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PROGRAM

Days: Friday, September 27th   Saturday, September 28th

Friday, September 27th

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10:00-10:30   Registration start

10:30-11:30   Session 1A: General track

CHAIR: *Bjarne Rerup Schlichter*
LOCATION: Sala Convegni

10:30 *Mina Haghshenas* and *Thomas Østerlie*
COORDINATING INNOVATION IN DIGITAL INFRASTRUCTURE: THE CASE OF TRANSFORMING OFF-SHORE PROJECT DELIVERY (abstract)

10:50 *Niki Kyriakou* and *Euripidis Loukis*
ICT RESOURCES & CAPABILITIES, ECONOMIC CRISIS AND CRM ADOPTION (abstract)

11:10 *Javier Goikoetxea* and *Ana Ortiz de Guinea*
Information Technology artifacts for increasing customers' savings: An example of design science in the car industry (abstract)

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10:30 *Gianni Jacucci*

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A Study into the Classification of Enterprise Architecture Benefits (abstract)

11:30-12:30   Session 2B: Socio-Technical perspectives for the future of work and society

CHAIR: *Peter Bednar*
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11:30 *Ilenia Bua*, *Fabrizio Pini* and *Barbara Quacquarelli*
Digitalising heritage: organizational challenges in bringing luxury into the digital world (abstract)

11:50 *Armel Lefebvre* and *Marco Spruit*
A Socio-Technical Perspective on Reproducibility in Research Data Management (abstract)

12:10 *Carlotta Cochis*, *Elisa Mattarelli*, *Fabiola Bertolotti*, *Anna Chiara Scapolan*, *Fabrizio Montanari* and *Paula Ungureanu*
HOW PERCEPTIONS OF WORK LIFE BALANCE AND TECHNOLOGY USE IMPACT UPON CREATIVITY IN COLLABORATIVE SPACES (abstract)

11:30-12:30   Session 2C: Artificial Intelligence and the Interplay with business innovation

CHAIR: *Samuel Fosso Wamba*
LOCATION: Aula Mergellina

11:30 *Luigi De Bernardis*
How a start-up can move among AI diffusion stages (intention, adoption, and routinization) in order to make sustainable their innovative business model. (abstract)

11:50 *Elena Beccalli*, *Viktor Elliot* and *Francesco Virili*
Machine Ethics in Finance (abstract)

11:30-12:30   Session 2D

LOCATION: Aula Nisida

11:30-12:30   Session 2E

LOCATION: Aula Ischia

11:30-12:30   Session 2F: ItAIS & MCIS Doctoral and Junior Faculty Consortium

LOCATION: Aula Capri

12:30-13:30   Welcome coffee

Digitalising heritage: organizational challenges in bringing luxury into the digital world

Bua, Ilenia, University of Milano-Bicocca, Milan, MI, ilenia.bua@unimib.it

Pini, Fabrizio Maria, University of Politecnico, Milan, MI, fabriziomariapini@gmail.com

Quacquarelli, Barbara, University of Milano-Bicocca, Milan, MI, barbara.quacquarelli@unimib.it

ABSTRACT

Luxury companies are lagging behind in implementing a properly digital transformation strategy as they have always been hesitant to invest online, holding the belief that their customers prefer the contact with the physical touchpoints (i.e. the product, the store, the shop assistant, etc.) rather than an interaction with a digital interface. This was mostly due to the complexity of digitalizing the offer of firms that showed complex value propositions, based on values such as heritage and craftsmanship. The translation of such values in digital environments was perceived as very challenging and potentially very dangerous.

Only recently luxury companies embraced digitalization to ameliorate the relationship with customers and create a valuable customer experience. This strategic decision has brought a new organization problem to such companies, i.e. how to integrate digitalization into structures that have been focus on very traditional craftsman processes and driven by the heritage and historical stature of the brand for decades.

The objective of this research is therefore to understand, from an organizational point of view, what challenges luxury companies should face to be integrated digitalization competencies into their present set of knowledge and skills that is heavily related to the values do craftsmanship and brand heritage. In order to provide meaningful result, the empirical investigation focused on the champagne industry as it shows all the critical aspects.

Keywords: brand heritage, champagne houses, digital transformation, organizational processes and procedures.

1. INTRODUCTION

The research work focuses on the organizational impact of digitalization processes in champagne houses. In this context it was decided to focus on companies that have their heritage as a key to their relationship with the market.

From this perspective, the basic constructs of the research are examined, namely: heritage and the role of digitalization in creating and sustaining brand's relationship with the market. These constructs have been repeatedly analyzed in scientific literature though always separately (Tornatzky & Fleischer, 1990; Geoffrion & Krishnan, 2003; Balmer, 2006; Urde, Greyser & Balmer, 2007; Beverland & Luxton, 2005; Kapferer and Bastien, 2009; Davis, Bogozzi and Warshaw, 1989).

This research work, on the contrary, aims at analyzing the relationship between these two constructs and the organization implications that such relationship generates in luxury firms. Luxury wines potentially hold important insights for brand marketers because they represent some of the oldest brands still in existence.

In this sense, the research fields are linked to: the relationships between heritage and the digitalization of the relationship with the market and the way in which this relationship is managed at an organizational level.

The research area will be analyzed through 2 research questions that will be presented in the following pages of this paper. The research questions will be strictly organizational.

From this research it will be possible to understand which skills and roles, companies with a strong heritage, must equip themselves to face the digital transformation.

As specific context, we have chosen the luxury industry because the idea of heritage is of special importance in this domain: living in a digital age, reinterpreting tradition and the question of how to link past and present in a more meaningful way is the key challenge for luxury brands. As already stated, the focus of the research is on the champagne sector that shows internally, a digitalization process in progress and a strong attachment to its heritage.

2. THEORETICAL FRAMEWORK

The literature on the Resource Based View (RBV) is now more than 30 years old (Wernerfelt, 1984; Barney, 1986) and is based on the idea that organizational success is the result of a mix of value-generating internal resources and market characteristics which impede competitive value erosion (Barney, 1991). In this view, firms are bundles of tangible and intangible resources and capabilities which can create a competitive advantage by differentiating themselves from competitors (Barney, 1991). Indeed, RBV assumes that the primary driver of the firm's durable competitive advantage and economic performance is a collection of resources that have the attributes of VRIO, which stands for Value, Rare, Inimitable and Organization (Barney, 1991). According to the VRIO framework, resources are valuable when they are a significant source of profitability; rare when there is a scarcity of such resources and can only be acquired by one or very few companies; those resources should be hard to imitate; and organizations should have in place the appropriate management systems and processes to fully exploit the value embedded in such resources. These resources could be tangible and intangible and include three important categories which are physical, organizational, and human (Barney, 1991). Physical resources are typically tangible and consist of buildings and equipment, raw materials, energy, plant location, and information technology (IT). Organizational resources include formal reporting structure as well as planning, coordination, leading, and controlling management systems. Human resources include mostly intangible assets such as knowledge, skills, attitudes, and social capital of employees (focus of this research). Organizations may

increase their competitive advantage by being more effective than competitors in developing and deploying such resources. Therefore, this perspective "explains an important route to achieving

competitive advantage and corporate success in a modern economic system where firms rely far less on homogenous factors of production such as labor and capital and much more on differentiated resources such as human expertise, organizational routines, reputation, and complex linkages with customers and suppliers" (Chinsholm & Nielse, 2009). Amit and Schoemaker (1993) they also define the resources of the companies as negotiable and non-specific business activities and the capacity as non-negotiable specific capabilities of the company to integrate, implement and use other resources within the company. Therefore, solid resources represent the input of a production process, while companies' capabilities are the ability to implement these particular resources (IT) to improve productivity.

The RBV offers valuable ways to research information systems (IS) to reflect on how IT contributes to business performance and how to create value for the business. These studies, in particular, recognize that the process of exploiting IT resources in combination with other organizational resources is a source of competitive advantage and value creation.Following this logic, HRM practices per se may be considered as a way to enhance competitive advantage since many authors have applied the RBV to the field of strategic HRM (Wright, McMahon and McWilliams 1994; Wright, Dunford and Snell 2001) suggesting that the knowledge, skills and activities of the workforce are core resources that contribute to the firm' success. Questo ci rimanda alle dynamic capabilities.

Dynamic capabilities (Teece, Pisano, Shuen, 1997, 2000; Winter, 2003; Eisenhardt, Martin, 2000; Helfat, Peteraf 2003) they allow the company to actively adapt to sudden environmental changes and to acquire a competitive advantage that is difficult to imitate from others. The research aims at demonstrating that the joint consideration of identification and dynamic capabilities allows to balance the growing need for openness of the company towards the surrounding environment with its need to preserve its identity.

These considerations lead the research towards the second group of reflections inherent to the need of the company to actively adapt to the environment through the activation of dynamic skills able to integrate, build and reconfigure internal and external competences. The starting point is the assumption that, in a scenario characterized by a growing level of complexity and the need to cope with an ever increasing degree of uncertainty (D'Aveni, 1994; Eisenhardt, 1989), companies are constantly called to face new challenges that require high attention both to the internal characteristics and to those of the environment in which they operate.

The literature on dynamic capabilities has investigated the ability of companies to maintain and sustain their competitive advantage by actively adapting to rapid environmental changes. At the heart of these studies is the idea that when the environment evolves rapidly and in an unpredictable way, companies can reach and maintain their competitive advantage through a constant development of resources (Teece et al., 1997) and routines (Eisenhardt Martin, 2000; Winter, 2003) able to guarantee their continuous adaptation.

Specifically, the classes of dynamic capabilities are (Teece, 2007):

- *Sensing*: it involves scanning, creating, learning and interpreting the business environment: broadly speaking what's going on in market. In fact, as the market evolves, customers' tastes, product technologies and competitors' positioning might change and the firm should be able to detect it. For my research is how to create a seamless customer experience?
- *Seizing*: mobilization of resources to address opportunities. In my case is what strategies should be adopted to implement digitization?
- *Transforming:* continued renewal. For my research is how did digitalisation affect the structure?

3. CONSTRUCT ANALYSYS

Digital transformation and heritage are the two basic building blocks of the research theoretical framework. Hereafter, the constructs are presented separately.

3.1 Digital transformation

The exponential advancement of technological progress in the last three decades has marked the transition to a digital world in which almost everyone is surrounded by elements of virtual reality: this radical change is often identified with the name of digital transformation.

Companies, as players in markets pervaded by technology, responded first by opening up to online commerce, or e-commerce, to then refine their digital skills using other innovations as potential touch points; the next step, which many are beginning to take, is the integration of digital contact points throughout the customer experience, in order to create added value for the consumer (i.e. omnichannel strategy). Today's emerging technologies, like social media, mobile, analytics and embedded devices, demand different mindsets and skill sets than previous waves of transformative technology. Integrating and exploiting new digital technologies is one of the biggest challenges that companies currently face.

At the base of the transformation there are first of all the new consumption and information sharing behaviors of citizens and consumers for which traditional service models often no longer appear adequate. In a context in which market paradigms change so radically in very short times (that we saw also in the RBV), business initiatives must translate into the rapid adoption of digital value chains, as a strategic element of recovery, growth and acceleration.

Most definitions found in literature (scientific and otherwise) are focusing mainly on the transformation of business processes towards utilizing digital technologies (Morakanyane et al., 2017; Piccinnini et al., 2015). For instance, Westerman et al. (2011) describe it simply as "[...] the use of technology to radically improve performance or reach of enterprises [...]", while Schallmo and Williams provide a more comprehensive definition:

"*We define digital transformation as a sustainable, company-level transformation via revised or newly created business operations and business models achieved through value-added digitization initiatives, ultimately resulting in improved profitability*" (Scallmo et al., 2018).

Constant technological change simultaneously creates threats to established business models, while also offering opportunities for novel service offerings (Lai, 2006; 2007; 2010; 2016). Leading firms often seek to shape the evolution of technological applications to their own advantage (Lovelock, 2001; Lai, 2007). With the advanced and dynamic growth of technologies, how fast the consumers are accepting these technologies depends on several factors such as availability of technology, convenience, consumers' need, security etc. There have been a number of researchers addressing the consumers' adoption of new technologies (Meuter, Ostrom, Roundtree, and Bitner, 2000; Dapp, Stobbe, and Wruuck. 2012; Lai and Zainal, 2014, 2015; Lai, 2016).

Technology Acceptance Model (TAM) was introduced by Fred Davis in 1986. The goal of Davis' (1989) TAM is to explain the general determinants of computer acceptance that lead to explaining users' behaviour across a broad range of end-user computing technologies and user populations. The basic TAM model included and tested two specific beliefs: Perceived Usefulness (PU) and Perceived Ease of Use (PEU). Perceived Usefulness is defined as the potential user's subjective likelihood that the use of a certain system (e.g: single platform E- payment System) will improve his/her action and Perceived Ease of Use refers to the degree to which the potential user expects the target system to be effortless (Davis, 1989).
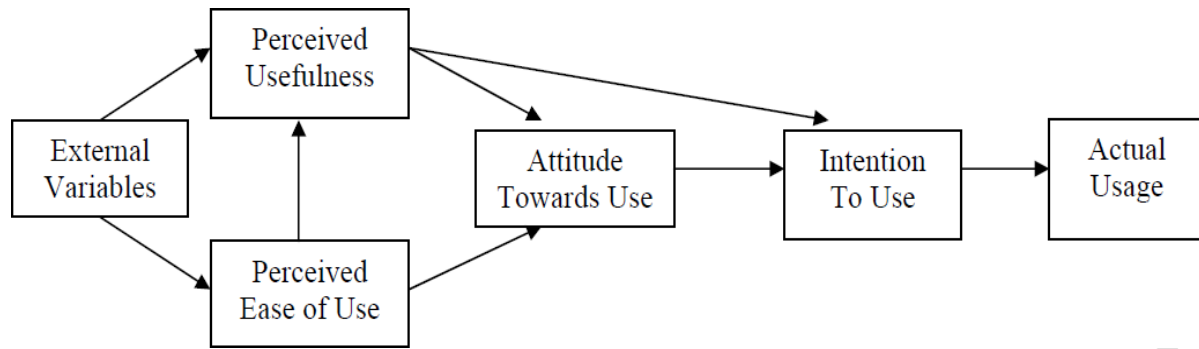
Figure 1 First modified version of Technology Acceptance Model (TAM) (Davis, Bogozzi and Warshaw, 1989).

The final version of Technology Acceptance Model was formed by Venkatesh and Davis (1996) after the main finding of both perceived usefulness and perceived ease of use were found to have a direct influence on behavior intention, thus eliminating the need for the attitude construct. TAM model developed by Davis is the most used framework in predicting information technology adoption (Paul, John and Pierre, 2003). Lee and Jun (2007) argued that TAM should be able to analyze factors affecting adoption intentions beyond perceptions of convenience and usefulness. Though TAM had received much support (Yang, 2005), it focused on the effects of perceptions of the technology's usefulness and convenience on adoption intentions (Luarn and Lin, 2005; Lai and Zainal, 2015). In fact, TAM has become so popular that it has been cited in most of the research that deals with users' acceptance of technology (Lee, Kozar and Larsen, 2013). TAM attempts to help researchers and practitioners to distinguish why a particular technology or system may be acceptable or unacceptable and take up suitable measures by explanation besides providing prediction. Even though TAM has been tested widely with different samples in different situations and proved to be valid and reliable model explaining information system acceptance and use (Mathieson, 1991; Davis and Venkatesh, 1996,), many extensions to the TAM have been proposed and tested (e.g. Venkatesh and Davis, 2000; Venkatesh, Speier and Morris 2002; Henderson and Divett, 2003; Lu, Yu, Liu, and Yao, 2003; Lai and Zainal, 2014; 2015; Lai, 2016).

With the rise of new digital technologies, e.g., social networks, mobile, big data, etc., firms in virtually all industries domains are conducting multiple initiatives to explore and exploit their benefits. This frequently involves transformations of key business operations and affects products and processes, as well as organizational structures, as companies need to establish management practices to govern these complex transformations. Successful digital transformation requires an organization to develop a wide-range of capabilities, which will vary in importance depending on the business context and the specific organization's needs. Digital technology needs to become central to how the business operates, and organizations effectively need to re-think and possibly re-invent their business models in order to remain competitive.

3.2 Brand and company heritage

Brand heritage, and therefore the time dimension (past, present, and future) in corporate brands, branding and images, has become an emerging research territory in the marketing literature (Balmer, 2013; Burghausen and Balmer, 2014a; Hudson, 2011; Rindell, 2013). Urde et al. (2007) suggest that corporate brands with a value proposal based on their heritage could be regarded as a distinct corporate heritage brand category with its own set of criteria and specific management approaches.

Urde, Greyser and Balmer (2007) define the heritage of the brand as "*a dimension of the identity of a brand that is in its precedents, longevity, fundamental values, use of symbols and in particular in an organizational conviction that its history is important*".

The concept of brand heritage builds on prior scholarship in brand equity (Aaker, 2004), brand management (Keller, 2008), corporate identity (Balmer, 1998), retrospective marketing (Brown, Kozinets,

and Sherry, 2003), nostalgia (Holbrook and Schindler, 2003), and authenticity (Grayson and Martinec, 2004). It also relates to prior research about heritage as a cultural phenomenon (Lowenthal, 1998), heritage effects in tourism (Timothy and Boyd, 2003), and heritage effects for monarchies (Balmer, Greyser, and Urde, 2006).

A brand is often represented by a set of functional attributes and symbolic values, branding being the process of associating the attributes with the product to add value to its (Hakala et al., 2011). In addition to these, Davis (2010) underlines the role and accumulation of experiences in brand recognition. Brand preference ultimately depends on what the brand means to the customer and on the impact of its emotional effect, in other words on its place in the heart (Ballantyne et al., 2006). In this context, brand heritage is one of the associations that marketers can use to differentiate their brands from those of their competitors, ultimately helping them to create a unique image for the offering (Keller, 2003). The word heritage is generally associated with inheritance: something transferred from one generation to the next. As a concept, therefore, it works as a carrier of historical values from the past (Nuryanti, 1996). Heritage implies authenticity, credibility and legitimacy for consumers (Beverland & Luxton, 2005).

The company's assets underlie the exclusive status (Kapferer and Bastien, 2009) and improves the quality of aspiration of luxury brands (Keller, 2003; Alexander, 2009).

Heritage is not confined only to the past in terms of tradition. Instead, it includes the traits carried through time by the brand. The brand's heritage recalls the origins of the brand and includes the evolution of the values, symbols and meanings associated with the brand thus providing authenticity and differentiation (Aaker, 2004; Urde et al., 2007). A firm brings to a market a perception of having assets and capabilities with regard to its ability to deliver innovative products and value to customers (Aaker, 2004).

Corporate Brand:
- Heritage
- Assets/Capabilities
- People
- Values/Priorities
- Local/Global
- Citizenship
- Performance

Potential Impact:
- Organizationally Based Differentiation
- Corporate Programs as Branded Energizers
- Credibility- Liking, Expertise, Trust
- More Effective Management of the Brand Portfolio
- Support for Internal Brand Building
- Provides a Message to Supplement the Product Brand
- Support for Communication to Audiences such as Investors, Prospective Employees, Potential Leaders
- Provide the Ultimate Branded House

Challenges:
- Maintaining Relevance
- Creating Value Positions
- Avoiding Visible Negatives
- Managing the Brand across Contexts
- Making the Brand Identity Emerge

Figure 2: The Corporate Brand: Challenges and Potential Impact (Aaker, 2004)

Referring to the past is the best way to create prestige and distance. Digital tools allow brands to promote their DNA and teach consumers their values. Luxury brands use the past, from the organizational level of

the company to all customer connections. At the organizational level, they help their heritage but also strengthen their attachment to the past.

There is no denying that luxury brands must adapt to the changing times, but losing the traits of exclusivity and prestige could mean losing the brand's ultimate identity. By reframing heritage into simple brand values and experimenting with data-backed strategies, brands can have the best of both worlds: a rich, meaningful past with a strong sales future.

The challenge, then, is optimizing tools such as social media without compromising heritage.

For luxury products, the importance of heritage is an almost self-evident imperative. Luxury brands and those brands that seek to establish iconic credentials weave their heritage into their brand fabric. Fine wines are defined by their year of production as are their houses by their year of foundation and of course by their terroir, the soil or earth from which they emanate. Carlsberg, "by appointment to the Royal Danish Court", boasts it has been "brewed since 1847" and has "preserved its fine Danish heritage". There are echoes here of Lanson "depuis 1760", "Reims France" or Bollinger "maison fondée en 1829 Ay France". Holt (2002) identified how creative activities or authentic brands risked devaluing themselves by being perceived as too commercial. Yet the brand management literature is silent on how marketers can appear above commercial considerations.

Beverland (2005) conducted a study on the brand's importance in the luxury wine trade. Identify 6 attributes of authenticity through 20 case studies in wine / champagne companies:

1. Heritage and pedigree: All the wineries sought to use their individual histories as part of their brand building programs. A winery's history was often celebrated through public relations and marketing activities such as experiential tours of facilities.

2. Stylistic consistency: The cases were concerned that the dilution of their traditional wine styles due to the need to be fashionable.

3. Quality commitments: From the interviews emerged the value of the investment in areas that improve the quality of the wine. For example, a consumer identifies the value of the individual wines from the vineyard, the purity through the use of the fruit of the cellar, the care in the selection of the fruit, the intensity of the assistance throughout the process, the input of work, the use of oak and cellular time before release, all of which represent significant costs for the cellar. For wineries, commitment to quality has represented both the quest to continually make great wines, and a commitment to their consumers

4. Relationship to place: The use of region of origin has a long history in the wine trade and seen by the wineries as a core brand attribute e.g. Reims for the Champagne. Many Champagne houses also make public commitments to sourcing from only the best vineyards.

5. Method of production: The consumers were all interested in how wine was produced. The majority of interest in method of production was related to a need to know what went into producing the final product. Moët & Chandon do very good tours, it's interesting to see how it's made, and see exactly what goes into the process of what you're drinking.

6. Downplaying commercial motives: Although many of the consumers purchased mass-marketed wines for specific occasions, they valued these far less than those that were less overtly commercialized.

3.2.1. Champagne sector

For three centuries, champagne has been synonymous with luxury, frivolity, elegance and glamor.
The Champagne market has been characterized by a growing demand over the past decade, which has led

to an increased need of grape supply for the Champagne Houses (Deluze, 2010).

From the sales bulletin 2018 issued by the champagne committee, the non-vintage brut remains the best-

selling one. Their export market share amounts to 79.3% of volumes and 65.8% of turnover. Their position is strong in Belgium (92.4% of the volumes and 87.6% of the value), in Germany (86% of the volumes and 75% of the value) and they lead the remarkable growth of the Asian countries, particularly Singapore (+ 15.1%), China (+ 10.2%) and Hong Kong (+ 9.8%).

Champagne is now considered indispensable in occasions of celebration or to emphasize luxury.

But, more than any way of drinking, it is the ways of being that are highlighted, referring to a more complex system of values.

It is important for the name to reaffirm its uniqueness, its history and its roots, adapting to new communication methods.

Furthermore, champagne is now known all over the world as a luxury drink and young consumers between the ages of 21 and 34 represent a clear opportunity in Japan: they represent 38% of all Champagne buyers and are overrepresented with respect to their presence in the population general (31%). Champagne sales are developing in the country through online shopping sites and social networks, which play an important role in youth communication (Union des Maisons de Champagne, 2018).

The Champagne economy follows a dynamic cycle which enables it to increase the volumes sold and maintain a control on prices at the same time. This phenomenon has been made possible thanks to an increased production capacity, with the enlargement of the vineyard surfaces planted and higher maximum yields. This growth model, which is partly at the origin of Champagne's economic success, has now reached its limit as it is no longer possible to increase the production at the same rate as the growing demand, which involves tensions in the industry (Deluze, 2010).

4. RESEARCH DESIGN

As mentioned above, there is a vast literature that investigates brand heritage and digital transformation but very few are the articles that investigate the effects that the integration of these two constructs produces on the organization.

Champagne is a sector that today is opening up a lot to digitalization encouraged also by the fact that tastes, values and consumers are changing. It has become a true cultural reference point for young people aged 18 to 34 years.

The French are also increasingly attracted by local products that draw on traditional knowledge and craftsmanship. They appreciate the prestige, authenticity and refinement of Champagne. It is important for the name to reaffirm its uniqueness, its history and its roots, adapting to new communication methods.

Now Champagne needs to draw on this solid and highly positive image and increase its palatability by adapting to the lifestyle of young people, to their constant search for new experiences. The challenge with this group will be to encourage the consumption of Champagne in more informal contexts, while exploiting the fundamental aspects of its image that position it as the best sparkling wine.

Therefore, the questions that will guide this research project are the following:

RQ1: Does the strategy described above involve digitizing existing functions and roles?

RQ2: Are the skills to support this strategy acquired from the outside as specific skills?

To answer the research question, we will proceed with an exploratory study case. Case study method enables a researcher to closely examine the data within a specific context. Case studies, in their true essence, explore and investigate contemporary real-life phenomenon through detailed contextual analysis of a limited number of events or conditions, and their relationship (Yin, 1994).

A case-based methodology has been selected according to the exploratory nature of the study. This

methodology is appropriate to describe and explore new phenomena or to build up new operation management theories (Voss et al., 2002). In particular whether the boundaries between the context and

the phenomenon are not clear (Yin, 2003). Furthermore, case studies have interpretative advantages which are useful in the explorative phase of a study (Larsson and Lubatkin, 2001). Case study methodology enables researchers to gain an access to a wide and rich number of information and details by using multiple sources of data (Tellis, 1997).

The research presents the following steps:

Phase 1: Industry Observations
The data collection started with sector analysis and excel grid.

A study was carried out on the champagne sector and the reference market, which allowed me to identify an online / offline presence. Moreover, through the construction of a grid it will be possible to identify, not only the best in class in terms of digitization but also, the Champagne houses which instead show greater criticality.

The goal was to get a more in-depth look into the current situation, which is especially important for a research following an interpretivist approach where the researcher emerges into the social context.

Phase 2: Key-Players Interviews (we are in this step)
8/10 interviews will be conduct in Maison Taittinger which were used to gain insights into the relevance of the topic and the current state of development of channel integration. Thus all expert interviews were of an exploratory nature. Due to this objective an semi-structured interview was seen to be most appropriate and followed for all expert interviews. Interviews will be conduct with key players to study how are facing with digitalization to find out what are the strategies to act and change the organizational structure, the roles, the skills, etc.

It was decided to interview: Managing Director, HR Manager, Marketing & Communication Manager, Digital Communication Manager, Sales Manager, Commercialization Manager, Cuvée Manager, Finance Manager.

Phase 3: Complete transcription of the interviews in French and formulation of some first lines of interpretation

Phase 4: Thematic analysis with Atlas.ti

The idea is to conduct semi-structured interviews in another champagne house (perhaps belonging to LVMH) to have a yardstick with Maison Taittinger.

Identification also of a third case to be analyzed with secondary data.

5. EXPECTED OUTCOME

In a tumultuous global economy characterized by high dynamics, uncertainty and massive consumer disorientation, consumers tend to prefer brands with a heritage because these brands are perceived to be more credible, trustworthy and reliable.

In the dynamic environment that companies face nowadays, innovation is not a choice but a necessity to stay ahead of the competition and to survive.

Companies with a strong heritage will face a greater challenge as they must remain aligned with the present without losing sight of their past.

"Pour moi la digitalisation c'est passé l'avenir d'une entreprise. De toute façon aujourd'hui on est obligé d'y être. On ne peut plus regarder en arrière il faut vraiment avancer. Pour moi c'est pour moi ça représente le futur aussi. Des entreprises comme Taittinger il faut le faire avec parcimonie faut prendre le positif et négatif. Mais il faut vraiment y aller. Il ne faut pas en avoir peur." (Marketing Manager, Taittinger).

While heritage is a valuable tool for brands (most of all for luxury brands) when heritage is viewed by brands as a static history it can inhibit innovation, prevent dynamic renewal and impede ability to

redefine, strengthen and position brands in current and emerging marketplaces.

But, successful luxury heritage brands are defined by their ability to balance the timelessness of brand

heritage with innovative strategies for brand positioning that find relevance in the present and future.

For this reason, we expect that digitalization completely pervades the entire organization and this will only lead to the digitization of some roles / functions. Some Maison du Champagne are already proceeding with digitization experiments, obviously trying not to lose the craftsmanship of the product, e.g. creating organizational units that deal exclusively with digital, digitizing certain roles, etc.

While introducing digitalization through the creation of a separated function allows a fast deployment of projects and communications initiatives, the effectiveness of this approach in "digitalizing heritage" might be disputable. In this sense, it could be considered valuable to explore the limitations of such approaches and scout the evolution of this organization model into more sophisticated and integrated solution.

Also, we think that there will not be a mass digitization, it will be necessary to verify ex ante the predisposition of the role to the digitization. Digitalization will therefore also lead to the creation of new roles, above all those linked to the use of social media and the creation of more creative partnerships.

Furthermore, it becomes increasingly necessary to acquire specific skills and competences (some fashion houses are hiring personnel from Google, Apple, etc.).

Innovation will only lead to success in the market if the company is able to connect novel ideas to changing markets and emerging consumer needs. Branding is said to increase the innovation potential of companies, leading to more variety and facilitating consumer choice.

6. MANAGERIAL IMPLICATIONS

Company assets are a powerful organizational resource when they are strategically integrated into a digital transformation.

The luxury companies, in the case of this research in progress, Champagne houses must face this current challenge. Consumers, values, their habits have changed and consequently, even if the company does not find new ways to communicate, it will risk remaining anchored to its past.

Hence the need to evaluate the online communication of brand assets, in order to identify strengths and weaknesses in the action to exploit the potential of the heritage brand in the digital environment.

The goal of today's luxury companies is not only to create a perfect customer experience, but also to have an adequate social presence and to rewrite new forms of communication with their customers.

The objective of this research is therefore to understand, from an organizational point of view, what challenges the Champagne houses must face to be new, attractive, young as start-ups without losing their heritage, and what effect these strategies will have on the plan organizational structure (roles, skills, organizational structure).

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