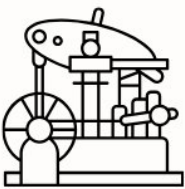


# OPERATIONAL EXCELLENCE IN THE ERA OF 4.0

The concept of Industry 4.0 was born in Germany, in response to two major realizations: the rise of emerging countries and the arrival of new digital players. To remain competitive, German industry needed to modernize its tools and models.

## Industry 1.0



Mechanization,  
steam engine,  
loom

1784

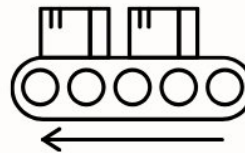
## Industry 2.0



Assembly line,  
Electrical energy

1870

## Industry 3.0



Automation, IT and  
electronics

1969

## Industry 4.0



Internet of Things  
(IoT), Réseaux,  
Smart Factory

NOW



It's not just about modernizing equipment. Industry 4.0 also marks the transition from a logic of mass production to a logic of mass customization.



The vertical and  
rigid hierarchy gives  
way to more agile,  
transverse and  
collaborative  
models.



Better  
responsiveness to  
quality incidents,  
increased alignment  
between production  
and support teams.



Factories are  
becoming more  
flexible, digitalized,  
modular and capable  
of adapting to  
demand in real time.



Another key trend is  
the emphasis on  
user experience and  
no longer just on the  
delivered product.



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