assessment of social and environmental impacts thorough LCS is, in general terms, a characteristics founded in a lot of works. However, it is especially enhanced into three papers (e.g. [17], [56], [57]). Sakita and Mori [56, 57] underline the link between social and environmental aspects during the development phase. They propose a multi-leveled product life cycle simulation system for product development based on the interaction of subjects. The subjects are dynamically changed by flow of physical and social entities. Then, the subjects grow or decline. The influences of designing product are simulated and estimated by changes of subjects and flow of physical and social entities. Fujimoto et al. [17], instead, uses a series of environmental indexes for the performance evaluation of their LCS model in terms of total wastes, energy consumption, revenues and profits improvements.

Summarizing all these apports from the literature it is important to highlight that, especially within the Japanese research works, the studied situations are related to high volume products, for which the issues addressed are mainly at the strategic level. In fact, products are generally modeled as product families and their behavior is statistically defined. In the same way, the service solution is also statistically modeled. The resulting implementation leads to a very abstract and time independent model that does not answer to the needs of companies producing special products, which need to be individually addressed in their life cycle behavior and service needs. Thus, a different approach is necessary in these cases, being able to model individual products that may be customized to their particular service needs and individual degradation scenarios. Such an approach must be necessarily based on modular components so to solve the problem with a standard software solution which may be customized to any specific application case.

4 Proposal of a reference architecture for Life Cycle Simulation

What can be evidenced, considering the previous literature analysis and discussion about LCS practices, is that, nowadays, a simulation software tool or platform that respects all the guidelines stated above is not yet available. All of the available solutions are, in general, specifically designed taking into account only some of these characteristics. Hence, a different type of architecture is needed for the future design of product service systems.

Technically, the creation of a reference architecture will be possible by integrating specific modules and already existing simulation tools to create a comprehensive solution for analysing the entire life cycle of a PSS. The vision is to develop a simulation toolbox, in which the different components describing the product behavior and the service operations can be put together easily and accordingly customized to a specific application case. Using this tool, a company may evaluate what kind of services are necessary for its products and/or what kind of modifications should be made to its products and/or to the network of its service system to gain market share. The simulation tool should be composed by three main parts:

- A Product Simulator Module, in which both physical laws and statistical product behavior are used to virtually emulate the behavior of a physical product during its life cycle. Such a model could be instantiated selecting components from a series of libraries (derived by different product data repositories), building a unique virtual product instance to be simulated for each product (Product Model). Such a virtual model will simulate the evolution of the life status of the product, generating individual service requests (e.g. a maintenance service request to be provided after a fault).
- A Services Simulator Module, in which different service solutions related to the product-service needs are modeled. Such a library could be built upon an ontology of product-services by putting together models of individual services made of discrete resources involving both deterministic and statistical behavior. Using these components, the user may build a service solution thus creating a specific service network (Services Model) supporting the services needed by a given set of products. The Services Model could be used for evaluating different scenarios of interaction among the services needs of products and their support by the service network in terms of relevant performances (e.g. service level, cost, environmental impact, etc.).
- Finally, the third part of the tool is made by an Integration Platform (Figure 2) in which all previous components are integrated. After integration, the various instances of a product model can interact with a given instance of the services model, thus allowing the generation of a PSS model instance to be emulated and experimented in a virtual environment. The emulation of the PSS model instance will be allowed by a simulation engine also working within the Integration Platform.

Figure 2. Schematic view of the Integration Platform

The aim of this reference architecture is to create a new approach to product-service life cycle simulation in which each product can be modeled as an individual entity (and not as a family, or product type, as simplified in the works available in literature) that evolve independently in time and express service requests during its life cycle. The service network, instead, assumes the use of physical modeling and is made up of components (modular solutions) that, joined together, create the needed service model. The service network will be a discrete model composed by entities (products, materials, resources) and events (e.g. service requests like maintenance activities, product upgrade services, etc.). This way, a dynamic and realistic view of the service network activity will be developed and it will be possible to use standard simulation tools for emulating the service network.

The development of a new simulation environment for testing and prototyping PSS could be a good way to face with modern sustainability issues. Such a kind of environment should permit the definition of the different services (e.g. maintenance, reconfiguration, upgrade, recycling, dismissal, etc.) to be provided during the life cycle of a product, also in terms of business processes to be activated, measured and revised. The use of simulation for the virtual emulation of a service network could offer a good support to engineers and designers of the modern companies to develop a comprehensive PSS and not just to design a mere artifact.

Conclusions

The present paper had the aim to present, thorough a detailed state of the art analysis, current trends, characteristics and industrial applications of Life Cycle Simulation for PSS design. Strengthens to consider and weaknesses to avoid in the development of future simulation tools have been discussed. From the analysis some important guidelines were extracted to support the industrial and scientific development of the next generation of life cycle-oriented simulation tools. The guidelines are summarized in four points: (i) modularity, (ii) LCC perspective, (iii) statistical/stochastic behavior of modules and (iv) social/environmental impact. Starting from these points, in the last chapter a reference architecture is proposed for Product-Service Systems Design. However, even if it considers all the previous guidelines, the reference architecture proposed in this work is only a conceptual model, without a practical implementation. Anyway, this model could be the first step towards the development of a future simulation tool.

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