

Issue 1 | January February 2026

FIREMag

The Mozzanica Company Magazine

■ A MEMORABLE 2025 AND A PROMISING 2026

■ SUCCESSION IN ITALIAN FAMILY BUSINESSES: FROM CHALLENGE TO OPPORTUNITY

■ THE EVOLUTION OF B2B COMMUNICATION: THE MOZZANICA CASE

■ MOZZANICA'S 2025: A YEAR OF GROWTH ROOTED IN NEARLY FORTY YEARS OF HISTORY

■ LOGISTICS AS A GROWTH DRIVER: THE EVOLUTION OF MOZZANICA

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Cover photo: training for new employees

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FIREMag is the Mozzanica house organ created to spread the culture of fire protection through sharing news, business successes and personal experiences.

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Dear readers,

Here we are again for our monthly edition of FireMag. It is already February: the first two months of 2026 have flown by, and I sincerely hope they have been a strong start for you, your families and your businesses.

As we all know, the world has not become any calmer. Every day the headlines remind us of ongoing geopolitical, economic and social tensions, and it would be easy to let ourselves be influenced by a sense of widespread uncertainty. Over time, however, I have learned that one of the most valuable things an entrepreneur can do is distinguish between what cannot be controlled and what truly depends on you, then focus all your energy on the latter.

That is why today I would like to speak about our own reality. About what has been and what lies ahead.

The point of view

A 2025 to remember

A memorable 2025 and a promising 2026

by Jordan Mozzanica

International & National Sales | Marketing Director

I can say with satisfaction and gratitude that we closed an excellent 2025. However, it would not be entirely credible if I did not also share how the year began.

In 2025, Mozzanica completed 135 marine interventions, with over 20,000 hours worked on board, 6,000 more maintenance reports than the previous year and a 20% increase in service orders. Internally, costs were reduced by 3% while warehouse efficiency improved by 20%, and our ISO 9001 certification was renewed without a single non-conformity.

The year did not begin easily, and I do not say that for rhetorical effect. We had ambitious goals to achieve and significant results to deliver. Along the way, we faced a series of familiar obstacles: the ongoing difficulty in sourcing qualified personnel, operational challenges requiring rapid solutions, and the impact of an international geopolitical situation that, as many companies in our sector have experienced, had a tangible effect on material costs, making planning even more demanding.

And yet, in the end, we succeeded. We succeeded because we did exactly what we have consistently emphasized in these pages: we set clear objectives, monitored them closely, addressed unexpected challenges proactively and above all, we did it together. The shared commitment of every department and every team member was the decisive factor. Not luck, and not a favorable market. But people, and the way they chose to work.

Those who follow FireMag will remember that in recent months we have devoted considerable space to the topic of corporate objectives and how they should be the starting point of any business strategy. 2025 was the tangible demonstration of that principle. Objectives and mission are not bureaucratic tools. They are the compass that enables an organization to stay on course, even when the sea becomes rough.

And now? 2026 challenges us to go further

After closing a positive year, it would be easy to allow ourselves a period of consolidation. But those who know us understand that this is not our style. For Mozzanica, 2026 will be, and in many ways already is, a year of transformation. A transformation we have consciously chosen and one that I believe

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Succession in Italian family businesses: from challenge to opportunity



The transition between generations is one of the most delicate moments in the life of a family business. In Italy, where 85% of companies are family-run and these businesses generate 80% of the country's GDP, managing succession is a strategic issue not only for individual companies but for the Italian economic system as a whole.

Mozzanica & Mozzanica has chosen to explore this topic through a series of interviews with the children of entrepreneurs who have already gone through this critical phase. This article introduces the subject and raises awareness of the importance of second- and third-generation Made in Italy family businesses.

The numbers behind a national challenge

The statistics on succession in Italian family businesses paint a picture that calls for serious attention. Only 30% of family-owned companies survive the first generational transition, while just 12-13% make it to the third generation, and a mere 3-4% reach the fourth. Over the next ten years, around two million Italian businesses will have to face this transition, with a direct impact on the country's economy.

Of the approximately 35,000 family businesses involved in this process every year, only a minority manages to ensure continuity beyond the first generation.

A particularly telling figure concerns the age of Italian entrepreneurs: the average age rose from 53 in 2007 to 60 in 2018, with around 30% of business leaders now over the age of 65. This increase points to a widespread tendency to postpone the handover, often with negative consequences for successor preparation and business competitiveness. Succession planning is typically addressed only after the entrepreneur turns 60 (71% between 60 and 70 years old), when the time available for an effective transition is already limited.

The distinctive features of the Italian context

The Italian landscape of family-owned businesses shows several characteristics that set it apart from other European countries. In Italy, 66% of family businesses are managed exclusively by family members, compared to an average of just over 30% across Europe. While this model strengthens the bond between family and business, it can also limit the inflow of specialized managerial skills. Only 14% of companies report having a formal succession plan, and most family businesses do not view succession planning as an urgent priority in the next 12 months, even though they acknowledge its importance.

Italy also stands out for the significant number of entrepreneurs over the age of 70 who continue to run their companies through highly centralized decision-making, with little delegation of authority.



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This model, typical of the first generation that built the company, can hinder the necessary transition to more articulated structures and can create difficulties when the time comes to hand over leadership. Founders often see the company as a personal creation and, despite being aware of the need for evolution, may struggle to relinquish control to the next generation.

Only 30% of family-owned companies survive the first generational transition, while just 12-13% make it to the third generation, and a mere 3-4% reach the fourth.

The challenges of the transition: balancing family and business

The complexity of this phase stems from the need to balance two interconnected systems that can at times be at odds with one another: the family and the business. The family is oriented towards care and mutual support, while the business is driven by results and competitiveness. When this delicate balance is lacking, one of the two systems tends to

prevail over the other.

The absence of a clear succession plan creates uncertainty and can trigger conflict both within the family and the company. The next generation may lack the skills and experience required to manage the business effectively, especially when the handover process has not been planned in advance. Not all family members are willing or suited to continue the business, and identifying who in the next generation is genuinely motivated becomes essential in order to prevent future conflict.

But the deepest challenge is often an emotional one. For the outgoing founder or entrepreneur, stepping aside after years of work requires courage, empathy and patience in accepting that the next generation may bring different ideas and values. Many entrepreneurs built their companies through sacrifice and determination. Letting go therefore means facing a shift in identity as well as a professional change. Accepting that the next generation may bring different approaches, while preserving continuity with the company's founding principles, is a necessary part of this process.

From crisis to opportunity: the potential of generational change

Despite the critical issues involved, generational change can also represent a major opportunity for renewal in family businesses. Younger generations bring fresh perspectives, greater familiarity with digital technologies and a stronger ability to interpret market changes. This can translate into product innovation, new business strategies and openness to international markets.

The transition phase is often the right moment to review and strengthen governance structures. Introducing boards of directors with a broader mix of skills can significantly improve business performance. The 2024 AUB Observatory showed that companies with higher levels of diversity in governance, including mem-

bers under 40, women and non-family professionals, performed better in the period from 2012 to 2022. Opening up to external managers or expanding the board to include independent professionals can bring specialized know-how and reduce the emotional component of decision-making, particularly when there are no heirs within the family with the right skills.

Generational change can also be an opportunity to better distinguish the different roles family members may take on within the business, from ownership and governance to leadership and operational positions. This clarity helps reduce potential conflict and enables each person to contribute according to their capabilities. When roles are clearly defined and expectations are aligned, the family can focus on shared strategic objectives without personal dynamics interfering with day-to-day management.

Planning ahead: the tools of succession

The transition between generations is a multi-year process that calls for careful planning. It is not a single event, but a journey that involves preparing the next generation, defining future roles and gradually transferring responsibilities. Preparing successors means giving them structured learning experiences both within the company, through progressive shadowing and increasing levels of responsibility, and outside the business, through targeted education and experience in other organizations.

An effective transition requires that members of the next generation be truly prepared for their future roles. The development process should start early and include the transmission of the family business's founding values and history, helping to foster a sense of belonging and responsibility. A gradual entry into the company, with limited responsibilities that increase over time, allows younger family members to build technical and interpersonal skills. Support from senior figures, both family members and external professionals, facilitates the transfer of tacit knowledge and the development of sound decision-making skills.

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Italian legislation offers several tools to facilitate the transition, from family holding structures and family agreements to lifetime transfers and corporate governance mechanisms.

Italian Legislative Decree 139/2024 introduced a full tax exemption from inheritance and gift taxes for the transfer of a business to direct descendants, provided the activity is maintained for at least five years. These tax breaks reduce the risk of business fragmentation and provide greater stability for family-owned SMEs.

An open and transparent culture of communication is essential. Involving all family members in decision-making, listening to different perspectives and taking into account what is perceived as fair by everyone helps prevent conflict and build consensus around strategic choices.

Families that invest time in frank and regular conversations about succession are better equipped to navigate the transition more calmly and with more positive outcomes.

The crucial role of the outgoing generation

The success of the transition also depends on the outgoing generation's ability to prepare for a change in role. The departing leader should gradually reduce their operational involvement, moving from a position of command to one of supervision and guidance.

This means transferring real responsibilities, not just formal titles, to the successors and accepting that they may handle situations differently from the past. For many entrepreneurs, the business represents a core part of their identity, and preparing emotionally for this separation by identifying new areas of interest is essential to ensure a smooth transition.

Defining a gradual exit plan helps both the outgoing entrepreneur and the successors manage this delicate phase. When the handover happens too quickly or in an improvised manner, the risk of conflict and poor decisions increases.

In contrast, a transition planned over time allows the next generation to build confidence and skills progressively, while giving the outgoing generation the opportunity to assess the successors' readiness and step in, if necessary, to provide support.

This process requires patience and the acceptance that results may not be immediate.

Ownership and control: the choices that shape the future

The transition between generations affects not only the day-to-day operations of the business but also the transfer of ownership.

Families face complex choices, starting with understanding which members of the next generation are interested in retaining ownership of the company and which may pre-

fer other ways of managing family wealth. Options range from family holding structures to closed shareholding arrangements, each offering specific advantages in terms of governance and flexibility.

Transferring ownership during the entrepreneur's lifetime offers greater control over the process than a post-mortem transfer, making it possible to train the new owners under direct supervision.

This approach allows the handover to be organized more strategically, clarifying who remains involved in the business and who is compensated through other family assets. When the transition occurs only after the founder's death, based on succession rules, tensions and conflicts may arise that could have been avoided through planning in advance.

Ownership structure has a direct impact on a company's ability to make strategic decisions and adapt to market changes. Ownership fragmented among multiple family members, without clear governance rules, can paralyze the business precisely when greater agility is needed.

By contrast, a well-structured ownership model, supported by clear protocols and effective governing bodies, can become a competitive advantage, ensuring stability and a long-term vision.

Looking to the future with awareness

Succession in Italian family businesses is a challenge that can no longer be postponed or handled reactively. The next generation represents an opportunity for renewal that must be seized through careful and structured planning. Family businesses that succeed in managing this transition will not only secure their own continuity but also contribute to the overall competitiveness of the Italian economic system.

In a context of rapidly evolving global markets, the ability to combine the values and experience of senior generations with the innovation and vision of younger ones represents a distinctive competitive advantage. This transition is not simply a technical or legal matter. It is a transformative phase that involves entrepreneurial, family and emotional dimensions.

Facing it with awareness, professionalism and openness to change can turn this challenge into an opportunity for lasting growth for both the business and the family that leads it.

The statistic showing that only 30% of businesses survive the first change in leadership should not be read pessimistically, but as a call to action. Entrepreneurial families that invest time, resources and attention in succession planning demonstrate a significantly higher likelihood of success.

The difference between businesses that thrive beyond the first generation and those that fade away often lies in their ability to anticipate challenges, address family dynamics honestly and build solid structures capable of supporting future growth. ●

The evolution of B2B communication: the Mozzanica case

A shift in mindset

Summer 2022. We were facing a crucial question: what if we stopped outsourcing a function as strategic as marketing? What if we treated it with the same level of attention we give to sales?

We decided to bring our marketing strategy and communication management in-house. But simply moving it back inside the company was not enough. We needed to rethink it entirely. So we built a distinctive narrative and began using LinkedIn and our website not just as showcases, but as real working tools.

The idea was ambitious: to get closer to the client long before a salesperson picked up the phone, making sure they were the ones finding us and reaching out.

In the first six months, we devoted ourselves fully to this experiment. The results were encouraging: not only did our follower base grow, but it was made up of qualified professionals from exactly the companies we wanted to reach. In the following six months, the first inbound requests for quotes began to come in. In the second half of 2023, some of these turned into concrete orders.

Positive results, but not a one-off

That first success raised a new question: what if it was just a fluke? What if we weren't able to replicate it?

I come from a sales background. I know that building a partnership requires consistency, not isolated wins. So we decided to apply a sales mindset to communication, creating a structure built around actions and, as a result, repeatable outcomes.

We implemented analytics tools that give us clear data on engagement. Today, we no longer rely on intuition, but on evidence. Every piece of content tells us what works and helps us adjust course and optimize. We have turned the initial idea into a method that generates sustainable growth.

Communicating does not mean growing

Many companies produce content, but that alone is not enough to grow a business. The difference lies in the approach. Anyone can "do communication," but turning it into a commercial lever is something else entirely. It means asking ourselves what our sales objectives are, how we attract the companies we truly want to reach, but also what story we tell and the market context in



which we operate.

It's the difference between "seeing" and "observing." Both involve sight, but only the latter requires attention, analysis and intention.

Copying is the wrong move. Creating is the solution.

In the fire protection sector, we see many companies replicate other players' strategies without achieving the same results. And what if copying instead of creating is precisely the problem? Before communicating, we always ask ourselves who we really are, carrying out an in-depth analysis of our competitive context. Only then can we innovate and create trends, rather than simply follow them.

Those who copy skip this step and risk investing resources in actions that are misaligned with their positioning and ineffective for their specific market.

There are no magic tools

Tools matter, but only when they are chosen as part of what I would define as a holistic strategy, one that looks at the entire company and at all the results we want to achieve, rather than working in isolation.

Our marketing team is made up of people with clearly defined areas of expertise. We also work with selected partners for audio, video and artificial intelligence solutions. Before choosing any tool, however, we always ask ourselves who we want to reach, where we are in the market and what our specific goal is. But there is no all-purpose solution. What exists is the analysis that guides us, each time, to choose the right tool for that specific initiative.

Thanks to this shift in perspective, we began receiving requests for quotes directly through our website and by email, after companies had come into contact with our content on LinkedIn. Today, we have a repeatable process built around our specific needs, the kind of process every company should aim to create through a deep understanding of itself and of its clients. ●

Mozzanica's 2025: a year of growth rooted in nearly forty years of history



Since 1987, we have successfully combined the flexibility of a family-run business with the operational strength of a multinational.

When the Mozzanica brothers founded our company in 1987 as a small, hands-on business specializing in the sale and maintenance of fire extinguishers, they could hardly have imagined that almost forty years later we would close out the year with over 20,000 hours of work on board cruise ships, 6,000 more maintenance reports than the previous year and an established presence across two continents.

And yet, the results achieved in 2025 show that the original vision to stand out in a high-risk sector through expertise and professionalism has not only been preserved, but strengthened over time.

Our early years: from a small, hands-on operation to steady growth

Our story is one of continuous, measured evolution.

Thanks to the constant commitment and professionalism of our founders, those first years were marked by rapid growth, driven by fruitful partnerships with both small companies in the sector and multinational players such as Wormald Italiana, Incom Brandschutz and CEA Estintori.

These collaborations allowed us to quickly strengthen our position in the market. A hands-on approach combined with the adoption of rigorous quality standards and a structured way of mana-

ging operations became our hallmark, enabling us to handle some of the most innovative fire protection systems of the time and earn the trust of a highly demanding client base.

Consolidation: UMAN and industry recognition

In the years that followed, our entry into UMAN, the Confindustria association representing manufacturers of fire protection equipment, was a natural consequence of our growth. The CEO Natale Mozzanica's appointment as president for two consecutive terms, followed by a third as past president, represented industry recognition of a career dedicated to fire protection.

Expansion: from land-based systems to marine and Oil & Gas

Mozzanica's active role in industry associations and its engagement with senior leadership of the Italian Fire Brigade and the relevant fire safety ministries has been made possible by the development of a strong management team that works alongside the ownership in strategic decision-making. This same team has enabled us to achieve our current industrial scale in land-based fire protection and to expand rapidly into the marine and Oil & Gas fire protection markets.

Where we are today

Today we operate from two main locations in Italy:



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our headquarters, covering more than 3,200 square meters, and a second site near Milan in Abbiategrasso, alongside our operational hub in Porto Sant’Elpidio in the Marche region.

In the United States, two locations have been established and are continuing to grow: a commercial office and a technical/operational hub in West Palm Beach, Florida, supported by a global network of strategic partners in Los Angeles, Dubai, Singapore and Sydney.

This allows us to guarantee 24/7 coverage. Yet behind this international structure, we have retained the same family-led way of working that has defined us from the start: fast decision-making, streamlined processes and personal relationships with every client.

The marine sector: excellent results in 2025

2025 closed with figures that confirm our solidity across all areas of the business. In the marine sector, where over the years we have obtained the RINA, ABS, DNV-GL and Lloyd’s Register certifications required to operate internationally, we delivered excellent results, completing 135 service interventions and logging more than 20,000 hours of work on board.

These figures position us as a reliable partner for major cruise companies and confirm our ability to operate effectively in complex, highly regulated environments.

Service activity: 6,000 additional maintenance reports

In our service activities for fire protection systems, we processed 6,000 more maintenance reports than in 2024, while our field technicians generated 11,000 requests for quotations.

New clients in strategic sectors

A 20% increase in service orders compared to 2024 confirms that our relationships with existing customers continue to grow stronger. We delivered new fire protection systems for some of the major companies in the logistics and chemical-pharmaceutical sectors, confirming our ability to attract high-profile

clients in demanding markets.

Efficiency: 3% lower costs, same level of quality

One of the most significant results of 2025 relates to the optimization of our internal processes. We managed to reduce costs by 3% compared to 2024 while maintaining the same service offering, thanks to a reorganization of our warehouse that led to a 20% improvement in operational efficiency. This balance between cost control and quality reflects the methodical approach that has always guided our work.

Certified quality: ISO 9001 confirmed

We renewed our ISO 9001 certification with no non-conformities identified during the audits, while 95% of our suppliers were rated as good or satisfactory in terms of quality. These figures point to a well-established quality system and long-standing relationships across our supply chain, a distinctive feature rooted in our belief in long-term partnerships.

Our commitment to sustainability: 100 kW of photovoltaic power

The activation of a 100 kW photovoltaic system represents a further step in our journey towards environmental sustainability, consistent with the attention we have always paid to environmental issues. From our use of clean extinguishing agents such as Inergen, an environmentally friendly gas with a very low CO₂ concentration, to the responsible management of maintenance activities involving ozone-depleting F-gas systems, sustainability is an integral part of how we operate.

The team: 14 new hires and training

In 2025, our team grew with the addition of 14 new members, while we also implemented improvements to our human resources management software.

The most significant investment, however, has been the collaboration we launched with leading secondary schools in northern Italy, a project that bridges education and the world of work and allows

us to develop specific fire prevention skills early in students’ training.

The generational transition

Under the experienced leadership of Natale Mozzanica, now joined by his children Jordan and Stacey as part of an ongoing generational transition, we have continued to uphold our founding values of technical excellence, innovation, transparency and loyalty to our stakeholders, while adapting them to the challenges of an ever-changing market.

As our company philosophy states, “The deep sense of belonging shared by our people and the contribution of each individual fuel the company’s ability to meet the demands of increasingly complex markets, while enhancing the Italian values of excellence, creativity and innovation.”

Digital presence: nearly 3,000 followers on LinkedIn

Over the course of 2025, our LinkedIn company page gained nearly 3,000 new followers, contributing directly to the acquisition of new customers. Our marketing activities generated tangible orders, demonstrating how even a B2B company operating in complex technical sectors can benefit from effective digital communication.

Financial consolidation at Mozzanica

On the international front, Mozzanica consolidated its relationships with leading international banks, optimizing budgets to support our strategic objectives and helping to close significant commercial agreements.

Mozzanica’s competitive advantage: a family-led multinational

What sets us apart? Our ability to combine the operational structure and expertise of a large organization with the decision-making agility typical of a family-run business. When a client in the marine sector needs urgent intervention on a vessel in a shipyard, there is no need to navigate lengthy bureaucratic processes.

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Logistics as a growth driver: the evolution of Mozzanica



Giuseppe Robustelli
Warehouse Coordinator
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The evolution of a company does not happen at a specific moment, but is built over time through choices, adaptations and a clear method. **Giuseppe Robustelli** has been with Mozzanica for nearly ten years and has witnessed a gradual transformation firsthand that has made the company more structured and more self-aware.

"This period has allowed me to observe and take part in many important changes."

The most delicate phase was during the pandemic, which required a thorough review of processes. The priority was to ensure continuity and safety, leading to a comprehensive rethink of procedures, internal communication and operational structures. "It was a time of intense stress for everyone, but also an opportunity to see the company respond with a strong sense of responsibility." From that point on, the company further strengthened its organizational maturity, with more coordinated collaboration between departments and a warehouse that is now significantly more structured than in the past.

The pillars of company stability

Growth did not happen by chance. Over time, three fundamental elements have become firmly esta-

blished: adaptability, investment in people and a consistent commitment to innovation. Robustelli makes this clear: "To me, these are not theoretical concepts, but concrete facts."

Adaptability meant reorganizing internal processes, redefining operational priorities and strengthening integration between departments. Innovation translated into standardized procedures and continuous training. This approach has made the company faster in its decision-making, more efficient in managing activities and better prepared to handle unexpected situations.

Speed, quality and sustainability

In recent years, the pace of the market has accelerated, often shaped by what many call an "Amazon culture," where speed and immediate efficiency take center stage. While this has sharpened the focus on punctuality and service, it has also raised expectations.

"Today the focus is not only on speed, but also on quality of the work, safety and employee wellbeing." The real challenge, therefore, is not to run faster than others, but to strike the right balance between efficiency and human value, ensuring processes that are sustainable over time.

The introduction of digital tools and more structured procedures has made material management more precise, fully traceable and better integrated with other departments.



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Young people and professional growth

Mozzanica shows a genuine openness toward young people, going beyond simple recruitment to invest in training and mentorship. Within the logistics department, there are real opportunities for those who demonstrate motivation and a willingness to learn. “Those who join find an environment where they can develop practical skills and gradually take on greater responsibilities.”

A meaningful example is the experience with a vocational school student, who

has been supported throughout the process, including ongoing dialogue with the school. “He will present maintenance as the topic of his final exam, which means that what he is learning with us plays a concrete role in his education.” It is a model of collaboration that strengthens the link between business and education.

Digitalization and vertical warehouse

Logistics is now one of the areas where transformation is most visible. The introduction of digital tools and more structured procedures has made material management more precise, fully traceable and better integrated with other departments. “We have introduced digital tools that make operations more coordinated.”

The next step will be the installation of a vertical warehouse system, a significant investment that will optimize space, speed up processes and support revenue growth. The goal is not to chase extreme automation models, but to move forward consistently toward greater innovation and efficiency.

Method, communication and responsibility

To ensure logistics runs smoothly, three fundamental dimensions come into play: organization, communication and responsibility. “In logistics, nothing can be left to chance.” The coordinator must plan, manage priorities and anticipate potential issues, while the team must share information and work with a strong

sense of responsibility.

“Logistics works well when everyone knows what to do and takes responsibility for doing it.” It is this combination of method and collaboration that builds a solid department, one capable of continuous improvement.

Semester goals

For the first half of the year, the objective is clear: to further structure, digitalize and strengthen the internal organization. The launch of the new vertical warehouse system is the top operational priority, alongside enhanced flow traceability and staff training.

“These are concrete goals that, once achieved, will allow us to support the company’s growth even more effectively.”

Growth that is never improvised, but built step by step with a clear method. ●



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ses: they can speak directly with the people making the decisions. When a complex system requires a customized technical solution, our design team can work directly with production and service.

This agility in decision-making, combined with consolidated multidisciplinary expertise, allows us to compete with much bigger organizations while maintaining the close relationships with clients that large structures often struggle to guarantee. It is a delicate balance, one that re-

quires a strong, shared company culture – the same culture that the Mozzanica brothers built over the years and is now being passed on to the second generation.

A look ahead to 2026

With new maintenance service contracts already signed for 2026, thanks to the trust built with our existing customers, we look ahead with the same determination that has guided us since 1987. International expansion, the digitalization of system management through paten-

ted solutions, and the development of cutting-edge fire protection technologies represent the key areas in which we continue to invest significant resources.

As our company philosophy puts it: “Those who live their present fully and draw value from their past will be able to chart the right course for their future.”

The results achieved in 2025 confirm that we are on the right path, combining the solidity of nearly forty years of experience with the enthusiasm of a company that still has much to build. ●

Quality in the workplace: the real challenge is a human one



When we talk about the “right work environment,” our minds immediately go to modern spaces, cutting-edge technology and inclusive policies. But the true quality of a workplace is defined on a much more subtle level: people management.

And that’s where leadership comes into play.

Ask a young professional what their dream workplace looks like and, most likely, the answer will include one of Google’s offices.

Recreation rooms, open and colorful spaces, technology everywhere, advanced employee benefits and a corporate culture built around employee well-being. In today’s collective imagination, the idea of the “right work environment” has almost become synonymous with physical and practical comfort: ergonomic workstations, guaranteed connectivity, relaxation areas, balanced cafeteria menus and structured inclusion and sustainability programs.

There is nothing inherently wrong with any of this. Investing in the physical and technological well-being of employees is both smart and respectful. The real question every entrepreneur, executive and team leader should ask is whether it is truly enough.

Does “quality in the workplace” end with the quality of the spaces and tools provided?

If we are honest, the answer is no. And the reason is simpler than it might seem.

The human side that deserves attention

One aspect is often treated as secondary in discussions about the ideal work environment: people management. Not human resources as an abstract category, but people in all their complexity, with their strengths, vulnerabilities, constructive behaviors and problematic ones, as well as relational dynamics.

You can design an office worthy of a major magazine cover, equip it with every technology under the sun and certify it according to the highest environmental sustainability and social inclusion standards.

But if the human factor is not truly valued within those walls, that environment, no matter how beautiful and comfortable, will inevitably become an inadequate workplace. Latent tensions, unresolved conflicts and absent or toxic leadership are all it takes to turn even the most carefully designed space into a place where people no longer want to be.

The quality of a workplace, therefore, is not measured in square footage or technological features. It is built first and foremost on relationships, communication and direction.



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Vision comes before the workplace: the role of owners, executives and managers

As we have explored in previous issues of FireMag, everything starts at the top. Before even discussing the work environment, we must talk about strategic direction: the course that the business owner, together with executives and managers, intends to set for the organization.

What is the company's mission? How does it intend to pursue it? Through which workflows? With which human resources, and how should they be coordinated?

These questions are never purely organizational. They are, first and foremost, questions about people. Because human resources are not interchangeable gears: they are individuals with talents to nurture, behaviors to guide, potential to develop and team dynamics that must be built over time.

A sense of belonging, collective motivation and mutual trust do not arise spontaneously. They are the result of conscious, continuous and intentional management.

And this is where the figure of the leader becomes the true cornerstone of the entire system.

Gordon Gekko vs. Captain Aubrey: a comparison of two leadership models

Cinema often portrays with remarkable clarity what organizational theory describes in more abstract terms. Two films in particular offer a powerful contrast in what it means to lead within a work environment.



The first is *Wall Street*, directed by Oliver Stone.

Its protagonist, Gordon Gekko, masterfully portrayed by Michael Douglas, does not simply embody the financial greed that made the film famous. He repre-

sents something deeper and more dangerous: relational greed.

For Gekko, the people around him are not colleagues or collaborators: they are resources to be used as long as they serve a purpose, and discarded when they do not. For him, loyalty is negotiable, and trust is a vulnerability to exploit.

The result? A toxic environment where people's motivation is fueled solely by fear or opportunism. It may deliver short-term results, but it ultimately collapses when the glue of coercion weakens.

The second film is *Master and Commander*, directed by Peter Weir. Captain Aubrey, portrayed by a young Russell Crowe, leads a diverse crew made up of men with very different personalities, backgrounds and skills.

He does not have comfortable offices or corporate welfare programs. He has a ship, a mission and the ability to lead. Yet he succeeds in holding the team together, guiding it toward a shared direction and turning individual differences into collective strength. He does so through initiative, fairness and personal example. It is his daily conduct, not merely his authority, that builds team culture.

And despite storms, hardship and moments of crisis, the crew remains cohesive and effective.

The difference between the two does not lie in the resources available. It lies in the type of leadership exercised.

The true quality of the workplace: leadership, objectives and monitoring

If there is one clear conclusion that emerges from this reflection, it is that there can be no good work environment without good leadership.

Without a clear vision, defined objectives and consistent monitoring of team performance, any workplace, no matter how well designed from a physical or technological standpoint, remains an empty container. It may seem like a pleasant place to spend the day, but it will never be a place where people grow, feel valued and give their best.

True quality in the workplace is the result of leadership that knows how to listen and how to decide, how to motivate and

how to correct, how to manage differences and build a sense of team spirit that becomes the norm, not the exception.

Mozzanica's approach: when workplace quality is a concrete responsibility

At Mozzanica, this is not a theoretical principle. It is an operational practice embedded in our daily work.

For our company, having a clear objective is not optional: it is the starting point of every activity in every single department. We do not operate without direction and we do not move by inertia: each area has a precise course and every manager is responsible for understanding it, communicating it and pursuing it together with their team.

Each leader is required to develop a structured annual development plan that addresses not only business results, but also the management of the people they are responsible for. Providing clear direction, motivating the team and closely monitoring performance are at the core of a manager's role.

On one point in particular, Mozzanica's position is firm and non-negotiable: bullying, harassment and manipulative behavior are not tolerated.

No level of professional performance justifies relational toxicity. Anyone who damages the work environment through harmful conduct is addressed directly and, if necessary, removed.

A single toxic individual can compromise the work and well-being of an entire team. That is not acceptable.

For us, creating quality in the workplace means conveying positive messages, organizing people strategically, consistently evaluating team performance and intervening promptly when something is not working.

It means being present as leaders, not merely as organizational figures.

This is how, alongside continued investment in innovation and technology, Mozzanica builds a truly high-quality work environment: a place where people know where they are headed, feel guided with respect and are given the right conditions to perform at their best every day. ●

From children to entrepreneurs: the SAPIN's journey

Jordan Mozzanica's series exploring the courage behind generational transition



There is a specific moment when you stop being “the child of” and start becoming an entrepreneur. It does not happen with a signature before a notary, nor with a change in title on the Board of Directors. It happens when you realize that from that day forward, the weight of every decision rests on your shoulders too. This awareness gave rise to Jordan Mozzanica's series, “From Children to Entrepreneurs”: a space for dialogue among second and third generation business leaders, where apprenticeship, doubt, conflict, loss, growth and vision are discussed openly and without filters.



In this interview, third generation cousins **Giacomo** and **Francesco Chevallard** of **SAPIN** Spa, a leading manufacturer of fire hoses, share

their journey inside the family business. Two different stories, one common thread: starting at the bottom to earn their place.

The beginning

Giacomo joined the company in 2009, at the height of the financial crisis. Despite his degree in economics, he was not placed in an office role but in production. It was a true hands-on apprenticeship: cutting hoses, warehouse work and logistics.

“We wanted to start in production to gain every skill. To truly understand the company.”

This was not a minor detail. It was a cultural choice. Starting at the top means never fully understanding the effort behind the work. And without effort, respect does not follow.

After two years, however, dissatisfaction set in. Giacomo felt he was not expressing his full potential. He went to his father and said so. The response became a lesson he still remembers vividly: his father walked him over to a half-finished shelf.

“See? You haven't finished your work yet.”

At the time, it made him angry. Today he sees it as a turning point: until you properly complete what has been entrusted to you, you have no grounds to complain. First you finish, then you grow.

Moving into administration, the role he had studied for, was anything but romantic. “A shock.” University tells one story. Business reality tells another. In 2015, when the long-time accountant retired, his first real responsibility arrived. That is when real growth began.

There were moments when he did not feel ready. The comparison with his father and uncle was overwhelming. “I still see them at unreachable levels.” But the daily challenge was clear: never leave problems unresolved.

Generational transition is not linear. His father's death was a shock, a forced acceleration. Yet over time came signs of recognition: the company's 50th anniversary celebration, decisions made together with his cousin while looking toward the future. Today Giacomo speaks about artificial intelligence, new management systems and tools to identify new opportunities. But above all, he speaks about young people. And here a crucial theme emerges: they need guidance.

“They need to feel the connection between the physical work they do and the greater good. If they don't see the purpose, they struggle.”

From a broom to the Board of Directors

Francesco started even earlier. Officially in 2004, unofficially at age 14. His first weeks were spent cleaning the plant, broom in hand.

“It was a healthy path. You had to go through the entire apprenticeship.”

He did not want to be “the one who came in from the top.” That credibility, built over time, became a



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form of silent capital.

For him too, generational transition was marked by significant events: his uncle's death, the company's transformation from an Srl to a Spa, his father's retirement. Each step brought greater responsibility. But when does it really stop feeling like your father's company?

"It was gradual. At the beginning, their presence was overwhelming. They let you speak, but they did not always take your ideas into consideration."

Then comes trust. Projects entrusted to him, decisions shared, room to make mistakes. And that is where leadership begins.

Francesco describes the shift with a striking expression: an "Amazon mindset." Immediate responses, delivery tomorrow, zero waiting. The world moves faster, and the entrepreneur lives with constant doubt.

"It is one of the few roles where you will never be certain that the decision you are making is the right one. You only find out months or years later."

That is why they are working on a five year plan. Long term vision. A less hierarchical structure. Greater involvement of collaborators, not "employees."

Engaging with younger generations is a constant challenge. Francesco has a sixteen year old son. For him, artificial intelligence is not innovation, but the norm. And that forces a complete rethink.

"The shift in pace is inevitable. You have

to be among the first to make it."

Partnerships with schools, open days, corporate welfare initiatives and training programs. Today, attracting talent requires more than job security. It requires quality of life and a sense of purpose.

The common thread: integration, not conflict

In both of their stories, one principle clearly emerges, a principle that Jordan Mozzanica places at the heart of his series: new generations do not come to replace the previous ones. They come to integrate them.

Conflict is natural. Doubt is structural. Strain is inevitable. But generational transition is not replacement. It is an overlap that, when managed well, strengthens the company.

"From children to entrepreneurs" does not tell perfect stories. It tells real stories. With mistakes, loss, difficult choices and slow victories.

Because becoming an entrepreneur is not about inheriting a role. It is about earning it every single day. ●

(Follow from page 3)

is essential to building a company that is solid today as well as in the future.

The central theme is generational transition. And when I use this expression, I am not referring solely to ownership, although that is part of the conversation, but to something broader and more pervasive. Several key figures within the company are progressively working side by side with younger colleagues who bring a different mindset, different tools and, in many cases, a profoundly different perspective on work compared to previous generations.

This transition brings extraordinary opportunities: the increasing adoption of new technologies, from artificial intelligence to advanced management systems, is already beginning to improve our internal processes in a tangible way. At the same time, it also presents a challenge that should not be underestimated: bringing together different mindsets, experiences and approaches to work and professional relationships that do not always speak the same language.

And this is where the circle closes with what we discuss elsewhere in this issue of FireMag regarding quality in the workplace. Because a well-managed generational transition goes far beyond organizational charts or the transfer of technical skills. First and foremost, it is about leadership and people management. It requires the ability to coordinate differences, to value what each

person contributes and to build an environment where consolidated experience and new energy can be integrated.

Reorganization and continuity: the challenge of the next two years

To achieve the new objectives we have set, we will need to move forward with increasing determination in a process of internal reorganization. This is not about upending what works, because a great deal at Mozzanica works very well, but about building structures, processes and organizational habits that can guarantee continuity over time.

We are already looking beyond 2026. We are working to build a solid foundation that will hold for at least the next two years, through a path made up of gradual adjustments, training, listening and at times courageous decisions.

It is a major challenge. Yet I feel confident, because I know that we can rely on the same elements that have always distinguished us and that allowed us to successfully close even a demanding year like 2025. Working toward clear objectives. Organization. Shared commitment and a sense of belonging.

This is our method. And methods that work are not abandoned, they are refined.

Thank you to everyone who chooses to be part of this story every day. I am convinced that the best is yet to come. ●



Latest News - We have just completed another of our Engineered Fire Units. It was a challenging project that required dedication and precision.



Latest News - Mozzanica USA's 2026 agenda is already fully booked with marine contracts: new dry docks and maintenance services are already underway.



The Client 4 Students Project is underway

On 27 January 2026, at the **Leonardo Da Vinci Higher Education Institute** in Carate Brianza, in the province of Lecco, the first in a series of meetings was held between fourth- and fifth-year students and some members of Mozzanica. On that occasion, Mozzanica speakers presented the company and its job opportunities to the students, with the hope that once they finish their studies, some of them will decide to pursue a career with the Mozzanica team.

Careers at Mozzanica

We are constantly looking for ambitious new talent with passion, commitment and ingenuity, to whom we want to offer extensive professional opportunities in an inclusive working environment with high safety standards and customised development paths.

Do you also want to be part of our team?
Send us your CV.



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