# GOING "SMART" AT FOCCHI

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## Abstract

This case focuses on adopting smart working practices at Focchi, an Italian company operating in the construction sector in the segment of curtain wall systems for complex buildings. The forced experimentation of complete reliance on smart working practices due to the COVID-19-related lockdown measures ignited strategic and organizational considerations around this issue. Once back to a sense of normalcy, Focchi began evaluating the pros and cons of remote and smart working practices, as well as the best possible ways to introduce them in their organization permanently. Should the company commit to redesigning the organization to implement new ways of working enabled by digital technologies? How to harness the benefits of digital technologies and `smarter' ways of working whilst remaining faithful to the beliefs and relationships upon which the company's success had been founded?

## Target for Teaching
- Organizational design
- Project-based organization
- Digital transformation of the workplace

## Target audience and Issues
This case has been written for an organizational design course, with the ideal audience being post-graduate and post-experience students.
In a core course on organizational design at the MSc or MBA level, this case can be used for a session on organizing for digital transformation. The case uncovers the critical issues around implementing digital working practices, such as considering the current organizational structure, the existing interdependencies, and

a variety of contingencies. The case can also deliver a rich learning experience within Executive programs. For instance, the case can be used as a launching pad for discussing how to best draft digital processes onto current organizational and project structures. A specific focus can be given to project-driven organizing.
This case may also be valuable in project management courses for discussing alternative organizational solutions that employ select smart working practices.

## Teaching objectives
This case can be useful for two primary teaching and learning objectives:

- Learn about the centrality of fit in organizational design and contingency theory. Although reasonably standard, implementing working practices based on digital solutions does not have a "one-size-fits-all" type of solution. The organization- and industry-specific contexts need to be taken into account when considering their integration in organizational processes.

- Learn about the importance of understanding interdependencies. Considering the extent to which people rely on each other to carry out their work is essential to spot opportunities for redesigning work modalities and existing constraints in order to encourage a more successful implementation.