

CONTENTS

List of figures viii

List of tables x

Foreword xi

Preface xiv

01 The evolution of the supply chain: how we got here 1

The power of unceasing curiosity 2

Information and innovation: the twin engines of evolution 4

The movement of people and goods: Faster. Higher. Further. 9

Japan's reconstruction and the gift of TQM 14

Cognitive computation: surpassing human capability 14

Disruptive forces 18

How blockchain will transform the supply chain 22

About this book 23

References 24

02 Supply chains in 2018: costly, fragile and increasingly complex 25

What is supply chain management? 26

The stakes are high 27

An argument for blockchain 31

Limitations of blockchain 33

Blockchain in the supply chain – increased efficiency and effectiveness 35

The SCOR processes and blockchain 41

Notes 45

References 45

03 Basics of blockchain 47

Digital transactions – the problem of double spend 47

The Bitcoin protocol 48

Smart contracts 57

Beyond Bitcoin – blockchains 58

Permissioned blockchains 60

Hyperledger 61

References 64

04 Internet of Things, data analytics and other information technologies 65

The Internet of Things 65

Cloud computing 73

Big data: computation and storage 76

Data analytics and machine learning 78

Security, privacy and trust 84

Integration of IoT and other technologies for supply chain with blockchain 85

References 87

05 Blockchain strategy: the why, what and how in supply chain management 90

Introduction 90

Why blockchain and not another technology? 91

A hybrid world 100

A conceptual look at SCM and blockchain technology 103

Notes 105

References 106

06 What supply chain management processes and metrics will be affected by blockchain? 109

Introduction 109

Supply chain management objectives and the SCOR reference model 111

Plan processes 112

Source processes 116

Make process 117

Deliver process 121

Return process 122

Enable process 128

Appendix 139

Notes 208

References 208

07	Blockchain projects in practice: Case study Deliver	210
	Introduction	210
	The companies	211
	A brief history	212
	The pilot goals	215
	Consortium creation and alignment	217
	The Deliver ecosystem	218
	Architecture	220
	Interoperability and interconnectivity	222
	The governance of the pilot	224
	Deliver and the SCOR processes	227
	Pilot outcomes	240
	Notes	240
	References	241
08	Blockchain use cases in supply chain	242
	Container shipping: IBM and Maersk	242
	The palm oil supply chain	250
	Leveraging blockchain for the tea supply chain	256
	Blockchain for the automotive industry	257
	Blockchain and other technologies in context: considerations and challenges	269
	References	271
09	Economic impact and future outlook	273
	The economics of blockchain	273
	Globalization's backwash	275
	Online marketplaces	277
	Mega cities and the millennial consumer	277
	The growing complexity of industries	280
	Standardizing blockchain for ROI ²	280
	Re-imagining the future with blockchain	283
	Reflection	284
	Notes	285

Acknowledgements 287

Index 291