

Contents

Preface to the second edition — V

Preface to the first edition — VII

Author's biographies — XXIII

Part A: Innovation and industry

1 Introduction goal, scope, and structure — 3

- 1.1 Purpose of this book — 3
- 1.2 Book scope — 5
 - 1.2.1 Product classification and description — 5
 - 1.2.2 Description of process industries — 6
- 1.3 Book structure — 6
 - References and further reading — 7

2 All system levels relevant to design for innovation — 8

- 2.1 Introduction — 8
- 2.2 Earth system — 9
- 2.3 Society system — 10
 - 2.3.1 Present society system and material flows — 10
 - 2.3.2 Society system: futuristic closed material flows — 11
- 2.4 Value chain system — 12
- 2.5 Industrial symbiosis system level for mass and energy — 13
 - 2.5.1 Example: domestic wastewater to industrial boiler feed water — 13
- 2.6 Industrial complex system level — 14
 - 2.6.1 Example: Rotterdam harbor industrial complex — 15
- 2.7 Factory system level — 15
- 2.8 Process system level — 15
 - 2.8.1 Process system description — 15
 - 2.8.2 Products as part of processes — 16
- 2.9 Process step system level — 16
- 2.10 Unit operation system level — 16
- 2.11 Main equipment system level — 17
- 2.12 Characteristic subprocess system level — 17
- 2.13 Microelement system level — 18
- 2.14 Elementary system level — 18
- 2.15 Exercises — 19
 - References and further reading — 20

3	Managing innovation — 22
3.1	Overview — 22
3.1.1	Innovation terms — 22
3.1.2	Stage-gate approach — 22
3.1.2.1	Short description of stage characteristics — 24
3.2	Business focus and motives for innovation — 25
3.2.1	Business focus trends on product and process innovation — 25
3.2.2	Business motives for innovation — 26
3.2.2.1	Competition as innovation driver — 26
3.2.2.2	Learning curve as innovation driver — 27
3.2.2.3	Circular economy as innovation driver — 28
3.2.2.4	Sustainable development as innovation driver — 29
3.2.2.5	Corporate social responsibility as innovation driver — 29
3.2.2.6	World problems as driver for the product-process industries — 30
3.3	Innovation classes and types — 31
3.3.1	Innovation classes — 31
3.3.2	Innovation by serendipity — 34
3.3.3	Social innovations — 35
3.4	Innovation partners — 35
3.4.1	In-house versus open innovation — 35
3.4.2	Innovation partners — 36
3.4.3	Universities — 36
3.4.4	Contract research organizations — 37
3.4.5	Start-up innovators — 37
3.4.6	Technology providers — 38
3.4.7	Equipment providers — 38
3.4.8	Engineering procurement construction contractors — 38
3.4.9	Tolling manufacturers — 39
3.5	Portfolio innovation management — 39
3.5.1	Objectives of portfolio management — 39
3.5.2	Ambition matrix for innovation portfolio management — 40
3.5.2.1	Core cluster — 40
3.5.2.2	Adjacent cluster — 41
3.5.2.3	Transformational cluster — 42
3.5.2.4	Budget distribution over clusters — 44
3.5.3	Risk-adjusted value for innovation management — 44
3.5.3.1	Risk-adjusted value development stage and beyond: crossing the valley of death — 45
3.5.4	Innovation management guidelines for small enterprises — 45
3.5.4.1	Innovation guidelines for small enterprises — 45
3.5.4.2	Guidelines for breakthrough innovation companies — 45
3.5.5	Project failures and their causes — 47

3.5.5.1	Innovation failure statistics —	47
3.5.5.2	Causes of project failures —	47
3.5.5.3	Mega project failures —	48
3.5.5.4	Project failures in the detailed engineering stage —	48
3.6	Project management of innovation —	49
3.6.1	Objectives of innovation project management —	49
3.6.2	Project management by stage-gate system —	49
3.6.2.1	Product and process innovation stages: general aspects —	49
3.6.2.2	End-of-life stage —	50
3.6.3	Project entries to stages by the technology readiness level method —	52
3.6.4	Team formation —	54
3.6.4.1	Behavior characteristics of team members and teams required over the stages —	54
3.6.4.2	Group design with Belbin team roles —	54
3.6.4.3	Desired behavior in different stages —	54
3.6.5	Intellectual property creation and protection —	54
3.7	Discovery stage —	55
3.7.1	Managing projects in discovery stage —	55
3.7.2	Creativity methods —	56
3.7.3	Discovery stage-gate decision evaluation criteria —	56
3.7.3.1	Idea description —	56
3.7.3.2	Proof of principle —	56
3.7.4	Business case —	57
3.7.4.1	Creating value —	57
3.7.4.2	Strategic fit —	57
3.7.4.3	Necessity of the idea —	57
3.7.4.4	Idea development doable (with others) —	58
3.8	Concept stage —	58
3.8.1	Customer value proposition in concept stage —	58
3.8.2	Technical product requirements in concept stage —	59
3.8.3	Process concept generation —	59
3.8.3.1	Proof of process concept —	59
3.8.3.2	Selection of best process alternative —	60
3.8.3.3	Process concept design —	60
3.8.3.4	Basic design data generation —	60
3.8.4	Concept stage-gate evaluation —	60
3.9	Feasibility stage —	60
3.9.1	Concurrent product-process design and testing —	61
3.9.2	Microplant in feasibility stage —	61
3.9.3	Scale-up strategy and information —	63
3.9.4	Scale-up information equipment —	64

3.9.5	Business case feasibility stage —	64
3.10	Development stage —	64
3.10.1	Product testing in development stage —	64
3.10.2	Process testing in development stage —	65
3.10.2.1	Mini plant purpose and design —	65
3.10.2.2	Pilot plant purposes and design —	65
3.10.2.3	Pilot plant as downscaled version of commercial-scale design —	68
3.10.3	Pilot plant engineering, procurement, and construction (EPC) company's choice —	68
3.10.3.1	Equipment scale-up effects determination —	68
3.10.3.2	Mock-up design and testing for hydrodynamic scale-up effects —	69
3.10.3.3	Development stage-gate evaluation —	70
3.11	Detailed design stage —	70
3.11.1	Detailed product design —	70
3.11.2	Detailed process engineering —	70
3.11.3	Choice of EPC contractor —	71
3.11.4	Demonstration plant —	72
3.12	Process start-up and product launch —	72
3.12.1	Panel for product testing —	73
3.12.2	Product launch planning —	73
3.12.3	Matching the timing of marketing and manufacturing —	73
3.12.4	Information to supply chain and customers —	74
3.12.5	Process implementation —	74
3.12.6	Recognition of new commercial implementations require special preparation —	74
3.12.7	First commercial-scale process start-up —	75
3.12.7.1	Start-up preparation —	75
3.12.7.2	Start-up manual —	76
	References and further reading —	77
4	Designing for innovation —	80
4.1	Introduction —	80
4.2	Design thinking —	80
4.2.1	Design for innovation theory —	80
4.2.1.1	Design and risks —	81
4.2.1.2	Design links with society and nature —	82
4.2.1.3	Further reading on design —	82
4.2.2	Design knowledge types —	82
4.2.3	Differences between design thinking and scientific research —	83
4.3	Design methodologies —	83
4.3.1	General design methods for products, processes, and systems —	83
4.3.2	Design methods for chemical products and processes —	84

4.4	Designing for innovative products and related processes —	85
4.4.1	Introduction —	85
4.4.2	Product-process design method: Delft Design Map (DDM) —	85
4.4.3	Explaining the Delft Design Map (DDM) for product-process design —	88
4.4.3.1	Design (cycle) steps description —	88
4.4.3.2	Executing design activities in all 12 design levels —	89
4.4.4	How to plan and execute design activities using the Delft Design Map —	94
4.4.4.1	Practical benefits of working with the Delft design map —	96
4.4.5	Design planning with the Delft Design Map for various innovation classes —	96
4.4.5.1	Fingerprints of Delft Design Map for design tasks planning —	97
4.4.6	Examples of the Delft Design Map (DDM) results —	101
4.4.6.1	Input-output (I-O) examples —	101
4.4.6.2	Subprocess (SP) examples —	103
4.5	Planning for design and experimentation in innovation —	105
4.5.1	Design sequence ranking method —	105
4.6	Embedding design by criteria and context setting —	106
4.6.1	Introduction to the purpose of criteria and context setting —	106
4.6.2	Comprehensive list of modal aspects for defining criteria from modal aspects of reality —	106
4.6.3	SHEETS criteria list —	108
4.7	Role of modeling and simulation in concurrent design —	108
4.8	Exploiting experience in design (design heuristics) —	110
4.8.1	Strength of design heuristics —	110
4.8.2	Weaknesses in using design heuristics —	111
4.8.3	Tapping into experience —	111
4.9	Industrial example of design driving innovation —	112
4.10	Exercises —	113
	Abbreviations —	116
	References and further reading —	117

Part B: Design generation

5	General and sustainable design approaches —	121
5.1	Introduction to general and sustainable design approaches —	121
5.2	General design approaches —	121
5.2.1	Product design and development —	121
5.2.2	Product quality function deployment —	121
5.2.3	Total (product) design (Pugh) —	121

- 5.2.4 Resilient mechanical product design by VDI guidelines — **122**
- 5.3 Sustainable product and process design approaches — **123**
- 5.3.1 Introduction — **123**
- 5.3.2 Cradle-to-cradle product design — **123**
- 5.3.2.1 Design for cradle-to-cradle — **123**
- 5.3.3 Product and process design for circular economy (Ellen MacArthur Foundation) — **123**
- 5.3.4 Design for industrial ecology — **124**
- 5.3.5 Design for industrial symbiosis — **125**
- 5.3.6 Product design for biomimicry — **126**
- 5.3.7 Design for renewable energy sources — **127**
- 5.3.7.1 Present bulk chemicals production from fossil fuel resources — **127**
- 5.3.7.2 Design for renewable energy-based product-process chain methods — **128**
- 5.4 Design for specific targets — **128**
- 5.4.1 Introduction — **128**
- 5.4.2 Design for energy efficiency — **129**
- 5.4.3 Design for human factors — **135**
- 5.4.4 Design for Six Sigma — **137**
- References — **137**

6 Scoping the design — 140

- 6.1 Introduction to scoping the design — **140**
- 6.2 Defining design goal and name — **140**
- 6.2.1 Purpose design goals and names — **140**
- 6.2.1.1 Design goal setting — **140**
- 6.3 Defining the design scope (system levels, boundaries, and context) — **141**
- 6.4 Defining constraints (specifications) — **142**
- 6.4.1 Design constraints — **142**
- 6.4.2 Product specifications — **143**
- 6.4.3 Process specifications — **144**
- 6.4.3.1 Identifying reference cases to improve design constraints — **144**
- 6.5 Generating basic design data — **145**
- 6.5.1 Ideation stage — **147**
- 6.5.2 Concept stage — **147**
- 6.5.3 Data generation feasibility stage — **149**
- 6.5.4 Development stage — **151**
- 6.6 Exercises — **152**
- References and further reading — **153**

7 Executing designs — 154

- 7.1 Introduction to executing designs — **154**
- 7.2 Synthesizing preliminary design solutions — **155**
 - 7.2.1 Synthesizing design solutions using heuristics — **155**
 - 7.2.1.1 General heuristics — **155**
 - 7.2.1.2 Specific heuristics — **156**
 - 7.2.2 Synthesizing product design — **157**
 - 7.2.2.1 Synthesizing design: physically structured products — **157**
 - 7.2.2.2 From functional product specification to product structure — **158**
 - 7.2.3 Radically new process synthesis design — **160**
 - 7.2.3.1 Introduction to process synthesis concept design — **160**
 - 7.2.3.2 Process synthesis function design — **160**
 - 7.2.3.3 Designing and selecting unit operations for functions — **164**
 - 7.2.3.4 Choice of batch processing versus continuous processing — **168**
- 7.3 Analyze concept designs — **169**
 - 7.3.1 Introduction to analysis — **169**
 - 7.3.2 Analyze preliminary designs — **169**
 - 7.3.2.1 Qualitative analysis of preliminary design solutions — **169**
 - 7.3.2.2 Quantitative analysis of interim concept solutions — **170**
 - 7.3.3 Best selection from alternative concept solutions — **172**
 - 7.3.3.1 Selecting best process concept option — **174**
 - 7.3.3.2 Economic ranking of process concepts — **175**
 - 7.3.3.3 Overall selection between alternative process designs — **175**
- 7.4 Evaluate designs — **176**
 - 7.4.1 Introduction — **176**
 - 7.4.2 Balancing the design — **177**
 - 7.4.3 Make design robust to future uncertainties — **177**
 - 7.4.3.1 Increasing robustness towards future uncertainties using scenario sets — **177**
 - 7.4.4 Robustness to competition by comparing with reference case — **181**
 - 7.4.5 Intellectual property (IP) creation and protection — **181**
 - 7.4.6 Selecting alternative for next stage — **182**
- 7.5 Report designs — **182**
- 7.6 Exercises — **182**
 - References and further reading — **182**

8 Product modeling and optimization — 184

- 8.1 Verbal, schematic, mathematical, and physical models — **184**
- 8.2 Process design: schematic and mathematical models useful for product design — **186**
- 8.3 Product design schematic models — **189**

8.3.1	House of quality model for consumer function and property function — 189
8.3.2	Understanding the product application/use process: visualizing system splits — 193
8.4	Mathematical models for consumer and property functions — 195
8.4.1	Characteristic times and regime analysis — 195
8.4.1.1	Estimation skills – Fermi problems — 197
8.4.1.2	“Systemic” time constants – eigenvalues — 198
8.4.2	Data-driven nonlinear product modeling: artificial neural networks — 198
8.4.3	Scientific models for product state and behavior — 199
8.4.3.1	Constituents — 199
8.4.3.2	Product structure — 200
8.4.3.3	Interfaces between dispersed phases — 202
8.4.4	Product structure matrix — 203
8.5	Relations between product and process modeling — 204
8.5.1	Causal flow of information on process – product modeling — 204
8.5.1.1	The product manufacturing = > product structure and state model — 205
8.5.1.2	A product structure and state = > product properties model — 206
8.5.1.3	The product property = > customer qualities (attributes) model — 207
8.5.1.4	Interconnectivity between product and process models — 207
8.5.1.5	Mathematical model-based product-process optimization — 208
8.5.2	Notes on first-principles models of formation of a structured product — 209
8.6	Product models: overview — 212
8.7	Modeling for “safety, health, environment, economy, technology, social (SHEETS)” — 215
8.8	Exercises — 215
	Symbols — 215
	Glossary — 216
	References and further reading — 217

Part C: Design optimization

9	Process modeling and optimization — 223
9.1	Justification and objectives of process modeling — 223
9.1.1	Conceptual representation of a process: <i>network features</i> — 224
9.1.2	Sharing a generic view on process modeling and computing — 225
9.2	Contributions to a <i>concept</i> stage with linear modeling — 226
9.2.1	Modeling for a concept stage — 226

9.2.2	Design leads to a reversal of information flow to a model —	227
9.2.3	Modeling for the Concept stage —	228
9.2.4	Examples for Concept stage modeling —	228
9.3	Nonlinear process model simulations for the <i>Development</i> stage —	233
9.3.1	Process representation —	233
9.3.2	Product modeling —	234
9.3.3	Process equipment modeling —	234
9.3.4	Scope of a process model —	235
9.3.5	Process analysis scenarios —	236
9.3.6	Process performance evaluation metrics —	236
9.3.7	Sensitivity analyses —	237
9.3.8	Process design and synthesis cases with targets —	238
9.3.9	Additional specification of an external scenario for a design —	239
9.3.10	Consistency in model formulation —	240
9.3.11	Process model computations —	241
9.3.12	Analysis of the solution obtained from a model —	241
9.3.13	Process performance evaluation metrics —	242
9.3.14	Using uncertainty information in a sensitivity analysis —	242
9.3.15	Examples for development stage modeling —	243
9.4	Nonlinear process model optimization for a feasibility stage —	245
9.4.1	Nonlinear modeling and optimization —	245
9.4.2	Overview of common elements in an optimization frame —	246
9.4.3	Mixed integer nonlinear programming format —	247
9.4.4	Flow of information in the computational process —	247
9.4.5	Examples for feasibility stage modeling —	250
9.5	Flowsheet simulators and their usages —	253
9.5.1	Flowsheet simulators —	253
9.5.2	Usage —	254
9.5.3	List of steady-state and dynamic simulation packages —	255
9.5.4	Risks in using flow sheet simulators —	256
9.6	Life cycle analysis packages and their usages —	257
9.6.1	Life cycle analysis packages —	257
9.6.2	Usage —	257
9.7	Computational fluid dynamic (CFD) packages and their usages —	257
9.7.1	CFD packages —	257
9.7.2	Usage —	258
9.8	Concluding remarks —	258
	List of symbols, subscripts, and abbreviations —	258
	References and further reading —	259

10 Evaluating economic performance — 262

- 10.1 Introduction — **262**
- 10.2 Economic project evaluation — **263**
- 10.2.1 Project cash flow — **263**
- 10.2.2 Economic potential project evaluation method — **266**
- 10.2.3 Simple project evaluation methods — **266**
- 10.2.4 Present value project evaluation methods — **267**
- 10.3 Manufacturing costs — **268**
- 10.3.1 Direct costs — **269**
- 10.3.2 Indirect and general costs — **270**
- 10.3.3 Cost sheet — **272**
- 10.4 Estimation of capital costs — **272**
- 10.4.1 Capital cost components — **272**
- 10.4.2 Evolution and purpose of capital cost estimates — **278**
- 10.4.3 Order of magnitude estimates — **279**
- 10.4.3.1 Existing plant data — **279**
- 10.4.3.2 Step counting methods — **282**
- 10.4.4 Study and preliminary estimates (factorial methods) — **285**
- 10.4.4.1 Estimation of purchased equipment cost — **285**
- 10.4.4.2 Overall installation (Lang) factors — **287**
- 10.4.4.3 Individual factors — **288**
- 10.5 Exercises — **288**
- Nomenclature — **289**
- References and Further Reading — **290**

11 Evaluating for safety — 292

- 11.1 Introduction — **292**
- 11.2 Hazard and risk — **292**
- 11.3 Process risk management during design — **293**
- 11.3.1 Inherent safer design principle — **294**
- 11.3.2 Process risk management strategies — **295**
- 11.4 Hazard identification studies — **296**
- 11.4.1 Chemical reactivity hazards — **296**
- 11.4.1.1 Thermodynamic properties and thermal runaway potential — **297**
- 11.4.1.2 Chemical composition, structure, and bonds — **298**
- 11.4.1.3 Chemical interactions' hazards — **300**
- 11.4.2 Dow index methods — **307**
- 11.4.3 Bowtie assessments — **309**
- 11.5 Consequence assessment — **311**
- 11.5.1 Fire models — **311**
- 11.5.1.1 Pool fire — **312**
- 11.5.1.2 Jet fire — **314**

11.5.1.3	Fire balls/BLEVEs —	314
11.5.1.4	Flash fires —	315
11.5.2	Explosion models —	315
11.5.2.1	TNT equivalency —	316
11.5.2.2	Vapor cloud explosions: multi-energy method —	318
11.5.3	Toxic exposure —	322
11.6	Codes, standards, and designing ALARP —	324
11.6.1	Regulations, codes, and engineer standards —	324
11.6.2	ALARP principle —	325
11.7	Risk analysis —	326
11.7.1	Qualitative assessments —	327
11.7.2	Quantitative assessments —	328
11.7.2.1	Fault tree analysis —	328
11.7.2.2	Event tree analysis —	331
11.7.2.3	Individual and group risk —	332
11.8	Exercises —	333
	References —	334
	Further reading —	336
12	Evaluating for sustainable development, environmental impact, social acceptance —	337
12.1	Introduction —	337
12.2	Contributions to the UN sustainable development goals —	337
12.2.1	Example use of SDG in process concept design —	339
12.3	Environmental impact evaluation by life cycle assessment —	341
12.3.1	Introduction to environmental impact evaluation by life cycle assessment —	341
12.3.2	Rapid LCA method for discovery and concept innovation stages —	342
12.3.3	Environmental evaluation feasibility and development stages —	348
12.3.3.1	Fugitive emissions evaluation process —	348
12.3.3.2	A remark on scope 1, 2, and 3 environmental emissions —	349
12.3.3.3	Example case LCA: new infant milk formula product and package —	349
12.4	Evaluating for social acceptance —	351
12.4.1	Social acceptance concept stage —	351
12.4.2	Social acceptance at the end of the development stage —	352
12.5	Exercises —	353
	References and further reading —	354
13	Communicating —	355
13.1	Communicating: project team and stakeholders —	355
13.2	Communicating using the Delft Design Map (DDM) —	355
13.3	Activity reports —	357

13.4	Meetings: agenda and minutes of meeting (MOM) —	358
13.4.1	Standard agenda, MOM structure (internal and external) —	358
13.5	Models —	359
13.6	Presentations —	359
13.6.1	Quality checks: FOOFI list for presentations —	360
13.7	Reporting in stage-gate reviews —	360
13.7.1	Concept stage —	360
13.7.2	Feasibility and development stages —	364
13.7.3	Quality checks: FOOFI list for reports —	368
13.8	Exercises —	369
	Abbreviations —	370
	References and further reading —	371

Part D: **Education**

14 Education — 375

14.1	(Bio)chemical design education: a long history —	375
14.2	Education programs —	376
14.2.1	BSc programs: TU Delft —	377
14.2.2	MSc programs: TU Delft —	379
14.2.3	PhD programs: TU Delft —	379
14.2.4	EngD programs: TU Delft —	380
14.3	Design-oriented courses at TU Delft's BSc, MSc, PhD, and EngD levels —	385
14.3.1	BSc molecular science and technology (MST) and BSc life science and technology (LST) —	385
14.3.1.1	Chemical product design (BSc-MST, 4052TLEON3, 6 ECTS) —	385
14.3.1.2	Design of sustainable biotechnological processes (BSc-LST, LB2611, 5 ECTS) —	385
14.3.2	MSc chemical engineering —	386
14.3.2.1	Product and process design (CH3803, 6 ECTS) —	386
14.3.2.2	Conceptual design project (CH3843, 12 ECTS) —	386
14.3.3	Process and product design EngD courses —	387
14.3.3.1	Advanced principles in product and process design (ST6064, 6 ECTS) —	387
14.3.3.2	Process simulation laboratory (ASPEN Plus®) (ST6063A, 2 ECTS) —	388
14.3.3.3	Advanced process energy analysis and optimization (ST7101, 3 ECTS) —	388
14.3.3.4	Technology management, economical evaluation in the process industry (ST6612, 6 ECTS) —	388
14.3.3.5	(Personal and) project management (ST6111, 2 ECTS) —	389

14.3.3.6	Sustainable design of processes, products, and systems EngD course (ST7111, 3 ECTS) — 389
14.3.3.7	Group design project (ST6802, 21 ECTS, ST6814, 17 ECTS) — 390
14.3.3.8	Loss prevention in process design (ST6042, 5 ECTS) — 392
14.3.3.9	Individual design project (ST6902, or ST6903, 60 ECTS) — 392
14.3.4	Advanced courses (PhD, EngD, and participants from industry) — 395
14.3.4.1	Chemical product-centric sustainable process design (PhD/EngD course) — 395
14.3.4.2	Other advanced courses — 396
14.3.5	(Process) systems engineering (PSE, SE) education development — 397
14.4	Glossary — 397
	References — 398
A3	Appendix to Chapter 3 — 401
A4	Appendix belonging to Chapter 4 — 405
A9	Appendix belonging to Chapter 9: Cases of process modeling for simulation and optimization — 411
A13	Appendix to Chapter 13: communicating — 463
Index	— 481