

Organisational structure – digital company organisation

Interview with Prof. Dr. Marc Dreßler and Prof. Dr. Dominik Durner, Weincampus Neustadt

The aim of this session is to show how the digital revolution is changing the organisation structure and to explore which opportunities arise for wineries. From Industry 4.0 to the Digital Enterprise, this seminar covers all the relevant topics in close relation to the wine industry. Special attention is paid to interface management in the operational business and the new digital tools of corporate management. We asked the two initiators and moderators Prof. Dr. Marc Dreßler and Prof. Dr. Dominik Durner, to explain the ideas behind this session.

Is the German wine industry ready to engage with digitization and artificial intelligence in their businesses? How about the implementation at a broader base? Are there any pioneers?

Dreßler: Germany is certainly an important player in artificial intelligence and digitization. German technology is not only regarded as premium quality, but also for its intelligence. We export state of the art robotics into the world. With regards to the wine industry, we are known to be pioneers and have set innovative benchmarks. It was our intention to invite global leaders that are way ahead of us and with whom we coop-



erate. We hope that their expertise will motivate our practitioners to engage in further development and research.

You have invited António Graça, Sogrape Vinhos, Portugal and Christian Palmaz, Palmaz Vineyards, USA as provocateurs from foreign industry for your discussion. How did you decide on these two experts? What can we learn from foreign companies?

Durner: In our opinion, Sogrape Vinhos with wineries in Portugal, France, Spain, Chile and Argentina have a leapfrogging digital management approach across the value chain and there may be no other winery in the world with such a deep implementation of digitization than Palmaz Vineyards. Both invitees furthermore will report from a practical and a research perspective.



Are concepts and experiences of large wineries from overseas transferable to smaller companies in the German and European wine industry?

Dreßler: Although you raise a valid point of economies of scope in investment we are convinced that the discussion on current and future aspects of digitalization and its impact on wine quality, costs, customer interferences, and business performance

are relevant for all players in the industry. Even more so, since smaller entrepreneurs should avoid pitfalls that pioneers might have encountered.

Every day you hear that digitization has a top priority. For huge industrial companies, banks and insurance companies it is for sure a good idea. Is this focus as important for the small-scale wine industry? How can the digitization process be managed or advanced by family businesses in the wine industry?

Durner: We are convinced that engagement in digitalization is a must to secure a sustainable business for the future. It does not mean that every winery has to buy an optical grape-scanner but we see the need to use all generated data across the value chain in an optimized way to secure quality, efficiency, and professionalism. We will explore the key for future success which includes what data to retrieve, how to process them and what decisions to optimize based on this information.

Your workshop will discuss "interface management in the operative business" as well as "new digital tools of the enterprise management. That sounds rather abstract and technical. Could you explain this in a broader sense with examples?

Durner: Just by looking at the webpage of the invited winery CEO you get an impression of the idea of a digitalized winery without compromising character or tradition. Processes are tracked in digital form, surveyed on screens, continuously accessed also by mobile devices. The wine maker can make solid decisions because of instantaneous information.

Now you have the opportunity to promote your session. Why should wine business people and conference participants join your session?

Dreßler: Experience that digitalization is not a risk to your business but a great opportunity. Learn that an accentuated investment strategy is the key for a successful implementation of one individual digital business model.

The interview was conducted by Dr. Rudolf Nickenig