

Issue 2 | March April 2026

FIREMag

The Mozzanica Company Magazine



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Cover photo: the Mozzanica's BOD

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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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We've come to the end of the first four months of the year. The speed at which time passes is remarkable. Back in early February, we talked about how Mozzanica had navigated the challenges and difficulties of the past year, and how it was approaching 2026. We had closed out a significant 2025, with tangible results and a clear awareness that a transformation journey was already underway. Of course, no one could have predicted another global conflict, nor the intense wave of speculation that drove prices sharply higher. And yet, it happened, and as is often the case in situations like this, those leading a company find themselves having to contend with variables that are out of their hands.

What to do when complications arise

The point of view

Determination, strategy and vision: our second four-month period starts now

by **Jordan Mozzanica**

International & National Sales | Marketing Director



So what should you do when the context becomes more complex? How do you respond when external conditions become less favorable than anticipated?

That's exactly what we explored in last month's article, "Finding opportunity in adversity: how to look at crises differently and start over." In that piece, we shared stories of entrepreneurs who, when faced with even the deepest crises, chose a different path rather than giving up or simply limiting the damage. From the story of Ole Kirk Kristiansen, the Danish carpenter who, in the midst of the Great Depression, laid the foundations for what would become LEGO, to Mozzanica's own experience between 2011 and 2015, when instead of cutting back, we chose to invest, secure bank financing, hire new talent, and expand into international markets. The message was clear: when challenges are approached with a clear mindset, they can become opportunities to take a real leap forward.

Today, I'd like to pick up that thread and take it one step further.

The next focus: business strategy

Recognizing opportunities is essential, but it's not enough on its own. You need the right structure to act on them. And that brings us to the topic at the heart of our next article: business strategy.

Strategy can take many forms, from marketing to organization to sales. But they all share one common element: the willingness to make a choice. The choice to pursue a specific business objective. To get there, you need a set of plans that allow you not only to operate under ideal conditions, but also to make the most of adverse situations, turning what looks like an obstacle into a lever for growth.

Too often in companies, strategy gets confused with reaction. Decisions are made as events unfold, without a broader plan. But reacting is not the same as deciding. Strategy is, first and foremost, an act of intent: I choose where I want to go and build the path to get there. Even when, and especially when, the surrounding context is far from favorable.

We'll explore this in more depth in the next issue of FireMag. It's a topic that matters deeply to us, because it's exactly what we strive to do every day at Mozzanica.

Stories that illustrate this

This idea is also reflected in the stories of second-generation entrepreneurs I'm interviewing in the series From Children to Entrepreneurs.

I'm thinking of Giacomo and Francesco Chevallard of SAPIN Spa, featured in the article "How the next generation becomes entrepreneurs: the Sapin Spa story." Two cousins who started at the bottom and worked their way up, only to find themselves facing a sudden and unwelcome change: the loss of a parent, responsibilities

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Strategic choices: the invisible engine behind every enduring company

Strategy is not just a military term



When we hear the word ‘strategy,’ our minds immediately rush to battlefields, maps marked with red arrows, and armies on the move. The word is rooted in military thinking, historically defined as “technique to identify the initial and final objectives of a war.” An origin that carries with it the idea of conflict, opponents to be defeated, and territories to be conquered.

Yet when applied to the world of business, the word takes on a deeper and completely different meaning. It’s not about destroying the enemy, but about building something that lasts. It’s not about winning a single battle, but about surviving multiple cycles, multiple crises, and multiple market transformations while preserving your identity and ability to create value.

In business, strategy is the art of navigating a complex market while simultaneously building solid alternatives that allow a company to hold its ground even when conditions change unexpectedly. It is knowing how to answer not only the question “Where do I want to go?” but also “What do I do if the path changes?” It is a vision that always starts from the founder’s original idea, from their reading of the world and the industry they operate in, and is then translated into concrete, everyday, and often invisible decisions: choices in marketing, diversification, people, and positioning.

In this sense, strategy is not a document written once and filed away. It’s a way of thinking about business. It’s the difference between reacting and anticipating. Between being driven by the market and knowing how to read it.

Three great examples of strategy in action

Before turning to Mozzanica, let’s look beyond Italy to the international stage to see how strategic choices have profoundly shaped the fate of some of the most iconic companies in the world.

Absolut Vodka: when marketing becomes culture



It was the late 1970s. Absolut Vodka was a Swedish brand that was virtually unknown outside the Nordic countries. The American spirits market was dominated by established

giants, brands that had been on the shelves for decades and had already earned the trust of consumers. Entering that context with an unknown product at a premium price seemed crazy.

Instead of lowering its prices to compete on volume, and instead of chasing the mass market, Absolut chose a completely different path: turning its bottle into a cultural object. The “Absolut Perfection” campaign, launched in 1980, marked the beginning of one of the longest-running and most recognizable marketing strategies in advertising history worldwide. Collaborations with Andy Warhol, Keith Haring, and dozens of artists and designers followed. The bottle was no longer a container: it was a canvas, a symbol, and an icon. The result? Absolut became the best-selling vodka in the United States and one of the most re-



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cognizable brands in the world. Not because it had the best product, but because it had the best strategy. Absolut understood that in certain markets you're not selling a liquid, you're selling an identity.

Kimberly-Clark: the strength of diversification



Kimberly-Clark was founded in 1872 as a paper manufacturer. For nearly a century, the company operated in a clearly defined sector, with clearly defined products, serving clearly defined markets. Then came the realization that relying on a single market segment meant being exposed to any shift in demand, raw materials, or competition.

The answer was diversification: not a chaotic race into new sectors, but a deliberate strategy of expansion into adjacent markets, where existing production and distribution capabilities could be fully leveraged. Huggies diapers, Kleenex tissues, and other personal and professional care products. A portfolio that could span markets with different dynamics, different economic cycles, and different customer bases.

Today Kimberly-Clark is present in more than 175 countries, with a turnover exceeding 20 billion dollars and brands that enter the homes and workplaces of billions of people every day. Diversification didn't just save the company from volatility; it made it almost unstoppable.

Lamborghini: a people-driven strategy



Ferruccio Lamborghini was already a successful entrepreneur when he decided to challenge Ferrari.

His company produced tractors, boilers, and air conditioners: sectors worlds apart from supercars. He had no experience in motorsport, nor any distribution network in the automotive industry. On the surface, he had nothing to offer that market.

What he did have, however, was clarity: the understanding that to build something extraordinary, you need extraordinary people. And that those people, at that precise moment in time, existed and were available.

Lamborghini's strategy was simple: hire the best engineers and designers out there, give them freedom and resources, and let their expertise build the product. Giotto Bizzarrini, formerly of Ferrari. Franco Scaglione, one of the greatest automotive body designers of the time. An exceptional team built with method and vision.

The result was the 1966 Miura, still considered one of the most beautiful cars ever built, and the beginning of a dynasty that forever changed the concept of supercars. Lamborghini didn't win thanks to a secret technology: it won thanks to its people and the strategy behind choosing them.

Mozzanica's strategic choices

Looking at Mozzanica's history, we can see the same defining traits that characterized the great companies mentioned above. The company's growth wasn't due to luck or favorable conditions: there were a series of clear strategic choices made at specific moments, carried forward with consistency, and updated over time with intelligence.

Five choices in particular have defined Mozzanica's path and continue to guide its development today.

First choice: the right client

In a country like Italy, where workplace safety culture hasn't always reached the standard it deserves, operating in the fire protection sector can mean very different things. You can chase volume, take on any type of client, compete on the lowest price, and deliver the bare minimum. Or you can make a different choice that's more demanding but far more solid in the long term.

Natale Mozzanica chose the second path. From the very beginning, he decided to operate exclusively with medium and large companies operating at high or medium-high risk. This meant clients who had complex facilities, critical systems, and real responsibilities to their employees and to the law. Clients who, for that very reason, could recognize the difference between a reliable partner and one that merely makes promises.

This choice came with real trade-offs. It meant turning down business that, on paper, could have generated revenue. But it also meant building clear positioning, a solid reputation, and business relationships based on trust and expertise rather than price. In the long term, that choice proved to be the foundation on which everything else was built.

Second choice: diversification

Mozzanica's path in the fire protection sector hasn't been linear, but it has been consistent. It all started with maintenance, the most direct and recurring service in the sector: fire extinguishers, hydrants, fire doors, and fixed systems. A specialization that required technical expertise, operational reliability, and the ability to manage large client portfolios across all of Italy.

Over time, the company expanded into the design and installation of complex systems: sprinkler systems, pumping stations, and fire detection systems. It was a major leap forward that required investments in training, equipment, and certifications. But it also opened the doors to wider and more diverse markets.

Then came the marine sector, with its technical and regulatory requirements, and

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finally Oil & Gas, one of the most demanding and highly regulated contexts of all. Today, Mozzanica is able to support clients at every stage of the fire protection lifecycle: from initial design to routine maintenance, and from system certification to emergency response. End-to-end coverage that few companies in Italy can match, and a competitive advantage that's hard to replicate.

Third choice: people

Just as Lamborghini understood that extraordinary people build extraordinary cars, Mozzanica built its growth around a similar conviction: the quality of the service depends first and foremost on the quality of those delivering it.

This translated into clear choices. Hiring high-level technical and managerial profiles, capable of bringing new expertise into the organization. A continuous training system, ensuring that staff stay up to date with constantly evolving regulations, new detection and suppression technologies, and the best operational practices.

But it also meant something more subtle: building a company culture where expertise is valued, where those working in the field feel part of a larger project, and where pride in a job well done is not rhetoric but everyday practice. Because a company operating in fire protection cannot afford margins of error: every intervention, every system, and every certification has real consequences on people's lives and on the operational continuity of its clients.

Fourth choice: marketing

Jordan Mozzanica (Sales & Marketing Manager), one of the next-generation leaders of the family business, has driven a clear vision that is still unfamiliar to many companies in the industrial sector: making the company known to potential clients before they are ever contacted by a supplier or even feel the need to look for one.

The principle is simple but powerful. A potential client who reaches the decision stage and already has a positive perception of a supplier, having seen them communicate with competence, consistency, and authority, is very different from someone encountering that supplier for the first time in a sales conversation. Trust is built over time, through content, through constant presence, and through the clear demonstration of knowing what you're talking about.

Through social channels and a structured digital communication strategy, Mozzanica has built a reputation that now precedes its sales team. The content it publishes isn't just self-promotion, it's a vehicle for educating the market, for positioning the company as a reference in the industry, and for building a community of informed and engaged stakeholders. A choice that requires consistency, investment, and a long-term vision, and in the end transforms visibility into trust and trust into concrete business opportunities.

Fifth choice: geopolitical awareness

In a sector that operates internationally on large-scale pro-

jects, in industrial and marine contexts that by their very nature span different borders and regulations, macroeconomic and geopolitical variables are not background noise: they are concrete data for setting objectives and adjusting strategy.

Market instability, regulatory changes at both the European and global level, and shifts in the global Oil & Gas landscape all influence demand, costs, and opportunities. Mozzanica has integrated this type of analysis into its decision-making process, developing an ability to read the context and translate it into more timely decisions and structural stability, even in the most uncertain periods. The goal is not to predict the unpredictable, but to make sure you're never caught off guard when the wind shifts.

Numbers that tell a story

Stories matter. But numbers, when they're there, don't lie. Over the last ten years, Mozzanica's revenue has grown from 7.5 million euros to 30 million euros. Growth that has quadrupled the size of the company, expanded its footprint in Italy, consolidated its position in international markets, and multiplied the number of people working every day to ensure the safety of systems, structures and people across Italy and beyond.

This is not the growth of a company that got lucky. It's the growth of a company that has made the right choices, repeatedly, over the years. Every additional million in revenue is the result of a decision made with clarity of intent and consistency in execution.

Conclusion: the common denominator of success

It's easy to celebrate successes. It's natural to look at the results and stop there, admiring the achievement. But what distinguishes a superficial analysis from a true reading of a company's story is the ability to see what's behind those numbers, behind those market shares, and behind that reputation built over time.

Behind every company that grows, withstands crises, and adapts without losing its identity, there is always a common denominator: strategy. Not necessarily developed through years of academic study, and not necessarily written in a formal plan and filed away. But clearly thought out, courageously chosen, consistently carried out, and intelligently updated as the context evolves.

Absolut chose not to compete on product but on identity. Kimberly-Clark chose not to rely on a single market.

Lamborghini chose to build on the expertise of its people. Mozzanica has chosen the right clients, full diversification, highly trained staff, structured communication, and a strong understanding of the international context.

Different choices, different sectors, and different eras. But the same basic principle: companies that last don't just respond to the market. They read it, anticipate it, and build the conditions to keep growing even when others stall.

Mozzanica's story proves it. And it continues to be written every day. ●

From zero to sixty: the story of the Galbiati family at Autoservice

Jordan Mozzanica talks about generational turnover in Italian family-owned businesses



In the latest episode of “From Children to Entrepreneurs,” Jordan Mozzanica sits down with Pietro Galbiati, owner of Autoservice, to explore the delicate generational transition within one of the most established automotive businesses in Brianza and Lombardy.



The roots: a company built from nothing

The history of Autoservice is not rooted in a pre-existing family tradition, but in the courage of a man who built everything from scratch. Orphaned at just nine years old, Pietro’s father turned his passion for mechanics into a livelihood, working in numerous repair shops before starting his own business in the late 1970s, in a small workshop in Calco, Italy. Pietro grew up in that world: although he was officially hired at 18 while attending evening accounting classes, he had already started spending his summers there washing cars when he was younger, preferring the workshop over summer camp.

The generational transition: between conflict and responsibility

Pietro’s journey was not a simple rise to the top. His relationship with his father, described as a “true mechanic” with a no-nonsense personality, was marked by conflicting views and frequent disagreements, typical of a clash between generations. “As long as the founder is there, every decision feels lighter because it is shared,” Pietro reflects, “but when you are left on your own, the responsibility falls entirely on you.”

The real turning point, unfortunately without a happy ending, came ten years ago with his father’s premature passing after a long illness. Pietro, together with his two sisters and his mother, found himself managing a large and complex organization at a

time when many in the area expected them to shut it down. Evolution and service: the Autoservice model

Under Pietro’s leadership, Autoservice has grown to become two and a half times the size of the business his father left behind. The winning strategy was the implementation of a “total service” model: alongside the workshop and tire department, a body shop was added, creating a one-stop shop for every customer need.

The real differentiator, however, is the after-sales service. “The excitement of buying a car lasts half an hour,” Pietro explains, “but the relationship is built over the following 7 to 8 years through service and support.” This constant commitment, which includes a Mercedes assistance service available 24/7, 365 days a year, earned Autoservice the top ranking in Italy from Mercedes-Benz last year.

Looking ahead: young people and innovation

Despite the difficulty of finding qualified staff, Pietro continues to invest heavily in young people and training, partnering with vocational schools. He has a clear vision for the future: as manufacturers increasingly shift toward direct online sales, the role of the local dealership will become that of a problem solver.

In this scenario, technological innovation plays a key role. Autoservice was among the first authorized workshops to handle the complexity of electric and plug-in vehicles, bringing in electronics specialists and AI-powered diagnostic tools. “Mistakes are part of growth,” Pietro concludes with optimism, “it is through mistakes that you learn how to become an entrepreneur.” ●



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Finding opportunity in adversity

How to look at crises differently and start over



The background noise wearing us down

Since 2020, we have lived through a sequence of emergencies unlike anything in our recent collective memory. The pandemic. Drought. The war between Russia and Ukraine. Staff shortages that have pushed companies and managers to work at an unsustainable pace. The conflict in the Middle East. And then new geopolitical tensions, new fronts opening up, new reasons to feel like we are on the edge of something. Crises, of course, are nothing new. Anyone with entrepreneurial experience remembers exactly what 2007 meant, when the subprime mortgage collapse triggered a wave that wiped out years of trust and liquidity. What has changed is the volume. The intensity with which the media repeats, amplifies, and retransmits every negative signal creates a constant pressure that seeps into decisions, meetings, and conversations with shareholders. And it ends up distorting our perception of reality.

So the first thing to do is not find a solution. It's to reassess the situation clearly. To filter out the background noise and see what's really in front of us.

A Danish carpenter and the secret to never giving up

Ole Kirk Kristiansen Ole Kirk Kristiansen was born in 1891 in a small village near Billund, the thirteenth child of a poor Danish farming family. Not

exactly the profile you'd expect from the founder of one of the most iconic brands in history. He worked as a craftsman, building wooden houses for local farmers. A smiling, generous, tireless man, yet constantly dogged by bad luck: twice his business was destroyed by fire, and then, to top it all off, even lightning struck.



Then came the Great Depression. On October 29, 1929, Black Tuesday, the New York Stock Exchange collapsed. Even the small community of Billund couldn't escape it. Ole lost his main clients and was forced to lay off his last worker. He was left alone, with little money and a half-empty workshop.

That's when he did the most counterintuitive thing possible. Instead of keeping his head down and waiting for better times, he changed course. During the Great Depression, the idea of making small wooden toys – ducks, cars, and figurines – proved to be a turning point. Using leftover mate-



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rials, whatever he had on hand, he began building something new.

The Lego logo



In 1934, he decided to give those toys a name: LEGO. The philosophy he brought into production,

and passed on to his son, was a relentless pursuit of quality. His motto was simple and absolute: "Only the best is good enough."

He died in 1958 without seeing the global success of the brand he had created. But he left behind something far more tangible than a company: he left a method. One that, in the face of crisis, chooses reinvention over cutting prices.

The price trap and the analysis no one makes

When markets tighten, the most common reaction is automatic: cut prices. Competitors do it. Purchasing departments demand it. Fear drives it.

But is it really the right move?

Anyone running a business knows, often all too well, that competing on price is a

race to the bottom with no winners. And yet we end up there anyway, because there's no time, no clarity, or no courage to take a step back and look at things differently.

That step back is called introspective analysis. Before looking outward, at competitors, markets, clients who come and go, you have to look inward. Which processes are inefficient? Which product lines cost more than they bring in? Where are energy and resources being wasted? In many cases, opportunities don't come from the outside. They're uncovered by eliminating what's already not working. And then you have to move fast, because crises don't wait for lengthy analysis.

Choosing to invest when everyone else pulls back

The story of Mozzanica & Mozzanica is not without its tough moments, and it would be dishonest to tell it otherwise. The period between 2011 and 2015 was long and difficult: the crisis was at its peak, clients seemed focused only on price, and competitors were moving in exactly that direction.

But the company chose not to follow that path.

The people inside a company sense exactly what those leading it sense. If an entrepreneur or manager conveys panic, panic spreads. If they convey clarity, not blind optimism but clarity grounded in concrete choices, then the team, too, can stay on its feet.

Instead, it chose to double down on quality, to look inward, and to invest in its organizational structure precisely when it would have made more sense to do the opposite. It went to the banks, secured financing, hired new staff, and set clear strategies. And by the end of that journey, it reached a goal that once seemed out of reach: expanding into international markets.

That decision was not instinctive. It was the result of a clear understanding of the situation and of leadership willing to take a long-term approach, even when the present was difficult.

Leadership that brings people together

There's a thread running through all

these stories, from Ole Kirk Kristiansen to Mozzanica to any company that has managed to get back on its feet, and it's often overlooked: the ability to maintain a clear direction even when everything feels uncertain.

The people inside a company sense exactly what those leading it sense. If an entrepreneur or manager conveys panic, panic spreads. If they convey clarity, not blind optimism but clarity grounded in concrete choices, then the team, too, can stay on its feet.

This means surrounding yourself with the right people. It means delegating well. It means giving others not the impression that everything is fine, but that things are under control and moving in the right direction. And above all, it means leading by example through tangible actions, not just words.

What remains

Anyone who chooses to lead a company knows, or should know, that sound sleep is not guaranteed. Living with uncertainty isn't a flaw in the system: it's part of the role.

But there is a difference between those who are swept along by crisis and those

who move through it.

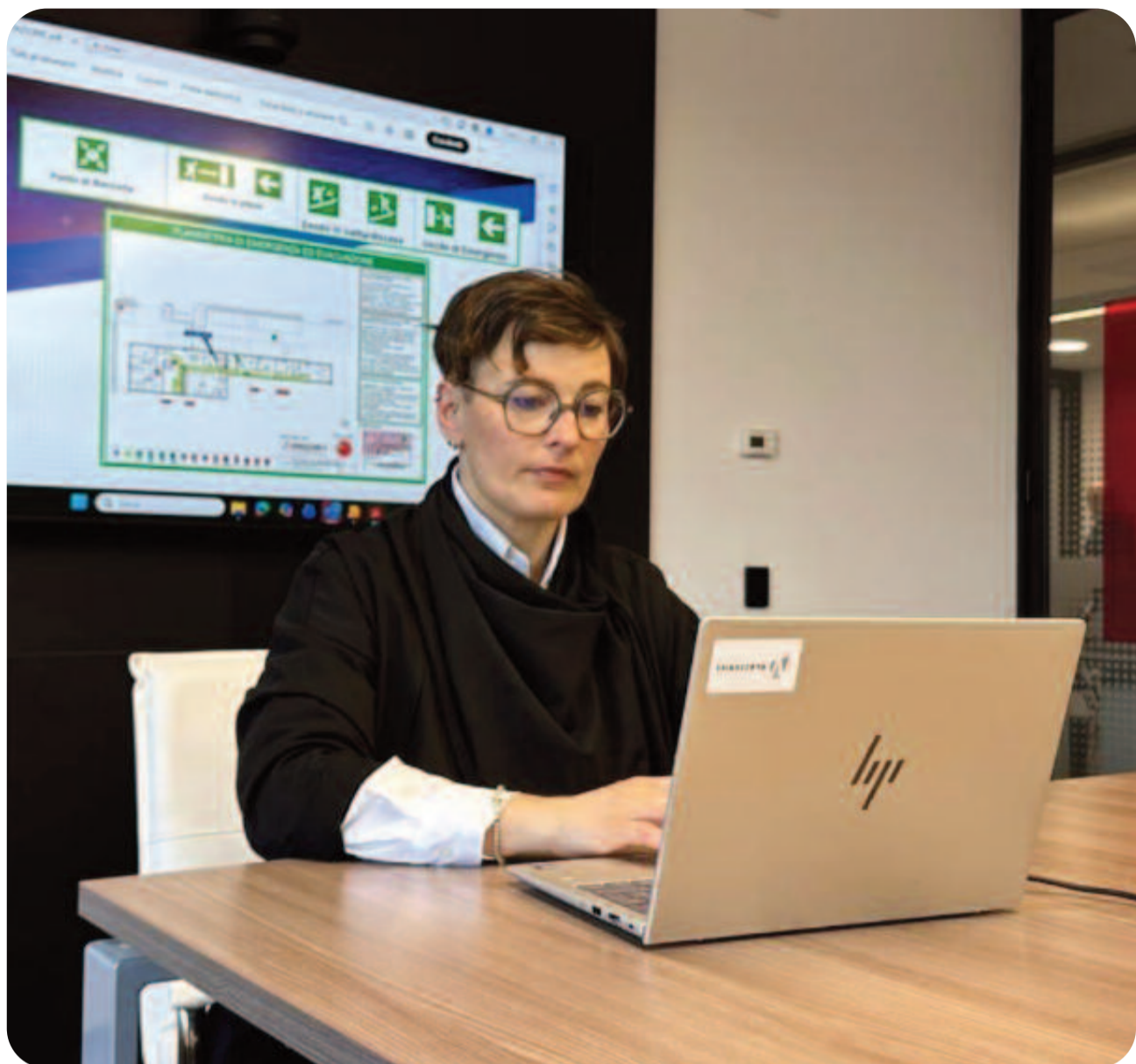
That difference lies in the ability to set clear goals, to stay focused on them even when the context pulls in every other direction, and to find, even in the hardest moments, that small opening through which the light filters in.

Ole Kirk Kristiansen found it in a workshop filled with wood scraps, during the Great Depression, in Billund, Denmark. It was a wooden duck. No one would have bet on him.

Today, those colored bricks are in the hands of hundreds of millions of children around the world.

Crisis is not the end of the story. It is often the very point where the most interesting story begins. ●

HSE culture, AI and training: Mozzanica's vision for 2026



Morena Lazzeri
HSE Manager
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Good morning, Eng. Lazzeri. Since our last interview, can you tell us what steps Mozzanica has taken in the field of 'Safety'?

In recent years we have strengthened our HSE system by investing in continuous training, digitization and procedures tailored to our specific activities.

We have also introduced new dedicated equipment that allows us to simplify several operational tasks and enhance safety, especially during the most critical phases.

In recent months we have also introduced AI-based software to support document management and verification. It's not the centerpiece of our system, but it does provide practical support, especially on job sites where we act as the main contractor and are therefore responsible for verifying subcontractor documentation. AI allows us to speed up checks, reduce errors and ensure greater compliance, improving the overall effectiveness of our safety management. It also frees up our staff for on-site checks, which are essential for observing behaviors, listening to people and promoting a culture of prevention that is built in the field, not just on paper.

At the same time, we have further strengthened our integrated management system: alongside

ISO 45001 and ISO 9001, which we have held for many years, we have also introduced ISO 14001. Although not strictly a safety standard, ISO 14001 complements and reinforces our HSE vision, allowing us to manage environmental, quality and safety aspects in a coordinated way.

Integrating these three standards enables us to operate with a more mature, sustainable approach focused on continuous improvement.

So, can we say that 'Safety' continues to be a cornerstone for the company and a key area of investment?

Absolutely. For Mozzanica, safety is not an obligation but a strategic value we continue to invest in with conviction. We see safety as a core principle, a constant that underlies every activity and every decision within the company. It is part of the way we work, not something that depends on the location or the type of job.

Today more than ever, we are working to ensure that safety is seen as an integral part of the company's identity. This goes beyond on-site activities and includes all preliminary phases, from initial assessment and design all the way through to planning field operations.

This approach is made possible by the strong synergy we have built between the Safety Depart-



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tment and our technical, commercial, service and procurement teams. It is a day-to-day collaboration that allows us to embed safety from the very start of each project, making it a natural part of every operational decision.

What are Mozzanica's safety objectives for 2026?

In 2026, we aim to take a further step forward by launching a training program that combines technical and regulatory expertise with a more psychological dimension, typical of Behavior-Based Safety (BBS) models. We believe that safety depends not only on procedures but also on people's behaviors and motivations. For this reason, we will focus on observation, positive feedback and individual awareness.

At the same time, we are dedicating significant effort to implementing the training requirements established under the Seveso Directive, which affects many of our technicians. It is a challenging but essential undertaking, as it allows us to further strengthen our in-house expertise. We work with many clients subject to this directive, which is why ensuring our personnel are fully trained in this sensitive area is a priority.

Investing in this expertise means increasing our reliability and delivering an increasingly specialized service in high-risk contexts.

Above all, however, our main objective remains to provide our people with the tools, training and awareness they need to operate in the safest possible conditions. This is and will remain the core of our commitment.

Can you share three examples of effective safety management within a company?

For effective safety management, the first truly decisive element is internal communication: sharing information transparently, involving all relevant stakeholders and building procedures and working methods together. Safety only works when it is shared: it is not about imposing rules, but about developing them by listening to those who work in

the field every day.

Alongside this fundamental principle, there are three additional operational pillars:

- Continuous training that is targeted and relevant to specific duties, helping to develop practical skills and greater risk awareness.
- Clear, shared and above all applicable procedures, designed to genuinely fit operational activities. They must be tools that guide and simplify work, not documents that slow it down. The goal is to create added value, not bureaucracy.
- Ongoing monitoring through site inspections, audits, near-miss analysis and document checks. Above all, this monitoring should not be the responsibility of a single role or department, but spread across all levels of the organization. This is only possible with a widespread safety culture in which every individual, regardless of their role, feels responsible for reporting issues, suggesting improvements and contributing to prevention.

In summary: communicate, train, structure and monitor. This is the model that allows safety to become a truly lived value.

Looking at the past three years, what would you say about the Italian regulatory landscape and the culture of 'Safety'?

Over the past three years, the Italian safety regulatory framework has been further strengthened. We have seen a shift toward a stronger focus on organizational responsibility, process traceability and the qualification of both companies and workers. An important step forward was the recent State-Regions Agreement, which has finally formalized a number of training pathways that had lingered in a gray area for years, bringing greater clarity and consistency, especially for sensitive roles and functions.

Another relevant aspect is the strengthening of controls across the work supply chain, particularly in the management of subcontracting. There is now greater focus on proper employment contracts, the verification of competencies and the

documentary compliance of the companies involved. Tackling undeclared work and off-the-books arrangements is a necessary step, because where there is irregularity, there is inevitably less safety. The effort being made in this direction is commendable, although we must acknowledge too many non-compliant situations remain and will take a further cultural shift to address.

As for safety culture, I see a positive evolution, although it is not yet consistent across the board. There are companies that genuinely invest and have understood the value of a structured, preventive approach. Alongside these, however, there are still organizations that view safety more as a bureaucratic requirement than as a strategic element.

The overall direction, however, is encouraging: safety is increasingly being seen as part of the organizational process rather than just a regulatory constraint. There is growing attention to high-quality training, internal communication and individual accountability.

What are the positive prospects for the future?

From my perspective, there are several reasons for optimism. One of the most significant certainly involves the younger generation: young people are entering the workforce with a more open mindset around safety. They are more willing to adopt the right behaviors, to accept rules as a natural part of the work process and to embrace digital tools that support prevention.

This generational shift represents an important opportunity: it allows safety to become increasingly integrated into processes, rather than something external or imposed. With the right guidance, we can turn this natural inclination into a strong, widespread culture that can improve the organization as a whole.

More broadly, I see a growing awareness of safety not only as protection but as a value. A value that makes companies more reliable, modern and sustainable. And it is this vision that underpins the most promising outlook for the future. ●

Fire protection in waste treatment: prevention is the only strategy that works



Waste treatment and disposal plants are, by their very nature, among the industrial environments most exposed

to fire risk. This is not a remote possibility but a structural condition tied to the materials these plants handle every day.

Plastics, paper, textiles, chemical processing waste: materials that, when accumulated in large quantities, create conditions where a single ignition source can quickly escalate into an uncontrollable event. Adding further complexity are factors that are

In a field as complex as waste treatment, the key is the ability to prevent a fire, not to extinguish it once it has started.

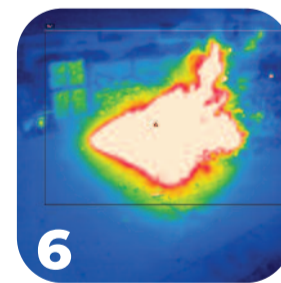
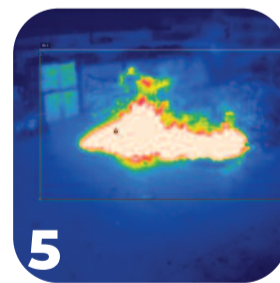
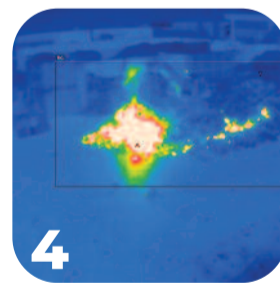
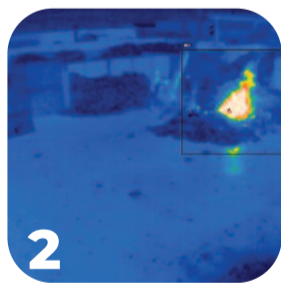
moment when speed would be critical.

There is also an environmental dimension that amplifies the severity of every incident.

The combustion of waste releases toxic substances into the atmosphere, with consequences for people's health and the ecosy-

stem.

A fire at a waste treatment plant is never just property damage: it is an event that affects the community, the surrounding area, and the company's reputation.



Sequence of a fire detected by predictive thermography in an outdoor waste pile

often underestimated. The anaerobic decomposition of organic waste generates biogas, a mixture that includes methane and other flammable gases capable of building up in confined spaces and causing explosions. Certain materials, such as oil-soaked rags or damaged lithium batteries, can self-ignite without any external source. On top of all this, there is a concrete logistical challenge: piles of waste, heavy machinery, and narrow pathways make access difficult for emergency response teams, slowing operations at the very

Detecting before it happens: The role of predictive thermography

In a context where risk is so deeply embedded, the real difference is not the ability to extinguish a fire but the ability to prevent one from developing. This is where predictive thermographic systems come in, now considered among the most reliable technologies in the field of fire prevention.

The principle is simple in its effectiveness: reading



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any anomaly.

Regarding suppression, the choice of the most appropriate system depends on the characteristics of the stored materials and the size of the area to be protected. Sprinklers, water mist, foam systems, deluge systems, mobile hydrants, and auto-aiming monitors: each solution addresses a specific need. In certain contexts, inerting with nitrogen or carbon dioxide is an effective technique for reducing oxygen concentration, particularly in confined areas or in the presence of flammable gases.

Completing the loop, the connection to a certified operations center active twenty-four hours a day ensures alarm procedure management and automatic activation of protection systems.

this sector consists of three components: configurable radiometric thermal cameras, proprietary cloud-based software capable of managing up to thirty-two devices simultaneously, and automatic suppression systems sized to match the plant's characteristics.

Everything is connected to a fire safety control panel compliant with regulatory standards and supported by maintenance plans that ensure long-term efficiency.

Mozzanica also provides maintenance management services, remote cloud monitoring, and round-the-clock availability.

Protecting the plant, protecting the value

The benefits of an effective fire safety system can be measured on multiple levels. The first is the safeguarding of human life: early detection and rapid suppression reduce the risk of injury for workers and people in the vicinity.

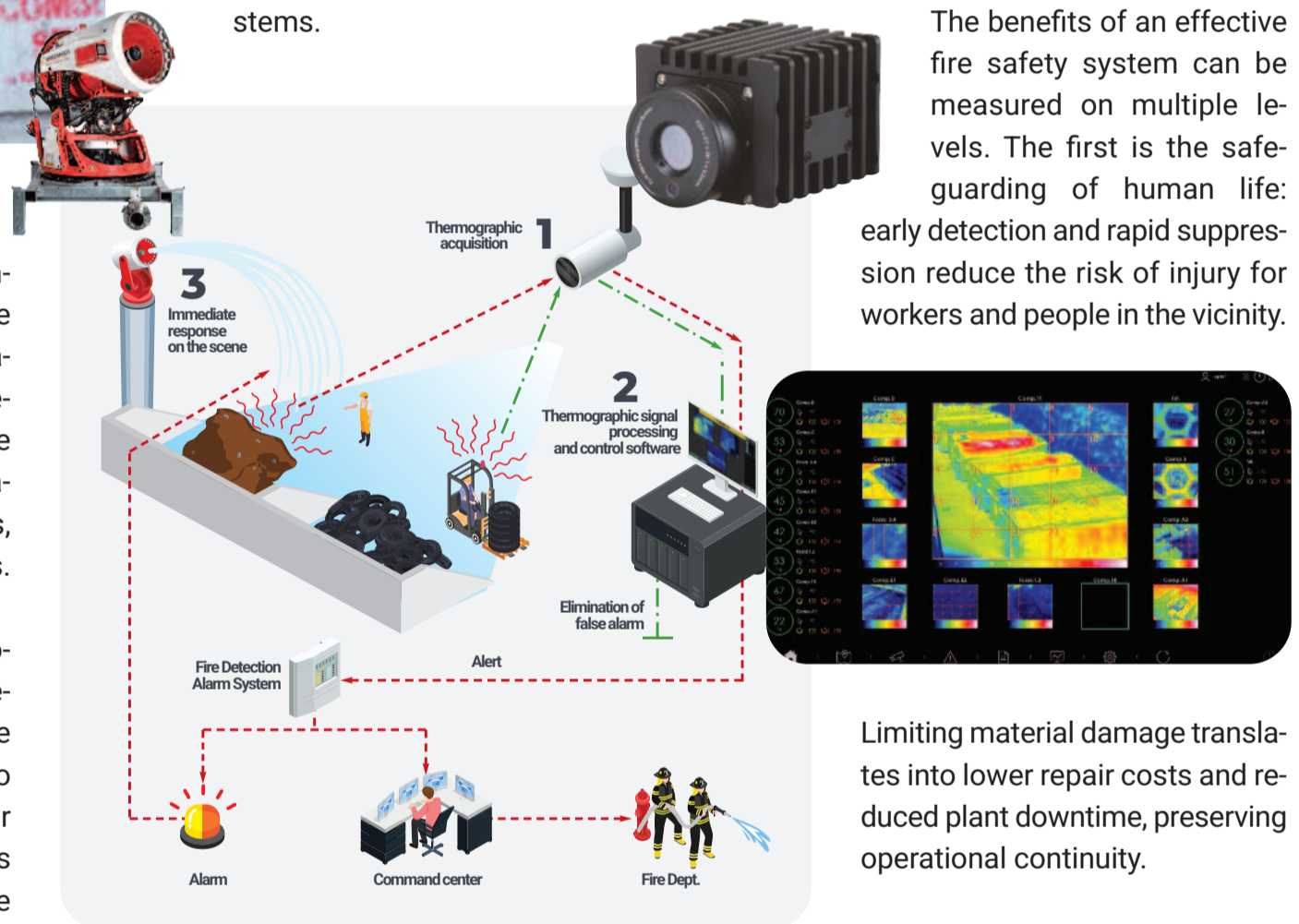
temperature without contact and identifying an abnormal increase before ignition values are reached. Radiometric thermal cameras detect potentially dangerous thermal variations while filtering out heat sources unrelated to the production process, drastically reducing false alarms.

This technology offers an additional advantage: it can also be deployed in outdoor areas, where other systems are difficult to apply. In a plant where outdoor storage areas are the norm, this feature translates into coverage that other approaches cannot guarantee.

An integrated system, not an isolated technology

Effective prevention in the waste treatment sector does not end with the installation of a single device. The most reliable systems are based on an integrated approach that combines early detection, automatic suppression, and intelligent alarm management.

On the detection side, thermographic systems are complemented by aspiration smoke detectors and gas detectors, which monitor the presence of hazardous substances and promptly identify



Limiting material damage translates into lower repair costs and reduced plant downtime, preserving operational continuity.

On the environmental front, preventing a fire means avoiding the release of toxic substances. And there is a direct economic return: companies that invest in prevention can benefit from lower insurance premiums and ensure full regulatory compliance.

Finally, an aspect that companies in this sector cannot afford to ignore: reputation. Those who concretely demonstrate their commitment to safety and environmental protection strengthen their credibility with clients, institutions, and local communities.

In a sector where trust is a strategic asset, fire prevention is not a cost: it is an investment in the future. ●

Mozzanica's experience in the sector

Mozzanica's expertise in waste treatment stems from daily engagement with companies operating across the entire supply chain: from storage to processing, from urban recovery to hazardous waste disposal. The R&D division has in-depth knowledge of the operational challenges in these environments, the potential ignition sources, and the weak points of conventional configurations.

The thermographic system developed for

Five decades of fire safety regulation in Italy have built an extensive and detailed legislative framework, one that provides clear guidelines for companies operating in the sector. Yet according to Natale Mozzanica, this abundance of rules has not driven a corresponding rise in the quality of the businesses that work within them. On the contrary, Italy's fire safety industry has fragmented into a landscape of micro-enterprises that, with few exceptions, have seen their operational and organizational capabilities steadily decline.



Quality, succession, and vision

The voice of Natale Mozzanica

It is a clear-eyed assessment, one shaped by decades of hands-on experience and constant exposure to international markets. Those who work abroad understand this well: you are measured by your ability to solve problems, by the strength of your organization, by the tangible quality of your service delivery. Rigorous standards apply, and the market rewards those who meet them. In Italy, that level of expectation remains a distant benchmark. The path toward greater professionalism in the sector is a long one, Mozzanica acknowledges, but it is also unavoidable. This is not a vague aspiration: it is a strategic direction that the family business has pursued with consistency since its founding, treating quality as both a competitive differentiator and a concrete commitment to clients.

It is precisely within this strategic vision that one of the most sensitive challenges for any family-owned company comes into focus: generational succession. Natale Mozzanica addresses the topic with candor, making no effort to downplay

its complexity. Succession generates expectations and apprehension in equal measure, he explains. It demands commitment and humility from both sides. From those who step back, because they must transfer everything the next generation needs in the right way. And from those who step in, because they will need to build trust with colleagues who spent years working alongside the previous leadership.

It is a transition that involves three parties, not two: those who leave, those who arrive, and those who stay. Long-standing team members, people who built their professional identity alongside the outgoing generation, experience this change with their own uncertainties. Overlooking those concerns would risk creating fractures that are difficult to repair. That is why, Mozzanica explains, the transition is being managed with great care, step by step, with the goal of avoiding disruption at every level of the organization.

You have to write your own life story; don't let others do it for you. You have to set goals for yourself, grit your teeth, and see it through to the end.

There is also a message for younger professionals, and more broadly for anyone entering the workforce today. It is a direct message, free of rhetoric.

Young people talk about expectations, work-life balance, personal priorities, and Mozzanica recognizes these as legitimate concerns. But sustaining wellbeing requires setting goals and having the resolve to pursue them. You must write your own story, not let others write it for you. You must set targets, push through difficulty, and see things through to the end.

If he could speak to his younger self, to the Natale Mozzanica just starting out in his career, his advice would be straightforward: grow, invest in your development, build knowledge and skills without ever placing a ceiling on what you can become. There is a principle that has guided him throughout his professional life, and one he now offers as a compass to those just beginning: everyone is their own limit. Be honest with yourself, and keep pushing that limit forward if you want to succeed.

It is a simple philosophy, but far from an obvious one. And it speaks volumes about a company that has made continuous growth, both its own and that of its people, the foundation of how it operates and how it looks ahead. ●



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Feedback evolution and HR management



The feedback dynamic between employees and the company has evolved through the creation of a close collaboration between the HR department and managers, with direct conversations with staff. As the number of employees grew, an HR department was established to support

employees across all aspects and manage the company's relationship with them. A close collaboration has been built with managers, who work together with HR to evaluate employees, prepare their training programs, and develop their growth plans. The manager is the first point of contact, sharing the growth path and conducting the main review with the employee, while the HR department is always involved in any need that arises.

Cross-department collaboration and projects

Departments collaborate with one another to meet client needs, including from a technological innovation standpoint, through the creation of mixed working groups. Within these groups, projects are developed taking into account the requirements of all the departments involved, and above all, the client's needs. Each project is followed through every phase until its completion and

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coming too soon, the weight of decisions that were once shared with the company's founder. Even so, they decided to take matters into their own hands, and from that difficult moment they built something that led the company to take a step forward: a five-year plan, new technological tools, and a more open organizational model.

I'm also thinking of Pietro Galbiati of Autoservice Robbiate, whose story is told in "From zero to sixty: the extraordinary Galbiati Autoservice story." Here too, a sudden and painful turning point, the premature loss of his father, and a choice: not to shut the company down, as many expected, but to relaunch it. Today, his business has grown to two and a half times the size it was when he took it over, driven by a clear vision and the determination not to be defined by circumstances.

In both cases, the common thread is the same: young entrepreneurs who, when faced with situations no one would have chosen, decided to respond not with fear, but with a clear plan. They chose to create something that has allowed their companies not only to survive, but to grow.

Our determination for the second four-month period

This is the spirit – determined, positive, and forward-looking –

final delivery to the client.

Value for young professionals

For a young professional, choosing a structured company like Mozzanica means joining a well-established and professional player in the fire protection market that has always invested in the training and development of young people. It is a competent, recognized company with a presence across the global market. The synergy between long-standing staff, with their deep technical expertise, and young professionals, who bring digital and technological knowledge, enables Mozzanica to stay at the forefront and respond effectively to client demands.

Training and recruitment

Mozzanica is Italy's number one company for hiring young professionals in the fire protection market. Investing in professional development and career growth paths is of fundamental importance in order to maintain a consistently qualified and competent workforce. Training is comprehensive across all staff, with particular attention to young employees who acquire technical skills specific to fire protection. The company works constantly with local schools through presentations, guided tours, work placements, and dual apprenticeships.

Hiring Statistics 2024–2025

Over the 2024–2025 period, young hires accounted for 60% of total hires:

- **2024:** 7 young professionals hired out of 9 total.
- **2025:** 6 young professionals hired out of 14 total.

with which Mozzanica is approaching the next four months.

We know the level of effort required may be significant. The context remains complex, external variables are still very much at play, and the goals we've set are ambitious. But we are equally confident that this effort will be rewarded with great satisfaction. Above all, seeing goals continue to be achieved, one after another. Seeing the partnerships with our clients grow even stronger, which has always been the real indicator of the quality of our work. And having a team of people who take pride in what they have accomplished, aware of having contributed to something concrete.

Because in the end, this is what makes the difference: not working toward an abstract result, but knowing that every day, every project, and every effort contributes to building something real.

Thank you, and let's keep going

I'd like to close by thanking everyone for what they have done in these first four months. Every result achieved, every challenge overcome, every contribution, however small, that kept the machine running: none of it goes unnoticed, and all of it deserves recognition.

My best wishes to everyone for the challenges ahead. I am confident we will face them with the same spirit that has brought us here.

Thank you. ●



Latest News - Two Dry Dock Contracts Awarded. Mozzanica has been awarded a contract for the maintenance of fire suppression systems on board passenger ships in the United States.



Latest News - The installation of a deluge fire suppression system monitored by predictive thermography at a waste treatment facility in Lombardy has been successfully completed.



New opportunities for Mozzanica at the 4th Data Center Summit



The **4th Data Center - Design, Engineering & Construction Summit**, organized by **Future Bridge**

Events, concluded in **Barcelona**, Spain, on April 15 and 16, with a Mozzanica delegation in attendance.

The Mozzanica team gathered numerous insights and opportunities to explore new technologies.

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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