

Issue 5 | September October 2025

FIREMag

The Mozzanica Company Magazine

■ DIGITAL DOMAINS, EVOLUTION AND RESPONSIBILITY: THREE KEY FACTORS FOR A COMPANY

■ DIGITAL INNOVATION AND THE FIRE PREVENTION SECTOR: A FEASIBLE SYNERGY

■ SERVICE AND HUMAN RESOURCES: OBJECTIVES ACHIEVED, DIFFICULTIES AND CHALLENGES WON

■ REVIVING GROWTH BY RETURNING TO OUR COMMERCIAL DNA

■ DATA SECURITY, DIGITAL INNOVATION AND BUSINESS IMPACT

■ DIGITAL LOGISTICS: FROM TRADITIONAL WAREHOUSES TO AUTOMATED ECOSYSTEMS

■ AN ITALIAN FAMILY-OWNED COMPANY FOR GLOBAL FIRE PROTECTION



Cover photo: Mozzanica archive

In this issue

- 3 DIGITAL DOMAINS, EVOLUTION AND RESPONSIBILITY: THREE KEY FACTORS FOR A COMPANY
- 4 DIGITAL INNOVATION AND THE FIRE PREVENTION SECTOR: A FEASIBLE SYNERGY
- 6 SERVICE AND HUMAN RESOURCES: OBJECTIVES ACHIEVED, DIFFICULTIES AND CHALLENGES WON
- 8 REVIVING GROWTH BY RETURNING TO OUR COMMERCIAL DNA
- 10 DATA SECURITY, DIGITAL INNOVATION AND BUSINESS IMPACT
- 12 DIGITAL LOGISTICS: FROM TRADITIONAL WAREHOUSES TO AUTOMATED ECOSYSTEMS
- 14 AN ITALIAN FAMILY-OWNED COMPANY FOR GLOBAL FIRE PROTECTION



Issue 5 | September October 2025

Editorial design and layout: SGS Comunicazione | Milano

Photo: Archivio Mozzanica, Canva

Owner: Mozzanica & Mozzanica Srl

Via Martiri della Liberazione 12 - 23875 Osnago (LC)

For more informations: firemag@mozzanica.eu

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

Contributors to this issue: **Jordan Mozzanica, Natale Mozzanica, Vincenzo Morra, Riccardo Sala**

It's the end of October, and the final sprint is approaching. It's that time of year when anxiety starts to build over the tasks still left to complete, when we begin the balancing act of prioritizing or finding solutions for those clients with urgent requests.

Resources are stretched thin on all sides, and what we feel most is the shortage of staff. Yet having clear goals, supporting one another and working as a team can help us push through the stress, achieve solid results and, once again, celebrate properly at the end of the year.

At the same time, some have begun pointing to a specific date, November 3, as the start of a third world war that could begin with a single click. Of course, we're not trying to sound alarmist or lend credence to any theory, but it's interesting to note the tools through which it would supposedly unfold: a hacker

attack. A detail that powerfully reminds us of the central role digital technology now plays in our lives and in our businesses, along with all the opportunities and risks it brings.

As our CIO Engineer Paolo Pesenti pointed out in the following article "Digital innovation and the fire protection sector: a feasible synergy", in the next three years, the technologies that will transform the IT landscape are "artificial intelligence, machine learning, advanced cybersecurity, hybrid and multi-cloud environments, automation and IT process orchestration."

They may not be familiar terms to everyone, but they encapsulate the kind of potential that has driven companies to change, adapt, evolve or, in some cases, disappear.

Recent history makes this very clear. Nokia, Motorola, BlackBerry – technology giants that once seemed untouchable – were swept away because they failed to evolve quickly enough. As Nokia's

CEO himself admitted during the sale of the company, "We weren't forward-thinking enough."

This lesson resonates strongly across all industries. And then came the pandemic, which gave an unprecedented boost to digital evolution, accelerating processes in just a few months that would normally have taken years. Video calls became routine, remote work a necessity and e-commerce the only life-line for many businesses.

At Mozzanica, we're the first to recognize the importance of digital tools, and over the years we've invested in numerous projects: from our first DOS-based management software in 1989 to handheld devices in 2011, followed by tablets and remote work in 2015, and the introduction of See.it and Tag.it in 2017 for remote monitoring of fire protection systems. In 2020 we launched Check.it, a complete platform for maintenance management. In 2023 we developed and are now patenting our Oxygen Reduction System (ORS) for fire prevention using thermal cameras.

Today, we're studying how artificial intelligence can further enhance our production processes.

However, we also firmly believe that everything must be approached with balance. The human factor should never be forgotten. We cannot simply accept a world where people are constantly connected to their smartphones, moving like robots, where digital interfaces erode human relationships between colleagues, clients and suppliers, and where children grow up scrolling touch screens instead of built

(Continue on page 15)

The point of view

Digital domains, evolution and responsibility: three key factors for a company

by **Jordan Mozzanica**

International & National Sales | Marketing Director
sales@mozzanica.eu



ARTICLE AVAILABLE ONLINE

“When technology meets people's safety”

Digital innovation in the fire protection field: the real challenge is managing change responsibly



In 2007, when Steve Jobs introduced the first iPhone, few could have imagined that this small revolution would transform not just the way we communicate but the entire global techno-

seemed untouchable but were swept away by the innovations of more cutting-edge competitors. As Nokia's CEO himself admitted during the sale of the company, "We weren't forward-thinking enough." A powerful lesson that resonates across every industry, including fire safety.

Life-saving innovation: unprecedented opportunities

Digital innovation has brought extraordinary improvements to the fire protection field. Powerful servers, many of them virtual, now enable multiple connections and computing capabilities that would have been unthinkable just a few years ago. Fully automated warehouses ensure the fast and efficient distribution of safety equipment. Faster and more responsive apps allow for real-time monitoring, service scheduling, and centralized management of complex systems.

The COVID-19 pandemic pushed this transformation even further, shrinking distances through video calls and remote inspections. In the fire protection field, this meant the ability to monitor critical systems remotely, diagnose issues without physical travel, and respond quickly in situations where every second can mean the difference between life and death.



logical landscape. Today, we live in a digital ecosystem where refrigerators, scales and televisions connect to the internet, virtual servers process billions of data points, and apps manage every aspect of our daily lives.

This rapid evolution has swept through even traditionally conservative industries, creating winners and losers at record speed. Motorola, Nokia and BlackBerry are among the tech giants that once



ARTICLE AVAILABLE
ONLINE

As Engineer Paolo Pesenti, CIO of Mozzanica, explains, “In the next three years, the technologies that will transform the IT landscape are artificial intelligence, machine learning, advanced cybersecurity, hybrid and multi-cloud environments, automation and IT process orchestration.” In the field of fire protection, these technologies carry special weight, where reliability is not just a financial concern but a matter of public safety.

The risks of excessive innovation: lessons from literature

Still, as Michael Crichton’s novels remind us, innovation also comes with risks. In Congo, the hunt for new blue diamonds for laser pointers was driven by the need to keep up with technological competition. But what happens when innovation gets out of hand? Westworld, The Terminal Man and Jurassic Park paint scenarios where “the latest breakthrough” becomes unmanageable.



We’re seeing similar phenomena today. People are constantly connected, smartphones in hand, moving through life like robots. Graphic interfaces are wearing down real human interaction among co-workers, clients and suppliers. Children grow up swiping touchscreens instead of building real relationships. Artificial intelligence, while a technical marvel, is leading many young people to disengage from learning, outsourcing even core educational tasks to technology.

In the safety field, these risks become even more critical. A fire protection sy-

stem that fails due to a software error or a lost internet connection can have devastating consequences. As Eng. Pesenti points out, “Balancing data security and innovation is one of the most important challenges IT managers face today.”

The Mozzanica case: pioneers of responsible innovation

Mozzanica’s story shows that it’s possible to innovate while keeping responsibility for people’s safety at center stage. As early as 1982, Natale Mozzanica saw the value of building customer relationships through an innovative documentation service, manually compiling the first maintenance records. In 1989, the company introduced its first DOS-based management system, making Mozzanica the first company in the fire protection field to adopt such an innovation.

Switching to Microsoft platforms brought new updates in 1995, 1999, and 2004, all aimed at improving service as the client base continued to grow. But the real turning point came in 2009, when the company recognized the need for a radical technological leap. Printed, handwritten reports and separate invoicing had become an unsustainable bottleneck.

In 2011, Mozzanica launched a digital system using handheld devices, once again leading the sector. By 2015, the company had moved to tablets and introduced remote work, anticipating the shift to smart working. The arrival of Engineer Pesenti as CTIO in 2017 further accelerated the digital transformation.

“See.it” and “Tag.it” (2017) brought digital archives to the cloud with remote monitoring. “Check.it” (2019–2020) centralized maintenance management. In 2022–2023, the company developed a proprietary fire prevention system using thermal cameras, which is currently undergoing patent approval.

Today’s challenges: AI and cultural transformation

Mozzanica is currently exploring how artificial intelligence can improve produc-

tion processes, always with a responsible approach. As Eng. Pesenti points out, “Managing resistance to change isn’t easy, especially when technology disrupts long-established habits. Installing a new solution isn’t enough, people need to be guided through the change.”

This mindset reflects a core awareness: in the fire protection field, technological innovation is above all a cultural shift. Evaluation metrics must go “beyond traditional IT benchmarks,” factoring in business value, cost efficiency, performance, system availability, and above all, safety.

Adopting zero-trust architectures, integrated governance, proactive risk management and continuous training at every level of the organization becomes essential when you’re responsible for people’s safety.

Looking ahead: innovation is an enabler but it must be managed wisely

Mozzanica’s experience shows that it is possible to lead in innovation while always maintaining responsibility as a compass. Edge computing, the Internet of Things, machine learning and advanced cybersecurity are the frontiers of the near future, but they must be integrated gradually, with the same foresight that has guided the company through its forty-year history.

As Pesenti concludes, “We see technology as an enabler, not as something that restricts daily operations. We see it instead as something that can propel the company into the future.” In the fire protection field, that future must be built with the understanding that every innovation carries the responsibility of protecting human life.

Digital innovation in the fire protection field isn’t just a technological or economic matter; it’s an ethical challenge. Mozzanica has shown that investing time, money, and resources in innovation, but always with careful consideration, is the way to build a safer future for everyone. A valuable lesson for a sector where technological excellence and social responsibility must always go hand in hand. ●

Service and human resources: objectives achieved, difficulties and challenges won



We interview Vincenzo Morra, Service Director at Mozzanica since 2015.

Good morning, Mr. Morra, and thank you for this new interview. From your LinkedIn profile, we see that you've been working at Mozzanica for eight years. In other words, you've been managing the Service Department for nearly a decade. Rather than focusing on the numbers, we'd like to ask: how has the relationship with customers evolved? Are they better informed? What kinds of requests are you seeing?

Good morning, and thank you for giving me another opportunity to share my thoughts. It's true, I've had the privilege of leading the Industrial Service business line at Mozzanica for nearly ten years now, and during this time I've seen a significant evolution in our relationship with customers.

Our customers have always operated in industries

with a high risk of major accidents, so their awareness of safety and risk management has always been strong.

However, in recent years I've noticed a major shift: beyond just focusing on safety, customers have developed more specialized technical expertise, especially when it comes to fire protection system design and maintenance.

Of course, I wouldn't say this applies universally — much depends on the industry — but in most of the sectors we serve, the evolution is clear. And if I may say so, I'd like to think we've played a part in that growth.

...in addition to focusing on safety issues, specific technical expertise has grown, especially in areas such as the design and maintenance of fire prevention systems...

Our approach has always been to stand beside the customer not just as service providers but as technical partners. We point out issues and weaknesses

in a constructive way, helping customers understand and address them together by developing shared strategies. This has helped build a relationship of trust and collaboration that goes far beyond simply performing interventions.

In short, today's customers are more aware, more skilled and more engaged, and we're proud to say that, in part, this growth is the result of the work



ARTICLE AVAILABLE
ONLINE



we do every day alongside them.

What did you have to do to manage them effectively?

To manage the evolving needs and skills of our customers effectively, I had to work on several levels.

One of the areas I worked hardest on was building a system that could capture and build on the experience we've gained over time.

We capitalized on our learning curves, turning critical episodes, best practices and adopted solutions into structured workflows.

Today, these workflows allow us to handle complex situations more quickly, consistently and

reliably.

This approach also led to greater internal transparency. We developed processes that make our company structure — with all its different departments — more transparent in the eyes of the customer, who now sees us as a unified, cohesive organization focused on solving problems. That's essential for building trust and ensuring operational continuity, especially in industries where safety is non-negotiable.

At the same time, I invested in team training, process digitization and strengthening communication with customers.

In other words, effective management is the result of a systemic approach: experience, method, transparency and collaboration are the pillars on which we've built a Service Department that can evolve with our customers and face today's and tomorrow's challenges alongside them.

You must certainly need good support. How many people are in your department?

Absolutely. Managing a Service Department like ours requires solid team support. Right now, the department is made up of 42 people, but for us, it's not about the numbers; what really matters is the quality of the people and their ability to work together toward a shared goal.

At Mozzanica, we strongly believe in the value of teamwork. We all row in the same direction, getting to know each other, recognizing each person's strengths and naturally making up for any weaknesses.

That's what allows us to handle even the most complex situations with calm and cohesion, because we know we can count on one another.

Another key aspect is our approach to mistakes. We never see errors as failures but as valuable learning opportunities. We analyze what happened together, share our experiences and use them to keep improving our processes and skills. This mindset has helped us grow as a team and offer our customers a service that's increasingly reliable and high quality.

The strength of our department lies in the quality of the people, in collaboration and in our ability to turn every experience, even negative ones, into opportunities for growth, both for us and for our customers.

We imagine it must also be challenging to balance your team's needs, including personal ones, with customer demands...

Being responsible for a business line and leading a team means never losing sight of company goals, but at the same time always remembering that people are, first and foremost, people. I firmly believe that a manager should serve their team, not the other way around.

My role is to enable, support, lead by example and ensure a healthy balance between work and personal life.

I never hide my limits and I have no problem taking on operational tasks when needed — I'm always the first to step up. I believe credibility is built that way too, by working side by side with everyone,

with mutual respect.

From my perspective, this approach helps create an atmosphere of trust and collaboration where everyone feels valued and part of a shared mission. Only when people feel good and truly engaged can they give their best, both to the customer and within the company.

What's a difficult challenge you've had to overcome, and how did you manage it?

One of the toughest challenges I've faced was the distance, not just physical but also cultural and communicative, between maintenance technicians in the field and the office staff.

At first, I didn't fully realize how little a field technician, even though they are an integral part of the company, actually experiences the day-to-day life of the organization. What seemed obvious to me — ways of working, how we perceive problems, how we interpret communications — wasn't obvious to them at all.

That awareness came with time and led me to rethink how we communicate, collaborate and connect. Creating a unified, aligned team required strong, sometimes difficult and decisive actions that challenged me both professionally and personally. But those actions were necessary if we truly wanted to build a team that operates as one.

I had to do a lot of listening, question myself and get out into the field (literally!) to really understand the operational dynamics.

Today I can say that gap has mostly been closed and the team works with greater awareness, cohesion and a sense of belonging. It was a tough challenge, but also one of the most formative experiences of my career.

Name three qualities that a manager must have for effective team leadership.

If I had to name three qualities a manager must always have to lead their team well, I'd say:

- **Credibility:** A manager needs to be cre-

(Continue on page 9)

Reviving growth by returning to our commercial DNA



As we all know, the past five years have brought fast and sudden changes, and when it comes to commercial operations, it's all about vision and strategy.

That's why we interviewed **Natale Mozzanica**, the company's **CEO and Sales Director**, and **Jordan Mozzanica**, **Sales & Marketing Manager**.

Good morning, and thank you for taking the time for this interview. It's a real pleasure to speak with the company's founder and his son, who, along with his sister and business partner Stacey, is now taking part in the generational transition. For this conversation, though, we'd like to focus on commercial management rather than broader company operations. You both returned to leading the company's commercial division in 2023, after nearly eleven years. What are the biggest changes you've seen in your customers, and what hasn't changed at all?

We decided to bring the management of the Italian commercial operations back in-house, to the family.

While we've always remained involved in international activities, the company's core DNA had begun to fade after two different managers took on the role of Commercial Director: quality and ex-

pertise in serving our clients.

The difference in client loyalty says it all. Longtime clients trust us in a way newer ones often don't. So what's changed in the Italian market? Definitely the pace of communication, which has significantly shortened response times.

There's also a stronger understanding of fire protection regulations, better awareness of active protection systems and the industry as a whole (thanks, internet), and shorter project turnaround times. While that's positive in terms of spreading knowledge, it also creates problems with thoroughness.

Overall quality has declined, driven by a lack of specialization, which is something you don't see abroad. What hasn't changed? The demand for specialized companies with fully trained staff at every level.

That's what it takes to meet the quality standards needed to properly protect against certain types of risk. This is exactly where we're focusing our efforts to bring our original DNA back into focus: Knowledge, Expertise and Skill.

You operate across different sectors such as Industrial, Marine and Oil & Gas. We imagine each comes with its own needs, but is there a common thread?

There is, and it comes down to what I mentioned



ARTICLE AVAILABLE
ONLINE

earlier: Knowledge, Expertise and Skill. In the Marine and Oil & Gas sectors, these qualities must be verified and certified, otherwise you're simply not allowed to operate.

In the Italian industrial market, we're following the same approach, which has been well received by insurance brokers and clients dealing with high-risk environments.

We're also working with the trade association Uman and the sprinkler systems association IFSN on a company qualification project that follows the same international standards.

What steps have you taken to establish your company's current commercial structure?

The restructuring focused on setting clear goals, building teamwork, and developing specialization. Everyone needs to be able to fully support the client and meet their needs from start to finish.

We also analyzed each client's productivity status and profitability. That helped us understand how to calibrate our efforts and identify areas for improvement.

The new commercial setup broke down silos and brought every department connected to commercial activities into the growth process: technical, service, warehouse, purchasing, quality and safety.

Only through collaboration and shared responsibility can we maintain the performance needed to keep the company thriving and growing.

As we mentioned, the past five years have forced rapid changes and short-term planning. How have you handled the situation and how are you approaching future projects?

We had already laid the groundwork with the right strategic choices, focusing on markets that require high added value and balancing our financial and operational efforts across the four main sectors that drive our business:

- Niche industrial, where we work directly with the end client
- Cruise shipbuilding, where we've built

direct relationships with shipowners

- Oil & Gas, where the risks demand above-average performance
- Service, where expertise and in-depth knowledge are essential to maintaining the high safety standards our clients expect

Having up-to-date, real-time information on both domestic and international markets, along with the right people in the right roles, allows us to quickly shift course whenever needed.

What challenges did you face when you returned to commercial leadership? Which ones are you still dealing with today? How are you addressing them?

The first thing we did was make sure our salespeople and commercial team understood that Knowledge, Expertise and Skill are the core tools they must never be without.

The second was to make it clear that profitability matters more than sales volume, because without profit, every job is a waste.

Today, keeping the team motivated and intact is essential; open dialogue and shared responsibility are what help us overcome every challenge.

Name three qualities that a manager must have for effective team leadership.

The ability to listen, the ability to analyze, and the ability to communicate.

As we move through the final quarter of 2025, what goals have you achieved so far, and what's next?

We're continuing the growth paths we've started with the entire commercial team and working to strengthen our results, not just in numbers, but in profitability and client trust.

Only by developing our people can we raise the bar. It's also important to keep a fighting spirit.

Hitting our targets takes rational planning, but also the courage to push beyond them. ●

(Follow from page 7)

dible, consistent in what they say and do. Only then can the team truly trust and follow them, even during difficult times.

- **Leading by example and taking responsibility:** It's not enough to give directions. You must be the first to step in, take responsibility and face challenges alongside the team. It takes passion and courage.
- **Humanity:** A manager has to show their team that they too are a person, with limits, emotions and personal challenges. That's not a sign of weakness but of authenticity. Only then can you build a real relationship based on trust, respect and collaboration.

To wrap up, considering we're now in the last quarter of 2025, what goals have been achieved so far and what's next?

We've reached the last quarter of 2025 and I can say that, as of now, our financial indicators are aligned with budget goals, which is definitely a positive sign.

However, to me, the most meaningful indicators go beyond numbers. We're seeing that customers reach out to us when they need problems solved, they involve us as experts and trust us with increasingly complex tasks.

Contracts are evolving, often integrating new services, which confirms the confidence customers have in our capabilities and reliability.

That kind of recognition from the market is probably the most important result, because it means we're being seen as partners, not just suppliers.

Looking ahead to the coming months, our main focus will be renewing maintenance contracts.

That's the real final exam for anyone working in service, because it's where customer satisfaction and long-term work quality are truly measured.

At the same time, we'll continue working on service innovation, team training and strengthening customer relationships, so we can solidify and grow our position as a key player in the industry. ●

Data security, digital innovation and business impact



The era of digital innovation is redefining the global business landscape, driving companies towards unprecedented transformation.

With the accelerated adoption of technologies such as artificial intelligence, cloud computing and the Internet of Things (IoT), organisations are facing immense opportunities for growth and optimisation.

However, this rapid evolution brings with it complex challenges, especially in the field of data security. Trend data shows exponential growth in cyber attacks and privacy breaches, making information protection no longer just an operating cost, but a strategic pillar for business sustainability and trust. Companies that successfully integrate digital innovation with a robust cybersecurity strategy not only minimise risks but also gain a significant competitive advantage, protecting their reputation, business continuity and, ultimately, the value of their business in an increasingly interconnected and vulnerable market.

We interviewed **Eng. Paolo Pesenti, IT Manager** at Mozzanica, to explore this topic in greater depth.

Good morning Mr Pesenti, let's start with the first question: Which technologies will transform your industry in the next three years?

In the next three years, the technologies that are sure to transform the IT sector are:

- artificial intelligence;
- machine learning;
- advanced cybersecurity (certainly using AI techniques);
- hybrid cloud;
- multicloud;
- automation and IT process orchestration;
- edge computing;
- and the Internet of Things.

How do you balance data security and innovation?

Balancing data security and innovation is definitely one of the most important challenges to manage as an IT manager today, right?

The goal is to find a dynamic balance between security and innovation.



ARTICLE AVAILABLE
ONLINE

What does this essentially mean?

It means:

- integrated governance;
- proactive risk management,;
- and above all, a risk-based approach to IT management.

●

It also includes the adoption of Zero Trust architectures and ongoing training that must reach all levels of the company.

Which metrics do you use to assess IT impact?

The metrics we use to measure IT impact go beyond traditional IT metrics, because we also need to measure the value generated for the business. So these include:

- efficiency and economic metrics,
- performance and availability metrics of environments,
- security metrics (which are extremely important right now),
- innovation and digital transformation metrics for the business,
- and business support metrics.

This is because, I repeat, we don't use metrics in isolation, but rather a mix that complements each one making the system much more robust in terms of feedback and insights.

How do you manage resistance to technological change?

Managing resistance to change is not easy, is it?

Especially when technology impacts well-established habits that have built up over time.

It's not enough to simply install a new solution or adopt a new technology. It must always come with support and above all, we need to accompany people, our colleagues, through the change. This is a crucial challenge that we face every day.

Once something new is released, there's a phase of listening to people, refining the process

And it's above all a continuous process. Once something new is released, there's a phase of listening to people, refining the process, and adjusting.

Because from my point of view, technological change is, in fact, cultural change.

People need to be supported and guided helped to see technology as an enabling

factor, not something that constrains their day-to-day activity, but something that propels the company into the future.●



Estimated three-year growth of digital technologies (2023–2026)		
Tecnology	Growth % CAGR	Notes
Artificial Intelligence (AI)	25% - 35%	Driven by adoption across various sectors, including automation, data analytics, and product development.
Machine Learning (ML)	28% - 38%	A key component of AI, essential for predictive analytics and intelligent automation.
Advanced Cybersecurity (AI-driven)	20% - 30%	Essential for countering increasingly sophisticated threats, AI improves detection and response.
Hybrid Cloud	18% - 25%	It offers flexibility and control by combining public and private clouds for specific workloads.
Multicloud	22% - 30%	The adoption of multiple cloud providers to optimise costs, performance and resilience.
IT Automation and Orchestration	15% - 22%	Crucial for operational efficiency, process management and reduction of manual errors.
Edge Computing	30% - 40%	High growth due to the need for real-time data processing close to the source, for IoT and 5G.
Internet of Things (IoT)	18% - 25%	The expansion of connected devices in sectors such as manufacturing, healthcare and smart cities.
Note: Percentage values represent the estimated Compound Annual Growth Rate (CAGR) for the period 2023-2026 and are indicative of market trends. Exact projections may vary depending on the source and specific market segment analysed.		

Digital logistics: from traditional warehouses to automated ecosystems



Digital innovation has radically transformed entire industries, creating extraordinary opportunities but also new responsibilities. One of the most evident and far-reaching changes has been in logistics, which in recent years has undergone an unprecedented revolution that was accelerated dramatically during the pandemic: fully automated warehouses, robots managing goods distribution and intelligent management systems operating 24 hours a day.

When talking about logistics, the term is often reduced to the simple idea of a “warehouse” or “goods transport.” Actually, if we look deeper, logistics is defined as “the discipline that manages the transport and distribution of goods, ensuring efficiency and organization in the flow of materials and information.” Behind this seemingly simple definition lies an extraordinary complexity that involves the entire structure of a business.

For a modern company, logistics is not an isolated department but a nervous system that coordinates all business areas: Sales, which generates orders; Purchasing, which manages supplies; Administration, which oversees financial flows; and Production, which feeds the warehouse. In day-to-day operations, logistics becomes a cross-functional field where multiple players converge, each with their own needs and timing, all working toward a single goal: ensuring the right product reaches the right place at the right time.

Historical roots: when it all began

The history of modern logistics dates to the early twentieth century. Bartolini was founded in 1926, followed by TNT Logistics in 1946: pioneers who stood out not only for their operational flexibility but above all for their ability to offer different types of transport to meet the specific needs of their clients.

These companies soon realized the importance of specialization, dividing logistics services into vertical sectors: cold-chain logistics for food products, chemical logistics for specific substances, and dedicated safety protocols for hazardous materials.

In the following decades, these companies experienced strong growth, expanding alongside the postwar economic boom. However, in the early 1990s, the arrival of the Internet gave the sector an additional boost and, more importantly, led to the first major structural shift. Communication times shortened dramatically, orders could be transmitted even outside normal working hours, and companies were forced to reorganize to meet these increasingly demanding new requirements.

In those years, the first significant wave of company closures hit businesses that were slow to adapt to this technological restructuring. Many traditional logistics companies, accustomed to working with fax machines and phone



ARTICLE AVAILABLE
ONLINE



calls, failed to keep up with the speed demanded by the emerging digital market, rapidly losing market share to more agile and technologically advanced competitors.

The dot-com bubble and digital rebirth

However, the collapse of the dot-com bubble in the late 1990s marked a critical moment for the entire sector. At that time, a company's survival often depended on expanding its customer base as quickly as possible, even at the cost of heavy annual losses. When the bubble burst, many digital promises proved unsustainable and the market underwent a drastic contraction.

As with every economic crisis, only the strongest survived. It was in this context that giants like Google and Amazon began taking their first real steps toward dominating the digital market. Driven by the rise of smartphones and advances in hardware technology, a new phase of the so-called "dynamic web" took shape. Companies reorganized to return to online commerce, but this time without repeating the mistakes of the past, adopting sustainable business models and more rational growth strategies.

The age of robotization

Logistics then entered a new and significant phase of expansion. After 2010, with the evolution of robotics and artificial intelligence, high-density warehouses began to adopt increasingly sophisticated robotic systems. No longer just conveyor belts, but actual robots equipped with arms and legs, radar, computer vision systems and advanced sensors capable of recognizing products, performing complex loading and unloading operations from trucks, shelves and forklifts, and autonomously managing the placement of loads on storage racks.

A completely new process of logistics management began, marked by levels of automation and precision that would have been unthinkable just a few years earlier. But the most dramatic acceleration came with the Covid-19 pandemic. During lockdown, orders placed via smartphones, computers and tablets surged to unprecedented levels. People confined to their homes turned massively to e-commerce for all kinds of purchases, from groceries to electronics, books and pharmaceuticals.

The data from that period speaks for itself: online transactions grew by double and even triple digits, home deliveries multiplied exponentially, and automated warehouses were forced to operate at unprecedented speeds. This global stress test proved just how strategic a modern, efficient and highly automated logistics infrastructure really is. Companies that had invested in digitalization and automation managed to withstand the shock, while many traditional structures collapsed under the pressure of demand.

The challenge of safety in the warehouses of the future

Here, however, lies a key issue often overlooked amidst the enthusiasm for technological innovation. These high-density warehouses, storing all kinds of goods on storage racks that rise several stories high and equipped with automated systems operating 24 hours a day, 7 days a week, are environments with an extremely high fire risk.

A structure like a high-density warehouse, depending on its specific risk

level and the types of goods it stores, requires an in-depth and highly specialized fire safety analysis. There's no room for improvisation: it demands advanced technical expertise, up-to-date regulatory knowledge and top-level design capability. The support of a well-structured fire protection company is essential to handle the complexity of these environments.

Mozzanica: integrated protection for modern logistics

This is where Mozzanica's experience and specialization come into play. The company has not only developed specific expertise in protecting complex logistics facilities but has also patented the ORS (Oxygen Reduction System) for advanced thermal monitoring. For the logistics sector, Mozzanica delivers complete, fully integrated turnkey systems.

From the design and construction of the pump station to the creation of the water storage system, from sophisticated sprinkler systems calibrated to the warehouse's specific requirements to the strategically positioned hydrant network, every element is carefully designed and integrated into a comprehensive protection system. Mozzanica is currently managing several highly complex projects of this kind, lasting from six months to a full year of continuous work, a testament to the level of design and implementation complexity required.

Fire safety in these contexts isn't optional but an integral part of the logistics project itself. An automated warehouse without adequate fire protection is an unacceptable risk, not only for the stored goods and facilities, but above all for the people who work there and for the surrounding environment.

The evolution of digital logistics continues at a rapid pace, with new technologies such as delivery drones, autonomous vehicles and increasingly sophisticated artificial intelligence systems on the horizon. But this race toward innovation must always go hand in hand with the responsibility of ensuring safety, reaffirming once again that when it comes to protecting people and property, technological excellence and specialist expertise are inseparable. ●

An Italian family-owned company for global fire protection



Mozzanica is one of Italy's leading family-owned companies, capable of delivering highly complex turnkey fire protection solutions and services on a global scale.

Under the experienced leadership of Natale Mozzanica, supported by his children Jordan and Stacey Mozzanica as part of an ongoing generational transition, the company has established itself as a leader in the fire protection sector. It is recognized for its excellence, consolidated expertise across key industrial sectors and strong multidisciplinary capabilities.

The deep sense of belonging among its people and the contribution of each individual fuel the company's ability to meet the demands of increasingly complex markets, highlighting the Italian values of excellence, creativity and innovation.

Sharing strategic values

The recognition and prestige Mozzanica has earned come from a consistent and proactive sharing of its technological expertise.

This approach, which involves both internal staff (technicians, designers and installers) and external stakeholders (consultants, suppliers and clients), has strengthened the company's reputation as a reliable and knowledgeable partner.

Ethical principles, transparency, fairness and sustainability, applied rigorously in every area of operation and in full compliance with national and international regulations, form the foundation of Mozzanica's long-term success.

Mission

"To engineer and digitalize high-value fire protection solutions by developing cutting-edge technologies that anticipate market requirements, and to make them available to our clients to ensure their safety at all times."

Vision

"To make protected sites increasingly safer through innovative technologies that safeguard people and assets, while preserving the environment and surrounding areas with solutions and products that minimize environmental impact."



A global leader in fire protection

Over the years, Mozzanica has demonstrated a strong ability to adapt to the dynamics of a constantly evolving market, thanks to its innovative approach and ongoing pursuit of excellence.



At the same time, it has built lasting relationships of trust with its stakeholders, grounded in transparency and loyalty.

This has allowed the company to strengthen its reputation both nationally and internationally, establishing itself as a key benchmark in the fire protection sector.

Today, with a clear vision for the future and continued investment in human resources, infrastructure and know-how, Mozzanica is ready to seize new growth opportunities across global markets. ●

(Follow from page 3)

ding real connections.

Michael Crichton, in his visionary novels, warned us about these risks. As seen in *Westworld*, *The Terminal Man* and *Jurassic Park*, there's always the danger that technology can slip out of our control, that what's presented as "the latest innovation" can become unmanageable. What's more, the uncritical use of artificial intelligence can lead to a worrying decline in analytical ability, curiosity and critical thinking, especially among younger generations. When a student fully delegates writing an essay or solving a problem to a machine, they're not learning, they're giving up thinking altogether.

As in the past, Mozzanica continues and will continue to invest in technology; the fire protection sector itself increasingly demands it. Our clients in the logistics sector, for example, are building ever more intensive, fully automated warehouses equipped with robotic shuttle systems using radar, computer vision and advanced sensors.

These systems can identify products, perform complex loading and unloading operations from trucks, shelving and forklifts, and autonomously manage how goods are positioned within the storage racks.

For these complex environments, Mozzanica can design and deliver turnkey fire protection systems: from the design of the pump station to the creation of the water storage tank, from sprinkler systems calibrated to specific warehouse requirements to the strategically positioned hydrant network.

Every component is carefully studied and integrated into a comprehensive protection system that can be fully remote-controlled and monitored thanks to the digital technologies at our disposal. Our ORS technology in particular enables preventive thermal monitoring that can detect anomalies before a fire even starts.

This ability to offer technologically advanced solutions is the result of the investments we've made over time and the foresight that has always set us apart. But every innovation we introduce must

first pass a crucial test: does it really improve people's safety?

Does it make our technicians' work more effective without dehumanizing them? Does it allow our clients to operate in safer environments?

As Engineer Pesenti also pointed out, "technological change is first and foremost a cultural shift." People need to be guided, trained and made aware that technology is an enabler, not a constraint. This approach requires time, patience, investments in continuous training at all levels of the company.

But it's the only way to ensure that innovation remains truly sustainable and doesn't turn into a blind race toward novelty for its own sake.

Mozzanica is also convinced that change is, above all, a positive process. At times it can be intimidating or lead to difficult and even unpopular choices, yet it's precisely through change that areas such as technology allow companies to make major strides forward. In a sensitive sector like ours, where people's safety is at stake, this means being able to offer increasingly reliable systems, faster response times and more advanced prevention capabilities.

We want to continue along this path of technological investment, but always responsibly and with a constant awareness of how important the human factor is. Because behind every sensor, every algorithm, every automated system there are people: our technicians working in the field, our engineers designing solutions, our clients who must be able to rely on dependable systems, and above all, the many people who spend their days in the environments we protect.

Maintaining the right balance between digital innovation, business evolution and social responsibility is no easy task. It requires strategic vision, ongoing investment and, just as importantly, the ability to pause and reflect in order to avoid chasing every new trend simply because it's "cutting-edge." In our field, there's often no second chance.

That's why we'll keep innovating, but always with careful consideration, as our company philosophy has reminded us for more than forty years. ●



An international network of partners specialising in fire prevention is born

Mozzanica is constantly committed to expanding its global presence and ensuring excellent technical/logistical support in the Oil & Gas sector, in order to offer the best fire-fighting solutions and comprehensive service.

ONSPEC

MARQUIS
ENGINEERING

With this in mind, it has developed a network of international agents consisting of companies in the sector, **ONSPEC** based in Egypt and **Marquis Engineering** based in Malaysia, leaders in the Engineering, Procurement, Construction (EPC) sectors in the oil, gas, petrochemical and renewable energy markets, capable of providing qualified assistance and fully integrated projects and services.

This is another step forward for Mozzanica towards effective commercial development and access to numerous qualified services.



Mozzanica USA obtains approval from the DOT - Pipeline and Hazardous Materials Safety Administration

Refurbishment of authorised cylinder specifications using the 'hydrostatic' test method

In August 2025, Mozzanica received approval from the US Department of Transport as a recognised cylinder refurbishment facility for naval activities.

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.



[View all open positions](#)

Subscribe to FIREMag!



Would you like to receive the next issues of **FIREMag** directly to your inbox?

Sign up now by framing the QR-Code. You will receive a preview of the most interesting articles and industry news.

Do you prefer the paper format?
Let us know by writing to
firemag@mozzanica.eu

FIREMag
The Mozzanica Company Magazine



FIREMag is also available online at our website.

Download your free digital pdf copy.