

Issue 5 | September October 2026

FIREMag

The Mozzanica Company Magazine

■ A BUSY TWO MONTHS ON MANY FRONTS

■ VISION, INSIGHT AND STRATEGY: CHARTING THE COURSE TO 2027

■ PEOPLE OF MOZZANICA: ANDREA SCHENATTI

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■ SMM HAMBURG 2026
MOZZANICA AMONG THE EXHIBITORS

■ SUPPLIERS: STRATEGIC PARTNERS, NOT COSTS TO CUT



Cover photo: Strategy

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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.

Contributors to this issue: **Jordan Mozzanica, Valentina Vandilli, Riccardo Sala**

The point of view

A busy two months on many fronts

by **Jordan Mozzanica**
International & National Sales | Marketing Director



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Welcome back. It was a hot summer, and some were lucky enough to take a vacation in September, or even in October, but I think we can all agree that for most of us, work is back in full swing, with phones ringing, emails coming in nonstop and replies that need to be sent. We'd rather not dwell on the stressful side of things, though. After all, this period has had no shortage of rewarding moments. So I'd like to start with one word: positivity. I don't mean naive optimism, but the ability to recognize the good that every day brings us, even the most tiring ones.

Our **Service** division is once again operating at full capacity, order intake has been strong in the Industrial and Oil & Gas markets and **Marine** has also had a particularly busy period. Despite the negative news of recent months, we have every reason to be grateful that our company continues to move in the right direction, as shown by the updates in our "Work in progress" and "Goals achieved" series.

We'd like to look back at the past two months' activities, starting with our presence at the **SMM 2026** trade fair in Hamburg, one of the leading events in the marine industry and an opportunity for our company to build new business relationships.

Natale Mozzanica, Past President of the trade association UMAN, delivered two talks in collaboration with ANIMA Confindustria on "Foam Fire Suppression Systems in Compliance with UNI EN 13565-2: Design, Documentation and Construction Supervision."

The marketing department has launched a new series, "**People of Mozzanica**," which introduces a different executive or manager each time, along with the difficulties they have faced, the challenges they have overcome and the goals they have achieved. Among the first people featured are Schenatti, who explained the technical department's strategies, and Melody Verzeni, Quality Manager and Facility Manager. In her interview, Melody described a low-profile but essential role: the quality management system is not a set of procedures but a way of working built together with people. For the past five years, she has been responsible for the integrated quality, safety and environmental management system. The most significant achievement she shared is a cultural shift: department heads themselves now propose process improvements.

The marketing team also interviewed **Tina Bosica** of Bosica Srl for the "From Children to Entrepreneurs" series. Her answers explored why she chose to become an entrepreneur, the ideals that have always driven her, the ethical standards she holds herself to every day and what she has achieved so far.

There was no shortage of team-bonding moments. Together with **Cascina Selvetto**, we organized a team-building event for our site managers. Set in beautiful natural surroundings, the event brought together three of our colleagues who are on the front line of site supervision for a range of activities, with plenty of opportunities to have fun along the way.

We have also begun sponsoring the Bushi Karate-Do martial arts school, whose values of personal growth, team spirit and self-improvement in the face of challenges align with Mozzanica's own. And that very school has brought us some great news: at the IKU World Championship in Slovenia, **Gaia Tentorio**, competing for Italy, took second place in a highly competitive kata competition.

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Vision, insight and strategy: charting the course to 2027



Entrepreneurs are often described as “visionaries.” It’s almost an automatic compliment, a verbal shortcut we use for people who have succeeded, as if seeing a little further than everyone else were enough to earn the label.

That is certainly how the word is commonly understood: a visionary is someone who comes up with an idea first, who senses something before everyone else does. It is a convenient and reassuring definition, but a partial one. It captures the moment of intuition, not everything that comes after it.

In his book “Primal Leadership,” **Daniel Goleman** goes deeper and makes a clear distinction between the visionary and the merely intuitive. As Goleman describes it, the visionary entrepreneur is someone who:

focuses on building a shared vision that reaches beyond the day-to-day and gives the team a clear sense of direction.

With their charisma and ability to imagine a better future, the visionary leader becomes a point of reference who can bring people together around a common goal.

Seeing far ahead, then, is not enough. You also have to be able to lead others there and turn that vision into a path people can walk with you. It’s

the difference between daydreaming and building something that lasts.

Where a vision comes from

Every vision starts from something smaller and more fragile than the story written after the fact would suggest: an idea, an intuition, the precise moment when someone says to themselves “I think this plan is a winner” while nobody around them is really convinced yet.

Company histories often dismiss that moment in a single line, but for the person living through it, it can mean whole nights of doubt, numbers crunched again and again, decisions put off and then made anyway. Often it is the memory of past successes that builds the necessary confidence and makes it possible to aim for a goal that, at that point, exists only in the mind of the person who imagined it.

There is one line, now a classic of management thinking, that helps shed light on this step:

Alan Kay, the American computer scientist who was one of the pioneers of the modern graphical user interface, first voiced this idea in 1971 at a meeting of researchers at Xerox PARC in Palo Alto, the California research center that gave rise to innovations such as windowed interfaces and the



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mouse as we know it today.

Kay put the line in writing several years later, in 1983, in the *EDUCOM Bulletin*, but the original insight dates back to that 1971 meeting: "The best way to predict the future is to invent it."

It is a subtle but crucial distinction.

The point is not to guess what will happen, which still leaves the initiative in the hands of chance, but to actively create the conditions for a certain future to become reality.

From there, a different kind of work begins, one that's less romantic but just as important: choosing the right people, persuading others to follow you while the project still exists only on paper, and putting the first operational plans in writing.

This is the step that separates a brilliant insight, which may well remain just that, from a project that can genuinely take shape in the real world.

Three stories of vision, three different industries

A few examples from completely different worlds show clearly what it means to turn an insight into a success that can

change an entire market.

The first comes from the Italian confectionery industry, and it is probably the closest to home for us, at least geographically:

In 1968, Michele Ferrero decided to challenge the long-standing tradition of chocolate eggs being associated with just one season of the year. He did so with a line his colleagues still remember today: "Starting tomorrow, every day will be Easter."



That intuition, pursued despite internal objections, gave rise to the idea of a small chocolate egg available all year round.

A few years later, William Salice gave that vision concrete form by designing an egg with a surprise inside, combining play and chocolate in a single product. The result was *Kinder Surprise*, one of the most recognizable products in the world, which still brings a smile to millions of children today. Throughout his life, Salice refused to take credit for the invention: "Ferrero is the inventor. I simply carried out his idea."

It is a story that says more about the relationship between those who imagine and those who build than any analysis could: when vision and execution work together, they can create something that no competitor in the children's market has truly managed to match since.

The second example comes from the automotive world, and this time it's the numbers that tell an equally revealing story:

Until the late 1990s, the retractable hardtop, the roof that turns a coupé into a convertible in a matter of seconds, was

a luxury reserved for models such as the Mercedes SLK.

In 2000 Peugeot launched the 206 CC with a clear idea: bring that same technology to a small, affordable car. The trade publication *Motor1*.it went so far as to call it "the first coupé-cabriolet not aimed solely at the luxury car market."



The result was a commercial success that ran for more than seven years of production, until March 2007, followed by a second generation, the 207 CC.

According to *Quattroruote's Ruoteclassiche* magazine, very few other manufacturers achieved that kind of continuity in a segment that, precisely in those years, was just beginning to decline.

Other carmakers, including Nissan with the Micra and Opel, tried to copy the formula but never matched its commercial success or its place in people's memories.

The third example comes from what looks, at first glance, like the restaurant business.

Harland Sanders, the founder of Kentucky Fried Chicken (KFC), held a number of jobs in his early life, including steam



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engine stoker, insurance salesman and filling station operator.

He began selling fried chicken from his roadside restaurant in North Corbin, Kentucky, during the Great Depression. During that time, Sanders developed his "secret recipe" and his patented method of cooking chicken in a pressure fryer. Sanders recognized the potential of the restaurant franchising concept, and the first KFC franchise opened in South Salt Lake, Utah, in 1952. From 1950, Sanders began to dress the part of "the Colonel," growing a goatee, wearing a black frock coat (later switching to a white suit) and even bleaching his mustache and goatee to match his white hair.

Other remarkable ideas came to be associated with the brand he built, such as the slogan "Finger lickin' good" and the famous chicken "bucket." Perhaps this is why John Y. Brown Jr. remembered Sanders as "a brilliant man with a gourmet flair for food, a visionary and a great motivator, with the style of a showman and the discipline of a Vince Lombardi."

It was more than a restaurant: it was an industry built step by step around an idea that, at the start, few people would have bet could work on that scale.

Why vision alone is not enough

Three different stories, from three industries that could hardly be further apart, share a common thread: behind each of these ideas there was, and had to be, a solid operational plan. Instinct opens the door, but it isn't enough to get you through it. You need to analyze the market properly, identify its risks, carefully assess the investment and timing, and surround yourself with the right people to carry the project forward.

One of the most frequently cited contributions to the management literature on this subject is still "Building Your Company's Vision," published in Harvard Business Review in 1996 by James Collins and Jerry Porras.

The two authors draw a clear distinction between two elements that are often

confused in practice. On one side is the company's core ideology, made up of values and a purpose that, in their words, "require no external justification." On the other is the envisioned future, which includes ambitious objectives the authors themselves call "Big, Hairy, Audacious Goals," capable of mobilizing an entire organization over a horizon of ten to thirty years.

The distinction is useful outside academic settings too: vision is not only a distant destination to reach, but also a set of principles that hold steady throughout the journey, even as specific goals change along the way.

Michele Ferrero himself, often asked about the secret behind his company's success, never put it down to brilliant ideas alone.

He spoke instead of a method that also demanded persistence and determination: "My secret? Always do things differently from everyone else, keep the faith and stay the course."

Vision and family businesses: a challenge for 90% of Italian companies

There is a reason why vision matters to Mozzanica in particular, and it is the same reason it matters to the vast majority of Italian companies:

Family-controlled companies make up around 90% of Italy's business landscape today and employ roughly three quarters of the total workforce.

Some analyses of the subject, which have also been picked up by the business press, estimate that only 30% of family businesses survive the transition from the first to the second generation, just 13% make it to the third and a tiny share, 4%, reach the fourth. According to these studies, the lack of a clearly defined succession strategy accounts for more than 70% of failures during generational transition.

The AUB Observatory stands on firmer statistical ground. Promoted by AIDAF, UniCredit and Bocconi University, it takes stock every year of the health of Italy's largest family businesses. Its 16th edition, presented at Borsa Italiana in

February 2025, found that the number of family businesses with revenue above €20 million had grown by 50% over the past decade, to more than 15,800, with combined revenue of over €1.2 trillion and nearly 3.4 million employees in Italy and abroad.

It is no coincidence that, edition after edition, the Observatory devotes a growing share of its research to generational transition and to the profiles of the so-called "next generation."

Succession, then, is no administrative detail. It is often the real dividing line between a company that keeps growing and one that stalls, and it is here, more than in any single year's accounts, that the most delicate part of a company's continuity is decided.

Mozzanica, whose roots lie in the choices Natale Mozzanica made in the late 1980s, sits squarely within this dynamic. None of the insights described in these pages, from maintenance reports to digitalization to a new way of communicating, is an isolated episode.

Each is one piece of a vision that has already spanned more than one generation and that we continue to nurture today, with our sights already set on 2027.

Our insights

This space between an idea and its realization is exactly where several moments in Mozzanica's history belong: they are insights that have helped us stand out in the market over the years, and they follow the same pattern as the examples above, applied this time to our own industry and our own history.

Toward the end of the 1980s, hardly any company in our industry issued a detailed document after a maintenance visit: they simply signed the logbook. Natale Mozzanica chose a different path, one that would set the company apart and strengthen its ties with its customers even further. That choice gave rise to our maintenance reports, tailored to each type of system and complete in every detail.

Shortly thereafter a similar but comple-

mentary idea emerged: maintenance specifications. Even before an order was placed, these documents showed the customer how solid our technical and regulatory knowledge was, and once we had won the contract, customers could see it borne out in practice, in how well trained our staff were and in the equipment we used.

In the same spirit, over the years we have also chosen to look beyond the markets we knew best. Moving into the Marine and Oil & Gas sectors meant, first of all, pinpointing exactly where they had real needs that we could meet. That led to our decision to enter the cruise industry and to bring in key people with new ideas, contacts and the organizational know-how needed to support that leap, as well as in-depth knowledge of how our competitors operated.

Another insight, perhaps less visible but no less important, concerns digitalization.

In 2010 we laid the groundwork for a project that would give our customers a

public attention. The idea was to use social media and our website differently, building a narrative and a way of presenting data that could reach very different audiences, from the United States to Italy and Asia.

We needed to get people “excited” about our company, and the interest we patiently built over time has since turned into actual new orders.

From reactive to predictive maintenance: a changing industry

The direction in which the entire industrial maintenance sector is moving today offers another way of looking at the choice Mozzanica made in 2010.

When the first handheld devices arrived, the goal was to digitize documentation and speed up work in the field:

Since then, that same push toward digitalization has become part of a broader shift that is redefining the very idea of maintenance. It is the move from

up to 70% and cut overall maintenance costs by 25%, while increasing actual uptime by 10 to 20%.

The same study estimates that unplanned downtime alone costs industrial manufacturers worldwide \$50 billion a year.

That figure helps explain why so many companies have stepped up the digitalization of their maintenance processes in recent years. These numbers hit close to home for our industry too.

Anyone who works in maintenance and technical support, as we do every day at our customers’ sites, knows that the difference between stepping in before a problem and stepping in after it is never purely a technical question: it is a matter of trust, service continuity and relationships built over time.

The same insight that led to our first handheld devices in 2010 is now evolving within a much broader digital transformation of the industry, and it is against this backdrop that the company is already working toward its new goals for 2027.

Looking ahead to 2027

New goals for 2027 are already in the works. Some of them no longer come from a flash of vision alone but from more structured forward planning, built on analysis, data and scenarios developed together.

What remains unchanged is the underlying spirit, the same one that runs through every story told so far: intuition and the ability to envision a goal that is still far off will always have a place at Mozzanica.

It is a thought that finds an almost perfect echo in a line written nearly a century ago, in a completely different context, that still captures what having a vision for a business really means:

Antoine de Saint-Exupéry, the French writer and aviator best known as the author of “The Little Prince,” wrote in his posthumously published work “Citadelle”: “As for the future, your task is not to foresee it, but to enable it.”



single portal for all their maintenance documentation, and in 2011 our first handheld devices arrived. They were big, bulky and a far cry from today's, but they made us one of the first companies in our industry to adopt this kind of technology. The aim was to speed up every stage of the process, from updating maintenance reports to invoicing.

Finally, a more recent insight: a new way of communicating. Fire protection has never been an industry that gets much

reactive maintenance, which steps in once a failure has already occurred, to predictive maintenance, which anticipates failures by analyzing data collected from the systems themselves.

A study by the Deloitte Analytics Institute, still among the most widely cited references on the subject despite dating back to 2017, quantified the benefits of this change: predictive maintenance can increase equipment productivity by up to 25%, reduce unexpected breakdowns by

People of Mozzanica: Andrea Schenatti



One habit tells you more about **Andrea Schenatti** than any description could: he gets to the office very early, while everything is still quiet, and spends the first minutes of the day on the most delicate tasks, the ones that, as he puts it, “need a bit more peace and quiet to get done.”

From nine o'clock on, the day turns into what he calls “a hundred percent hectic,” a steady stream of phone calls, emails and colleagues.

Schenatti has headed Mozzanica's industrial Technical Department for almost ten years, and every day he balances two jobs within a single role.

Two jobs in one

He leads the **industrial Technical Department** and at the same time serves as **Project Manager** on individual projects: “It's two jobs,” he admits, “and sometimes it's hard to make them fit together.”

When project management takes over, there is less time left for running the department, yet it is in this very dual role that the real value of his position becomes clear.

Schenatti oversees every stage of a project, from the kickoff meeting through to acceptance testing, balancing the technical side, the part he loves most, and the direct relationship with the client.

The first face the client meets

The Technical Department steps in once Sales

has done its part: when the order comes in, the project passes to Schenatti, who visits the client in person after the kickoff meeting. From then on, he is the client's go-to person for every aspect of the job, supported on site by the Site Supervisors who handle day-to-day operations.

The role calls for technical expertise, but also for the ability to reassure people. His approach has changed over the years and become “much more measured,” a far cry from the frankness that used to come out a little too easily.

The result is a relationship that lasts: he might go back to a client after ten years and be greeted with “Ah, Schenatti!” It's nice, he says, “because it means they remember you fondly.”



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site and the Technical Department, “a tool that’s really helping us out,” and Mozzanica has already started looking at artificial intelligence with the IT manager and the senior management team. “It’s important to be ready to understand it now,” he says, “rather than saying ‘we’ll see next year.’”

all come out of it having grown professionally.” The added value, he says, lies in having more than a hundred people and an atmosphere where “when there’s a problem, you have more than one person you can ask.” It is a large company that has managed to preserve the quality of its communi-



Twenty-five years in a changing profession

With more than twenty-five years in the industry, Schenatti has watched the way people work transform. He started out

A large company that still feels close-knit

What Schenatti can guarantee the client is rooted in the company behind him: almost forty years of experience, exceptio-

cation and of the relationships between its people.

When tight deadlines become a success story

The example he chooses is a project from last year: a food manufacturer building a new production plant, which realized only well into construction that it needed substantial fire protection systems.

Between May and July, Mozzanica completed the engineering and procured the materials, then started work on site at the end of July, right before the summer holidays.

This was no warehouse with the same layout repeated throughout; it was a production plant with a wide variety of very different systems, each designed to its own set of rules.

The job took a year, and final acceptance testing is scheduled for next week. For Schenatti, it is the perfect example of what it means to see a major project through.

That ability to move between the drawing board and the job site, and between technical work and people, reflects the way Mozzanica works: expertise that gets passed on and reliability that builds lasting relationships. ●



when information arrived by fax, “a day or two late,” and three people shared one desk and a single phone. Today the flow never stops and, he admits, it can be overstimulating: emails, messages and clients who want everything faster and faster. Technology does help, though. In June the company introduced software for communication between the job

nal growth over the last fifteen and a Technical Department where senior staff pass on their knowledge to younger colleagues. When he comes up against a regulation he needs to get to grips with, he brings in two or three colleagues and turns the question into a chance to study it together.

“We think it through as a group, and we

Roots, courage and responsibility: Tina Bosica's journey



Founded in a family garage nearly sixty years ago, the company now has a team of around fifty. Tina Bosica joined the business in 1997, after earning her accounting diploma and following the death of her father. "We rolled up our sleeves," she recalls, and she started at the bottom, in the workshop, to understand how the company really operated and where its problem areas were.

From the workshop to a vision

At the time, there were just four people working at the company: Tina, her brother, their mother and one employee. Shortly thereafter, two close associates left to set up a similar business of their own. "It turned out to be my greatest stroke of luck," she says today, because it made her realize that the company needed its own "brain," one that didn't depend on any single person. This led to the development of the company's first maintenance management software in 1998. In 2009 the software was migrated to the Zucchetti platform and is now sold throughout Italy.

Putting people first

For Tina, prioritizing employee well-being is a deliberate business choice. She offered female employees extended part-time arrangements, allowing them to work until 2 pm, and back in the early 2000s she was already letting technicians take company vehicles home. Half the staff has been with the company for more than twenty

years. Digitalization, she explains, also contributes to employee well-being: working in an organized way brings peace of mind.

The industry and the Academy

Since 2010, she has served on the board of UMAN, the Italian association of fire protection maintenance companies, where she has championed initiatives involving waste management, professional roles and internal monitoring procedures. That work gave rise to the Academy, a dream ten years in the making: a place where maintenance technicians can receive the training they truly need.

Challenges and the road ahead

When making major decisions, she often felt alone, fearing that her investments might not pay off. She never considered giving up: competitive sports, she says, teach you how to bounce back. Over the past five years, the company has completed four acquisitions and opened a new branch in the Marche region. Now, the focus is on consolidation and innovation. Outside of work, she serves as president of an inline speed skating club with 130 members.

A company, she likes to say, is first and foremost a plate everyone eats from, so any damage done falls on everyone. It is a responsibility Tina shoulders with the same tenacity she showed when she first walked into the workshop in 1997. ●



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Mozzanica invests in hiring young talent

The philosophy of a fire protection company investing in young people is not just a matter of social responsibility but a necessity for business continuity.

That is the philosophy at Mozzanica, one of Italy's leading fire protection companies and the top company in the sector for hiring young talent.

protection market, one that has always invested in training young people and helping them grow. It is a skilled, respected company with a presence in markets all over the world. B

ringing together our long-serving staff, who built their careers in fire protection and have outstanding technical expertise, and young people, who



One of the reasons behind this approach goes back to the personal experience of Jordan A. Mozzanica, son of founder Natale Mozzanica and Sales & Marketing Manager at Mozzanica Srl: "Mozzanica is a company that invests in young people, but the important question is: why invest in them?"

For me, it goes back to a promise I made to myself when I was 20 and nobody took me seriously because I was so young. At 25 or 26, people still thought I was 20, and it was really frustrating – when I spoke, it was as if I were talking nonsense, but whatever someone in their 40s or 50s said was gospel. So I promised myself that I wouldn't do the same: I would welcome young people, listen to them and give them opportunities."

This is the thinking behind Mozzanica's commitment to creating opportunities for the next generation, as HR Manager Stacey Mozzanica, Jordan's sister, explains:

"For a young professional, choosing a well-structured company like Mozzanica means joining a long-established, professional player in the fire

bring digital and technological know-how, keeps Mozzanica at the forefront and allows us to meet client needs effectively."

Finally, founder Natale Mozzanica offers his own reflection on young people and the future: "Young people today talk about expectations, about the difficulties they face and the choices they make in life.

They also talk about how to prioritize everything in their lives. The real issue is that if you want to live well and keep enjoying the advantages you have, you need to set yourself goals."

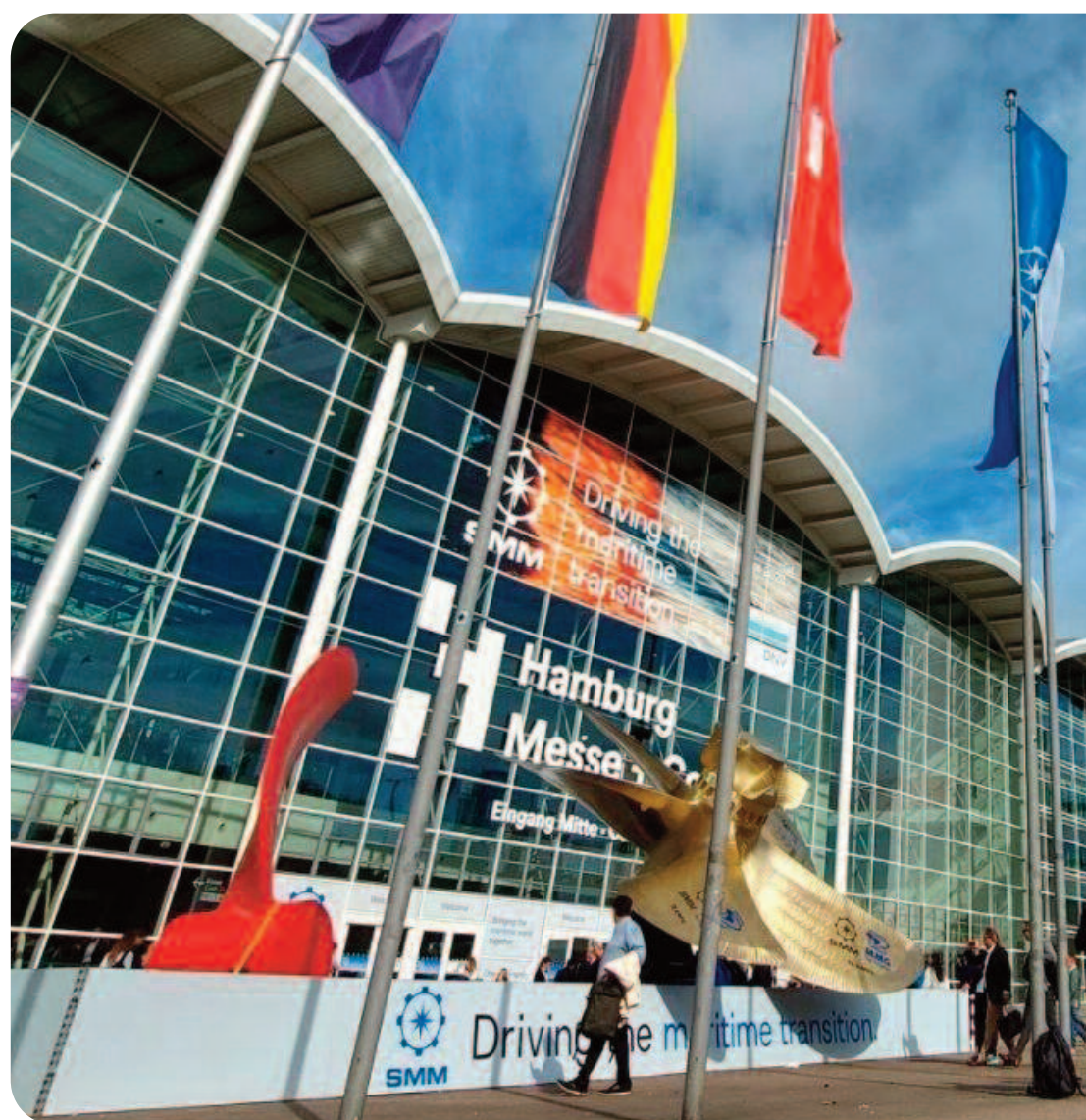
For Mozzanica, investing in young people means planning for succession in every department: between an executive and whoever follows them, between a seasoned professional and the person who will take their place, between an experienced technician and the young recruit who goes out on site with them. It is this philosophy and the determination to invest in the future that have made Mozzanica a benchmark in the fire protection sector. ●



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SMM Hamburg 2026

Mozzanica among the exhibitors



Mozzanica took part for the first time in SMM, the leading international trade fair for shipbuilding, machinery and marine technology, held in Hamburg from September 1 to 4, 2026 at Hamburg Messe und Congress GmbH.

The company welcomed industry professionals and customers at its stand in Hall B5, stand B5.231.

A strategic event for the international maritime industry

Now in its twenty-ninth edition, SMM remains one

of the world's most important meeting places for the maritime industry, with a history spanning more than six decades of dialogue among the sector's key players.

Mozzanica at the show

For Mozzanica, exhibiting at SMM Hamburg was an important opportunity to appear in one of the most prominent showcases on the global maritime trade fair circuit.

At the stand, visitors were given a full overview of what Mozzanica can offer in the marine sector:



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and detection systems, to full service maintenance, turnkey systems installed in dry dock and a global maintenance network.

All of it in full compliance with the standards required by the leading international classification societies, including

The team at the fair

Representing Mozzanica in Hamburg were Mario Mignacca, Technical & Marine Director; Ilaria Maggi, Inside Sales & Marketing Manager Assistant; Eleonora Teodoro, Marine Inside Sales; Stephany Ruiz, Inside Sales & Marine Supply



from the design and installation of water, foam and gas fire protection systems



RINA, Lloyd's Register, ABS and DNV.

Chain; and Federica Tracoli, Senior Marine Planner.

A step in the company's international growth

Taking part in SMM Hamburg 2026 is part of a broader international expansion that is bringing Mozzanica into an increasing number of the maritime industry's leading events, confirming a strategy designed to strengthen the company's visibility among shipowners, shipyards and other operators in the sector worldwide. ●

(Follow from page 3)

It's a result that reflects her constant commitment and determination, and one Bushi Karate-Do is proud of. Mozzanica extends its warmest congratulations.

Finally, our commitment to investing in young people, who are our future in every sense, was highlighted in several news outlets.

The demands of day-to-day work often draw our attention away from what we've achieved and toward what's missing: an "ideal of peace and quiet" and the things we haven't done yet. As a result, we can lose sight of all the good that comes our way each day.

That's why my editorial and this magazine set out to do the opposite, gathering the best of what has happened so we don't

forget it.

And there are more good things ahead. Mozzanica will soon take part in **AUTOMA Chem** in Berlin, an event we believe can open up new opportunities. Audits by the main certification bodies are also coming up, and we're confident they'll go well. We're also working on several ideas for the end of this year and the year ahead, which could go a long way toward creating a positive working environment.

So, my best wishes to all of you. I hope we always continue to work as a team and don't let ourselves get too caught up in the "daily whirlwind" that pulls us away from a positive outlook. Because, as Henry Ford once said, "Coming together is a beginning; keeping together is progress; working together is success." ●

Suppliers: strategic partners, not costs to cut



The “Amazon mindset” and the illusion of the lowest price

How does a company view its suppliers? What kind of relationship does it want to build with them? These may seem like trivial questions, yet they are crucial to the quality of any product or service.

In recent years, the rise of digital commerce and the growing flow of information across websites, blogs and social media have changed the way suppliers are selected. Buyers often believe they already have everything they need: reviews, comments and price comparisons. But they rarely dig deeper. Almost no one takes a closer look at a product’s actual quality, the manufacturing process that determines its cost, or the reliability and stability of the company behind it. A well-established, dependable business that can guarantee continuity comes with operating costs, and those costs are reflected in higher prices. This is what some have called the “Amazon mindset”: the habit of judging everything by its product listing and final price while overlooking everything behind them.

Another critical factor is the growing decision-making power entrusted to procurement departments where decisions are often made by people who focus not on a product’s features or quality but solely on the bottom line of a quote. This is a discouraging dynamic for the most reputable suppliers, especially when a lower price clearly

does not mean equal quality. And yet it happens, sometimes forcing good companies to make far-reaching changes simply to survive.

When every decision is driven by price, and there is no well-structured company with a network of qualified suppliers supporting an offer, problems become almost inevitable. So does dissatisfaction among end customers.

The flip side: when a supplier relationship becomes a partnership

Fortunately, not every company takes this approach. There is another way to do business, one adopted by companies that have a clear vision of what they want to offer and how they want to position themselves in the market.

These companies do not treat suppliers as costs to be squeezed but as partners in building the product. They invest time, effort and analysis in developing strong relationships based on collaboration and mutual benefit. The logic is simple: if the quality of what comes in at the start of the supply chain is right, the end product delivered to consumers will be too. The quality customers experience almost always stems from a carefully managed supply chain, not from a discount wrung out at the last minute.

This is not theory. Some of the world’s best-known companies owe a significant part of their success to exactly this kind of relationship.



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Three partnerships that have made a difference

Ferrari and Brembo

The partnership between Ferrari and Brembo is one of the longest-standing in the industry. For around half a century, the Bergamo-based company has supplied Ferrari's racing team with the braking systems it needs to compete at the highest level. The relationship has evolved over time, and both companies have chosen to extend it into their latest programs.



This is far more than a standard supply agreement. It is a technical collaboration in which the supplier develops tailor-made solutions to meet the extreme demands of motorsport, with every advancement emerging from joint efforts. More effective braking systems give Ferrari a competitive edge on the track, and the trust built over fifty years is worth more than any price negotiation.

Apple and Corning

The collaboration between Apple and Corning dates back to 2007, when the two companies worked together to develop the glass for the first iPhone. Since then, the partnership has never stopped; if anything, it has become even stronger through mutual investment and years of research carried out side by side by engineers from both companies.



Two dates illustrate the nature of this relationship. In 2025, Apple announced a \$2.5 billion commitment to manufacturing all the cover glass for iPhone and Apple Watch in the United States, at Corning's facility in Kentucky. Eighteen years earlier, that same facility had produced the glass for the very first iPhone.

The point is not the amount involved but the principle behind it. Apple did more than purchase a component: it helped develop the technology, provided financial support to its supplier and turned it into a strategic partner. A relationship built on shared innovation, trust and mutual investment can create a competitive advantage that a straightforward purchasing agreement never could.

Rolls-Royce and Boeing

The collaboration between Rolls-Royce and Boeing has its roots in decades of joint aerospace programs. The best-known example is the development of the Trent 1000 engine for the Boeing 787 Dreamliner, a project in which the engine maker and the aircraft manufacturer worked together from the earliest stages. It is a textbook example of long-



term industrial partnership. It is not simply a matter of delivering a finished component and moving on. It means bringing different areas of expertise together around a common goal, where one partner's results directly determine the quality of the other's product.

How Mozzanica works with its suppliers

The examples above involve large corporations, but the same principle applies on a smaller scale. Mozzanica's own history is proof of that.

Over nearly forty years of business, Mozzanica has built lasting relationships with its suppliers. They rest on the principle Natale Mozzanica established when he founded the company: to deliver the best possible quality in fire protection. Having an in-house maintenance division has also enabled Mozzanica to assess the real-world results of its decisions.

This approach is evident even in the simplest products. Mozzanica began by examining fire extinguishers, studying how each individual component was

made. On several occasions its supplier manufactured extinguishers as part of a dedicated "Mozzanica line," replacing certain components with alternatives considered more reliable, sturdier and longer-lasting. This attention to detail later paid off with end customers, resulting in substantial sales volumes of equipment whose quality stood out, particularly during training exercises.

The same approach applies to subcontractors and installers, with whom Mozzanica has established multi-year partnerships. The environments in which the company operates require personnel who are properly trained, equipped and organized. For the technical and service departments, being able to rely on a solid subcontractor who accurately understands the client's needs is the best



guarantee they can have. This is the foundation of a truly collaborative relationship, focused on continuous improvement and solving problems in the field together.

The common denominator

A company must always have a clear understanding of what it wants to offer the market and how it intends to achieve its goals. Getting there takes more than making the right choices: it requires vision and strategy. That strategy must also shape the company's relationships with its suppliers, who play a key role in creating the final product.

Although they operate in different industries and have different histories, Ferrari, Apple and Mozzanica have chosen the same path: rather than squeezing their suppliers, they have built something lasting together. Because the quality customers recognize is never achieved at the final link in the supply chain. It is built much earlier, through the way a company chooses and treats the people and businesses that help it deliver what it promises. ●



Mozzanica at Automa Chem

A few days ago, Mozzanica wrapped up its participation with its own stand at **Automa Chem 2026**, which took place in **Berlin** on 26 and 27 October.

A new business opportunity in a sector where fire prevention is a top priority.



Mozzanica at the “Fire Party” in Merate

At the annual event organised by the Fire Brigade Department and the local voluntary organisation “Amis di pompier de Meraa”, the new aerial work platform (AWP) was unveiled, purchased in part thanks to a generous, pro bono contribution from Mozzanica.



Gaia from Bushi Karate-Do takes 2nd place

The international “**IKU World Championship**” took place in Slovenia, where **Gaia Tentorio**, from the San-kukai **Bushi Karate-Do** martial arts school – of which Mozzanica is the official sponsor – came second in a Kata competition of the very highest standard.

Her constant commitment and determination enabled the Italian athlete to achieve this excellent result.

It is a result of which the Bushi Karate-Do school is very proud. Mozzanica extends its warmest congratulations to Gaia on this achievement.

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.

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