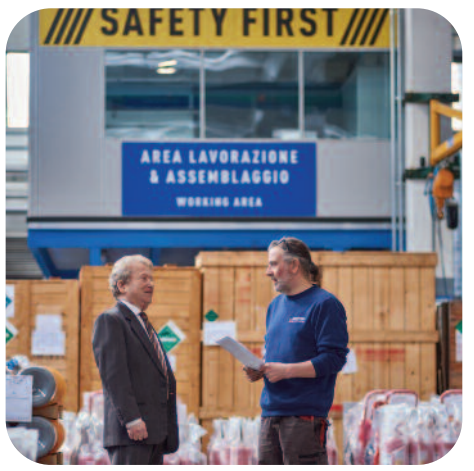
Issue 4| July August 2026

FIREMag

The Mozzanica Company Magazine

- AWARENESS, PRIORITIES AND TEAM SPIRIT: STARTING AGAIN ON THE RIGHT FOOT
- TRAINING PEOPLE: THE CHOICE THAT DEFINES A COMPANY'S QUALITY
- FOLLOWING A PATH OF QUALITY: PAOLO BORRONI AND MB'S SECOND GENERATION
- THE IMPORTANCE OF STRATEGIC SPARE PARTS IN FIRE PROTECTION SYSTEMS
- MOZZANICA INVESTS IN SAFETY: ADVANCED CATEGORY III PPE TRAINING WITH KONG



Cover photo: Natale Mozzanica with a warehouse collaborator

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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

Awareness, priorities and team spirit: starting again on the right foot

by Jordan Mozzanica
International & National Sales | Marketing Director

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Welcome back. For many of us the suitcases are still sitting there, half unpacked in a corner, and our heads are struggling to settle back into emails and deadlines. That's only natural. It was a good summer and, even though the heat gave us little respite, I think most of us can say we had a genuine break. Some by the sea, some in the mountains, some discovering new places: each of us, in our own way, had the chance to unplug and recharge. And that is often worth more than we imagine.

Then comes the moment to start again. Is that a sigh I hear? Understandable. After all, who wouldn't enjoy a life on permanent vacation? And yet I am sure of one thing: anyone who takes real pleasure and pride in their work, and is fortunate enough to be in a company where the atmosphere is right, doesn't start again by dragging their feet. They start on the right foot. And right now, that matters more than ever, because ahead of us lie the last four months of the year, and they will be decisive.

Four months that are really three

Let's start by taking an honest look at the facts, without kidding ourselves. These four months, when you do the math, are not four. The first two weeks of September are almost always slow, the time it for everything to get properly moving again, and we know December well: operational for half the month, then the holidays. Take those margins away and you realize that the bulk of the work is concentrated into just three months.

Three months in which we need to close as many orders as possible, to finish the year well and, above all, to start the next one well. Three months that will bring urgent requests, materials to prepare on tight deadlines, staff to organize, surprises around every corner, a few heated discussions, a certain amount of stress and inboxes filling up with dozens of messages a day. That is the real picture, made more complicated by a difficulty we all know: the shortage of staff. I have no intention of sugarcoating it.

Opportunity hides in adversity

So the real question is a different one: what do I do when the context becomes more complex? How do I respond when conditions turn out to be less favorable than I had imagined? Because there is always an opportunity hidden inside adversity, but you have to go looking for it; it doesn't turn up on its own.

An old saying comes to mind: "If I know where I'm going, then I can prepare accordingly." Let's not dance around it. Resources are stretched thin, whichever way you pull them. That we cannot change. What we can change is how we choose to live through it. And I don't just mean the choice, important as it is, to face things with a positive attitude. I mean something more concrete: stopping for a moment to work out which parts of my day are really slowing me down. Asking myself how best to handle that critical moment I already know is coming in two weeks. Asking myself, honestly, whether I am using every resource available to me.

Am I delegating properly, or do I tend to keep everything on my own desk, slowing down my work and everyone else's along with it? And above all: am I able to tackle one thing at a time and tell the real priorities apart, or do I only ever see the enormous pile of work bearing down on me? These are uncomfortable questions, I know. But that is exactly where the difference lies between enduring a period like this and getting through it with a clear head.

Because if we each built that habit of mind, and built it together, we would han-

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Training people: the choice that defines a company's quality

A seemingly obvious question

How important is staff training? Why invest time, resources and budget in it? What does it mean for a business to have people who can respond to customers' needs with real expertise? And above all, does training concern every department of the company, or are there some where you can afford to "cut corners"?

These are all legitimate questions, and the immediate answer would be that training people goes without saying, just as keeping that training up to date over time does. In daily practice, however, things are not quite that simple.

> Once people have been trained, it is necessary to assess the results that training has produced in order to evaluate the quality of the decision made. Without this step, training remains a reported expense, not a measurable investment.

Being informed is not the same as being competent

With the ever more intensive use of tablets, smartphones and, more recently, artificial intelligence, many people now arrive at a meeting with a supplier having already gathered information on the features of a product or service.

How well that information has actually been understood, and whether the person who compiled it can actually tell the difference between one offer and what the competition proposes, is another matter entirely.

The same goes for the other side of the table. You sometimes see salespeople who bring a technician along for the moment the conversation moves into even slightly more demanding territory.

And in the worst cases, you see businesses hiring low-cost staff specifically to save on training, turning apparent savings into a structural limitation.

So how much does training really matter today?

It all starts with the company objective

To answer properly we need to go back, once again, to the company objective. Starting with the founder: what do you want to offer the people who buy from you?

Once the objective is clear, though, you also need to establish how you intend to achieve it. And this is where training comes into play across every area of the business.

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- Offering high-quality ceramics necessitates having the right workforce.
- Managing the administrative side of a company that operates internationally requires staff who can deal with different types of banks and different tax regimes.
- Purchasing the metal needed for production presupposes real knowledge of suppliers and of the various markets involved.

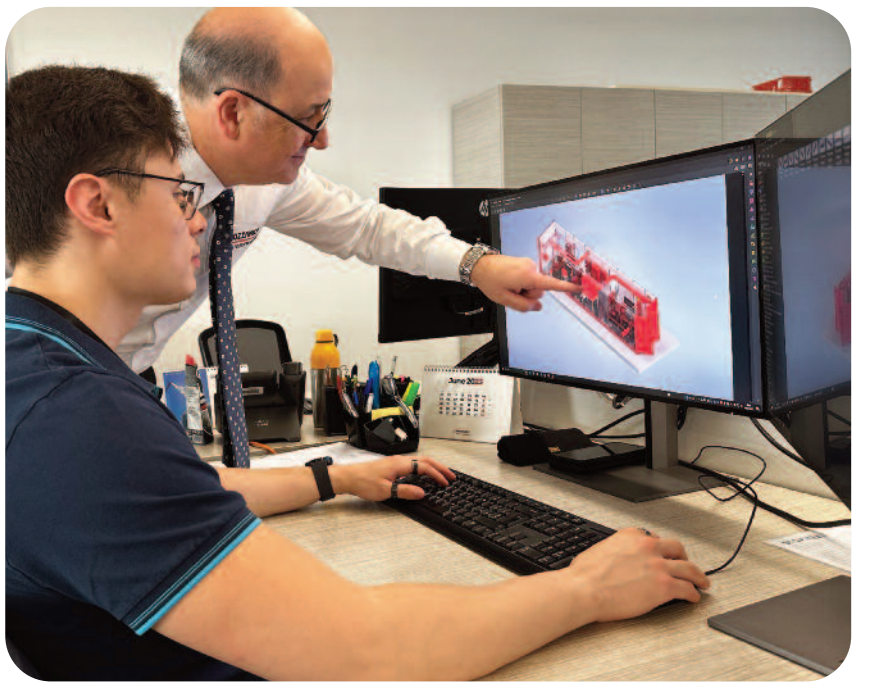
The examples could go on at length, and they all point in the same direction: training is by no means an area to overlook.

Big schools are not the only route

Looking at the best-known schools offering structured training programs, Italy's options are concentrated mainly in engineering, finance and economics: SDA Bocconi, Luiss Business School and 24Ore Business School are among the most familiar names.

Companies can certainly recruit there, but is it really the only way? What if the business is small? And how can experience gained in the field help?

Going back to the question of how to reach company objectives, a first strategy is to bring in the right people with the right experience: people capable not only of passing on what they know, but also of drawing other colleagues toward the goal, colleagues who in turn need to be coordinated with a clear purpose in mind.

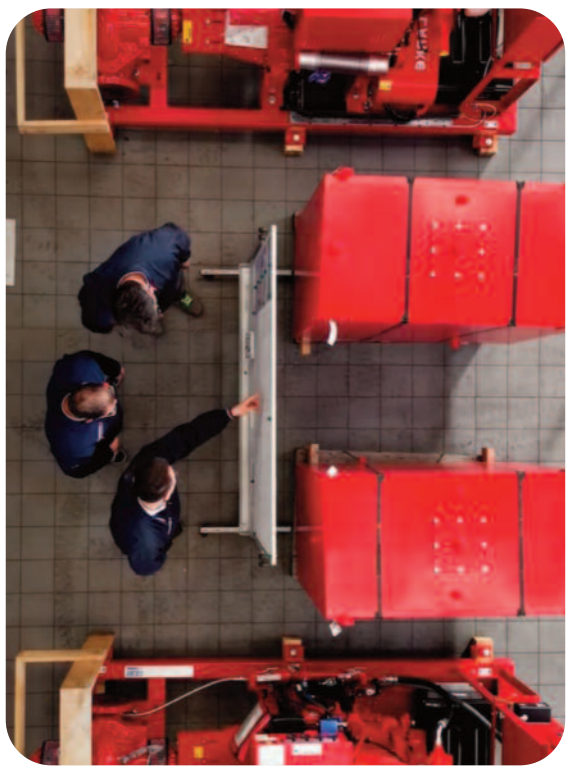


Alongside the big schools there are also qualification bodies and organizations that can train and certify staff. It's up to the company to work out which ones best suit its needs, bearing in mind that experience acquired in the field remains something no theoretical program can fully replace.

Training is not enough: results need to be verified

Once people have been trained, you need to verify the results that training has produced, in order to judge the quality of the choice you made.

Without this step, training remains a declared cost, not a measured investment. But in reality, all too often we see outright failures caused by insufficient training. The most serious are undoubtedly those linked to poor management of workplace safety, which can lead to serious and in some cases fatal accidents.



But limited knowledge of production processes, or of how to use machinery correctly, also creates significant slowdowns for a company. And an untrained salesperson doesn't just risk proposing the wrong product: they risk damaging how the company is perceived from the outside.

Mozzanica's approach

From the very beginning, Mozzanica decided that in both maintenance and system installation it would offer the highest possible quality, focusing on large, medium-to-high risk customers. To do that, it didn't just choose the right people: year after year, it has planned a training program built around the company's objectives.

This is not simply a matter of meeting what the law requires, but of going beyond it.

Here are some examples:

- Technicians are trained to use the right instruments, to know the software and hardware side of a detection system, and to understand the mechanical and hydraulic aspects of the most complex systems.
- Sales staff are the customer's first point of contact: their skills cannot be limited to selling. They need technical and regulatory knowledge, and the ability to pass on as much accurate information as possible to the other departments.
- A command of English is fundamental for a company operating internationally, which is why courses are organi-

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Following a path of quality: Paolo Borroni and MB's second generation

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

In the latest installment of the "From Children to Entrepreneurs" series, Jordan Mozzanica speaks with Paolo Borroni, head of MB, a fire extinguisher manufacturer founded by his parents in 1989. The conversation brings together two members of the second generation to explore what it means to go from assembling extinguishers in the evening with friends to leading a 50-person company with its sights set on international markets.

The Roots: Growing Up in a Family Business

Paolo's entry into the company did not take place on one specific day, but gradually. He officially joined in 1999, just after he earned his degree in economics and business: he graduated on November 22 and was already at the company the very next day. But the truth is that the business had been part of his life long before that. Summer vacations were spent there, and so were his first jobs during university. And when both parents are working on the same project, conversations about fire extinguishers inevitably follow you home: the "no work talk at the dinner table" rule may have existed, but it was certainly never observed. It was in that everyday atmosphere that Paolo and his sister Mara, now head of administration, found themselves on a path that had already been clearly laid out.

Learning the Ropes: Evenings Spent Assembling Fire Extinguishers

In the nineties the company grew by leaps and bounds, and there were never enough hours in the day. So, while he was at university, Paolo would spend his evenings at the company with two classmates assembling fire extinguishers. It was practical help during a period of fast-paced growth, but it was also the first step in what he considers a fundamental principle: gaining experience from the ground up. Learning what a valve is, understanding how components are put together, getting to know the rhythm of a production line and listening to experienced workers who had known the trade for years. He says he learned the technical side of the product from his father and from his daily work on the products themselves.

All the Way Up: From the Warehouse to Company Leadership

Paolo's journey took him through every department. He was 24 when he started working full time and had little experience beyond his studies, so he became the person who could step in wherever needed: if someone was missing in production, he covered production; if someone was missing in the warehouse, he helped out in the warehouse. Only later did he move into administration and sales, an area he admits he did not initially feel particularly suited to. It was a skill he discovered and built over time, working alongside capable colleagues his parents had brought into the company as it grew. Those years passed almost without him realizing it, but they gave him all-around experience: today, he knows what he can give to and ask of every person in the company.

The Generational Handover: Gradual, Natural and Seamless

When asked how he managed the handover with his father, Paolo explains that there was never one

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INTERVIEW AVAILABLE ON YOUTUBE

single moment of transition. His parents, who are still active in the company today at 79 and 76, made a point of involving him and Mara in key decision-making moments, which made the transition feel natural. If one turning point had to be identified, it would be linked to a serious health issue his father faced: that was when Paolo instinctively thought, "Now it's my turn." From that moment on, the day-to-day running of the business shifted onto his shoulders, with the continued support of the team around him.

The Entrepreneur as Coach: Trusting People

One of the most compelling parts of the interview concerns the role of the entrepreneur. Even in internal meetings, Paolo often uses the image of the coach: a person who chooses the right people, puts them in the conditions to do their best work and guides the team toward a goal. A company, he reminds us, is made up of people, and no entrepreneur can achieve major goals alone: you can be the Messi of the situation and score ten goals, but without a team that shares your vision, you will concede twenty. At MB, every technical area is entrusted to people who, he says without hesitation, are far more knowledgeable than he could ever be. It is a vision that challenges a common misconception among those leading family businesses: the idea that you have to know everything and do it all yourself.

Young People, Investments and New Markets

Today, MB has around 50 people, and more than half are under 35, especially in the production department. For Paolo, investing in young people is not just a catchphrase: the next generation will be the ones who bring results to the company, and to themselves, in the years ahead. He looks for one essential quality: seriousness, together with a willingness to learn and take on challenges. On the industrial side, the company is making significant investments in new production systems to increase capacity and strengthen its presence in developing sectors such as foam extinguishers. Because for a manufacturing company, even more than for a service company, standing still means being overtaken very quickly.

What He Would Say to the Paolo of 1999

Looking back, Paolo remembers his first days in the office, when answering a customer's question or handling a negotiation felt incredibly difficult. He would tell his younger self that working alongside highly skilled people would change him, both as a person and as a professional. And today, when he sits at industry association tables, he realizes that the "gurus" of the past have given way to their children: the second generation now has a seat at the table, which means that the entrepreneurs of that time succeeded in passing on important values.

A Dream for the Future: Growing While Staying True to Quality

Looking ahead, the goal is to keep growing, including in international markets. Paolo recently returned from an international trade fair with a sense of personal satisfaction that is worth more than any set of figures: customers confirming that they want to work with MB because behind it are serious people and a quality product. It is confirmation of the path his father set out in 1989, when he chose to focus entirely on quality products and high-level service. It is a path Paolo has followed with effort, because nothing is handed to you, but one he is now happy to pass on as a message to the next generation: in this sector, those with the drive to act and a clear sense of direction can still achieve a great deal. ●

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zed involving people from multiple departments.

- And let's not forget qualifications and certifications, which formally attest to the skills acquired.

The return on a continuous investment

This constant investment in people pays off. In the questionnaires our customers complete every year, the quality they recognize in us most often is precisely that of having highly trained staff. That figure is worth more than any statement of intent. An employee with all the necessary knowledge is without a doubt the company's first calling card: the person the customer meets, listens to and judges, and the one through whom a reputation built over years is carried forward.

Conclusion

Training is not a box to tick, nor an expense to squeeze when budgets get tight. It's the concrete way a business turns its objectives into real capabilities, department by department.

Companies that choose to save on this front don't reduce their costs: they simply push them further down the road, in the form of mistakes, slowdowns, missed opportunities and, in the most serious cases, accidents.

Those that choose instead to train their people in a continuous, verifiable way build the one competitive advantage no rival can copy quickly: the competence of the people who work for the customer every day. ●

The importance of strategic spare parts in fire protection systems

Vincenzo Morra
Service Director
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In fire protection systems, having a spare parts availability is a fundamental element in ensuring continuity of operations and a quick return to service in the event of a fault.

Even a temporary system shutdown can compromise the site's safety level and create non-compliance with regulatory and insurance requirements.

For this reason, spare parts management shouldn't follow a one-size-fits-all approach, but a targeted analysis of the components that are genuinely strategic.

Field experience makes it possible to clearly identify those components that, in the event of an anomaly or fault, can cause the fire protection system to be partially or fully taken out of service.

The pumping stations: the heart of the system

Inside fire pump rooms, one of the most critical components is without a doubt the jockey pump, also known as the pressure-maintenance pump.

The jockey pump's role is to maintain the pressure in the system above a minimum level, preventing unwanted activations of the main pumps. However, a malfunction can compromise the correct operation of the entire fire pump station, even taking it out of service entirely.

For this reason, it is strongly recommended to keep a spare jockey pump ready for installation, to drastically reduce system downtime.

Another particularly critical component is the

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check valves installed on the discharge side of the main pumps. Deterioration of the valve's internal gaskets, or any valve failure that compromises its sealing performance, would prevent the jockey pump from compensating for the resulting pressure loss. This would trigger a spurious activation of the main pumps, forcing them into manual mode or taking the pump room out of service altogether.

Based on operational experience, it is therefore advisable to keep the following items in stock:

- Gaskets for check valves
- Complete check valves
- New isolation valves ready for replacement

Having these components on hand makes it possible to respond quickly, limiting downtime and reducing operational risk.

Sprinkler systems and deluge systems

For both sprinkler and deluge systems, the spare parts strategy is just as important.

Technical standards already require a minimum stock of spare sprinklers or distribution nozzles. Practical experience shows, however, that one of the components most prone to wear is the gaskets on the alarm valves or deluge valves themselves.

Having the right gaskets on hand allows the system's hydraulic seal to be restored quickly and prevents unwanted activations.

For this reason, it is advisable to always keep complete gasket sets in stock for the main equipment installed in the system.

Critical spare parts

The definition of strategic spare parts cannot be fully standardized, but should be based on an analysis of the equipment's failure history, the system's operating conditions and the maintenance experience accumulated over time.
The objective is not to maintain an excessively large inventory, but to identify those components whose failure could result in:

- System shutdown
- Long procurement lead times
- High indirect costs
- Risks to the site's operational continuity

A well-designed strategic spare parts management plan is therefore an integral part of preventive maintenance and of the resilience of the fire protection system as a whole. ●

Mozzanica invests in safety: advanced Category III PPE training with KONG

Mozzanica has chosen to strengthen its service team's skills with an advanced training course on Category III PPE for work at height, held on July 13, 14 and 27 at the headquarters of **KONG**, the company's long-standing training partner.

Aimed at personnel already holding the certifications required for work at height, the course was commissioned by Mozzanica as a further investment in safety, with the goal of increasing the technical and operational skills needed to maintain smoke and heat exhaust ventilators.

What sets the initiative apart is the case study carried out directly in the field at KONG, with the participation of the company's HSE Manager and Head of the Prevention and Protection Service, the technicians involved in these operations and KONG's specialist trainers.

Through hands-on exercises, simulations and tests conducted in real conditions, the group was able to analyze in detail the emergency scenarios that can arise when a technician is left suspended inside a vent.
This joint work led to the definition of specific rescue procedures and the identification of the most suitable equipment for handling such situations safely.

All the technicians involved also had the chance to test the procedures firsthand during the dedicated training sessions at KONG's practice facility, which offers structures and scenarios specifically configured to reproduce the conditions examined in the case study.

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dle the unexpected differently and we would be laying the foundations of a real team. And in the difficult months, a team is worth more than any individual talent left to fend for itself.

The choices we are making

This isn't theory. It is exactly what every department at Mozzanica is preparing for, so that we can make the most of this period and go on, I am certain of it, to celebrate new milestones and new successes. Some of those choices are covered in this issue: from training, now made even more pressing by the qualification requirements that the Decreto Controlli sets for fire maintenance technicians, to strategic spare parts management, through to the hands-on exercises that allow us to work with ever greater precision at our customers' sites.

They are different pieces of the same picture: prepare in advance so we don't have to react later.

There is also a new development I am especially pleased to announce. We will soon be launching a new column dedicated to a series of case studies: we will present real problems and setbacks faced by our directors and managers, along with the decisions that turned those difficult moments into an improvement for all of us. A way of giving concrete form, through real stories, to what here remains a principle: opportunity hides in adversity.

Let's bring the best of ourselves

Let me close by wishing everyone a sincere welcome back once again. And I do so with a simple invitation: let's bring the best we have to give, those talents that have always set us apart, and then reap together the good results that follow. Because in the end this is what makes the difference: knowing that every day, every order, every effort isn't going toward some abstract result, but is building something real, and building it together. ●

ment that will make its maintenance technicians fully self-sufficient at every customer site in the event of an emergency.

The initiative confirms Mozzanica's commitment on three key fronts: continuous training, the development of procedures and targeted studies, and the provision of specific equipment for working safely.

The project was built with the direct contribution of the workers themselves, who took a leading role in the field tests and in defining the operating methods, reflecting a participatory vision of safety in which everyone plays an active part in improving processes.

At its heart, the investment puts worker protection and service quality first, particularly in maintenance and support work on smoke and heat exhaust ventilators. ●

It's a level of in-depth analysis that few companies in the sector take on with this degree of detail, and one that gives workers concrete operational tools for managing emergencies and falls.

The training days doubled as a genuine team-building exercise, not just a learning opportunity.

The workers were actively involved in developing the procedures and defining the operating methods to adopt in an emergency, becoming an integral part of the improvement process.

This participatory approach made the most of the expertise already present in the company and strengthened each person's awareness of their own role in managing safety.

To complete the process, the company will be acquiring specialist rescue equip-

Controls Decree: Status of technical qualifications at Mozzanica.

In accordance with the September 25, 2026, deadline set by the Ministerial Decree of September 1, 2021 (Controls Decree), Mozzanica has decided to proceed in a timely manner with the certification of its staff.
The company has always invested in training and continues to do so, but with this milestone in mind, we are proud to present the names and number of maintenance technicians who have completed the certification process.

Here are the figures that reflect our growth and our commitment:

Systems and Installations:

- 10 technicians certified for IRAI systems (Detection and Alarm)
- 6 technicians certified for sprinkler systems
- 5 technicians certified for gas systems
- 5 technicians certified for SENFC systems (Smoke and Heat Evacuation)

Equipment and Doors:

- 8 qualified technicians for inspecting fire doors
- 7 qualified technicians for inspecting fire extinguishers and fire hydrants

Why is this important? The “Controls Decree” has imposed a whole series of rigorous standards for fire safety maintenance activities. Having staff who are already qualified well before the regulatory deadline means guaranteeing our customers not only maximum operational safety, but also the assurance that they can rely on professionals who operate in accordance with the most recent legal provisions.
We continue to invest in training to remain the benchmark in the firefighting sector.

Our congratulations go out to all our technicians who worked hard to achieve this result!

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?
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