
Contents

Foreword 1	xi
Laurent BASEILHAC	
Foreword 2	xiii
Vincent LAFLÈCHE	
Foreword 3	xvii
June C. WISPELWEY	
Introduction	xix
Jean-Pierre DAL PONT and Marie DEBACQ	
Chapter 1. Bio-industry in the Age of the Transition to Digital Technology: Significance and Recent Advances	1
Philippe JACQUES	
1.1. Introduction.	1
1.2. Diversity of products and applications	4
1.2.1. Fermentations in agri-food	5
1.2.2. Biomass-based products	7
1.2.3. Metabolite-based products	7
1.3. Traditional process for developing a product of industrial microbiology	8
1.4. Strain selection and optimization	10
1.4.1. Evolution of strain screening techniques	10
1.4.2. Evolution of genetic modification technologies, from random mutagenesis to CRISPR-Cas9 technology	13
1.5. Production and purification processes	14
1.5.1. Needs of microorganisms	14
1.5.2. Production processes	15

1.5.3. Downstream fermentation processes (downstream processing, DSP)	18
1.5.4. Coupled procedures	19
1.5.5. Microfluidic intake (scale-up/scale-down)	20
1.5.6. Process intensification	20
1.6. Innovative concepts	21
1.6.1. Biofilm reactors	21
1.6.2. Mixed cultures and cascades of microorganisms	21
1.7. Towards a digital bio-industry.	21
1.8. Acknowledgements	22
1.9. Glossary	23
1.10. References.	29
Chapter 2. Hydrogen Production by Steam Reforming	31
Marie BASIN, Diana TUDORACHE, Matthieu FLIN, Raphaël FAURE and Philippe ARPENTINIER	
2.1. The industrial production of hydrogen	31
2.1.1. The processes of hydrogen production	31
2.1.2. Natural gas steam reforming	33
2.2. Problems and operational constraints in steam reforming units	58
2.2.1. Tube temperature and lifetime	58
2.2.2. Catalyst deactivation	60
2.2.3. Corrosion by metal dusting	64
2.2.4. Flexibility in raw materials of steam reforming units.	64
2.3. Recent industrial developments responding to global warming	65
2.3.1. The role of hydrogen in energy transition (Hydrogen Council 2017).	65
2.3.2. CO ₂ capture in hydrogen production units	66
2.3.3. The exchanger reactor (“zero steam”).	68
2.3.4. Current research interests	70
2.3.5. Other means to provide reaction heat (currently in development)	76
2.4. References	76
Chapter 3. Industrialization: From Research to Final Product	79
Jean-Pierre DAL PONT	
3.1. Anatomy of a process	80
3.2. Process evaluation.	81
3.3. Industrialization process	82
3.3.1. The foundations of industrialization.	82
3.3.2. Realization (project) engineering	83

3.4. The concept of the industrial project	84
3.5. Typical organization of an industrial project	85
3.6. The stages of an industrial project from the engineering perspective – validations	87
3.7. The tools of engineering project management – related activities	90
3.7.1. Process conceptualization: making it visible	90
3.7.2. Project management	91
3.7.3. Reporting – executive summary	91
3.7.4. Other concepts	91
3.8. Process intensification (PI) – miniaturization	92
3.9. Investment/sales coupling – modular construction	93
3.10. Circular industrial economy – platforms – centralization – decentralization	94
3.11. Overseas operations – technology transfer	94
3.12. Conclusion	95
3.13. Boxes	96
3.14. References	107
Chapter 4. Operations	109
Jean-Pierre DAL PONT	
4.1. The industrial tool seen by flows and Enterprise Resource Planning (ERP)	110
4.2. The supply chain	111
4.3. The typology of the means of production: VAT analysis	112
4.4. The anatomy of a plant	113
4.5. Operations management systems, the push for excellence	114
4.5.1. A brief history of industrial operations management	114
4.5.2. Toyotism	116
4.6. Costing-based profitability analysis (CO-PA): measure of performance and steering tool	117
4.6.1. Product cost	118
4.6.2. Margins	119
4.6.3. The breakeven point: the absorption of fixed costs	120
4.6.4. The infernal spiral of fixed costs	120
4.6.5. Observations on margins	121
4.7. The plant: performance measurement and score cards	122
4.8. Change management	123
4.8.1. Processes: system integrity and robustness	124
4.8.2. Human aspects and climate of trust	124
4.8.3. Knowledge management and core competencies	125
4.8.4. Continuous improvement and the search for innovation	125

4.8.5. The search for technological breakthrough and innovation	126
4.8.6. Operations abroad	127
4.8.7. What about tomorrow?.	127
4.9. References	127
Chapter 5. The Enterprise and the Plant of the Future at the Age of the Transition to Digital Technology	129
Jean-Pierre DAL PONT	
5.1. From one Industrial Revolution to the next Industrial Revolution.	129
5.1.1. The First Industrial Revolution (1712–1860): steam, a source of energy	130
5.1.2. The Second Industrial Revolution (1860–1960): from crafts to industrial enterprise.	131
5.1.3. The Third Industrial Revolution (1960–1990): the rise of industrial computing.	135
5.1.4. The Fourth Industrial Revolution (1990–present)	136
5.2. Artificial intelligence (AI): deep learning and machine learning	137
5.3. Big Data.	139
5.3.1. Characterization.	140
5.4. Digital tools and technologies for industrial enterprise	142
5.4.1. Products, innovation, management	142
5.4.2. New tools	143
5.4.3. Digital twins	145
5.4.4. Engineering revisited.	145
5.4.5. 3D (three-dimensional) printer or additive manufacturing.	147
5.4.6. Robots, robotics, exoskeletons	148
5.4.7. Drones	149
5.4.8. Operations management.	150
5.5. Boxes	151
5.6. References	204
Chapter 6. And Tomorrow...	207
Jean-Pierre DAL PONT	
6.1. The beginning of an epic: business, science, technology, the leap forward	208
6.2. Artificial intelligence (AI) and economic channels	209
6.2.1. Medicine and health	209
6.2.2. The water-energy-food-climate nexus.	210
6.2.3. Intelligent electrical network (Smart Grid).	210
6.2.4. Artificial Intelligence and Smart City	210

6.3. Artificial intelligence and the consumer	211
6.4. Artificial intelligence, environment and human factor	211
6.5. The human at the heart of the device, at the heart of the system.	212
6.5.1. Humans and robots	212
6.6. System robustness, resilience and fragility	213
6.7. GAFA: concerns, fears, myths and phantasms	214
6.8. Industrial companies in the face of digital technology	215
6.8.1. Cybercrime and uberization.	216
6.8.2. Software hybridization.	217
6.8.3. After Fordism and Toyotism, Teslism?	217
6.8.4. Business and governance: products	218
6.8.5. The chemical engineer, the project management	219
6.9. Towards a Black Box Society?	220
6.10. Conclusion	221
6.11. Box	223
6.12. References.	232
List of Authors	233
Index	235
Summary of Volume 1	241