



MASSACHUSETTS INSTITUTE OF TECHNOLOGY  
SLOAN SCHOOL OF MANAGEMENT

THIS IS TO CERTIFY THAT

*Oliver Jenni*

HAS SUCCESSFULLY COMPLETED

BLOCKCHAIN TECHNOLOGIES  
BUSINESS INNOVATION AND APPLICATION

March 2023

A handwritten signature in black ink, appearing to read "Peter Hirst", written over a horizontal line.

Peter Hirst  
Senior Associate Dean, Executive Education

## Overview of Grades per assignment:

| Rating | Explanation                                                                             |
|--------|-----------------------------------------------------------------------------------------|
| 0      | Criteria not met – no submission OR submission does not demonstrate sufficient insights |
| 4      | Criteria met – Sufficient insights provided                                             |
| 4.5    | Good – Sound insights provided                                                          |
| 5      | Exceptional – Deep insight                                                              |

| Module 1 - Business Applications of Blockchain Technology                                                                                        |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| The submission demonstrates insight into the initiative's choice of customers and outlines how the blockchain application impacts this choice.   | Exceptional |
| The submission demonstrates insight into the initiative's choice of technology and the impact of this choice on the initiative.                  | Exceptional |
| The submission demonstrates insight into the initiative's choice of identity and outlines how the blockchain application impacts this choice.    | Exceptional |
| The submission demonstrates insight into the initiative's choice of competition and outlines how the blockchain application impacts this choice. | Exceptional |
| Structure, logic, and succinctness Submission is logically structured, clear, and succinct.                                                      | Exceptional |

| Module 2: Bitcoin and the curse of the double-spending problem                                                                                   |             |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| The submission demonstrates insight into how a centralized blockchain would undermine blockchain technology's purpose as a shared public ledger. | Exceptional |
| The submission clearly describes how blockchain technology could scale while remaining decentralized.                                            | Exceptional |
| Structure, logic, and succinctness Submission is logically structured, clear, and succinct.                                                      | Good        |

| Module 3: Costless verification: Blockchain technology and the last mile problem                                                                                                        |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| The submission demonstrates insight into current settlement and reconciliation processes involved in the chosen transaction.                                                            | Exceptional |
| The submission demonstrates insight into how the use of blockchain technology impacts the cost of verification of the chosen transaction's attributes.                                  | Exceptional |
| The submission demonstrates insight into and understanding of the last mile problem and provides a viable solution which includes the choice of customers, technology, and competition. | Exceptional |
| Structure, logic, and succinctness: Submission is logically structured, clear, and succinct.                                                                                            | Exceptional |

| Module 4: Bootstrapping network effects through blockchain technology and crypto economics                                        |             |
|-----------------------------------------------------------------------------------------------------------------------------------|-------------|
| The submission demonstrates insight into the type of reward system ACME should introduce, based on a knowledge of existing cases. | Exceptional |
| The submission clearly describes the challenges ACME might face when introducing a token-based incentive system.                  | Exceptional |
| Structure, logic, and succinctness Submission is logically structured, clear, and succinct.                                       | Exceptional |

| <b>Module 5: Using tokens to design new types of digital platforms</b>                                                                                  |             |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| The submission demonstrates insight into the projects' business ideas and provides a clear understanding of what the initiatives are trying to achieve. | Exceptional |
| The submission demonstrates insight into the projects' teams as well as the skills and technical expertise required to successfully drive the project.  | Exceptional |
| The submission demonstrates insight into the project teams' four choices for entrepreneurial strategy.                                                  | Exceptional |
| The submission demonstrates insight into the projects' use of tokens and whether it is feasible in relation to the business idea.                       | Exceptional |
| The submission demonstrates insight into how the project teams take advantage of costless verification.                                                 | Exceptional |
| The submission demonstrates insight into evidence of the last mile problem and the projects' solution to this problem.                                  | Exceptional |
| The submission demonstrates insight into why they would or would not invest in the projects.                                                            | Exceptional |
| Structure, logic and succinctness Submission is logically structured, clear, and succinct.                                                              | Exceptional |

| <b>Module 6: The future of blockchain technology, AI, and digital privacy</b>                                                                                                                                                                                               |             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|
| Executive summary: The submission clearly outlines what the participant hopes to achieve with their blockchain-based solution, how it will be implemented, and how it benefits the industry.                                                                                | Exceptional |
| Problem statement: The submission clearly describes the problem that exists in their industry, and why and how it can be solved using blockchain technology.                                                                                                                | Exceptional |
| Outline of vision: The submission clearly describes the participant's vision for their blockchain-based solution, how it will solve the problem their industry is facing, and how blockchain technology might affect the industry's existing processes.                     | Exceptional |
| The four choices for entrepreneurial strategy: The submission clearly describes their blockchain solution in terms of Scott Stern's four choices: customer, technology, identity, and competition.                                                                          | Exceptional |
| Digital ecosystem and token distribution: The submission clearly describes how the participant's blockchain technology solution will utilize costless verification, the name of the token they will introduce, and how they will use it to bootstrap their digital network. | Exceptional |
| The last mile: The submission clearly describes the issues that may arise in the last step of the hypothetical business's supply chain and how these issues will be solved using blockchain technology.                                                                     | Exceptional |
| Structure, logic, and succinctness: Submission is logically structured, clear, and succinct.                                                                                                                                                                                | Exceptional |

#### **Quote / feedback after final submission by faculty:**

*"Excellent paper. Very well-written, researched and structured.*

*I can also see that your idea utilizes the uses of digital tokens, IoT-connected devices, AI and smart contracts to ensure that the processes followed within the suggested disaster prevention system are done accurately by ensuring that all the data and transactions are verified and authenticated on the Blockchain network, which solves many of the issues that you eluded to in your paper.*

*Overall, great job.*

*Final Note: It was great reading all of your submissions throughout the course."*