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Designing Cyber-Physical Systems for Runtime Self Adaptation:

3 Knowing More about What We Miss ...

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10 Abstract

11Keywords:Cyber-physical systems, programmed adaptation, runtime adaptation, self-adaptation, self-evolution,12self-supervision, autonomous systems, open issues

13 **1.** First things first – Our view on cyber-physical systems

14 We live in the age of an extensive scientific, technological, and paradigmatic convergence [1]. One of the strongest current trends is the integration of social science, cognitive science, biotechnologies, 15 16 information technologies, and nanotechnology (SCBIN) that enables fusion of bits, atoms, neurons, genes, 17 and memes [2]. Graphically depicted in Figure 1, this accelerating merge process is often referred to as 18 the bits-atoms-neurons-genes-memes (b.a.n.g.m.) revolution [3]. Cyber-physical systems (CPSs) 19 represent practical examples of the integration of bits and atoms in human and social contexts, but they 20 also make steps towards integration of neurons and genes into system implementations [4]. The move 21 towards integration of neurons is exemplified by the interest in cyber-bio-physical (CBP) systems (e.g. 22 assistive and corrective implants [5], and artificial limbs/augments [6]), while the results in the latter field 23 are epitomized by gentelligent systems [7]. Consequently, engineered systems are going through a 24 metamorphosis, and the significance of purely hardware (HW), software (SW), and cyberware (CW) 25 systems is shrinking and their places are taken over quickly by heterogeneous and intellectualized systems. 26 From the perspective of system adaptation, the current trends imply the need for a concurrent change of 27 the HW, SW, and CW elements in runtime, in a synergic (compositional) manner. Theoretically, but also 28 practically, the largest challenge in this context is that the operational changes of the HW constituents 29 happen in the spatial-temporal space, the changes of the SW constituents in the logical-temporal space, 30 and those of the CW constituents in the syntactic and semantic spaces.

In our view, software and data/knowledge integrated cyber-physical systems (CPSs): (i) include one or more independent (self-contained) or functionally networked actor nodes, (ii) are characterized by a deep penetration into real-life physical processes, (iii) operate based on multiple sensing-computing-adjusting

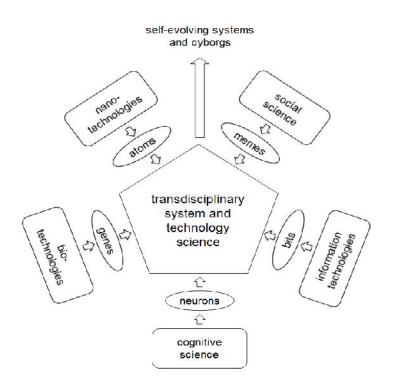


Figure 1: Merger of technologies and disciplines

34 loops or sensing-reasoning-learning-planning-adapting loops, (iv) provide tailored services and avail 35 resources dynamically in human, social, and industrial applications contexts, (v) have abilities to extend their problem solving knowledge and computational mechanisms (system intelligence), (vi) may manifest 36 37 as part of a purposefully and synergistically arranged system of systems, and (vii) evolve through 38 generations [8]. Cybernetization of complex engineered systems seems to terminate with highly 39 intellectualized and autonomously operating, but cognitively and socially embedded systems [9]. If, in 40 sociotechnical systems, the technical parts manifest as CPSs, then researchers talk about social-cyber-41 physical systems, whose adaptation may be according to the principles of centrality of the norms and 42 policy of autonomy, and not only to operational goals and affordances [10].

43 Though the complex phenomenon of system adaptation is a current hot issue, it is known only 44 partially in the case of complex engineered systems [11]. In the field of biology, adaptation has been 45 defined as the process of subsequent changes by which a living organism or a community of organisms 46 becomes better suited to its environment and increases its chances to survive [12]. Initially proposed for 47 natural systems, this interpretation implies four suppositions: (i) adaptation is towards a goal, purpose, or 48 situation, (ii) adaptation is not a one-time action, but a purposeful sequence of changes, (iii) adaptation is 49 done by the subjects of the changes themselves, and (iv) adaptation is to be put into the context of 50 interaction with the environment or a community of organisms. The same principles have been imposed 51 on engineered systems [13]. However, while biological adaptation is based on evolving bio-physiological 52 and cognitive mechanisms, there are no *ab ovo* granted or naturally evolving mechanisms in the case of 53 engineered systems [14]. Many experts believe that a deeper theoretical understanding of the phenomenon 54 of system adaptation will ultimately lead to the opportunity of developing autonomous systems and 55 adjustable autonomy.

The rest of this extended editorial is organized as follows. Section 2 summarizes the types and forms of system control and adaptation, Section 3 introduces the scientific, engineering, and computational fundamentals and issues of adaptation of first-generation cyber-physical systems (1G-CPSs). Section 4 discusses the phenomenon of self-adaptation of second-generation cyber-physical systems (2G-CPSs) and its fundamental issues. Section 5 offers a (non-exhaustive) landscape of the concerns related to next61 generation cyber-physical systems (NG-CPSs). In addition, it discusses the milestone developments, and 62 elaborates on some open questions. Section 6 presents the short synopses of the papers contributed to this 63 special issue. Section 7 reflects on the major findings, what we apparently miss, and may consider as

64 opportunities for future research.

65 **2.** A brief overview of the types and forms of adaptation of systems

66 Natural evolution and selection of living organisms is a long term and strongly conditioned process. 67 The natural adaptation concerns many generations and favours to beings having a higher chance of 68 survival and a wide variation of heritable characteristics. Obviously, engineered systems cannot exhibit 69 such intricate mechanisms of progression. This is why systems science thinks differently about adaptation 70 of such kind of systems. Nevertheless, it assumes the potential and resources of adaptive systems to 71 change as well as the influence of the environment on the manifestation of changes. A birds-eye-view 72 image of the perspectives of system adaptation is shown in Figure 2. In general, four sources of the need 73 for adaptation are identified: (i) it is problematic to foreseen all requirements due to broadening and 74 complexification of using such systems in the society, (ii) it is difficult to predefine all system operation 75 and interaction modes due to growing uncertainties concerning applications and stakeholders, (iii) as a consequence of unpredictable incidental effects and changes in the environment, it is difficult to achieve 76 77 overall resilience in the design phase, and (iv) owing to the emerging technological and servicing 78 affordances, it is often possible to achieve better performance than that the systems have been 79 programmed for. System adaptation can be relative to (i) a generally defined goal, (ii) a specifically 80 defined goal, (iii) a partially defined goal, or (iv) a non-defined goal of operation/servicing. Considering 81 these, adaptation is a means to (i) serve optimally for a purpose, (ii) maximize the fulfilment of 82 operational/servicing goals, (iii) achieve the best relation with the embedding environment, and (iv) provide optimal interaction with other systems. In other words, it is about how something fits into 83 something else and what efforts does it make towards an overall optimum performance in runtime. The 84 85 action of adaptation may happen within a short operation period or over the entire lifecycle of engineered

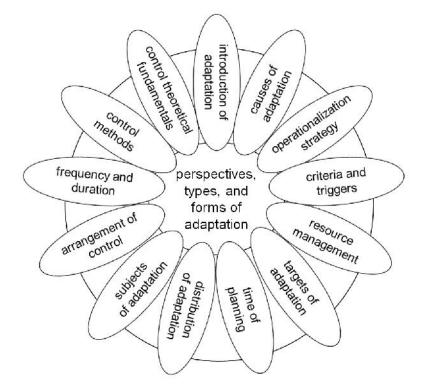


Figure 2: Perspectives of system adaptation

86 systems [15].

87 The above similarities and differences triggered the interest towards a universal theory of adaptation of systems, but that is still a work in progress. From a control theoretical perspective the literature discusses 88 89 (i) traditional control-based adaptation (PID-like or state-representation driven), (ii) advanced control-90 based adaptation (model-predictive, optimization-based, and stochastic), (iii) knowledge-based control 91 (rule-based, fuzzy, heuristic, and analogical), and reasoning-based control (data-driven, learning-based, 92 abductive, prognostic, twin-based) mechanisms [16]. It must be emphasized that these kinds of adaptation 93 apply to complex software systems, rather than to resource-heterogeneous cyber-physical systems. In line 94 with the current layering of information technological systems, the categories of (i) infrastructural 95 (hardware and software) resource adaptation, (ii) reusable middleware adaptation, and domain specific 96 application software adaptation are imposed [17]. In general, the criteria (trigger) for execution of 97 adaptation may be (i) goal-related, (ii) task-orientated, or (iii) performance-based. Based on the 98 operationalization of the adaptation agency, (i) reactive (after change event), (ii) active (concurrent with 99 change event), and (iii) proactive (before change event) control strategies can be distinguished. Feedback-100 based control supports reactive strategies, whereas feed-forward control is usually active. Combinations 101 of feedback and feed-forward control can detect disturbances and adjust the inputs before the disturbance 102 affects the system outputs. Consequently, this combination implements a proactive strategy and can be 103 used as a proactive control mechanism.

104 Adaptation is usually not a single action of change, but a logically/functionally related linear sequence 105 or other pattern of change actions. Therefore, it needs logical and procedural planning in the time 106 dimension. In this dimension, various occurrences of adaptations a have been identified. For instance, 107 based on the occurrence frequency of adaptation, (i) consecutive (repetitive), and (ii) incidental (one-time) 108 forms of adaptation are distinguished. Based on the duration of adaptation, periodic (repeated in fixed intervals) or permanent (lasting over a relatively long period of operation or the whole lifecycle of a 109 system) are differentiated. In terms of the introduction of the changes, adaptation can be made in idle-time 110 111 and/or runtime. In addition, adaptation can be (i) externally initiated (based on intervention, or providing 112 rules by an external controller or supervisor) or (ii) internally initiated (based on observed deviation from 113 intended goal, state, performance, and output, or change of input data). In terms of intentionality (the 114 reason of initiating a specific event), (i) indispensable, (ii) planned, or (iii) self-decided adaptation are 115 distinguished. Adaptations are planned in the (i) design-time, (ii) runtime, or (iii) in both.

With regard to the change of the system's constituents (components), (i) constant resource-based, and (ii) variable resource-based adaptations are implemented. From the perspective of organization of the changes (i) centralized and (ii) decentralized approaches are used. The target of adaptation can be (i) goal, (ii) functions, (iii) architecture, (iv) operation, (v) intellectualization, (vi) interactions, (vii) behaviour, and (viii) combined adaptation. Furthermore, (i) environment centred adaptation (for a proper interaction with a dynamic environment) and (ii) system centred adaptation (guaranteeing the dependability of the states/operations/services) are differentiated.

123 As discussed by Patikirikorala et al., the control may have single objectives or multiple objectives in 124 the case of software systems, and (i) basic or (ii) composite control schemes are implemented depending 125 on the complexity of the objectives [18]. Basic control schemes are such as (i) model-based fixed-gain 126 control, (ii) model-based runtime dynamic-gain control, (iii) linear quadratic regulator, and (iv) model-127 based predictive horizon control. Composite control schemes are, for example, (i) cascaded (nested) 128 control: (ii) rules-based gain scheduling, (iii) algorithms reconfiguring control, (iv) top-down distributed 129 (hierarchical) control, (v) decentralized independent control, and (vi) combined event- and time-based 130 (dynamic) controls [19]. The discussed control strategies are usually put under the conceptual umbrella of 131 internal control, which means some form of intertwining application functionality (logic) and control 132 functionality (logic). However, the literature is void concerning (runtime) hardware and cyberware 133 adaptation issues that are especially important in the case of transforming cyber-physical systems [20].

The abovementioned strategies are typically model-based. Models either are predefined in the designtime, or are generated in runtime. Though current model engineering makes the creation of dynamic models possible, the range of adaptation is restricted to self-regulation and self-tuning in the case of 137 control-oriented models. When a fault or an unclear change in the environmental circumstances happens, 138 human intervention is expected. Often, this is referred to as mitigating adaptation. In the case of mitigating adaptation, designers define (i) the specific objectives to achieve, (ii) the boundary conditions 139 140 of operation, (iii) the conditions of adaptation, (iv) the mechanisms of adaptation, and (v) the 141 appropriateness criteria of adaptation [21]. Another aspect of adaptation is its computational enabling, 142 which can be (i) model-based, (ii) data-driven, awareness-based, and ontology-based enablement. Model-143 based adaptation strategies involve harmonization of various models such as (i) system models, (ii) 144 control models, (iii) optimization models, (iv) environment models, (v) impact models, and (vi) meta-145 models.

146 Internally initiated adaptation is self-adaptation - a form of system operation, for which the goals and 147 rules of adaptation are not provided by external controllers. Traditionally, self-adaptation of systems was 148 defined as the abilities to make appropriate corrective actions based on the information about the actions, 149 which will have the best enhancement impact on the system in runtime. Recently, it has been reinterpreted 150 as the capability of (i) setting a new goal at runtime for system-level problem solving, (ii) determining the 151 most efficient strategy, plan and execution of changes, and (iii) working according to this to reach the initially or runtime set goal [22]. This multifaceted capability assumes sufficient awareness, reasoning, 152 153 learning, planning, and decision-making abilities and mechanisms. For many researchers, the core of 154 designing for adaptation is system-level modelling that (i) defines the relationship with the operational 155 environment, (ii) monitors the objectives and the state of a system, and (iii) configures adaptation 156 mechanisms and strategies in the design-time of a system.

The above overview of the major adaptation aspects intended to shed light on the complexity of the phenomenon of system adaptation. In addition, it attempted to evidence that the landscape of research and development activities towards the realization of system adaptation is a very broad and varied. Two tangible reasons of this are (i) the current wide spectrum of system manifestations, and (ii) the dynamic appearance of new generations of engineered systems.

Systems science, engineering, and computational issues of adaptation of first generation cyber-physical systems

164 The family of 1G-CPSs include control-intensive plant-type systems for which the primary objective and the logic of operation do not change during the life span. Coordinated control loops are essential to 165 166 build this kind of adaptive systems, which are actually results of functional enhancement by cyber-167 physical augmentation (i.e. supplementing physical systems with stand-alone or networked computational platforms) [23]. The interfaces between the physical transformation processes and information 168 computation processes are sensors and effectors (or clusters of these). Another approach to realization of 169 170 1G-CPSs is complementing a digital network with physical objects (instruments, devices, robots, vehicles, 171 etc.). This is a typical strategy of the Internet of Things (or Internet Everything) driven development 172 efforts [24]. In view to the capabilities of rapidly progressing higher-level implementations, 1G-CPSs are 173 regarded as low-end cyber-physical systems.

174 The functionality, architecture, and the logic of operation of the 1G-CPSs are defined in the design 175 phase and they do not change throughout the life span of the system. In other words, this family of CPSs 176 is supposed to adapt to known modes of changes. This assumption makes it possible for the designers to 177 use model-based engineering extensively in their development. Usually, 1G-CPSs systems are equipped 178 with conventional control mechanisms and can regulate the parameters of operation to a known degree 179 through the system model and control model. The end-user can adjust the predefined adaptive control 180 algorithms with some preselected parameters. According to the latest reviews of industrially relevant 181 control strategies, the ones most used in practice are proportional-integral-derivative (PID) control and 182 model-based predictive control (MPC). Such solutions are acceptable for many applications with predictable circumstances and working conditions. However, 1G-CPSs may become unreliable or 183 184 inefficient in situations that were not predicted in the design phase and they are unable to adapt to.

185 The self-control implemented by 1G-CPSs may appear in multiple forms such as self-regulation, selfhealing, self-resilience or self-tuning. Though these, like self-adaptiveness, are realized typically in a top-186 187 down manner, the literature considers these as a limited sub-set of the capabilities that make CPSs self-188 adaptive [25]. The abovementioned capabilities are differentiated also from self-organization that, with a 189 view to emergent functionalities and to decentralization of their control, works according to a bottom-up 190 manner. We see self-organization as the mutual adaptation and co-evolution of the initially autonomous 191 components of systems, namely, the agents. In the view of the related literature, self-organization is the 192 spontaneous process through which systems emerge and evolve, becoming ever more complex, more 193 adaptive, and more synergetic [26].

194 Internally initiated control intertwines the logic of application functions and the logic of adaptation 195 functions. This approach is based on programming language features, such as conditional expressions, 196 parametrization, and exceptions, in software systems [27]. The sensors, effectors, and adaptation 197 processes are mixed with the application code. This often leads to poor scalability and maintainability, 198 and the system is costly to test and maintain/evolve. Using external adaptation engine (or adaptation 199 manager), external approaches of self-adaptive software system try to avoid these limitations by offering 200 sophisticated adaptation processes. In addition, it offers reusability (customization and configuration for 201 different systems) of the adaptation engine, or processes tailored for various applications. An adaptation 202 engine can implement both closed adaptation (using defined type/number of adaptive actions) and open 203 adaptation (allowing new software arrangements and behaviors during runtime) [28].

204 Over the years, a dual-aspect solution emerged in the form of the monitor-analyse-plan-execute 205 (MAPE) approach [29]. This conceptual abstraction and generalization of the external feedback loop-206 based type of control realizes an adaptation logic that is significant for several reasons. For example, it: (i) 207 allows to separate the concerns of fulfilment of the system functionality and the management of self-208 control, (ii) facilitates model-based adaptation control, even self-adaptation, by decomposing the control 209 loop into four specific phases, (iii) supports the extension of control information with knowledge stored in 210 a knowledge repository, and (iv) creates a methodological bridge between self-control of 1G-CPSs and 211 self-adaptation of 2G-CPSs. As discussed by Miller, the monitor, analyse, plan, and execute functions 212 must share knowledge. Hence, this modelling approach is often referred to as MAPE-K [30]. Iglesias and 213 Weyns proposed to use formally specified MAPE-K templates that encode design expertise for a family 214 of self-adaptive systems. These includes templates for behavioural specification and modelling the 215 different components of a MAPE-K feedback loop, as well as property specification templates that 216 support verification of the correctness of the adaptation behaviours [31].

217 However, the MAPE-K approach is limited in terms of runtime variability, including variable structure 218 and functionality systems. Furthermore, the issues of verification of adaptation plans before execution and 219 validation of the results of the completed self-adaptation in context, and the issue of resource generation 220 and management during the lifecycle of the controlled system were not addressed specifically. Tav ar and 221 Horváth argued that these functions should be included in the self-adaptation loop and proposed 222 managing it in four logical steps: (i) planning self-adaptation, (ii) verification before self-adaptation, (iii) 223 operationalization of self-adaptation, and (iv) validation of self-adaptation, which extends MAPE-K into 224 MAPVEV-K [32].

225 Having analysed the current research on methods and techniques for designing and engineering of 226 adaptive software systems, Hidaka et al. argued that effective development of self-adaptive systems could 227 be achieved through the reuse and adaptation of existing models such as MAPE-K loops [33]. The survey 228 completed by Muccini et al. (2016) explored that the application layer and the middleware layer (rather 229 than the communication, service or cloud layer) are the typical levels of system adaptation and that 230 MAPE-RL (where, RL stands for 'reason and learn'), agents, and self-organization are the dominant 231 adaptation mechanisms [34]. Among others, these functions are seen as crucial elements for self-232 supervised self-adaptation of cyber-physical systems.

Chandra et al. (2016) analysed and compared architecture frameworks currently proposed for designing self-adaptive systems. The analysis included (i) the observe-decide-act (ODA), (ii) the MAPE-K, (iii) the autonomic computing paradigm (ACP), and (iv) the observer/controller architecture (OCA) 236 frameworks, which are rooted in organic computing research and are intended for different types of 237 distributed systems, such as swarms, systems-of-systems, crowd computing arrangements, computing 238 entity populations, and multi-agent systems [35].) As a typical example of demand-enabled system 239 adaptation, Hummaida et al. (2016) presented a resource management strategy for clouds (allocation of a 240 shared pool of configurable computing resources) [36]. As a concluding remark, we may claim that, in 241 spite of the efforts, only useful pieces of an incomplete theory of system-level self-control of real life 242 systems are available and those do not include the agency of (intuitive and creative) heuristics, or 243 metaheuristics, that helps solve a wide variety of application problems.

4. Systems science, engineering, and computational fundamentals of self-adaptation of second-generation cyber-physical systems

246 The above discussion is based on five main premises: (i) first-generation CPSs are designed for known 247 modes of changes and to implement self-tuning of their operation, whereas (ii) second-generation CPSs are designed to handle partially or completely unknown modes of changes and are equipped with the 248 249 capability of self-adaptation of operation, (iii) while human stakeholders play an important role in 250 assurance of system operation and performance of 1G-CPSs, there is a move towards partial automation 251 of adaptation in the case of 2G-CPSs, (iv) the application functions and adaptation functions are 252 purposefully separated in self-adaptive systems, while application logic and adaptation logic are largely 253 mixed in adaptive systems, and (v) research in self-adaptive systems distinguishes between internal and 254 external adaptation mechanisms. These assumptions lend themselves not only to the distinction of various 255 system generations, but also to a natural demarcation of two major realms of system control: internal and 256 external.

257 In principle, the goal of self-adaptation can be either adapting the environment to maintain the targeted 258 performance of the system, or adapting the system operations according to the environmental changes, or 259 both in combination. Conventionally, adaptive systems are pre-programmed to realize the adaptation logic 260 by means of closed feedback loops, while self-adaptive systems are pre-programmed to find a possible, or 261 the relative best adaptation logic by sophisticated computational mechanisms such as learning, reasoning, and abstracting [37]. In the case of self-adaptation, on the one hand, the designers define (i) the overall 262 263 objectives to achieve, (ii) the overall operational processes, (iii) the possible resources of adaptation, and (iv) the scenario of realizing possible adaptations. On the other hand, the system decides on: (v) the 264 265 necessity of adaptation, (vi) the resources to be used for adaptation, (vii) the concrete procedures of 266 adaptation, and (viii) the execution of adaptation. In the case of self-adaptive systems, it is possible to separate the parts of the system that deal with application concerns (i.e. the goals for which the system is 267 built) from the parts that deal with the self-adaptation concerns. Though this separation is useful for 268 269 system engineering and computational reasons, the application-oriented subsystem and the control-270 orientated subsystem are supposed to operate in a synergetic functional coupling. Approaching from a 271 computational perspective, 2G-CPSs may exploit (i) search-based techniques, (ii) logical and uncertain 272 reasoning techniques, and (iii) machine learning techniques to deal with unanticipated requests and 273 uncertainties, and preparation for change. By doing so, they implement various forms of autonomic 274 computing [38].

275 Self-adaptation of (heterogeneous) CPSs is a more complicated task than that of self-adaptation of 276 software systems. One obvious reason is that the control software should adapt not only itself, also the 277 hardware and cyberware constituents. Another reason is that that planning of the adaptation needs 278 comprehensive context management. Many researchers see self-adaptation as a risk mitigation strategy 279 with regard to the uncertainties caused by runtime changes on the application-oriented subsystem. There 280 is still a knowledge gap with regard to handling real-time changes and constraints accounting for context 281 variability. Rodrigues et al. combined off-line requirements and model checking with on-line data 282 collection and assessment to guarantee the system's goals by fine-tuning the adaptation policies towards optimization of quality attributes [39]. Engelenburg et al. provided a method to identify what elements of 283 284 the environment are relevant context, which involves three steps: (i) getting insight into context, ii)

285 determining what components are needed to sense and adapt to context, and iii) determining the rules for how the system should adapt in different situations [40]. Since not only static context but also dynamic 286 287 context is to be managed in specific applications, Don et al. proposed an event-driven awareness 288 mechanism [41]. Another source of complication is that, beyond the change of the operational parameters, self-adaptation extends to changing elements of the system functionality (operations) and the system 289 290 architecture (configuration and relations of components) in the runtime. Towards the orchestration of 291 these, Braberman et al. proposed a reference architecture that allows for coordinated yet transparent and 292 independent adaptation of system configuration and behaviour [42]. Cansado et al. proposed a formal 293 framework that unifies behavioural adaptation and structural reconfiguration of components and showed 294 the advantages in the context of reconfiguration of a client/server system in which the server has been 295 replaced [43].

296 It is well known by the software engineering community that the term 'architecture' refers to the 297 conceptual model that defines the behaviour, structure, and characteristics of a software system that fulfils 298 the given requirements. In software engineering, architecture is a bridge between requirements and 299 computational codes [44]. It is conceived also as a formal description of the integrated, distributed, or 300 hybrid arrangement and interconnection of the functional components. Involving qualitative judgment, 301 architectural adaptation is a multi-faceted issue and implies modification on various levels [45]. Understanding its guiding principles and possible forms is a central topic for research in self-adaptive 302 systems. Villegas et al. posited that, besides the regular functional components of the system, the 303 304 designed architectures must include components that enable self-awareness capabilities, such as 305 monitoring and analyzing its own current state, as well planning and executing self-adaptation actions 306 [46]. There are different possibilities for runtime architectural self-adaptation of composable and 307 compositional systems. Kramer and Magee outlined a three-layer architectural reference model that 308 provides the required level of abstraction and generality for self-management of composable architectures 309 [47].

310 Compositional adaptation exchanges algorithmic or structural system components with others that 311 improve the fit of the software to the state its current environment. Phan and Lee proposed a 312 compositional multi-modal approach to model, analyse, and design adaptive CPS on a distributed 313 architecture that facilitates adaptiveness, efficient use of resources, and incremental integration [48]. Compositional adaptation is powerful, but its use without appropriate tools to automatically generate and 314 315 verify code may negatively affect system integrity and security [49]. Compositional self-adaptation 316 control systems should consider both static aspects (such as stability and availability) and dynamic 317 properties (such as functional interconnections and transient change of variables). The dependable 318 emergent ensembles of components (DEECo) framework, presented by Masrur et al., (i) allows modelling 319 large-scale dynamic systems by a set of interacting components, (ii) provides mechanisms to describe 320 transitory interactions between components, and (iii) supports reasoning about timing behaviour of the 321 interacting components [50]. The motivation came from the hypothesis that components may 322 automatically configure their interactions within self-managed software architectures in a way that is 323 compatible with the overall architectural specification and can achieve the goals of the system. Another 324 dimension of self-adaptation is self-adaptation of system of systems that is still in a premature stage of 325 understanding and implementation [51].

326 Using models as the basis of self-adaptation is both a theoretical issue and a methodological one. The 327 latter is concerned with the dynamic generation and adaptation of system and control models. Runtime 328 models are based on abstractions of the system, while the goals serve as a driver and enabler for semi-329 automatic reasoning about system adaptations during operation [52]. Many researchers emphasized the 330 role of software models at runtime (M@RT) as an extension of the adaptation control techniques to 331 runtime contexts [53]. For instance, a key challenge for self-adaptive software systems is assurance. Some 332 of the assurance tasks need to be performed at runtime. Towards this end, Cheng et al. argued that 333 research into the use of M@RT is fundamental to the development of runtime assurance techniques and 334 presented what information may be captured by M@RT for the purpose of assurance [54]. Bennaceur et

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al. developed a four-layer partially causal conceptual M@RT reference model to provide a framework forthe core concepts and to situate the computational mechanisms [55].

Klös et al. extended the MAPE-K feedback loop architecture by imposing requirements and a structure 337 338 on the knowledge base and introducing a meta-adaptation layer. This enables (i) learning new adaptation 339 rules based on executable runtime models, (ii) continuous evaluation of the accuracy of previous 340 adaptations, and (iii) verification of the correctness of the adaptation logic in the current system context 341 [56]. Hadj-Kacem constructed a formal model using a coloured Petri-net for an adaptive system to be 342 trusted after adaptation. This model has sufficient abstraction of details, but still deal with the core of the 343 protocol. This makes the model simpler and the analysis easier due to restricted state space size [57]. Also 344 of theoretical significance is the three-phase approach for modeling and developing dynamically adaptive 345 systems based on the combination of the runtime models technique and the aspect-oriented software 346 development paradigm proposed by Loukil et al. The architecture of the software is specified in the first 347 phase, the executable code is automatically generated in the second phase, and the running system is 348 reconfigured and supervised in the third phase [58].

349 It is an intensifying trend to use artificial narrow intelligence techniques (in particular deep learning 350 and machine learning) and fully-fledged digital twins in various runtime activities of system self-351 adaptation and dependable automation [59]. This on-going intellectualization concerns both the tasks 352 related to solving application problems and the tasks related to self-adaptation and self-supervision related 353 [60]. In both respects, both theoretical and practical issues are addressed. Integration of awareness 354 building, machine learning, and ampliative reasoning mechanisms into software makes them capable to 355 behave smartly and to handle not anticipated situations [61]. The latter efforts are justified by the growing 356 need to autonomously detect and manage unanticipated or unknown situations and to plan the adaptation 357 during runtime properly [62]. The inclusion of learning mechanisms in self-adaptive systems improves 358 not only their flexibility, but also their reusability [63]. However, current computational learning allows 359 self-adaptive CPSs to change their operation and/or configuration only up to specific limits or inside a 360 goal-defined operational envelope. Furthermore, not only constrains, but also the usable resources are 361 defined in the design phase [64]. Nevertheless, these technological augmentations of 2G-CPSs (i) transfer 362 discrete functional and architectural adaptation approaches into a continuous (perpetual) self-adaptation, (ii) reduce reliance on human supervisors and increase the level of automation, and (iii) enhance the 363 technological readiness for resource sensitive evolutionary self-adaptation. Three major issues are (i) the 364 365 purpose-driven selective learning, (ii) the trustworthiness of the learnt data- and rule-driven models, and 366 (iii) the scalability of the proposed solutions. Therefore, many researchers encouraged to gain experiences with industrial systems and applications [65]. 367

368 **5. Towards Next-Generation Cyber-Physical Systems**

369 We made a (non-exhaustive) literature study with the intention to get insights in: (i) the trends of 370 current research, (ii) the probable future developments, and (iii) the recognizable research/knowledge 371 gaps in the field of next-generation cyber-physical systems (NG-CPSs). We focused on those seminal 372 publications that presented front-end and road-paving research and development results, critical and 373 conclusive overviews, or evidenced personal viewpoints. An important observation was that only a small 374 portion of the studied journal articles and conference papers looked ahead to future CPSs, though the 375 number of the related publications progressively increased in the last decade. Based on the selected 376 publications, we attempted to sketch up a landscape of the major concerns of research and development 377 towards NG-CPSs. Towards this end, we imposed an initial classification of the concerns according to 378 what they were related to. The four categories of concerns were: (i) (holistic) system concerns (), (ii) 379 software concerns (S), (iii) hardware concerns (H), and cyber concerns (C). We divided the system concerns into two sub-categories: (i) generic system concerns (1), and (ii) system supervision concerns 380 381 (₂). The obtained landscape is shown in **Figure 3**. Due to the abundance of the associated concerns, we 382 allocated the software concerns to three sub-categories: (i) system modelling concerns (S_1) , (ii) software

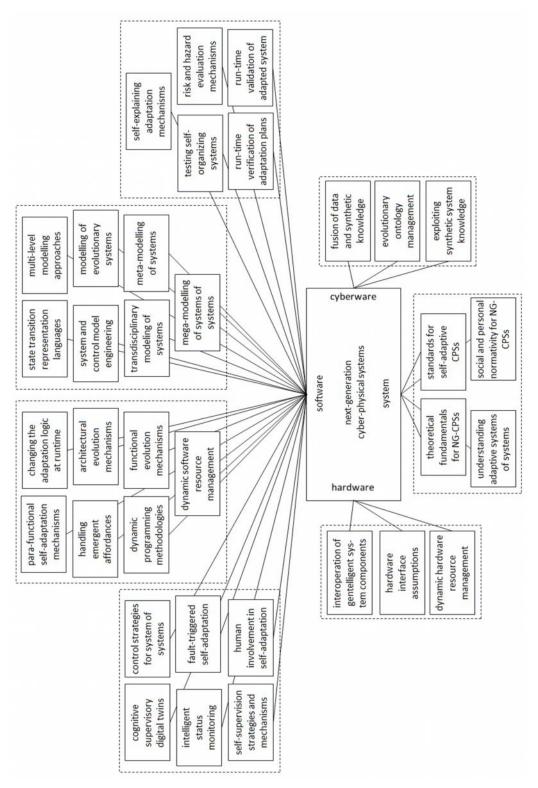


Figure 3: Major concerns of next-generation cyber-physical systems

self-evolution concerns (S_2) , and (iii) software dependability concerns (S_3) . The sub-categories were decomposed further into concern domains in the following way:

385 *Generic system concerns:*

(i) theoretical fundamentals for NG-CPSs [66] [67] [68], (ii) understanding adaptive systems of
systems [69] [70], (iii) standards for self-adaptive CPSs [71] [72], and (iv) social and personal
normativity for NG-CPSs [73] [74] [75].

389 ₂ System supervision concerns:

(i) self-supervision strategies, frameworks, and mechanisms [76] [77], (ii) human involvement in
self-adaptation [78] [79] [80], (iii) intelligent status monitoring [81] [82], (iv) fault-triggered selfadaptation [83] [84], (v) cognitive supervisory digital twins [85] [86], and (vi) control strategies for
system of systems [87] [88].

394 *S*₁ *System modelling concerns:*

(i) state transition representation languages [89] [90] [91], (ii) multi-level modelling approaches [92]
[93] [94], (iii) modelling of evolutionary systems [95] [96] [97], (iv) system and control model
engineering and optimization [98] [99] [100], (v) transdisciplinary modelling of systems [101] [102],
(vi) meta-modelling of systems [103] [104] [105] [106], and (vii) mega-modelling of systems of
systems [107] [108] [109] [110].

400 S₂ Software self-evolution concerns:

401 (i) dynamic programming methodologies [111] [112], (ii) functional evolution mechanisms [113]
402 [114], (iii) architectural evolution mechanisms [115] [116], (iv) handling emergent affordances [117]
403 [118], (v) changing the adaptation logic at runtime [119] [120] [121], (vi) para-functional self404 adaptation mechanisms [122] [123] [124], and (vii) software resource management [125] [126] [127].

405 S₃ Software dependability concerns:

(i) run-time verification of self-adaptation plans [128] [129] [130], (ii) run-time validation of self-adapted systems [131] [132] [133], (iii) testing self-organizing systems [134] [135], (iv) risk and hazard evaluation mechanisms [136] [137] [138], (v) self-explaining adaptation mechanisms [139] [140] [141] [142].

410 *H*₁ *Hardware management concerns:*

(i) dynamic hardware resource management [143] [144], (ii) hardware interface assumptions [145]
[146] [147], and (iii) interoperation of gentelligent system components [148] [149] [150].

413 *C*₁ *Cyberware management concerns:*

414(i) fusion of data and synthetic knowledge [151] [152] [153] [154], (ii) evolutionary ontology415management [155][156][157]), and (iii) exploiting synthetic system knowledge [158] [159] [160].

416 The references included above are only examples of typical publications orientated to the particular concern domains. It must be fairly mentioned that the landscape shown in Figure 3 is probably incomplete 417 and subjective. The reasons of incompleteness are multiple. For instance, our literature analysis could 418 419 cover only a limited set of the abundant amount of relevant publications. Due to the obvious space 420 limitations, even less could be included in the above overview. It was also a technical issue that several 421 studied papers addressed multiple concerns or intended to contribute to multiple concern domains. We 422 made an attempt to sort them in the most relevant category. In addition to our personal interpretations, 423 views, and judgments, this also contributed to the subjective nature of the landscape. We have not done 424 any further research yet to validate its comprehensiveness and appropriateness, and to consolidate it in a 425 broader application context.

Notwithstanding these issues, the presented landscape is deemed a starting point for further discussions and analyses. It can be observed that the number of concerns related to hardware, software, and cyberware categories are largely different. The overwhelming majority of them are related to software that plays multiple roles (such as integrator, driver, processor, mechanism, manager, and utility) in current and future CPSs. The landscape also reflects certain trends, which are summarized in the Conclusions section of this extended editorial. In the next section, we use it to position the contributed 432 papers in the most relevant concern domain.

433 6. Short Synopses of the Contributed Papers

434 This special issue is based on an open Call for papers initially presented on the journal's website. The 435 Call attracted the attention of many potential authors. The selection of the submitted manuscripts for the 436 peer review process and, after that, the best ones for publication was not a simple task. There were excellently written papers addressing somewhat conventional topics, and there were less well-elaborated 437 papers addressing novel and essential topics. Concerning the whole of the submitted manuscripts, it is fair 438 439 to mention that there was only a weak thematic coherence among them. For the above reasons, less than 440 half of the reviewer papers could be considered for publication. It means that, in the end, six original 441 contributions have been included in this special issue. Based on their actual objectives and contributions, 442 these papers can be arranged into three general groups: (i) road-mapping for systems science and 443 engineering (P1 and P2), (ii) methodological approaches to designing self-adaptive systems (P3 and P4), 444 and (iii) enablers for realization of self-adaptive systems (P5 and P6). Below we briefly introduce these 445 high quality papers.

446 The first paper, submitted by Danny Weyns, Jesper Andersson, Mauro Caporuscio, Francesco Flammini, Andreas Kerren, and Welf Lowe, proposes "A Research Agenda for Smarter Cyber-Physical 447 Systems". This paper contributes to the conceptual framing and understanding of several concerns 448 449 domains in the sub-categories of software self-evolution and software dependability concerns, as well as 450 in the sub-categories of generic system concerns and system supervision concerns, and provides a broad 451 and deep theoretical underpinning for next-generation cyber-physical systems. The work complements the 452 existing perspectives on system smartness by taking a more holistic perspective that integrates systems operation with the processes to engineer them. The authors argue that both systems and the way they are 453 454 engineered must become smarter. Systems and engineering processes must adapt themselves, and evolve based on stakeholders' input and from experience through a perpetual process that continuously improves 455 456 their capabilities and utility to deal with environmental and operational uncertainties and amounts of data 457 they face throughout their lifetime. The authors highlight key engineering areas (cyber-physical systems, runtime self-adaptation, data-driven technologies, and visual analytic reasoning), and outline some major 458 459 challenges in each of them. They explain the synergies between these key areas. The second part of the 460 paper presents the authors' proposal for a comprehensive research agenda. This addresses three themes: (i) assurances for unknowns (in the case of decentralised and smarter cyber-physical-systems that operate 461 under uncertainty), (ii) self-explainability of autonomous decisions (concerning a lifelong self-learning 462 463 and self-explainable cyber-physical systems), and (iii) smarter ecosystems for perpetual adaptation and 464 evolution (including a unified modelling approach and self-governance for smarter cyber-physical 465 systems). Exhibiting a high-level of autonomy, smarter cyber-physical ecosystems require reflective capabilities based on which they data about their utility and adjust according to their shifting operational 466 goals. Recognizing the necessity of convergence, the research agenda calls for a multi-year concerted 467 468 effort of research teams active in the different key areas of studying and developing novel solutions for 469 trustworthy and sustainable cyber-physical systems.

470 The second paper, entitled "Designing Runtime Evolution for Dependable and Resilient Cyber-471 Physical Systems Using Digital Twins", presents the work and the results of Luis F. Rivera, Miguel 472 Jimenez, Gabriel Tamura, Norha M. Villegas, and Hausi A. Muller. The main contribution of this paper 473 belongs to the concern domain of cognitive supervisory digital twins in the system supervision concerns 474 sub-category, but it also adds to the sub-category of software self-evolution concerns, more specifically, 475 to concern domain of functional/architectural evolution mechanisms, and to the self-supervision strategies, 476 frameworks, and mechanisms concern domain. The authors emphasize that designing of smart cyber-477 physical systems must address not only dependable autonomy, but also operational resiliency. Their goal 478 was to implement reliable self-adaptation and self-evolution mechanisms and to include them in the 479 design of SCPS. Their results are threefold: (i) a reference architecture for designing dependable and 480 resilient SCPS that integrates concepts from the fields of digital twins, adaptive controls, and autonomic

481 computing, (ii) a model identification mechanism to guide self-evolution, evolutionary optimization, and 482 dynamic simulation, and (iii) a gradient descent-based adjustment mechanism for self-adaptation to achieve operational resiliency. In addition to the model identification and the adjustment mechanisms, a 483 484 featured contribution of this work is a so-called 'reference architecture' for designing digital twin-based 485 autonomic control for dependable and resilient cyber-physical systems. The authors implemented 486 prototypes and showed their viability using real data from a case study in the domain of intelligent 487 transportation systems. The proposed execution adjustment mechanism finds appropriate control 488 parameters so that the controller can enforce the control objectives in the CPS.

489 The next paper was submitted by Camille Salinesi, Asmaa Achtaich, Nissrine Souissi, Raul Mazo, 490 Ounsa Roudies, and Angela Villota, under the title: "State-Constraint Transition: A Language for the 491 Formal Specification of Self-Adaptive Requirements". It offers a methodological approach to designing 492 self-adaptive systems. The main contribution covers the concern domain of dynamic programming 493 methodologies in the sub-category of software self-evolution concerns, and the concern domain of state-494 transition representation languages in the sub-category of system modelling concerns. The observation of 495 the authors was that existing formal languages focus on the fulfilment of the users' requirements by the 496 designed system in the current context. However, they hardly consider runtime dynamically emerging 497 requirements and context-sensitive requirements. Therefore, the authors introduced a state-constraint 498 transition (SCT) modelling language to provide a solution to the problem of specifying dynamic 499 requirements. An essential feature of this solution is the concept of configuration states, in which 500 requirements are translated into constraints. The paper explains both the syntax and semantics of SCT and provides examples for reconfiguration scenarios. The authors realized the SCT requirement specification 501 502 process relying on the finite-state machines (FSM) approach that provided the necessary computational 503 power and expressiveness for constraint programming. Their preliminary evaluation explored both the 504 benefits (expressiveness, scalability, domain independence) and the limitations (temporal constraints, 505 scheduled reconfigurations, and validation of constraints) of SCT.

506 The fourth paper, entitled "One-of-a-Kind Production in Cyber-Physical Production Systems 507 Considering Machine Failures", presents the results of Guido Vinci Carlavan and Daniel Alejandro 508 Rossit. Though the topic of the paper is broader than a software concern, its scientific contribution can be 509 related to the concern domain of 'advanced control strategies for systems' in the sub-category of 'system supervision concerns'. Within customized production, the one-of-a-kind production (OKP) 510 511 paradigm is the extreme case for production control and scheduling. Cyber-physical systems used in 512 Industry 4.0 are supposed to facilitate the management of information related to each singular product, as 513 well as the resolution of conflicts that may arise in processes with a very high variability. That is the 514 reason why the authors studied the implementation of the constant work-in-progress (CONWIP) control 515 logic in OKP systems from the perspective of productive job shop configurations in Industry 4.0 516 environments. The CONWIP control logic was able to handle the challenging Industry 4.0 problem in an efficient manner, with a relatively low need of investment in CPS related equipment. However, they also 517 518 found that the performance is sensitive to the stress of the scenario, i.e. the arrival rate of jobs - an issue 519 closely related to the used dispatching rules. The general conclusion of the authors was that dispatching 520 rules associated with due dates tend to improve the overall performance of the system, and the first-in, 521 first-out (FIFO) rule has the worst performance in all experiments. Essential feature of their work is that simulation-based experimental studies were developed and their results have been compared 522 523 systematically. As design concerns of the next-generation cyber-physical systems, Carlavan and Rossit 524 elaborated upon on intelligent status monitoring, fault-triggered self-adaptation, and system and control 525 model engineering.

The title of the fifth paper is: "*Remote Runtime Failure Detection and Recovery Control for Quadcopters*". The authors, Sajad Shahsavari, Mohammed Rabah, Eero Immonen, Mohammad-Hashem Haghbayan, and Juha Plosilab identified managing failures as a basic enabler for realization of dependable self-adaptive systems, such as quadcopter drones. This work contributes to the concern domains of fault-triggered self-adaptation and cognitive supervisory digital twins in the system supervision concerns sub-category. The authors implemented a distributed control system that includes: (i)

532 a local on-board PID-based control sub-system responsible for manoeuvring the drone in all conditions, 533 (ii) a remote control sub-system responsible for detecting normal or failure states of the drone and 534 communicating with the drone in real time, and (iii) a digital twin co-execution sub-system responsible 535 for a real-time two-way data exchange between the above sub-systems. The measured RPM values of the 536 quadcopter's motors are transmitted to a remote computer, which hosts the failure detection and recovery 537 software platform. The control concept was implemented using the Simulink tool. The authors propose a 538 modification of the Quad-Sim simulation model to represent motor failure situations. In addition, they 539 offer a fast fault detection and recovery technique capable to work at run-time, and a two-way data-stream 540 management facility. The experimental results obtained by using the MCX co-execution platform show 541 the applicability and efficiency of the proposed approach in detecting failures and safely landing drones 542 after failure detection.

543 Included as last in this special issue, the work of Amal Ahmed Anda and Daniel Amyot mainly 544 addresses the concern domain of 'system and control model engineering and optimization' in the subcategory of software 'system modelling concerns'. Nevertheless, their paper, entitled, "Goal and Feature 545 546 Model Optimization for the Design and Self-Adaptation of Socio-Cyber-Physical Systems", also contributes to the concern domains of run-time validation of adapted system, functional evolution 547 548 mechanisms, intelligent status monitoring, and human involvement in self-adaptation. The presented 549 optimization method provides design-time and runtime solutions for goal-based self-adaptation of socio-550 cyber-physical systems (SCPSs), while supporting the validation of their design models. The goal 551 satisfaction is supported by a simultaneous monitoring the system's environment and operational qualities, 552 while constraints enforcing correctness are specified in the feature model. The arithmetic functions are 553 generated automatically from goal and feature models. The generated goal-feature model is solved by an 554 optimization tool, which calculates optimal adaptation solutions for foreseen common situations at 555 design-time. In addition, runtime optimization is used also by the system in order to adapt to situations unanticipated in the design-time. To assess how well the proposed approach could be used to manage 556 selection among alternatives while solving emergent conflicts, it was applied to a smart home 557 558 management system. The optimized performance of the system was assessed through the fulfilment of 559 time, total programing time, memory usage, and program memory usage goals/constraints. The approach proposed by Anda and Amyot facilitates iterative processes, reduces design errors, and increases system 560 561 reliability.

562 **7.** Some Conclusions about What We Miss ...

Though significant progress has been achieved both in the research and development and in the theories and practices, there are still many open issues and unanswered questions. As our above analysis showed, this can be attributed to the extreme rapid shifts in the research phenomena and the academic interests. Below we attempt to pinpoint the open issues that are expedient to get resolved on a short notice:

 Second-generation cyber-physical systems are based on a balanced utilization of hardware, software, and cyberware resources. Nevertheless, most of the research efforts focus on software challenges and issues. This can be explained by the dominance of research in information processing and smart reasoning systems, but self-adaptation of transformative (such as production, robotic, medical, and transportation) 2G-CPSs require sophisticated hardware and cyberware resource management potentials. Publications on their integral theoretical fundamentals and methodological approaches are scarce in the current literature.

 As explained above, a functional motivation for self-adaptation is enabling systems to handle operational uncertainties that were difficult to foresee before deployment. At the same time, a nonfunctional motivation for self-adaptation is freeing system operators and administrators from the need of continuously monitoring and adjusting systems operating round-the-clock. Self-adaptation may introduce various levels of transformative operations such as (i) self-tuning, (ii) self-adaptation, (iii) self-conversion, and (iv) self-reproduction. In all cases, self-adaptive systems are inherently

- nonlinear, as they possess parameters that are functions of their states and conditions. Thus, self adaptive systems are simply a special class of nonlinear systems that either measure their own
 performance, operating environment, and operating conditions of the components and adapt their
 dynamics or those of their operating environments to ensure that measured performance is close to
 targeted performance or specifications.
- 585 Facilitating systems' self-evolution and reaching autonomy seem to be two dominant tracks of 3. developing next-generation cyber-physical systems. Adaptation turns to evolution when new 586 587 resources are provided for a system runtime. Functional evolution and evolutionary adaptation 588 assume extending the system resources (hardware, software, and cyberware) in runtime and adapting 589 the system objectives, operation, performance, and relationships accordingly the obtained 590 affordances. Autonomous adaptation has been interpreted as self-adaptation without any form of 591 human interaction. In this case, the system itself is responsible for self-supervising the both the 592 planning and the execution of adaptation, considering all risk factors and implications. The current 593 literature offer neither robust underpinning theories, nor structured methodologies for evolutionary 594 and autonomous self-adaptation.
- 595 Artificial narrow intelligent techniques (in particular, various mechanisms of computational learning) 4. 596 are increasingly used in self-control and self-adaptation of second-generation cyber-physical systems. 597 Artificial neural network-based and other AI-based controller mechanisms extend the self-adaptation potential with additional functionality, but are not able to adapt to frequent requirements changes at 598 599 runtime or to scale up to complex real life situations. Sections 2-5 hinted at some open design issues 600 that cannot be resolved since the knowledge they need is partly or entirely not available. To explore 601 the knowledge gaps and eliminate the knowledge deficiencies, first the problems are to be correctly 602 identified. Cognitive engineering will play an important role with regard to next generation systems.
- 5. Dynamic management of the operational and servicing goals of systems based on runtime emerging
 requirements is recognized as important topic for further studies, but dynamic development of goal
 models it is still in its infancy. The changes during the software lifecycle lead to software
 architecture erosion and make the management of software architecture evolution a complex task.
 Most existing computational approaches to architecture evolution enable evolution of early stage
 models only and fail to support the whole lifecycle of component-based software.
- 6. The fundamental mechanisms of automatic runtime (fine-)tuning of the adaptation logic to
 unanticipated conditions, runtime verification of adaptation plans, learning the impact of adaptation
 decisions on the goals of the system, and validation and testing the performance of self-adaptive
 systems after (multiple) adaptations are still concerns for research and development. These are
 especially relevant issues for networked times 2G-CPSs and mission critical systems.
- A rapid shift can be observed in the literature from self-adaptive systems to self-supervised selfevolving systems, without providing complete solutions for the self-adaptation problem. The idea of
 layering was introduced in the design of self-adaptive software systems in order to separate the
 different types of concerns and to address various kinds of uncertainties. An interesting and
 important, but narrowly addressed research topic is functional emergence and utilization functional
 affordances in the case of NG-CPSs. Emergence may be a result of self-organisation, in particular in
 the case of multi-agent-based systems.
- 8. Designing CPSs requires an extensive collection of heterogeneous computational models, such as systems models, morphological models, physical models, structural models, hardware models, software model, information model, control models, reasoning models, and so forth, to enable deep semantic integration, simulation, and analysis. Models should interoperate and provide a sufficiently complete representation of the operation, structure, and behaviour of 2G-CPSs. In spite the efforts to introduce meta-models and mega-models, the currently used models (i) work in conceptually different engineering dimensions, (ii) are based on different abstractions, and (iii) involve different

representation formalisms. The methodology of coherent and consistent transdisciplinary and multi dimensional system modelling and a cross-domain (hardware, software, and cyberware)
 representation formalisms need further attention in research. Formal criteria for structural and
 semantic consistency of modelling tools are not addressed with sufficient emphasis.

- 632 9. Several authors emphasize both the (restricted) necessity and feasibility of building self-explainable
 633 systems that monitor and analyse their behaviour and generate an explanation for human
 634 stakeholders involved in supervision based on explanation models. This approach however loses its
 635 significance in the case of systems with high level of autonomy.
- 636 10. Self-adaptive systems mostly consider parametric, functional, and architectural properties that
 637 capture concerns such as performance, reliability, and cost. A recent development in research is
 638 addressing non-functional or para-functional characteristics of NG-CPSs, such as trust, awareness,
 639 intellect, and emotions. These topics seem to be ready for immediate or near-future research.

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1098 Dr. Jože Tav ar has been working as senior lecturer at Product Development Division, LTH, of the 1099 University of Lund, Sweden, since 2020. He earned B.Sc., M.Sc., and Ph.D. degrees in mechanical 1100 engineering from the University of Ljubljana, in 1991, 1994, and 1999, respectively. He started his 1101 research career in 1991, focusing on technical information systems, information flow in product development, processes re-engineering, and methodology of design. Starting in 2006, he spent a decade in 1102 1103 industry as the Head of the Noise and Vibration Lab at the Domel Company, and as the Head of the Ouality Department at Iskra Mehanizmi, respectively. During this period he was involved in several 1104 product-development teams of international corporations such as Philips, Electrolux, and Rowenta. He 1105 1106 co-ordinated the development of a motor diagnostic system and studied various topics of noise-reduction 1107 and vibrations. He was also developing quality systems for the automotive industry (ISO/IATF 16949) 1108 and for medical devices (ISO 13485, FDA). Between 2011 and 2020, he was lecturing at the University of 1109 Ljubljana in various courses such as Design Methodology, Engineering Design Techniques, and Engineering Design from Non-Metallic Materials. He was guest researcher at the ProSTEP AG, Germany, 1110 1111 in 1995, at the University Karlsruhe, Germany, in 1996, and at the Delft University of Technology, the Netherlands, in 2016. Now, he has a unique combination of concrete product development experiences 1112 1113 and a holistic view on system approach. His current research topics are designing smart cyber-physical 1114 systems, data mining and big-data analysis, and application of agility methods and knowledge 1115 management in product-development processes. He published over 40 SCI papers, over 50 conference 1116 papers, 5 book chapters, and over 80 technical reports.