

## **Technology-Enabled Value Chain Transformation in the Wine Industry: Evidence from the Scientific Literature**

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**Purpose** – the purpose of this research is to provide a framework describing the drivers, benefits and motivations towards the technology-enabled value chain transformation of companies and to understand how academic interest evolved according to such model in relation to the wine industry.

**Design / methodology / approach** – a systematic literature review (SLR) was executed focusing on various dimensions of digital transformation initiatives in the context of wine companies, in line with the methodology proposed by (Pejić-Bach and Cerpa 2019). First, review scope was defined as descriptive SLR aimed at summarizing and classifying existing research findings. The conceptualization of topic was done by reviewing existing frameworks describing digital transformation of companies and summarized to create a final model used in our SLR. Literature search was done using Scopus and Web of Science databases by selecting different keyword combinations describing the various aspects of value chain transformation of wine companies. Our final list of academic corpus included a total of 52 articles that were analysed using a concept matrix as per (Suša Vugec, Tomičić-Pupek, and Vukšić 2018).

**Findings** – existing academic literature focus on multiple aspects of the digitally-enabled value chain transformation of wine companies. Horizontal and vertical cooperation across value chain participants is a key area of focus, with particular attention to establishing regional collaboration agreements, the barriers to those and how other firm-level factors such arrangements. Business model transformation is another topic with high attention from academic research, covering how the traditionally product-focused wine producers can pivot into more service-oriented operations by building on wine tourism. The importance of consumer experience is also recognized as a separate topic, due to the hedonic benefits provided by premium and luxury wines. Organisational factors driving improved operations and the implementation of digitised solutions is also analysed.

**Practical implications** –key findings can serve as a valuable tool for managers and owners of wineries when deciding on pursuing value chain transformation opportunities, by providing example use cases, motivations behind and benefits to be expected from those, and potential barriers that could put the successful implementation of such solutions at risk.

**Originality / value** – a digital transformation framework has been derived conceptually. To the best of our knowledge, no previous work covered the review of existing academic literature of value chain transformation within the wine industry using such a methodical and systematic research process.

**Challenges / future research** - the main limitation of the research is its limited reliance on practical observations. This research is the start of a continued series of academic contributions, and building on the conclusions derived, we are aiming to test our conceptualised and stylised findings in a real-life context and / or through other methods (e.g., quantitative analysis).

*Keywords:* wine industry, digital transformation, value chain transformation

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