

# FIREMag

The Mozzanica Company Magazine

- COMMUNICATING EFFECTIVELY TO REACH NEW GOALS
- MOZZANICA USA: TEN YEARS OF FIRE SAFETY IN THE AMERICAN MARKET

- INERGEN®: THE GREEN REVOLUTION IN FIRE SAFETY. PROTECTING LIVES, ASSETS AND THE PLANET.
- INTERVIEW WITH EN. LUCIANO NIGRO, FOUNDER OF IFSN - PART 2 AND 3

- TALKING, UNDERSTANDING, LISTENING AND SHARING
- B2B COMMUNICATION: PEOPLE AT THE CENTER



Cover photo: Stacey Mozzanica

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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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# The point of view

by Jordan Mozzanica

## Communicating effectively to reach new goals



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**T**here's never a wrong time to look ahead. In fact, when Italy slows down as it always does in August, it can be the perfect moment to pause and reflect on new strategies to keep our businesses competitive even as trade tariffs reshape the market.

Every August, millions of Italians still head off on holiday, a tradition rooted in the days when factory shutdowns forced employees to take their long-awaited breaks.

Today, even though that era of industrial civilization has all but disappeared along with the massive plants once capable of driving the national economy, many people still choose August as their time to recharge.

I hope this recent break has brought everyone the rest they deserve and the energy we all need to face the challenges ahead. Now it's time to shift our focus toward the coming months: a crucial period that with the usual pause in December becomes a sprint toward our goals and resolutions.

There's no shortage of activity for either Mozzanica Italy or Mozzanica USA. Routine and extraordinary maintenance continues uninterrupted, the Technical Department is hard at work installing new industrial and Oil & Gas systems, and the Marine Division is preparing for several strategic operations including a major Dry Dock project. These next four months will be intense but full of opportunities to further strengthen our leadership.

The current geopolitical landscape adds yet another layer of complexity to our operations. The decisions of the current US administration are reshaping the rules of international trade, but our forward-thinking move to establish Mozzanica USA directly on American soil allows us to manage this volatility effectively.

The US market, known for its sudden shifts and bold moves, as seen with Amazon, Apple and Ford, demands the kind of flexibility and fast decision-making we've made our own. Meanwhile in Europe, the ongoing war in Ukraine and growing tensions in the Middle East continue to impact prices and supply chains, pushing us to find ever more innovative solutions.

In this fast-moving and challenging environment, one thing stands out as part of Mozzanica's DNA: clear and effective communication. This goes beyond simply exchanging words. We mean building a network of dialogue that keeps all departments aligned and turns every team member into a key part of a well-oiled machine.

For us, "teamwork" means creating a workflow grounded in constructive communication supported by reliable operational processes and transparent information.

As Horacio Pagani, founder of the iconic supercar brand Pagani, once said, excellence is possible only when each person knows their role in detail and feels part of a shared vision. Italy's unique challenge—working in harmony without losing in-

*(Continue on pag. 13)*



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“The reasons behind our success in Florida?  
A strong local presence, creativity and flexibility  
for rapid problem-solving”

## Mozzanica USA: ten years of fire safety in the American market



**D**oing business in the United States means navigating one of the most dynamic, competitive and results-driven economic ecosystems in the world. A landscape made even more complex for Italian companies facing the uncertainty caused by tariffs recently imposed by the White House. Those who had the foresight to establish a production base in the U.S. will not face serious consequences. Their courage has been rewarded.



The American economy has always stood out for its flexibility and openness to innovation, supported by an entrepreneurial culture that drives fast solutions, sudden changes and an obsessive focus on customer satisfaction.

But what does it mean, in practice, to compete in this business environment? And how can Italian distinctiveness be turned into added value that wins over the “American customer”?

### The American mindset: speed and results

The economic mentality in the United States is built on a few core principles:

- **Quick decision-making:** The ability to quickly change course, make decisions and implement them in very short timeframes is a hallmark of doing business in the U.S. There is no room for delays or complexity that could undermine productivity.
- **Operational simplicity:** Procedures must be intuitive and straightforward; any delay results in lost productivity and customer dissatisfaction.
- **Customer obsession:** Customer satisfaction is the “golden rule” of the American market, as demonstrated by giants like Amazon, Apple and Netflix, which have built their success on continuous innovation and personalized service.

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A strategic location close to customers and partners, supported by permanent staff, a steady flow of spare parts and equipment, and trusted partnerships with local and international suppliers.

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### American success

U.S. economic growth is rooted in the colonial era, when the new frontier offered unprecedented op-



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portunities: vast territories, new rules and operating models, and cutting-edge machinery for its time.

The colonies launched innovative agricultural, manufacturing and naval production: up to 45% of ships built in America were already being sold to Europe during the colonial period. This openness to production, including in advanced sectors such as steel and shipbuilding, marked the start of a revolution that continued through the industrialization of the 19th and 20th centuries, earning the United States a leading position across numerous industries.

### Immigration: the driver of American growth

One of the key factors behind U.S. development has been the strong pull of the “New World”.

The arrival of millions of migrants brought a young, dynamic and flexible workforce, directly impacting economic growth.

In recent years, this trend has been confirmed: “From January 2023 to January 2024, about 50% of the labor market’s extraordinary growth came from foreign-born workers” (Economic Policy Institute, 2024).

What the future holds remains to be seen. In the meantime, a study by the Federal Reserve Bank of Dallas has confirmed that immigrant workers contributed to post-pandemic economic growth by boosting employment and keeping inflation low.

Many industries will continue to rely on migrant labor well into the 21st century, as a growing number of American-born workers retire and birth rates decline.

### Banks, insurance and a spirit of independence

The arrival of banks and insurance companies in the “New World” also introduced new rules and tools that supported economic development. The push for independence from the British motherland culminated in the American Revolution, which established the right to a unified domestic market free of internal tariffs and laid the foundation for a mindset roo-

ted in freedom, initiative and the ability to adapt quickly.

That mindset remains evident today: drastic decisions can be implemented in a matter of days (layoffs, sector relaunches, the opening of new facilities), and the ability to rebound after a crisis is just as swift.

The propensity to “lift one’s head” and start over again (the so-called economic patriotism) remains a distinctive feature of the country.

A few examples:

- Amazon: Small autonomous teams make quick decisions to stay one step ahead of market demand.
- Apple: Leadership and innovation continue to drive company culture toward tangible results and an unmatched customer experience.
- Ford: Agility in adjusting production to meet market needs, even in the face of



global crises.

### Mozzanica USA: meeting the needs of the American market

In this context, Mozzanica chose Florida as the base for Mozzanica USA and, over ten years in operation here, has developed an effective response tailored to the American customer. This decision stemmed from the need to:

- ☑ Establish a strategic and functional logistical location near clients and partners
- ☑ Have permanent staff able to respond promptly to urgent requests
- ☑ Manage a steady flow of spare parts and equipment with no downtime
- ☑ Build strong, lasting relationships with both local and international suppliers

Having a direct presence in the United States has allowed Mozzanica to combine the signature Italian creativity and flexibility with fast problem-solving, providing reassurance even to the most demanding clients and delivering timely, professional solutions.

The goal is clear: to always stay one step ahead, combining Italian best practices with the specific needs of the U.S. market.

### Looking ahead: a lesson for Italian fire protection exporters

Mozzanica USA looks to the future, focusing on innovation, service and the ability to respond to a constantly evolving market.

Understanding and adapting to the American mindset — characterized by speed, results, total customer focus and a strong competitive drive — will continue to be the key to competing and succeeding in an increasingly complex and demanding global landscape.

Moreover, the experience of Mozzanica USA offers valuable lessons for Italian companies that want to compete in the American fire protection systems market:

- On-the-ground presence: Investing in local facilities ensures responsiveness and credibility
- Cultural adaptation: Understanding and aligning with the American mindset without losing one’s Italian identity
- Operational excellence: Maintaining high quality standards while delivering the efficiency required by the American market
- Long-term vision: Building lasting relationships and investing in continuous innovation

The story of Mozzanica USA shows that growth comes from the ability to evolve, attract talent and quickly learn from change.

These are values that the company has been able to embrace, bringing Italian excellence in fire safety to meet American challenges, proving that Made in Italy can thrive in even the most competitive markets when backed by strategy, quality and determination. ●

# Inergen®: The green revolution in fire safety. Protecting lives, assets and the planet.



**I**n a world where business continuity and environmental responsibility are strategic pillars for every company, choosing a fire suppression system is no longer just about meeting regulations; it's a critical decision. Inert gas systems, and particularly INERGEN® technology, are redefining protection standards by combining maximum effectiveness, complete safety for people and zero environmental impact. What follows is an in-depth look at a technology that doesn't just extinguish fire but helps spark a safer and more sustainable future.

Imagine the worst-case scenario: a fire starts at the heart of your business. It could be the data center, safeguarding your information and keeping services running. It might be the control room of a production plant, where the entire value chain depends on operations. Or it could be an archive holding irreplaceable documents, or a lab filled with equipment of immense value. In these situations, fire isn't the only threat. The extinguishing agent used to put it out can be just as damaging, potentially causing irreparable harm to equipment, halting operations for days or even weeks, and in some cases posing a risk to personnel.

For decades, the fire safety industry has been searching for the perfect solution: a system that can respond with surgical speed, leaves no residue, does not damage protected assets and, above all, ensures the safety of anyone present. Today, a new non-negotiable factor has been added to that complex equation: environmental sustainability. Increasingly stricter regulations, like the European F-Gas

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Made from gases naturally present in the atmosphere like nitrogen and argon, inert gases offer a perfect environmental profile: zero ODP and zero GWP. They are not synthetic chemicals, they don't contribute to global warming and, once discharged, they simply return to the atmosphere they came from.

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Regulation mandating a sharp reduction in hydrofluorocarbons (HFCs), along with growing corporate awareness of ESG (Environmental, Social and Governance) standards, have accelerated a true technological shift.

In this rapidly evolving landscape, one solution stands out. It is not a compromise, but a refined answer to all these needs: the INERGEN® inert gas suppression system.



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## From the Halon ban to the rise of environmental awareness

To understand the importance of technologies like INERGEN®, it's helpful to take a step back. For years, the history of fire suppression with gaseous agents was dominated by Halon gases. While extremely effective, they proved disastrous for the environment due to their high ozone depletion potential (ODP). The 1987 Montreal Protocol led to their ban, pushing the industry to search for alternatives.

The first generation of replacements, hydrofluorocarbons (HFCs), are synthetic gases that addressed the ozone issue with zero ODP but introduced a new and serious problem: a very high global warming potential (GWP). One kilogram of HFC-227ea, for example, has the same climate impact as more than 3,200 kilograms of carbon dioxide. It soon became clear that this too was a temporary and unsustainable solution.

It was in this context that inert gases began to establish themselves as the preferred choice. Made from gases naturally present in the atmosphere, like nitro-

gen and argon, they offer a perfect environmental profile: zero ODP and zero GWP. They are not synthetic chemicals, they don't contribute to global warming and, once discharged, they simply return to the atmosphere they came from.

## INERGEN®: Not just inert, but intelligent

Within the family of inert gases, INERGEN® stands out as a patented and uniquely advanced solution developed by the Danish company Fire-Eater, a global pioneer in the field. Its formula is no accident, but the result of in-depth physiological research aimed at maximizing both fire suppression effectiveness and human safety.



## FIRE EATER

INERGEN® is a mixture of three gases in precise proportions:

- 52% Nitrogen (N2)
- 40% Argon (Ar)
- 8% Carbon dioxide (CO2)

The principle behind it is inerting. Once activated, the system saturates the protected area, reducing the oxygen concentration from the normal 20.9% to a level between 12% and 15%. At this range, combustion can no longer be sustained and the fire is extinguished quickly, usually within 60 seconds of discharge. Up to this point, the mechanism works much like other inert gas systems.

But it's the 8% carbon dioxide that makes the crucial difference, setting INERGEN® apart as a uniquely designed technology for safeguarding human life.

## Carbon dioxide: The key to INERGEN®'s safety

In environments with low oxygen levels, the human body can experience distress. However, our bodies actually don't primarily respond to the lack of oxygen, but to the buildup of carbon dioxide in the blood. CO2 is, in fact, the main stimulator

of our respiratory system.

The breakthrough behind INERGEN® was the decision to include a small yet crucial percentage of CO2 in the mixture. When the gas is discharged, that CO2 stimulates breathing, increasing both the rate and depth of respiration. This physiological compensation allows the body to absorb the remaining oxygen in the air more effectively, ensuring the brain and tissues remain fully oxygenated even when O2 levels drop to 12-15%.

The result is an environment where the fire is extinguished, but people can continue to breathe normally, stay alert and evacuate safely. This feature is certified and approved by leading international bodies, which authorize the use of INERGEN® in occupied spaces. Other inert gas systems based only on nitrogen or argon don't offer this active safety mechanism, giving INERGEN® a clear advantage in protecting people.

There is also another key advantage during evacuation. Unlike chemical or water mist systems, an INERGEN® discharge doesn't create fog or reduce visibility, helping prevent panic and making it easier to find emergency exits.

## Triple protection: People, assets and the planet

What sets INERGEN® apart is its holistic approach to protection, covering three essential areas.

### ● Complete Asset Protection

INERGEN® is a clean agent in the truest sense. As an inert gas, it leaves no residue after discharge. That means no cleanup, no downtime and no associated costs. It's non-conductive and doesn't cause thermal shock, unlike some chemical agents that drastically cool during expansion. These features make it the ideal solution for protecting high-value, irreplaceable assets such as:

- **Data Centers and Server Rooms:** Where water would be disastrous and uptime is critical. Even a brief service interruption can cost a company millions of euros per day.
- **Archives, Museums and Libraries:** To safeguard historical documents, works of art and cultural heritage from any damage, both from fire and extinguishing agents.
- **Control Rooms and Telecom Equip-**

**ment:** Where even minimal corrosive residue could damage sensitive electronic systems.

■ **Medical and Diagnostic Equipment:** Including MRI machines and operating rooms, where reliability and cleanliness are non-negotiable.

Its three-dimensional action ensures that the gas reaches every corner, even inside racks, cabinets and complex machinery, for complete and definitive fire suppression.

● **Unmatched Safety for People**

As explained earlier, the physiological effect of CO<sub>2</sub> makes INERGEN® the safest gaseous extinguishing agent for humans. Being able to suppress a fire in an occupied space without putting lives at risk is an invaluable advantage. It protects personnel, improves operational peace of mind and reduces legal and reputational risk for the company.

● **Total Respect for the Planet**

With GWP = 0 and ODP = 0, INERGEN® is a zero-impact technology. Choosing this system isn't just a technically sound move, it also makes a statement. It signals a company's real commitment to sustainability to clients, investors and stakeholders. In a time when a company's "social license to operate" increasingly depends on environmental performance, adopting green technologies like INERGEN® becomes a clear differentiator and competitive advantage.

As shown above, INERGEN® stands out as a balan-

**euros**, from the largest multinational technology corporations to world-renowned cultural institutions.

The trend is driven by two converging forces:

● **Regulatory Push:** The European F-Gas Regulation, along with similar regulations in other parts of the world, is accelerating the phase-out of HFC gases. Companies that install an HFC-based system today risk having to replace it within a few years, facing double the cost and significant operational disruption. Choosing an inert gas system like INERGEN® now is a truly future-proof investment.

● **Market Pull:** Companies, especially large and publicly traded ones, are increasingly evaluated on their ESG scores. Sustainability is no longer a matter of "greenwashing" but a key factor influencing investment decisions and brand perception. A zero-impact fire suppression system fits naturally into a credible, robust ESG strategy.

**From design to installation: The importance of expertise**

An advanced fire suppression system like INERGEN® demands a high level of expertise at every stage of the process, from risk assessment to detailed engineering, from certified installation to ongoing maintenance. Partnering with specialists

Comparison with other gas systems				
System	Safety for people	Environmental impact	Residue after discharge	Recommended applications
Inergen	Excellent	Zero	None	IT, archives, museums, critical areas
CO2	Hazardous	Low	None	Unoccupied areas
Novec	Good	Medium-low	None	IT, light industry
Aerosol	Limited	Variable	Yes (solid residue)	Technical rooms, electrical panels

ced solution that combines human safety, high performance and environmental responsibility.

**Global growth: A trend driven by regulation and awareness**

The transition to environmentally friendly fire suppression systems is not a possibility for the future but already a consolidated reality. Fire-Eater, the inventor of INERGEN®, reports data showing exponential growth worldwide. **With more than 200,000 systems installed in over 70 countries, INERGEN® now protects assets worth hundreds of billions of**

who have proven experience, such as Mozzanica, is essential to ensure the system works flawlessly when it is needed most.

The process starts with a precise analysis of the space to be protected and its characteristics (e.g. ventilation, airtightness, etc.). Based on this data, the exact amount of gas required is calculated and the network of piping and discharge nozzles is designed to guarantee fast, even distribution of the extinguishing agent. The system is connected to a high-sensitivity smoke detection unit that, in the event of an alarm, triggers an audible and visual



## Expert opinion: Interview with Mario Mignacca, Technical Director at Mozzanica, specialist in fire protection systems

To explore the practical and strategic aspects of these technologies, we spoke with Mr. Mario Mignacca, who has been designing and implementing complex fire protection systems for more than thirty years.

### Mr. Mignacca, have you noticed a change in demand from companies? Has sustainability become a decisive factor in choosing a fire suppression system?

Absolutely. The shift is profound. Ten years ago, most clients simply wanted a system that was compliant and, ideally, also cost-effective. Today, the conversation is far more sophisticated. Regulatory pressure, such as the F-Gas Regulation, has certainly acted as a catalyst, making HFC chemical gas systems a short-term and risky choice. But what has really changed is the corporate mindset. ESG strategies are no longer window dressing for a sustainability report; they have become an investment criterion and a driver of competitiveness. A company that installs a zero-impact fire suppression system like INERGEN® today is not only protecting an asset, it is also sending a clear message to the market, to its employees and to its clients. It is making a future-proof choice, one that stands the test of time both in regulatory and reputational terms.

### What are the most common concerns or misconceptions you encounter when proposing an inert gas system like INERGEN®?

The most common and legitimate concern is people's safety. The idea of saturating a space and reducing oxygen levels

can be alarming. This is where our greatest responsibility lies: explaining the science behind it. We must make it clear that the danger is not the oxygen reduction itself, when kept within design limits, but the body's ability to use the oxygen that remains.

This is where INERGEN®'s patented formula, with its fundamental 8% CO<sub>2</sub>, makes all the difference. We explain the physiological mechanism that stimulates breathing and ensures full alertness. Once safety managers understand this unique advantage, any doubts disappear. Another concern sometimes raised is the initial cost, which can be higher than some chemical alternatives. But that's short-sighted thinking. An INERGEN® system has no hidden costs: no thermal shock damage, no cleanup, no downtime for remediation and, most importantly, no risk of having to replace it in a few years due to new environmental restrictions.

It's an investment, not an expense.

### From a technical standpoint, what is the most critical factor in ensuring the effectiveness of an inert gas system?

Without a doubt, it's integrated design and verifying the airtightness of the protected space, known as the Room Integrity Test or Door Fan Test. An inert gas system works by maintaining the correct gas concentration for a set period (typically ten minutes) to ensure the fire is extinguished and re-ignition is prevented. If the protected room has significant leaks (through unsealed cable entries, non-airtight ceilings, or ventilation ducts) the gas will disperse too quickly, compromising the system's effectiveness. That's why the analysis and design phase is critical. We don't just sell gas cylinders; we deliver a complete engineering solution that starts with a thorough site inspection, continues with precise hydraulic calculations to size piping and nozzles, and ends with rigorous testing to certify the space's airtightness. The biggest risk is relying on a partner without the necessary expertise.

pre-alarm sequence before releasing the gas.

The INERGEN® cylinders are stored at a pressure of 200 or 300 bar, allowing space to be used efficiently and enabling the protection of large volumes with a single cylinder bank.

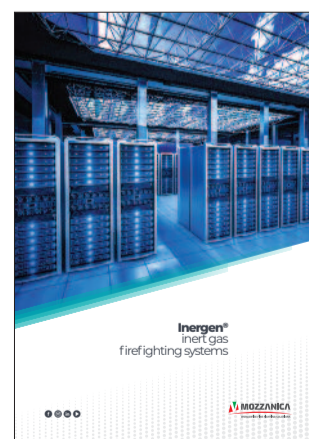
### A strategic investment in business resilience

In conclusion, adopting an INERGEN® inert gas fire suppression system goes far beyond simply securing a room. It is a strategic decision that delivers positive

impact across three key areas of business:

- **Business Continuity:** Protects critical assets without collateral damage, minimizing downtime and economic losses.
- **Social and Corporate Responsibility:** Safeguards the lives and health of personnel, demonstrating a genuine commitment to people's well-being.
- **Environmental Sustainability:** Aligns the company with the highest ecological standards,

strengthening its reputation and market position.



The future of fire protection allows no compromises. It is a future that is intelligent, safe for people and in harmony with the planet. Thanks to technologies like INERGEN®, that future is already here. Choosing it today means not only extinguishing a potential fire, but investing in the resilience, value and long-term sustainability of your organization. ●

# Interview with En. Luciano Nigro, founder of IFSN Part 2 and 3



**W**e continue our interview with engineer Luciano Nigro by publishing the second and third and final part.



ITALIAN FIRE  
SPRINKLER NETWORK

**We can assume that your goal is to bridge a gap. Would it be correct to say that you also expect a positive impact on Italy's industrial and employment landscape?**

The aim of the Association is to increase the use of automatic water-based fire protection systems in Italy, moving closer to what's already happening in countries like France, Germany, and even Spain. We're still far behind the figures we see in nations with a similar industrial profile.

It's an objective with an added advantage shared by everyone in this line of work: doing something good. In the end, our goal is to extinguish fires, and that's a positive action. It's a twofold benefit, as it

also helps grow the industry itself with more people involved in design, installation, sales, and maintenance.

Hopefully, it also means less damage. Fire-related damage tends to be overlooked, and if there are no casualties, then no one talks about it. It's critical to ask whether a fire protection system was in place and whether it worked.

The Anglo-Saxon approach is a model for us. In fact, it doesn't just look at the cause of the fire, but also at the reasons behind any malfunction.

**The IFSN aims to "serve as a reference point for firefighters, insurers and legislators." What immediate actions are you planning to ensure these groups fully recognize the effectiveness of sprinkler and water-mist systems?**

The first conference, featuring the official presentation of the Association, was held on June 18, 2025, but we've already planned another event within the Expo set for September 17, in addition to a series of a series of informational initiatives, also



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published online, so we can reach as many people as possible.

This technology has been around for two centuries and hasn't changed much, aside from some tweaks in size and color. What's needed is communication that promotes education and awareness. For example, sprinklers activate one at a time, not all at once. Many believe the opposite, which makes them hesitant to adopt this system out of fear of collateral water damage.

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**At the moment in Italy, there is not 100 per cent adequate expertise to be able to check whether an installation is done well or badly, they rely on its certification whose declaration of conformity is issued by the installer.**

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That's precisely why we named the first conference "Let's Talk About Sprinklers Again," because this technology is rarely featured in trade magazines and the industry culture around it remains limited. Yet, it is the most widely used automatic fire suppression system in the world. These were the thoughts shared by me, Alan Brinson, and Gianluigi Mussinelli when we laid the foundation for IFSN.

**The business plan also mentions the appointment of a dedicated coordinator, the formation of an initial Board of Directors, and a diverse membership base (installers, manufacturers, designers, insurers, etc.). How were you able to select these governance roles and ensure a balance of different interests among members?**

We already have a model, the European EFSN, alongside ten or eleven national associations that have followed the same framework. There are currently five members on the Board of Directors and more than ten participants in the technical committee.

Admission and qualification criteria are currently being defined, and our aim is to welcome anyone with a genuine interest in the project. What matters most to us is being able to say that we are an asso-

ciation representing a group of highly qualified companies.

**What kind of certification model are you envisioning for the Italian market, and what steps do you foresee for its implementation?**

This is the core focus of our work. The future of this sector depends on the qualifications of installation companies. Currently, Italy lacks the full technical expertise needed to properly assess whether a system has been correctly installed; instead, compliance relies solely on a certificate of conformity issued by the installer. In contrast, other leading European countries, such as Germany, France, and now also Spain, already have certification

help define the qualification process for this initiative.

**The IFSN aims to strengthen ties with the European Fire Sprinkler Network to support the development of the sector in Italy. In practical terms, what synergies or joint projects do you foresee, and how do you plan to transfer the know-how developed at the European level to Italian members?**

As I mentioned, sharing knowledge through conferences and seminars, as well as training for installation company employees and professional operators, is among our key priorities. We would also welcome the chance to collaborate with the National Fire Brigade on educational initiatives. Thanks to the EFSN, there are a number of initiatives we can leverage. The sprinkler industry is undergoing a



frameworks in place for installation companies, which are still absent in Italy.

We intend to introduce such a framework, drawing inspiration from these countries. This would be a framework aligned with quality standards and therefore regulatory readiness. In the past, the market was more restricted, but it was eventually disrupted by unqualified new players who overturned the previous structure.

That's why we're also counting on the collaboration of various insurance bodies to

major transformation with the rollout of a new technical standard: UNI 12845. This standard will require extensive training efforts, which is why we're working on organizing standardized training courses at the European level through a professional organization.

These courses can easily be made available in multiple languages, making this one of the most impactful actions IFSN has planned for the near future, and one from which we, as part of the broader network, will clearly benefit. ●

Internal communication  
can become  
a key competitive advantage

# Talking, understanding, listening and sharing



**T**he founder of the Pagani supercar brand said, “Creating an exceptional product depends on how deeply each person knows their role and feels part of a collective effort”.

When we talk about communication within a company, it's often treated as something simple, almost obvious: talking, exchanging information. But communicating isn't just transmitting a message from one person to another. Communication is a complex system of signals, interpretation, feedback and sharing that, especially in an organizational setting, becomes the connective tissue linking people, departments and processes. And it fosters the exchange of knowledge and expertise.

## What does it mean to communicate within a company?

Internal communication isn't just about “talking to each other.” It's about building a network of dialogue that goes beyond differences in roles, responsibilities and workplace culture to channel energy and skills toward a shared goal: the well-being and growth of the company itself.

It's important to recognize that in every company, each person has their own perspective, specific skills and different responsibilities. That's why communication needs to be clear, shared and structured into well-defined, easy-to-understand workflows. Only then can you avoid conflicts caused by differing opinions that stem from an incomplete understanding of the process or, worse, the product. Without that clarity, tensions can grow and lead to opposing factions, making work disorganized and less productive.

## Teamwork: what it really means

“There are those who've been working in a team for three years, still convinced they were hired by another company, oh yes!” This ironic line comes from “Quelli che”, a 1975 song by journalist and master of tragicomic commentary Beppe Viola, performed by Enzo Jannacci.

It offers a humorous way to clear up some misconceptions about working in a team, collaborating, “making a team effort”, and so on.

When we talk about a company that “works as a team,” it often evokes an idealized image of people engaging in open dialogue in perfect harmony, a place where decisions are always shared and friction is almost nonexistent.

The reality is quite different.

Working as a team means, above all, building a culture of dialogue and open exchange, especially among those in leadership positions.

In this kind of environment, different opinions are heard and valued. Roles are clear, well-defined and shared. Work processes follow written guidelines that everyone knows and respects. Communication is transparent and timely with ongoing, constructive feedback.

This approach helps prevent many of the problems and delays that poor communication creates, such as confusion, mistakes, misunderstandings and, ultimately, costly losses in productivity.

## The example of Pagani Automobili

A clear example of how effective internal communication can make a difference is Pagani Automobili, the renowned Italian supercar manufacturer



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based in San Cesario sul Panaro (MO). Horacio Pagani, originally from Argentina, has often emphasized that the company's success stems from the active involvement of every employee in building each individual car. This level of collaboration doesn't happen by chance, but is the result of ongoing dialogue, clearly de-



defined workflows and a strong sense of individual responsibility. In interviews, Pagani points out that creating a truly ex-

ceptional product is only possible when every team member understands their role in detail and feels part of a shared project, where communication between departments is constant and seamless.

### When communication breaks down

When workflows are unclear or responsibilities are poorly distributed, it opens the door to distorted and conflict-ridden communication. Internal "factions" begin to form, clashing daily and slowing down processes and decision-making. Confusion and lack of accountability take hold. Avoidable mistakes and poor choices arise from incomplete or incorrect information. Employee dissatisfaction grows, and eventually, so does customer dissa-

tisfaction. These are critical issues that can undermine a company's growth and, in the worst cases, lead to its failure.

### Mozzanica: communication as a trademark

Mozzanica's story is a strong example of how internal communication can truly make a difference. After a difficult experience in a previous company, Natale Mozzanica founded the business with a clear goal: to avoid repeating the same mistakes. He focused from the start on clear communication, well-defined workflows and continuous oversight of responsibilities.

This approach became Mozzanica's trademark, a way of working based on effective collaboration and shared responsibility, which has allowed the company to grow and establish itself over the decades.

In 2014, with Jordan Mozzanica stepping in as Quality Manager, the system began to evolve further. He introduced "Operational Specifications" and "Work Instructions," not as rigid constraints but as tools to enhance collaboration and streamline processes.

At the same time, Stacey Mozzanica, in her role as HR Manager, launched internal coaching initiatives to strengthen relationships among employees and promote constructive, open dialogue bet-

ween departments. Individual managers also played their part, creating clear workflows and thereby reinforcing a company culture built on communication and clarity.

### Choosing people: investing in the right team

Another key factor is carefully selecting the right people. "We choose individuals who know how to work as a team and who encourage dialogue. We're not looking for blind obedience, but for collaborators who can complement and enrich leadership," says Stacey.

To do that, "you need to take time with the selection process, conduct multiple interviews and assess not only technical skills but also soft skills and personality. That's the only way to build a cohesive, motivated team."

### Looking ahead: communication at the heart of Mozzanica's future

Nearly forty years after its founding, with the Mozzanica family still leading the company, the goal is to continue developing and improving this internal communication model. New workflows and tools will be introduced to ensure that communication between departments remains central to the company's operations, an essential element for meeting future goals and navigating market challenges. ●

## Communicating effectively to reach new goals

(Follow from pag. 3)

dividual creativity—finds a concrete solution at Mozzanica through a communication system that enhances both competence and accountability.

The wheel must keep turning: everyone must be informed, involved and empowered. No one can afford to step outside their role, because in a fast-changing market, every missed message is a missed opportunity. Operational specifications and work instructions aren't red tape; they're tools that support freedom, helping each person excel in their area

and contribute to collective success. I see "preeminence" as an evolution of excellence because it speaks from the heart.

Our investment in internal coaching and the careful selection of team members—people who know how to challenge ideas without falling into flattery—is how we're preparing for what lies ahead. We're looking for professionals who can enrich leadership and build a motivated and united team.

If we continue working this way with clear and responsible communication as

our signature, we can be confident in reaching new ambitious goals together. The final stretch of the year will bring complex challenges and we're fully aware of them. But in an uncertain and sometimes chaotic climate, one thing is clear: a team that communicates with clarity, engages with respect and works with passion can overcome anything.

The future belongs to those who know how to transform complexity into opportunity through the power of dialogue and the excellence of execution.

That will be our mantra. ●

# B2B communication: People at the center



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## Mozzanica's winning communication strategy

Mozzanica has made a deliberate choice in its communication: to focus on people, their roles, their stories and their potential.

Over the past six months, I've observed that our audience, especially on LinkedIn, has responded very positively to content that highlights interactions with our key team members, as well as with employees who have chosen to actively participate in our communication efforts, whether through photos or videos.

## Content with soul

Many B2B companies stick to the same old routine on social media platforms: glossy carousel posts, motivational quotes and lifeless corporate messages. A polished catalog of content, but with no real direction. The result? Low engagement, zero conversions and a lot of wasted effort.

This happens because they are missing one crucial element: a strategy that starts with people and speaks to people.

## The secret ingredient: Strategy rooted in listening

Truly effective social media planning begins with a deep analysis and understanding of the target audience. You're not speaking to everyone, you're speaking to someone. It starts with studying their challenges, their doubts and the emotions they experience. Then, you build a narrative that is helpful, empathetic and relevant.

In this process, content isn't chosen just because "it worked for others," but because it meets a real need of your specific audience. That's the moment when communication starts to make an impact. Listening also means engaging with your employees, leadership and anyone who can offer feedback, not only on the company, but on the values that you aim to express. These values often emerge through dynamics that evolve alongside the company's growth.

Once this first step is complete, the next challenge is to understand what the audience wants to hear, see and feel. We need to step into their shoes and anticipate the kind of reaction we want to elicit.

We've observed that on LinkedIn specifically, since it is the most B2B-specialized social media plat-



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form, images, not words, tend to make the first impact. This insight comes from neuromarketing studies that have been tested for many years in the context of web and social media interactions.

To explore the topic further, Professor Gemma Calvert, a pioneer in the field of neuromarketing and founder of Neurosense, has consistently emphasized the dominant role of images in unconscious decision-making processes. Through her research using fMRI (functional magnetic resonance imaging), she has shown that the human brain responds much more quickly and intensely to visual stimuli than to textual ones.

Images activate deep emotional and sensory areas of the brain, influencing perception and purchasing behavior even before the consumer is consciously aware of their choice.

In essence, according to Calvert, images speak directly to the brain's emotional system, while words must first pass through the filter of rational thought, a slower and less effective route when it comes to capturing attention and prompting action.

### The value of people within the company

Telling the stories of the faces, hands, minds and hearts that bring a company to life every day is a powerful investment. Because the people working inside a company are not just “employees”, but also ambassadors of:

- Company values brought to life (far more effectively than any corporate slide deck)
- Unique skills
- Real experiences
- Projects, dreams and measurable contributions

Speaking about them with authenticity, humanity and respect is a powerful way to tell the company's story in a credible, relatable way. It means shining a light on what's already there.

All these activities fall under the umbrella of Employee Advocacy, a term that's often misunderstood and confused with top-down directives given to employees. But there's a significant difference between giving an order and making a request supported by an explanation. There's always the risk that people may not want to engage. That's why we chose

the path of collaboration at Mozzanica: a direct, open relationship between the Marketing and Communication department and the individuals who interact or contribute.

Imposing a new routine from above simply doesn't work; it's seen as just another task added to an already full plate. But when you take the time to explain that their involvement contributes to the company's broader success, and you back that up with tangible data, such as increased visibility or a measurable rise in quote requests generated through digital channels, you create a clear correlation between the effort expended and the results achieved.

But none of this happens with a photo in front of a birthday cake in the office. It happens when every post is backed by thought, purpose and vision.

### Results come when you measure

By choosing to tell the stories of our technical teams, CFOs, administrative staff and even our clients, we saw our LinkedIn numbers grow organically, without paid advertising:

- 9,141 - Total interactions in the first half of 2024
- 16,007 - Total interactions in the first half of 2025

This represents a 75.11% increase in in-



### LinkedIn: the platform for reputation over appearances



LinkedIn isn't Facebook. It's not about selling, it's about building trust. And trust is built by showing consistency, vision and company culture.

When a B2B social strategy on LinkedIn puts people at the center, something interesting happens:

- Potential customers see who they'll be working with, not just what the company offers.
- Suppliers sense the care and respect that exist within the organization.
- Potential candidates start thinking, "I'd like to work there too."
- Employees feel valued and become natural ambassadors of the company.

teractions on LinkedIn over the period, showing that people are not only interested in the content but also reacting positively to it.

The key is to learn from the best to achieve great results, but always build on your own strategy.

Every piece of content was part of an editorial plan grounded in audience analysis, listening to the market and the authentic appreciation of people.

No shortcuts, no special effects. Just consistency, authenticity and a tailor-made strategy.

At Mozzanica, we've made the decision to invest time and resources in Marketing and Communication, because we see them as essential drivers of business growth. ●



## Mandatory qualification for fire protection maintenance technicians

With the recent Decreto Controlli (Inspection Decree), the Italian Ministry of the Interior has established that by the end of 2026, all fire protection maintenance technicians must be formally qualified and certified. Since 2015, Mozzanica has implemented a voluntary qualification process for its maintenance staff and today relies on:

### A team of ICIM-certified technicians for the inspection of:

- Fire extinguishers according to UNI 9994-2
- Fire hydrants
- Fire doors according to UNI 11473-3

### A team of IMQ/ANIE-certified technicians for the inspection of:

- Fire and EVAC systems

Now that the Inspection Decree is coming into effect, Mozzanica has launched an additional qualification process to ensure its technicians meet the new regulatory requirements.



## Made in Italy safety for a US shipyard

From Osnago to the United States. At the end of June, Mozzanica completed a maxi-supply destined for a leading American customer.

The important order saw the shipment of more than 650 complete firefighting equipment, equipped with helmets, fall arrest harnesses and modern SCBA self-contained breathing apparatus from partner MSA. The delivery also included a wide range of marine safety equipment: fire extinguishers, compressors, rescue trolleys and special valves, totalling almost 1000 pieces.

A success that confirms Mozzanica's excellence in the sector on a global level.

## 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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