

Part I

Organizational Issues: Methodologies, Empirical Contexts and Policies

Coherently with the aim of this volume, in the first part of the volume we assume a managerial perspective deriving from the joint analysis of organizational challenges and of technological opportunities for networked enterprises acting in wine industry. Since the management literature has consolidated many models on inter-firms networks involved in joint functional activities (e.g. supply chain, manufacturing, marketing), the three chapters face, from different points of view, the specific case of networked enterprises involved in the inter-functional process of innovation management. More in detail the authors move, in a progressive way, from a general view on the organizational issues affecting networked enterprises involved in new product development, to the possible strategic options, to the implications for policymakers involved in promoting the adoption of advanced network infrastructures by Small and Medium Enterprises (SMEs).

In the Chapter 3 the author faces the crucial problem of management of organizational boundaries in the new product development process, providing a first definition of Networked Enterprise in Wine Industry (NEWI). The chapter proposes an application to the NEWI of the collaborative innovation model developed by Pisano & Verganti identifying four collaboration strategies based on different combinations of openness and flatness. This application allows to identify, for each collaboration strategy, some specific organizational challenges and some requirements for balancing orchestration and choreography in the development of an autonomic system.

In the Chapter 4 the authors face the crucial problem of innovation strategy in networked Enterprises, providing a detailed analysis of different options within three different approaches: user-centered, technology push and design-push. The chapter allows to understand the organizational implications deriving from the complex nature of a new product (e.g. a new wine label), that is not only a set of technical functions (e.g. organoleptic features of grapes and wines), but also a set of messages and meanings shaped by the evolution of socio-cultural systems (e.g. new meaning of wine as emotional experience).

In the Chapter 5 the authors focus the role of SMEs in networked enterprises, since their strong role in wine industry (e.g. small wine makers, service SMEs as oenologists and agronomists, small farmers, retail SMEs as restaurants). The authors propose the application of a platform strategy in order to promote the adoption of advanced network infrastructures by SMEs, analyzing the incentives of industrial players in a context where SMEs playing an relevant economic role and where traditional rather than high-tech sectors of activity are predominant with specific reference to the Italian case. The chapter allows to review governance aspect which are paramount to platform functioning given the policy context.