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Manufacturing & Logistics in the age of Blockchain.

04 THE TRANSFOR-**MATION TURBO**

Blockchain technology has the potential to change established patterns at a stroke. This applies not only to banks, but also to industries. Its first target: the supply chain.

12 WEAK SIGNALS FROM THE MEAT COUNTER

The Blockchain is on everybody's lips and still remains a secret. Dr. Martin Kiel of black frame on paradoxes and misunderstandings in the discourse on blockchain technology.

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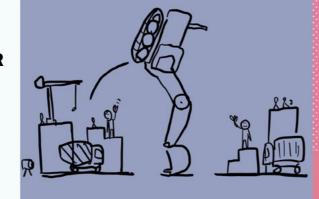
Orientation in times of uncertainty: Six certainties about the Blockchain technology by Dr. Markus Jostock, Founder & Managing Director of ARXUM.

20 THE TRUST ENGINE

Modern value-added processes are increasingly dependent on dynamic cooperation. Thomas Müller, CEO & Co-Founder of EVAN GmbH, describes how blockchain technology ensures trust there.

22 WHEN THE EXCAVATOR **LENDS ITSELF**

A medium-sized company rents out construction machinery and conveyor systems. In order to digitize equipment rental and make additional services possible, it relies on smart contracts - a blockchain use case.



WELCOME

"Toto, I've a feeling we're not in Kansas anymore. We must be over the rainbow."

CRYPTONIA



By Hans-Georg Scheibe, Managing Partner

DOROTHY GALE IS A YOUNG GIRL WHO LIVES WITH HER FAMILY AND DOG TOTO ON A REMOTE FARM IN KANSAS.

A sheltered, hard-working life that offers few surprises and is fairly easy to plan ahead. Until one day a huge cyclone comes up and hits the Gales' house with full force. Time and again the population in Kansas suffers from these cruel weather phenomena - and has learned to deal with them.

Gales' house, including girl and dog, from try to continue to be the carefree little farm filter bubbles. the anchorages and carries it away. In the girl - and she keeps moving. classic 1939 film adaptation of the "Wizard animals, neighbors.

of Oz", Dorothy, played by young Judy Gar- The new country we might enter tomorrow to emerge in the supply chain. From the land, looks out the window and sees the is called Cryptonia. It works according to extraction of raw materials to purchasing, points of reference of her life swirl past her rules and laws that radically differ from our logistics and manufacturing, new blocklike a panopticon without direction: her usual ideas. Blockchain technology is cur- chain use cases and solutions are being cregrandmother in a rocking chair, trees, farm rently automating trust - in banking, public ated, some of which we would like to show administration, commerce, or law.

lid ground, Dorothy and Toto step out and ing potential of the blockchain is, one facturing industry is. find themselves in a completely new, strange should consider how the big four - Google, world. That's when it gets interesting. Be- Amazon, Facebook and Apple - are threat- But this debate is not very fruitful, because cause Dorothy realizes quite quickly that ened by the new technology. According to in the end nobody knows today how serious she has to act differently in this other world. the author and investor Matt Ward, today's the changes triggered by the blockchain will She has a team of multi-layered, contradic- avant-garde digital economy will have to be. That's why we should be prepared if antory companions around her, proves cou- defend every aspect of its business mo- other world is waiting outside our factory rage, situational creativity and leadership dels against attackers from the blockchain gates after the storm. qualities and manages to set herself a great world. Against concepts that require neither goal and pursue it. Dorothy doesn't do two the powerful matchmaker platforms nor the things in particular as she steps out of her services financed by advertising and that are

But this storm is different. He pulls the house and into the world of Oz - she doesn't not suspected of covering the world with

The contours of change are also beginning you in this issue of ROI DIALOG. Opinions differ, however, as to how high and acute When the house finally lands back on so- In order to understand how huge the blast- their potential for disruption in the manu-