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(Eds.)

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International Dependency and  
Structure Modeling (DSM)  
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**23<sup>rd</sup> INTERNATIONAL DEPENDENCY AND STRUCTURE MODELING CONFERENCE,  
DSM 2021**

MONTRÉAL, CANADA, 12 – 14 October, 2021

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## **Foreword**

Welcome to the 2021 edition of the International Dependency and Structure Modeling (DSM) Conference. Due to the ongoing COVID-19 situation, DSM 2021 is held as an online only event on October 12<sup>th</sup> to 14<sup>th</sup> 2021, hosted by the Polytechnique Montréal, Canada.

DSM (Dependency and Structure Modelling, also known as the Design Structure Matrix) methods have proven invaluable in designing and understanding complex systems, from product architectures to work processes to large organizations.

The International DSM Conference is the annual forum for practitioners, researchers, and developers to exchange experiences, discuss new concepts, and showcase results as well as new methods and tools. The event provides participants with new insights, ideas, and solutions for dependency and structure modeling.

The papers submitted for this year's conference were each reviewed by at least two members of the Scientific Committee, who made acceptance/rejection recommendations and provided helpful guidance for revisions. The accepted papers appearing in these Proceedings have been improved based on that feedback.

These Proceedings represent a broad overview of the state-of-the-art on the development and application of DSM. Understanding and managing complex interdependent relationships within and across product/process/people architectures is a recurring theme throughout this year's conference. Furthermore, there are a significant number of contributions with industry authors or co-authors, reflecting this balance and synergy between conceptual development and real-life industrial application, which are in the genes of the DSM Conference series.

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All contributions in these proceedings have undergone a rigid review process. We would like to cordially thank all reviewers for their invaluable support.

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