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THE MAGAZINE
OF THE COMELIT WORLD

2025

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EDOARDO BARZASI
CEO di Comelit Group



Those who are used to travelling by car know this well: having defined a destination, you can't always take the most direct route to get there or, at any rate, the one you had decided to take. Too many unforeseen events prevent you from doing so, most of them dictated by the external context in which you move. And you need flexibility, responsiveness, the ability to adapt promptly to the changed situation. The same flexibility is the dowry that is required of an entrepreneur today, whatever the size of their business. The context in which you move is too vulnerable, ambiguous, complex. Compared to the past, it is no longer possible to make medium-term forecasts: it is necessary to have a vision, a goal, a long-term guiding star but, at the same time, to be able to constantly adapt to the constantly and rapidly changing situation.

Planning has to be short-term. We are not used to this flexibility; it surprises and sometimes disconcerts us. But it is the dowry that a leader must possess today: knowing how to change plans, even frequently, in order to nevertheless reach your long-term goal is fundamental.

Upstream you need to have a capitalised company, which allows you to cope with unforeseen changes of course. Financial solidity is a sort of prerequisite for dealing with difficult situations that arise unexpectedly, not least because we live in a totally exogenous phase of vulnerability.

Secondly, you must have focused on diversification at product and area level, in order to be able to take different paths and compensate for unexpected market-related problems.

But this is the new condition that companies must be prepared to experience.

PLANNING MUST NOW BE
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THAT ADAPTABILITY IS
FUNDAMENTAL TO SUCCESS.



and motivate them, make them participate in the choices you make. Today, a collaborator chooses every day to stay in the company and embrace its project: mobility is high, especially among young people, and the danger of losing the best ones is high if you do not make an effort to have them by your side every day, in a conscious and motivated way.

"Feel secure": this is the new claim that Comelit has given itself. And it is a message we address to everyone who has anything to do with our company. From installers to designers, from distributors to suppliers. But this security, first and foremost, we want to give it to our employees. Security comes from trust. And, for us at Comelit, it means working every day to confirm it.

And it is here that the entrepreneur often finds the greatest obstacles and resistance, primarily cultural: in his own internal organisation. There is a risk that, faced with such rapid changes, your employees may not understand and may come to judge you as inconsistent, because the choices you make may appear incomprehensible in their eyes. That is why today, those who lead a company are called to an extra commitment: to communicate with your employees, from the first to the last, to make them understand the decisions you take. If you do not communicate the reasons for these unexpected - but necessary - changes of course, the risk is that you may lose the people who, together with you, contribute to the success of your company. You must communicate and explain to each of them what the ethical value of your company is, involve

E-commerce in B2B requires a revolution in corporate culture

A CONVERSATION WITH GIULIANO NOCI, PROFESSOR PROFESSOR IN ECONOMIC AND MANAGEMENT ENGINEERING AT THE SCHOOL OF MANAGEMENT OF THE POLITECNICO OF MILAN, WHERE HE HOLDS THE CHAIR OF STRATEGY & MARKETING.

B2B e-commerce refers to the buying and selling of goods and services between companies via digital platforms, such as eCommerce sites, dedicated portals or online marketplaces. Unlike B2C, it features more complex purchasing processes, characterised by customised catalogues, customer-specific pricing, pre-orders, approval flows, multi-currency payments and integrations with ERP and CRM systems to optimise data management. The strong push towards internationalisation - suffice it to say that 70 per cent of B2B e-commerce

operates in more than one market - and the evolution of payment methods contribute to an even more complex scenario. In spite of these complexities, digital commerce is literally transforming the way in which industrial goods companies operate. According to the Milan Polytechnic's B2B Digital Commerce & Experience Observatory, by 2024 it had increased in value by 11% in Europe, reaching \$1.67 billion, and already 42% of Italian companies have activated their own e-commerce channel.

70%
B2B E-COMMERCE
THAT OPERATE IN MULTIPLE MARKETS



01

42%
ITALIAN COMPANIES THAT
HAVE LAUNCHED THEIR OWN
E-COMMERCE CHANNEL

E-commerce in the B2B world is booming. Until recently, it was considered a channel almost exclusively dedicated to the consumer market, but today we are witnessing a major evolution, both in Europe and worldwide. What elements make it so attractive also for B2B companies? The underlying criteria, which explain all human behaviour and direct the minds of consumers and professionals, are simplicity and convenience. The latter is not to be understood in economic terms, but means attributing a positive value to a specific action. B2B e-commerce responds perfectly to these needs: it is simple, provided the interfaces are intuitive, and it is convenient, because it allows one to buy at any time. An interesting aspect, which emerged

from the observation of numerous electrical distributors, is that the customers who buy online are often the same ones who regularly visit the counter. E-commerce gives them a number of advantages, such as placing orders even at night, for convenience or for more immediate product availability. E-commerce, therefore, does not replace traditional commerce, but complements it, representing an element of brand loyalty. It is not just an additional sales channel, but a real strategic 'touch point', where invoices are invoiced but, above all, a service is offered.

The close up

Earlier you introduced the topic of the relationship between more traditional distribution and e-commerce. What is the relationship?

Today there is no longer a clear distinction between the two models.

A traditional retailer can no longer limit itself to physical distribution alone, but must develop an omnichannel presence in relation to the market. In Italy, however, it is still very difficult to understand this, often due to an outdated cultural framework and inadequate, slow information systems that create enormous difficulties. These are the obstacles that risk significantly penalising the competitiveness of these companies.

Even from the producer's point of view, the subject is complex. Companies often hesitate to open their own e-commerce channel for fear of creating tension with the distribution network, which might perceive this choice as an attempt to bypass it in order to reach the end customer directly.

I believe that, upstream, there is a problem of distributor selection for those producers who want to have a 'premium' relationship with the end market. In addition, the logic of the conflict between producer and distributor will be progressively diluted.

Let me explain. If a producer decides to adopt an intensive distribution strategy, it is natural that he wants to preside over all possible distribution spaces, both physical and digital,

making the opening of a proprietary e-commerce almost inevitable.

The case of the manufacturer who values the relationship with the end customer for a choice of positioning and marketing strategies is different. Here the dynamic is more articulated and selectivity in the choice of distributors is central: I refer not so much to a selectivity based on territorial criteria, but above all on the distributor's ability to develop an omnichannel relationship with the end customer. **The logic of choosing a distributor will therefore have to be changed: no longer the criterion of territorial proximity, also because logistics today exceeds this aspect, but its cognitive proximity to the customer, knowledge of his specific needs.** Also on this front, there is still much work to be done.

What is the typical profile of the B2B company targeting this channel? Are there any factors that unite them? Personally, I do not believe there is a question of size or even sector or product type, creating an e-commerce system is now within the reach of anyone. It is again a cultural issue, especially in Italy, where there is an objective delay in the use of these systems, not by consumers, but by producers and supply. It is clear that there is a process problem: Italian companies often do not have sufficiently codified and standardised management flows to ensure that the promise made in e-commerce is kept. If we compare management processes to those of Amazon, the distance is still very wide.

We talked about Amazon, the possibility of receiving products in a short time from all over the world. Is it correct to say that e-commerce for a B2B company is also an internationalisation driver?

Absolutely. I know artisan companies, very small ones, that have built their revival through an internationalisation strategy with a strong e-commerce content. It is clear that you have to be aware that sales is one thing, after-sales service is another, especially for complex products.

The fact of using e-commerce to have an international presence must therefore lead the top management of that company to become aware that the customer care of a foreign customer has different levels of complexity than that of a domestic customer.



di GIULIANO NOCI

Full Professor in Economic-Managerial Engineering at the School of Management of the Politecnico di Milano, where he holds the chair of Strategy & Marketing.



IN SOME WAYS, I BELIEVE THAT MARKETING HAS BEEN DISCOVERED BY B2B IN RECENT YEARS. IT IS STILL A TENTATIVE DISCOVERY, BUT TODAY IT IS A VERY IMPORTANT FUNCTION OF B2B, AN ESSENTIAL COMPONENT OF A COMPANY'S ADVANTAGE, REGARDLESS FROM E-COMMERCE.



💡 What are the features of a performing B2B e-commerce platform?

The first requirement is the ability to **personalise the interaction with the customer**, i.e., to take into account the entire history of previous relationships and transactions, to simplify even in a logic of *'recommendation'*. Secondly, one must have the ability to **offer documents that easily enter the customer's ERP system**, because the issue of transaction coding is very important.

Third element, which is partly a consequence of the first, it is essential to have **the ability to simplify the purchasing process**. Very often I see e-commerce sites with thousands of codes. Studies show that complexity inhibits and hinders choice. Being able to organise information to simplify and reduce the risk of customer choice is another crucial element.

💡 How much does a good marketing strategy weigh on e-commerce?

A lot, marketing weighs heavily everywhere and it weighs even more in B2B. In some ways, I think marketing has been discovered by B2B in recent years. It is still a timid discovery, but today it is a very important function of B2B, an essential component of a company's advantage, regardless of e-commerce. On this front, the Italian landscape is quite bleak: I believe it is one of the reasons why we are losing competitiveness. The end customer - even the industrial one - takes it for granted that if he buys an Italian product it is of quality; what he expects, however, is a cycle, a process of pre-, during and post-sales relations that is consistent with expectations. And for this to be realised, marketing must be evolved.

ARTIFICIAL INTELLIGENCE — OFTEN TALKED ABOUT, PERHAPS TOO MUCH — HAS ALWAYS BEEN A PART OF E-COMMERCE AND REMAINS AN ESSENTIAL COMPONENT OF IT.

💡 What impact artificial intelligence has, or can have on e-commerce?

Artificial intelligence - which is talked about a lot, perhaps too much - has always been present in e-commerce and is an indispensable component of it. Amazon's *'recommendation'* systems have always been based on artificial intelligence. Today, these tools are becoming more and more sophisticated as computing power has evolved, helping to improve the shopping experience and optimise sales.

💡 As he anticipated, in the success of a business, pre-sale, during and post-sale matters a lot, hence the issue of human relations. Can we say that it is an indispensable element beyond the channel used?

Absolutely. Digital, rather than reducing the importance of human interaction, strengthens its role, delegating more complex and strategic activities to people, which require close integration with technology. The skills required of sales professionals are changing: today it is no longer enough to

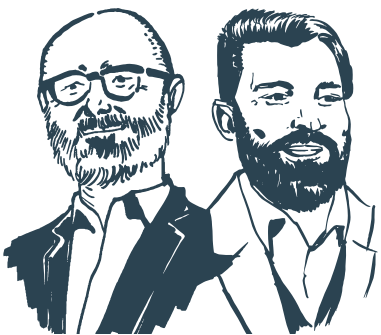
present a product, but it is essential to create value for the customer.

The integration of the digital and real worlds is therefore essential.

The digital does not replace the human and in some ways elevates its importance. This, however, requires an evolution in skills. One of the things I find is that people are not sufficiently prepared: they use models that no longer work. This is a radical change, first of all cultural. And this is a huge challenge.



‘Feel Secure’: a new pay-off to reinforce the Comelit Group's commitment to security.



by EDOARDO BARZASI
CEO of Comelit Group

BRUNO PELLEGRINI
Marketing Director Comelit Group

COMELIT CEO EDOARDO BARZASI AND GROUP MARKETING DIRECTOR BRUNO PELLEGRINI TELL US MORE.

In the narrative of a brand, the pay-off is that textual element that accompanies it and makes its identity explicit, reinforcing its narrative. An element, therefore, that is absolutely relevant, also because it expresses a sort of **statement** that is permanently associated with the brand itself. Comelit Group, has chosen to renew its pay-off: thus, after three years of 'With You Always', the new message is '**Feel Secure**'. **CEO Edoardo Barzasi** explains this evolution: "We are now an international security-focused group, committed to protecting people with state-of-the-art, integrated solutions. We believe that 'Feel Secure' is the most authentic expression of our vision: to help make people's lives safer."

Comelit's new pay-off represents a natural evolution, as CEO Edoardo

Barzasi explains: "C'is continuity between 'With You Always' and 'Feel Secure'. The former tells the story of how we are close to our customers, suppliers, employees and end-users, while the latter represents our why and our main goal: to guarantee security for everyone. After all, the security we offer stems precisely from that attention to people which is Comelit's deepest value and which we express in our closeness to each and every one of them".

But what does it mean to 'feel secure' with Comelit? 'For customers, we are more than suppliers: we are **consultants** who build relationships based on trust and respect, listening and trying to meet their needs. For employees, we offer growth and support, we take great care of their



Company Profile



Corporate Video

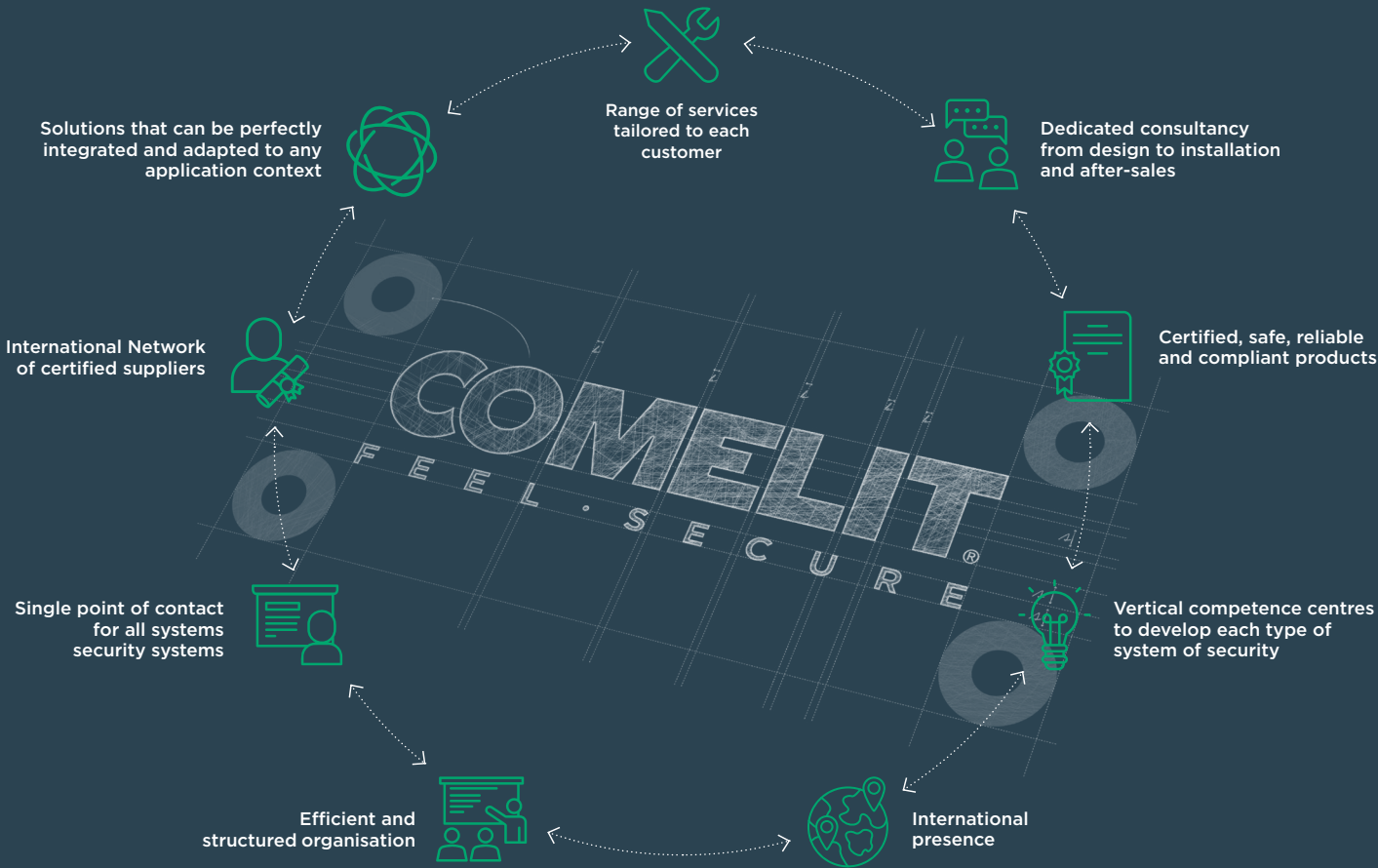
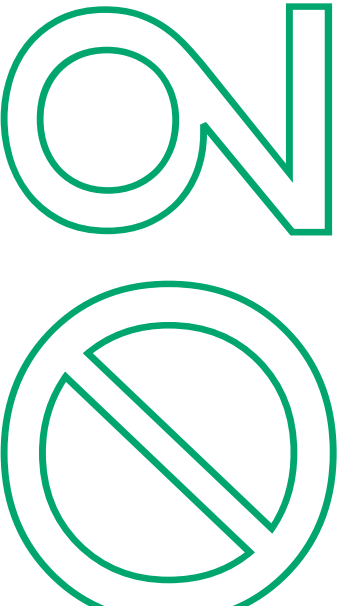
“FEEL SECURE” EXPRESSES ALL OF THIS EFFECTIVELY. LIKE ANY STRONG PAYOFF, IT SERVES AS A CONCISE MESSAGE THROUGH WHICH WE AIM TO CONVEY A CLEAR AND DISTINCTIVE BRAND IDENTITY.

work-life balance, stimulating and fostering each individual's curiosity and collective intelligence". Barzasi continues, 'With suppliers, we create solid partnerships based on trust, stand by their side in small and big daily challenges, and work together to improve the products and services we produce together. Finally, for those who use our products, we offer security systems that protect people, spaces and assets, enabling designers and installers to make a real difference in their customers' lives.'

For the Comelit Group, it is therefore a different way of presenting itself on the market. A new way that looks to the future but starts from an awareness of its identity: *"The in-depth journey that, with the Group's top management, we have undertaken over the past three years has been fascinating and complex, as any introspective journey is. – says Bruno Pellegrini, Marketing Director of the Comelit Group - You analyse with increasing transparency and clarity who you are, you retrace the path you have developed over the years, you try to read its thread, you rediscover*

the value and meaning of the choices you have made. As Coelho would say - the value of the journey lies in the path, not the destination. And, from this path, our corporate vision has clearly emerged, allowing us to project ourselves into the future with a very clear idea of what we feel called upon to achieve: to make our technological contribution to building a safer world, proposing ourselves to the market as a 'one-stop solution' brand, where one can find all the answers to people's growing need for security.

"Feel Secure" expresses this very effectively, Pellegrini concludes "Like any pay-off, it is a summary message, through which we aim to offer a clear perspective of identity. Moreover, in continuity with With You Always, a distinctive sign that over the years has established itself on the market, which recognises a proximity to the customer that has no equal and we certainly do not intend to abandon it.



That is why we speak of evolution. **"With You Always - so you can - Feel Secure".**

For the launch of the new corporate payoff, a comprehensive action plan was developed, with online and offline initiatives. A new **company profile** was created that encapsulates the company's values and vision and best represents the new payoff. In parallel, a **multi-channel digital campaign** is active on social media, programmatic,

Spotify and Google Ads to expand the visibility of the message. To ensure visual and content coherence, all **our portals** worldwide and **communication tools** were updated, and a campaign in trade magazines was launched, aimed at reaching a specific audience and increasing our brand awareness. A new **institutional video** will strengthen our brand purpose, along with the rebranding of **promotional tools** and the launch

of **Comelfit**: the clothing line **branded** with the new payoff, dedicated to professionals. A key initiative is the **'Extreme Security' campaign**, featuring prominent sports personalities whose extraordinary testimonials reflect our vision and motivate us to offer our partners constant protection and reliability.

The core

Extreme Security: Awareness rising from emotions



by **CARLO RONDI**

Graphic Design Leader
Comelit Group

Among the various initiatives introduced to promote the new 'Feel Secure' message, the 'Extreme Security' campaign emerges as a celebration of authentic, extraordinary and inspiring stories. As **Carlo Rondi, Comelit Group's Graphic Design Leader**, explains, this initiative is not simply a tribute to security as a value, but an invitation to rediscover it through the courage and feats of men and women who have challenged the limits of the possible.

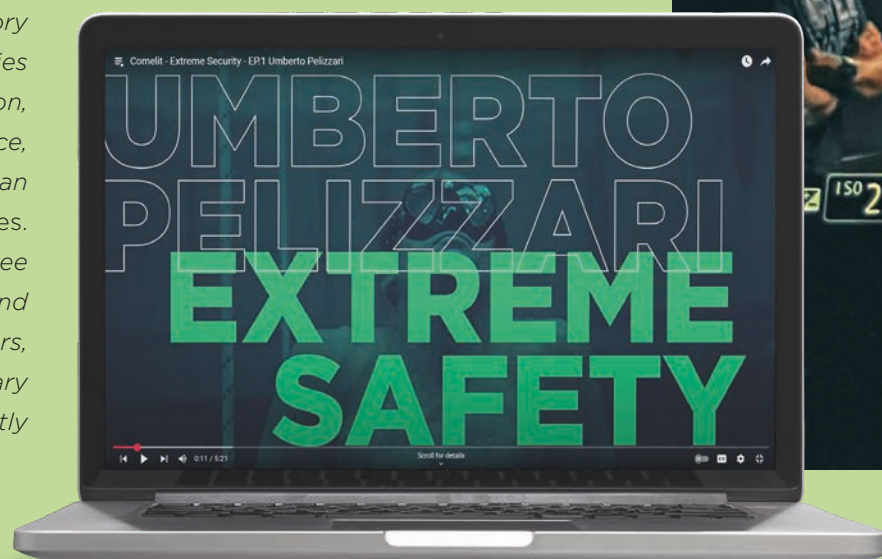
'At Comelit, we believe that **security goes beyond the concept of a product**: it is made up of stories, courage and extraordinary feats,' says Rondi. "With *Sicurezza Estrema* we want to celebrate those men and women who, through their exploits, have shown what it really means to be

heroes in everyday life. Through the telling of their stories, we aim to bring our brand closer to the concept of security in a new and deeply human way."

This project brings together the testimonies of exceptional individuals who embodied values such as preparedness, resilience and the ability to act safely even in the most adverse conditions. These include figures such as **Umberto Pelizzari**, the master of apnea, who has set world records in all disciplines of this practice, **Simone Origone**, the most successful skier and athlete in the history of speed skiing with 16 World Cups, and **Simone Moro**, the world-famous mountaineer, known for his first winter ascents of eight-thousanders. "These heroes are not mere celebrities; they are pioneers who made history through their values. Their stories testify that with preparation, determination and confidence, even the toughest challenges can be tackled," Rondi emphasises. "And these are just the first three protagonists: the project is alive and will continue to expand over the years, including many other extraordinary figures that we are constantly identifying."

The 'Extreme Security' campaign is not only meant to inspire, but also to excite, demonstrating how lessons learnt in extreme situations can be applied in everyday life. "These stories show us that courage and confidence are inseparable, both in extraordinary feats and in everyday choices", Rondi emphasises.

The core of the project is a series of video contents, disseminated through the main social channels to ensure a wide and transversal coverage. Each video is made using production criteria specific to the film industry and follows a well-defined narrative format, designed to ensure stylistic coherence and communicative continuity within the entire project. The end result, enriched with archive footage, offers



Insight

an **immersive visual experience** and a documentary-style look. To ensure maximum authenticity, protagonists are not prepared in advance, leaving room for **spontaneous and genuine answers**.

The initiative is also articulated through a dedicated section on the company website, newsletter campaigns and targeted actions such as sharing backstage and trailers, helping to build a coherent and engaging narrative ecosystem. The aim is to strengthen the emotional bond with the public, consolidating Comelit's **credibility** and expanding its **visibility** nationally and internationally.

"This project is a key element of our communication strategy," Rondi concludes. "It does not merely celebrate the value of security, but takes it to a more human and universal dimension, away from the product, capable of inspiring and positively influencing everyone's life." Further evidence of Comelit's desire to **push the traditional boundaries of business**, exploring new ways of connecting with people and celebrating what it really means to be human.

Structured collaboration: the key to success between designers and manufacturers of security systems

IN A WORLD WHERE SAFETY IS INCREASINGLY A PRIORITY, THE SYSTEM DESIGNER FINDS HIMSELF HAVING TO MANAGE COMPLEX AND CONSTANTLY EVOLVING SYSTEMS. BUT WHAT ARE THE MAIN CHALLENGES AND OPPORTUNITIES IN THIS FIELD? WE TALK ABOUT THIS WITH TIZIANA PETRILLO, CNI COUNCILLOR IN CHARGE OF SAFETY AND FIRE PREVENTION.



by TIZIANA PETRILLO

Councillor National
Council of Engineers
with responsibility for
safety and fire prevention

IT IS ESSENTIAL TO PROMOTE A MORE WIDESPREAD CULTURE OF SAFETY, SO THAT IT IS NOT SEEN ONLY AS A RESPONSE TO AN EMERGENCY OR A REGULATORY OBLIGATION, BUT AS A CENTRAL ELEMENT IN THE MANAGEMENT AND DESIGN OF BUILDINGS.

From your observatory, what is the building safety situation in Italy? And how is the fire risk perceived?

"In recent years, the focus on fire, gas detection and evacuation systems has grown significantly, recognising their crucial role in timely intervention and the prevention of critical situations. However, it is important to emphasise that these systems are not limited to installation, but are subject to precise regulatory obligations that include design, declaration of conformity, correct selection of products to be installed, operation and maintenance.

An often underestimated aspect is that **safety does not depend on the quality of a single phase, but on the proper functioning of the entire system.** Even an excellent installation, if not accompanied by proper management, regular maintenance and staff training, risks being ineffective.

Security is not a static element, but a continuous process, which requires constant monitoring and updating of skills.

As far as risk perception is concerned, there is still a lot of work to be done. Although awareness has grown in some areas, fire risk continues to be underestimated in many contexts. It is essential to **promote a more widespread culture of safety**, so that it is not seen only as a response to an emergency or a regulatory obligation, but as a central element in the management and design of buildings. Only in this way will it be possible to ensure safer environments and an effective emergency response".

THE GOAL IS TO EDUCATE
THE CITIZENS OF
TOMORROW, MAKING
SECURITY A DEEPLY
ROOTED SOCIETAL
VALUE RATHER THAN
MERELY A REACTION TO
EMERGENCIES.




 *Is the Italian regulatory framework adequate for the challenges of fire safety?*

"As I said before, safety is a dynamic concept. Consequently, the regulatory framework must also evolve over time, not only adapting to new requirements, but anticipating them in order to create conditions of greater safety."

One of the aspects that makes the application of the standards complex is the interpretation of the requirements. The regulatory framework, by its very nature, cannot provide an unambiguous answer to all situations, as it is impossible to foresee every specific case. Its main objective is to **provide clear guidance** to those involved, while leaving room for technical evaluations based on actual conditions.

For this reason, enforcement should not be seen as a mere adherence to a rigid scheme, but as a process driven by risk perception. Each decision must be weighed against the concrete situation, evaluating possible scenarios and adopting solutions that guarantee the highest possible level of safety".

 *"In recent years, the growing concern for security, fuelled by the rise in petty crime, has led to an increased need for protection solutions. Comelit, in particular, has seen an increase in demand for fire and voice evacuation, intrusion detection and video surveillance systems. In your opinion, is this trend set to continue in the future?"*

"This trend will continue to grow, but its development will be even more significant if we succeed in spreading the culture of risk perception not only among professionals but also to a wider public. **Awareness of risk is essential to reduce it in practice**, by promoting greater care in the use and control of systems and facilities.

Since 2018, as the National Council of Engineers (CNI), we have been running a project dedicated to the culture of risk perception in secondary schools. The aim is to train the citizens of the future, so that security becomes a value rooted in society and not just a reaction to emergency situations. Investing in training and awareness-raising from an early age is a key step in building an environment in which security is perceived not only as a right, but also as a shared responsibility".




 *How can plant design professionals deal with an ever-changing environment marked by constant technological innovations?*

"Continuous updating is essential, not only in terms of regulations, but to stay abreast of new technologies, information technology, operational practices and materials. The National Council of Engineers (CNI) and the territorial Orders are constantly working to ensure quality training, aligned with the times and the needs of the sector, providing professionals with the necessary tools to face the challenges of safety.

A concrete example is the **National Safety Engineering Day**, which in November 2024 had the theme "Technology and Innovation: Future Scenarios in Safety Engineering". During the two-day debate, in addition to professionals, representatives from the government, the National Fire Brigade, INAIL, INL, ANCE, FORMEDIL, Confindustria, trade unions and the Turin Polytechnic were present. This event is the culmination of a year of continuous dialogue between all those involved, with the aim of analysing different perspectives and fostering constructive discussion. The thirteenth edition is already scheduled for 2025, confirming the importance of this event for the growth of the profession".




 *The continuous evolution of the security systems market and the increasing complexity of projects present the plant design professional with ever greater challenges. In addition to the need for constant technical updating, there is the difficulty of managing ever-shorter design times. In this scenario, how much can the possibility of relying on a single interlocutor capable of guaranteeing integration between the different systems facilitate their work?*

“In an environment marked by rapid technological innovations and increasing safety requirements, the role of the plant designer is becoming increasingly complex.

Relying on a single interlocutor capable of integrating the different systems is an added value, avoiding the dispersion of information and reducing the risk of inefficiencies related to the fragmentation of communication channels. Integration between plants is not only a matter of operational optimisation, but a decisive factor in ensuring safety. Tools that simplify access to information and promote interoperability between systems can support professionals in managing increasingly complex projects, improving the effectiveness of the solutions adopted and reducing the margin of error.

TO ENSURE A HIGH LEVEL OF DESIGN, IT IS CRUCIAL TO INVOLVE EXPERTS WITH SPECIFIC COMPETENCES AND TO FOSTER EFFECTIVE COORDINATION BETWEEN THEM.



 *What does an equipment designer demand from the security systems manufacturer market today?*

“Today, **a system designer expects a structured professional collaboration from security system manufacturers to help him identify the most suitable design solutions.** Good design is not limited to site analysis, assessment of risk scenarios and application of technical and legislative regulations. It also requires in-depth knowledge of the most suitable materials, correct installation, product certifications, performance declarations, methods of use and maintenance requirements. The design is the result of many factors and the choice of products with appropriate features is essential to ensure safety, reliability and regulatory compliance. Therefore, a constant dialogue between manufacturers and professionals is essential to develop solutions that combine technological innovation and application needs”.

 *In your sector, is there a growing trend for professionals with different specialisations to work together in associated firms to offer an integrated service to clients?*

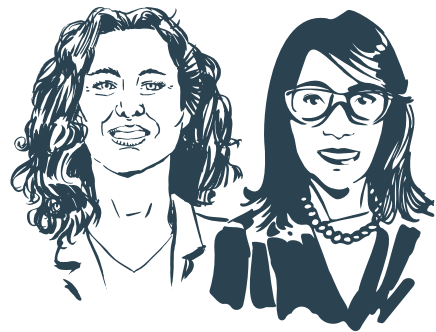
“In recent years, an increasing vertical specialisation of professional skills has been emerging.

To ensure a high level of design, it is crucial to involve experts with specific competences and to foster effective coordination between them. However, in order for this approach to be truly beneficial, **integration between the different professionals must take place at an early stage of the project** to ensure choices consistent with the final objective. In this context, the dialogue between the different figures involved is much more efficient when there is a single interlocutor able to coordinate the whole process. This is why the presence of structured partner firms with specialised professionals represents an added value: it facilitates project management and ensures a more organic and effective approach.

To support the qualification of professionals, the CNI promotes the voluntary certification of skills through CERTING, the internal agency recognised by Accredia. This certification represents a concrete opportunity to officially certify one's competences, offering an additional guarantee tool for the market and clients”.

Comelit Culture Club: a collective journey towards a culture shared corporate culture

AN AMBITIOUS PROJECT THAT HAS INVOLVED ALL THE COMPANY'S EMPLOYEES WITH A CLEAR OBJECTIVE: TO IDENTIFY THE VALUES THAT DEFINE THE COMELIT OF TODAY AND TOMORROW, TRANSLATING THEM INTO A MANIFESTO THAT BECOMES A POINT OF REFERENCE AND INSPIRATION.



by **SILVIA BRASI**
President and HR Director
of Comelit Group

JOLANDA BERNARDI
HR Manager
Comelit Group



But what are the values that constitute Comelit's identity today? Which, in line with the new Feel Secure vision, should be strengthened and integrated into the company's collective assets? And how can these values be transformed into concrete behaviour in everyday working life? These questions gave rise to **Comelit Culture Club**, an initiative that saw the involvement, in several stages, of all 404 collaborators in Italy, for a total of about **2,400 hours** dedicated between surveys, meetings and

guided workshops. A path that led to the shared drafting of the Manifesto of Values, a synthesis of the company's present and future identity.

*"When, as a board, together with the managers, we defined Comelit's new vision - a **concrete commitment to contribute to a safer world**, summarised in the payoff **Feel Secure** - we also set ourselves an ambitious goal: to reach 300 million in sales by 2030. At that point we asked ourselves: who will have the task of turning this vision into reality, so that it does not remain an abstract concept shared only by a few? To achieve this, it was essential to involve all our collaborators. But is there a widespread awareness of who we are today and who we want to become? And how can we achieve real involvement? It was from these questions that the Comelit Culture Club was born. This is how **Silvia Brasi, President and HR Director of Comelit Group**, describes the origin of this path, strongly desired by the company's owners and developed with the support of the consulting firm **Gabrielli & Partners**.*

The driving force behind this project was the Human Resources department, headed by **Jolanda Bernardi**, who explains: *"We felt that the most effective way to make all employees an active part of our culture - contributing to its protection, enhancement and dissemination - was to involve them directly, avoiding initiatives imposed from above. Comelit Culture Club is in fact a path*

404
COLLABORATORS IN ITALY

2.400
HOURS BETWEEN SURVEYS,
MEETINGS AND GUIDED WORKSHOPS.

300 mln
TURNOVER TARGET BY 2030



born from everyone's contribution. This is why we have launched an open invitation, inviting collaborators to participate spontaneously in the drafting of a Comelit Manifesto of Values".

The proposal was a great success: "We received 60 nominations from twelve different corporate functions. The 'constituent' of our Manifesto of Values was representative in many respects: age, type of employees, gender and company seniority. The participants

were divided into five groups, each of which took part in a **workshop led by our consultants**. Their task was to stimulate reflection by confronting seemingly intangible aspects such as values, culture and identity. Thanks to the contribution and direct experiences of each participant, we identified the distinctive features of Comelit. At that point, we introduced and deepened the theme of vision: we wanted to understand what values should underpin the Comelit of the future. The comparison between

these two perspectives revealed both the **values already recognised** today and **those that need to be worked on**, including through examples of real behaviour and situations". Also guiding the 'constituent' in its work was the data collected through a **questionnaire addressed to all employees**, to which more than 300 people responded. "This was also a crucial step. - continues Jolanda Bernardi - A company manifesto must be as representative as possible, and the high level of participation showed how real was the desire of the entire company to be able to actively contribute to this project".

After the workshops, the process continued with a series of moments of alignment and discussion with all 60 volunteers, which led to the final drafting of the **Manifesto of Values** at the end of October. This document faithfully reflects the synthesis elaborated by the "constituent", including the definition of each value and concrete examples of behaviour to be adopted. **7 pillar values** of Comelit's identity have been identified: **the person at the centre, collaboration, a sense of belonging, sustainability, security, innovative growth and concreteness**.

But the project did not end there: "We asked the 60 participants who was willing to take on the role of Ambassadors, i.e. disseminators of corporate values among colleagues,



and of sentinels, with the task of monitoring that what was written and enunciated was reflected in everyday behaviour. Because creating **a corporate culture requires constant and repeated commitment, as well as people who care about it**". A total of 14 volunteers signed up for the proposal and produced a series of short video clips, which were disseminated via the company intranet. Finally, another five volunteers told in first person, during the Comelit Info Day, the path taken during the year through Vision, Mission and Values. "It was a very exciting experience. - concludes Silvia Brasi - We saw our Ambassadors motivated and aware of their role, and Comelit employees

appreciated the fact that it was their own colleagues who were telling the story. A concrete testimony that this project was born from the contribution of each participant, through **proposal, listening, confrontation and participation**". An important result, but only the first step "During the Comelit Info Day, we presented the launch of **'Thematic Workshops'**, voluntary working groups that will focus on different aspects of company life. Their task will be to formulate proposals, identify solutions and define concrete actions which will then be submitted to the board and managers for evaluation and implementation,"

explains Jolanda Bernardi. "The groups will focus on three main areas **'Corporate organisation and culture', 'Welfare, well-being and safety' and 'Sustainability'**. We have selected these three areas from the many insights that emerged from the corporate climate survey that involved all Comelit employees in 2024. Each working group has clear and concrete objectives, designed to **translate our values into everyday actions**."

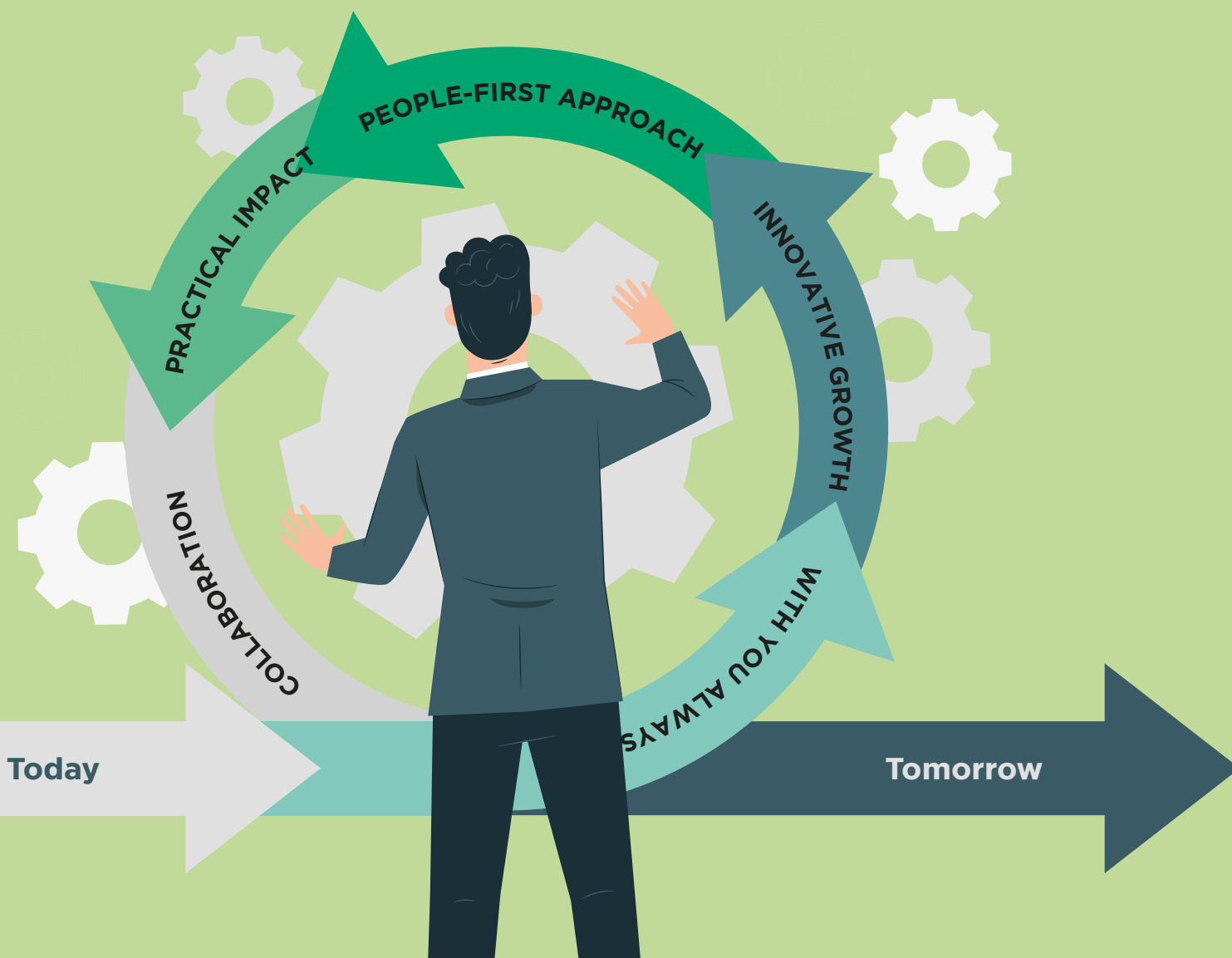


The culture



COMELIT CULTURE CLUB: BUILDING THE FUTURE STARTING WITH VALUES

SIMONETTA CESARO OF GABRIELLI & PARTNERS
ILLUSTRATES THE PATH THAT LED
TO THE CREATION OF THE MANIFESTO OF VALUES,
THE RESULT OF COLLECTIVE PARTICIPATION.



by SIMONETTA CESARO

Project manager -
Partner Affiliato
Gabrielli & Partners

"Change is a great challenge, but also an extraordinary opportunity. Corporate culture is the force that drives the evolution of an organisation". This is how Simonetta Cesaro, project coordinator, describes the significance of the **Comelit Culture Club**, an initiative created to accompany the company on a path of conscious growth. *"The starting point was to understand the **founding and identifying elements of Comelit's culture**.*

- explains Simonetta Cesaro - because it makes no sense to uproot a company from its roots and from what it has built up over time. In an evolutionary path, losing what has generated value and in which people recognise themselves can be very dangerous. We therefore asked ourselves what Comelit's identity was, how it had transformed over time and what values it was essential to preserve."

After identifying the roots of the company, the focus shifted to the vision of the future. **What will the Comelit of tomorrow look like?** *"Talking about vision is essential for the company community to evolve: each person must understand its meaning, know how to interpret it and contribute, in their own daily lives, to making it concrete,"* Cesaro continues.

This led to a critical reflection on behaviour within the organisation. *"It was very challenging work because, while it is true that we start from the personal perception of a behaviour, we know that a **value becomes culture when it is experienced collectively**. Therefore, we identified the virtuous behaviours to be cultivated, watering them as in a garden - and those that were no longer consistent with the corporate vision".*

This complex path led to the creation of the Comelit **Manifesto of Values**, a document written directly by the people involved in the project, using the terminology they felt best reflected their point of view. To support this commitment, the voluntary role of **sentinels** was introduced: *"Every organisation that undertakes a process of evolution needs people who believe in it, observe it and help their colleagues to maintain growth-promoting behaviour. - Underlines Cesaro - When these virtuous behaviours become spontaneous, the culture is strengthened and the organisation continues to regenerate.*

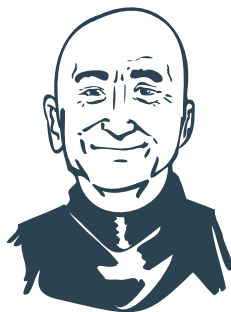
Culture is, in fact, the result of sharing and collective intelligence".

A crucial aspect of this path is **transparency**: *"If it is the management that defines what the company wants to be, it is crucial that those who experience the organisation become aware of this and assess whether it reflects their needs. It is not enough to be comfortable in the workplace, you have to understand why. For this reason, the management has chosen not to impose directives from above for the project, leaving complete freedom to the employees".*

The result? A surprising convergence between the board's vision and the values expressed in the Manifesto. **"Every value identified was considered essential; some will require even greater attention and the task of cultivating them will have to be shared by everyone,"** concludes Cesaro. *"The more people take care of this garden, the more the corporate culture will be kept alive, nurturing a continuous process of growth and regeneration".*

SUCCESS? IT SMILES ON THOSE WHO HAVE PASSION, DEDICATION AND A GREAT TEAM TO RELY ON.

DARIO MARCHETTI, PROFESSIONAL RIDER, TECHNICAL DIRECTOR OF THE DUCATI RIDING EXPERIENCE AND BRAND AMBASSADOR PRINCE OF TWO-WHEELERS, SPEAKS AT THE COMELIT ITALIAN SALES MEETING ABOUT HIS EXPERIENCE AND THE MIX OF INGREDIENTS THAT MAKE A CHAMPION.



by DARIO MARCHETTI

Technical Director of the Ducati Riding Experience and Brand Ambassador

His speech immediately reveals his origins and makes him something of a predestined man. Born and raised in Castel San Pietro Terme, in the province of Bologna, he has breathed the air of the 'motor valley' practically since he was a child, the industrial district that, within a radius of about one hundred kilometres, embraces those brands that have always been the standard bearers of Italian-made motorsport: Maserati, Ferrari, Lamborghini, Pagani, Dallara and Ducati. An industry that is, first and foremost, a passion, a love. And from this passion, this love, even Dario Marchetti has been infected: a professional rider on two wheels, a globetrotter of motorbike racing, he is technical director of the Ducati Riding Experience and ambassador of the Borgo Panigale company. He has, in fact, tied his life to this brand. A life lived on the run, all in one breath, which literally captured the attention and interest of the more than one hundred participants at the Comelit 2025 Italian Sales Meeting, whose common thread was performance.

"To be strong on a motorbike you have to believe in yourself, put yourself on the line in every race. - he says - On a motorbike you are leading the race one moment, and the next you can fall. To become a champion, you have to work hard and be hungry, because hunger makes the difference between a rider and a champion. You cannot relax if you want to win. And if you are hungry and want to win, you can get results.". Hunger, then, as a spring to succeed on the track: *"To go 360 kilometres per hour on two wheels you have to*

TO BECOME A CHAMPION, YOU HAVE TO WORK HARD AND BE HUNGRY, BECAUSE HUNGER MAKES THE DIFFERENCE BETWEEN A DRIVER AND A CHAMPION.



TO GO FAST ON A MOTORBIKE YOU HAVE TO BELIEVE IN YOURSELF, PUT YOURSELF ON THE LINE IN EVERY RACE.





be a little crazy. Today, even more than in the past, everything is played out in the space of a few thousandths. There are no losers in MotoGP. But in the end, only one wins: it's whoever manages to do the extra performance. And success is built on the continuous search to improve the small details, which in the end are the ones that make the difference". Hunger for success, then. "It's not a question of money, of course there is that too. - He continues - It's the desire to succeed, to win, to surpass yourself. You have to have passion, you have to live for victory, because winning a race gives you extraordinary, unique emotions. I have won everywhere, but the most beautiful race, for me, is the one I have yet to do". Of course, you don't always manage to win, you don't always manage to perform: "But it is precisely in failure that you often find the motivation to build a new success. It happened to

me like this: when I had a very serious accident at Rijeka and the doctors told me that I could risk my life if I returned to racing, I told them that without a motorbike it was no life for me anyway. So, within a few months during which I worked a lot in physiotherapy, I was back in the saddle and won the endurance race at Mugello. Of course, I was also lucky, because the two who were in the lead had problems. But if I had stayed in hospital, they could have all gone out of the race and I still wouldn't have won. So, hunger, desire, passion makes the difference".

But how to balance risk and safety? On two wheels it is certainly not simple: "Risk must be calculated and controlled, otherwise it is just recklessness. And to control risk, the only method is work. If you want to be successful, there is a price you have to pay: know your limits and try to improve yourself through



hard, continuous training, 365 days a year. It's like if you want to grow as a salesman: the market is like a racetrack, where there is a lot of competition. You have to work hard and challenge yourself if you want to succeed and constantly improve your performance.". In this job, however, the driver - like the salesman - is not alone: "Behind a winning driver there is a whole team. The rider is only the last element, certainly the best known, of a team around him. Valentino's strength has always been his ability to bond with



his team. There are those who fill the tank, those who fit the tyres, those who change them, the mechanics in the pits, and so on. Marquez is also a team man. Unity is always strength, on the track as in life". Hunger, work, dedication, awareness, method, team: there are therefore many elements that lead to success. And among these, passion cannot be missing: "If you do a job you enjoy, it is as if you were never working, ever. The entrepreneur does this, every day, because he finds emotion in his work, he finds pleasure in getting results. All salespeople have to feel like entrepreneurs inside, they have to find pleasure in their work every day. Only then does the result come and performance is achieved. Victory, let us remember, is always and only of one: the best, the one who puts all of himself, his imagination and intelligence, his commitment and constancy, into what he does. And he can count on a great team".

concept

Teletek: 'Comelit Security Experience' in the heart of Europe

MORE AND MORE COMELIT CUSTOMERS ARE HAVING AN IMMERSIVE EXPERIENCE IN SECURITY THANKS TO VISITS TO SOFIA, AT THE TELETEK HEADQUARTERS, FROM 2019 THE CENTRE OF COMPETENCE OF THE COMELIT GROUP SPECIALISING IN THE DEVELOPMENT AND PRODUCTION OF BURGLAR AND FIRE ALARM DEVICES.



by **MARIELA MADJAROVA**
CEO of Teletek Electronics JSC

These meetings offer an exclusive opportunity to take a closer look at the innovation and attention to detail that drive **every stage of the production process**, reinforcing confidence in the quality and reliability of Comelit products. In addition, the trip is a valuable opportunity to **consolidate relationships with customers**, creating moments of sharing and comparison that foster an even more solid and lasting collaboration. In 2024, three customer groups from Italy and the

Netherlands visited Teletek and gave extremely positive feedback. Several new visits are already planned for 2025. Mariela Madjarova, CEO of Teletek, tells us about it.

What is the history of Teletek and what was the path that led it to become a benchmark in the production of fire and burglar alarm devices?

Teletek was founded 33 years ago in Sofia, Bulgaria, with a team of 13 people specialising in burglar alarm systems. Initially, we developed control panels and sirens for the Bulgarian market, quickly became a leading manufacturer and, shortly afterwards, expanded into Romania, France and the UK.

Our entry into the UK market marked an important turning point: we developed our first conventional fire alarm control panel, which allowed us to enter the fire detection industry. This was 25 years ago and our partnership with the first British

customer has continued successfully ever since. One of Teletek's strengths is its ability to identify the right partners for each market and **build long-term relationships based on trust and shared growth**.

Today, our products are available in 104 countries in Europe, the Balkans, Africa, Asia, the Baltic States and Latin America, and our brand is recognised for innovation, reliability and quality, which are key features in the security industry.



What impact has the visit of international customers had on your company?

For years we have considered these visits a central part of our strategy. We consider it essential that our customers see with their own eyes where and how the products they rely on are developed and manufactured. Visiting our facility allows them to **get to know the people behind the technology**: the engineers, the production teams and

the professionals they work with on a daily basis. More importantly, it provides a **better understanding of our corporate culture** and the strong team spirit that drives our work.

With our new location, we are even more proud to welcome international guests. The warm and familiar atmosphere during their visits is reflected in the photos we take together, both in the company and during convivial moments. The

THESE MEETINGS OFFER AN EXCLUSIVE OPPORTUNITY TO TAKE A CLOSER LOOK AT THE INNOVATION AND ATTENTION TO DETAIL THAT DRIVE EVERY STAGE OF THE PRODUCTION PROCESS, REINFORCING CONFIDENCE IN THE QUALITY AND RELIABILITY OF COMELIT PRODUCTS.



What are the reactions of visitors after seeing the company and the production process?

It may sound like we are boasting, but every customer who visits Teletek is genuinely impressed. Our state-of-the-art factory, built to the highest global standards, always leaves an impression. Many are surprised by the size of our production department, which combines manual processing with advanced SMD production lines. Another aspect that often stands out is the significant presence of women in a traditionally male-dominated industry. Beyond technology and efficiency, visitors are impressed by the **energy and cohesion of the team**. They admire the sense of belonging, the dedication of long-

standing employees and the many activities that strengthen our team spirit.

Many guests leave with a deep appreciation not only for our company, but also for Bulgaria, its rich traditions, history and local cuisine. They often express a desire to return, and some even do so by bringing their families with them. For us, the most significant aspect is the positive experience of our visitors. They leave not only with a deeper knowledge of our company, but also with a sense of connection, energy and enthusiasm.

THE EXCHANGE OF IDEAS AND EXPERTISE WITH OUR COLLEAGUES IN THE GROUP ALLOWS US TO INNOVATE AND GROW TOGETHER.

How do you prepare to welcome international visitors and what aspects of the company do you highlight during the tours?

We take care of every detail to make our guests' stay comfortable and memorable. From hotel accommodation to transport and off-site entertainment, every aspect is carefully organised. We surprise our guests with traditional Bulgarian souvenirs to leave a special memory of the visit.

During the company tour, we show every stage of production, with a focus on our impressive production department. Customers can directly observe the advanced processes, appreciating our expertise and the innovation that characterises our products.

How important are collaborations with other divisions of the Group and their business partners for the success of your company?

Collaboration is key to our success and every day we work to promote diversity and synergy. Although we maintain a strong focus on our vertical competencies, **being part of an international security group strengthens and expands opportunities**, not only for Teletek, but for the Comelit Group as a whole. Exchanging ideas and skills with our colleagues in the Group allows us to innovate and grow together. For us, the other divisions of the Group are more than just colleagues: they are an essential factor in our development. We are convinced that the value of synergies brings mutual benefits and strengthens our market positioning, ensuring the continued success of the Comelit Group.

The company

A BRIDGE BETWEEN AESTHETICS AND FUNCTIONALITY: THE COMELIT DESIGN CENTRE

ESTABLISHED IN 2020, THE DESIGN CENTRE IS THE CREATIVE HEART OF THE COMPANY, A CENTRE OF TRANSVERSAL EXPERTISE WHERE TECHNOLOGY, INNOVATION AND AESTHETICS MEET TO DEVELOP CUTTING-EDGE SOLUTIONS. ITS MISSION IS TO DESIGN PRODUCTS THAT COMBINE STYLE AND FUNCTIONAL EFFICIENCY, ALWAYS PUTTING THE CUSTOMER AT THE CENTRE. THANKS TO ITS WORK, DESIGNERS, INSTALLERS AND END USERS CAN COUNT ON ON SOLUTIONS IN WHICH DESIGN AND USABILITY CONSTANTLY DIALOGUE.



by GUIDO GATTI

R&D Manager Mechanical, Industrialization & Design Area Comelit Group

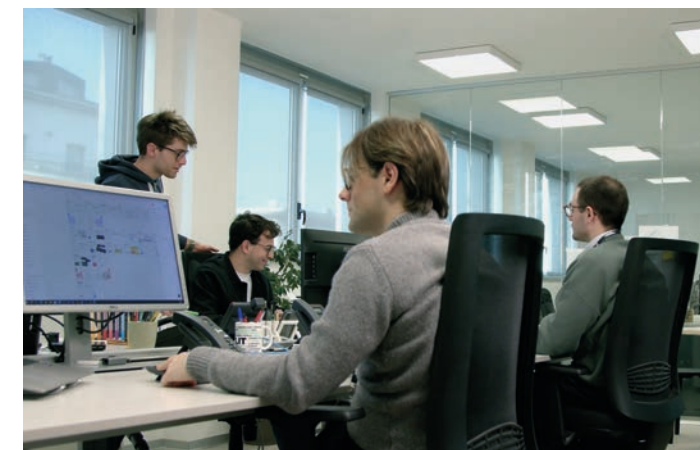
DAVIDE PANDINI

Design Center Leader Comelit Group

"The creation of the Design Centre was a strategic choice for Comelit. - explains Guido Gatti, **R&D Manager Mechanical, Industrialization & Design Area** - "In the past, we have worked closely with the Habits design studio, developing numerous products and also winning prestigious international awards. Comelit was distinguished by a design-driven approach to product innovation: our R&D team was committed to translating the studio's proposals into manufacturable solutions. However, over the years, the market has become increasingly demanding, requiring a growing focus on functional aspects and user experience. This need was accentuated with the advent of user interfaces, where putting the person at the centre became essential. Hence, the decision to create an in-house Design Centre, as a connection point between aesthetic research and the need to guarantee flawless performance. This choice has allowed Comelit to respond more directly and effectively to customer needs".

Comelit's customers belong to different sectors, each with specific needs. Today - explains **Davide Pandini, Design Centre Leader** - the user takes it for granted that a product with a digital interface offers personalised experiences according to the type of user.

OVER THE YEARS, THE MARKET HAS BECOME INCREASINGLY DEMANDING, REQUIRING A GROWING FOCUS ON FUNCTIONAL ASPECTS AND USER EXPERIENCE.



It must dialogue both with the installer and with the end customer who uses it on a daily basis. For this reason, we do not only take care of the graphical aspect, but we actively strive to simplify the use of our devices, ensuring a smooth user experience right from installation. Our ongoing challenge is to support installers, designers and building managers, with a focus on **User Experience (UX)** and **User Interface (UI)**, to make system design more intuitive and reduce end-user learning time".

The Design Centre employs a team of four specialists, who not only act as the glue between the R&D departments, but also collaborate with external entities to intercept new trends and continuously improve products. A significant example of this synergy is the **partnership with the Milan Polytechnic**. "Working with Professor Mario Bisson's School of Design is an extremely stimulating experience," continues Guido Gatti. - We experienced this during the design of the monitor Wi-Fi 7TOP and the development of the App for the Nexus control unit. For the 7TOP, we asked their research group for a usability analysis on one of our products that was already on the market, to highlight its criticalities and develop a solution closer to the customer's expectations. Thanks to the students' feedback, we improved the readability of the icons and the navigation, developing a more intuitive interface, both for installers and end users".

Another successful collaboration, as Gatti points out, has developed within the **Final Synthesis Workshop (LSF)**: "This final exam aims to integrate knowledge, tools and methodologies learnt by the students during the three-year period. The companies involved present a brief, giving students the opportunity to explore new product scenarios and propose innovative solutions. After explaining the brief, we followed the students in the

The

classroom for about six months, analysing their proposals and enriching them with our expertise. An opportunity, therefore, not only to gather contributions, solutions and concepts enhancing the vision of the new generations, but also to **transmit**, through design, **the Comelit brand identity to the designers of tomorrow**".

Another key element is **research activity**, conducted through targeted surveys. "When designing new products, we repeatedly confront both Comelit employees, in the role of end users, and partner installers, testing physical and digital prototypes. - explains Pandini - In the case of online prototypes, we analyse the way the user moves within the interface, monitoring navigation flows and the number of clicks. By studying interactions, we can identify the most frequented areas, the most common errors, and optimise the user experience. The contribution of our installer partners is fundamental: their suggestions are invaluable for improving the product and, by actively involving them, they are rewarded when their proposals are implemented. This approach has been crucial, for example, in the development of the WiFree thermostat and the People hands-free video door phone, both in terms of product design and user interface".

The skills of the Design Centre have gradually expanded: starting with video door entry systems, today the team

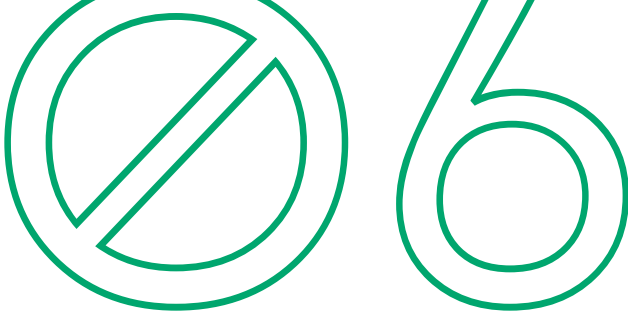
is involved in the design of all product families. "This is a natural evolution, considering that we are part of a growing Group, which can count on numerous competence centres for the development of new products. - supports Gatti - Our work also leads us to **collaborate** more and more **with other international companies**, such as Pac, Comelit France, Teletek, and, more recently, Ingenium.

Comelit's international vision allows us to work with other professionals to create solutions that meet the needs of markets other than Italy, with different cultures and habits. "What remains fundamental is that Comelit has a well-defined identity, and every new product must reflect and make recognisable this soul" - adds Gatti. "A process that Davide Pandini further stimulated by setting up the **Creative Corner**", concludes Gatti. "This monthly magazine, shared internally and with foreign branch managers, allows us to provide an overview of our work and present our vision for the products of today and tomorrow."

**THE SKILLS OF THE DESIGN CENTRE
HAVE GRADUALLY EXPANDED:
STARTING WITH VIDEO DOOR ENTRY
TODAY THE TEAM IS INVOLVED IN THE
DESIGN OF ALL PRODUCT FAMILIES.**



Comelit



COMELFIT: DRESSING THE BRAND, TELLING A STORY

PABLO MELONCELLI

CUSTOMERS WHO CHOOSE TO WEAR COMELIT CLOTHING BECOME TRUE AMBASSADORS, CARRYING A MESSAGE OF CREDIBILITY AND TRUST.



by **PABLO MELONCELLI**
Communication Manager
Comelit Group

In a world where branding is the beating heart of corporate identity, **Comelfit is born, the new Comelit branded clothing project designed for customers and employees.** This initiative goes beyond mere appearance, embracing fundamental values such as professionalism, gratification and consistency of image, aligning perfectly with our philosophy *With You Always*.

Comelit has chosen to invest significantly in this project, in the knowledge that a strong and recognisable brand is a strategic ally in sales activities. The visibility of the brand, conveyed through thousands of customers who proudly wear Comelfit garments in the main points of the electrical equipment supply chain, not only amplifies our presence, but also consolidates the perception of quality and professionalism that have always distinguished us.

But the project does not just generate visibility. Each garment distributed reinforces the sense of belonging to the brand. Customers who choose to wear Comelit clothing become true ambassadors, bearers of a message of credibility and trust. Rewarding our most loyal partners with professional garments is also a tangible gesture to express our gratitude and enhance their centrality.

For employees, Comelfit also takes on a profound meaning. Wearing branded clothing is not just an aesthetic choice, but a statement of belonging. For visiting customers, seeing a united and coherent team reinforces the image of professionalism and conveys a sense of order and dedication. Every detail tells of our commitment to always



being recognisable, distinctive and proud of our identity.

Comelfit is an ambitious project structured over three years, with the aim of involving not only the Italian territory, but also all of Comelit's international subsidiaries. This strategic commitment, combined with many other initiatives, is designed to strengthen our global positioning and help us achieve the growth targets we have set ourselves.

In Italy, the Comelfit project is enriched with a photo contest realised in collaboration with the sales network. The initiative aims to collect and share shots that embody our core values: teamwork, professionalism and dedication. The most significant images will be highlighted on our social channels and awarded prizes, giving rise to a feature that tells the Comelit brand through faces, stories and real moments.

Comelfit is not just clothing: it is a project that unites people, creates connections and tells a story of belonging and pride. By wearing our brand, each customer and collaborator contributes to writing a chapter that makes our identity stronger and our presence in the market more solid.



Comelit a key player at trade fairs

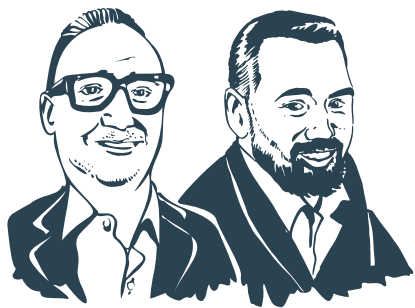
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|--------------------------------|--------------------------|-------------------------------------|----------------------|
| ↘ Intersec | ↘ Congreso PCI | ↘ New security exhibition | ↘ ISC West |
| 📍 DUBAI | 📍 MADRID | 📍 BRABANTHAL LEUVEN | 📍 LAS VEGAS |
| 📅 14-16 JAN | 📅 26-27 FEB | 📅 26-27 FEB | 📅 2-4 APR |
| ↘ The Security Event | ↘ ElettrofOCUS | ↘ Strano in expo | |
| 📍 BIRMINGHAM | 📍 VICENZA | 📍 CATANIA | |
| 📅 8-10 APR | 📅 11 APR | 📅 15-17 APR | |

The card



Target designers: Comelit's new focus

A TEAM COMMITTED TO BUILDING STRONG, LASTING PARTNERSHIPS WITH DESIGN PROFESSIONALS — SUPPORTED BY A COMPREHENSIVE PROGRAM OF INITIATIVES DESIGNED TO TURN THESE RELATIONSHIPS INTO A TRUE COMMUNITY.



by **ALESSANDRO STOPPA**

Sales Director Italy
Comelit Group

ANTONIO D'AURIA

Project Specialist Manager
Comelit Group

This is the aim of the Business Unit dedicated to designers, which was started on an experimental basis a few years ago. After significant growth in 2024, this function is preparing for further developments later this year.

*"We are building this path with great determination and a long-term vision. - explains **Alessandro Stoppa, Comelit's Sales Director Italy** - This strategy obviously complements the already established strategy towards the world of installation. Recognition as a **single point of contact for integrated security systems** is a key objective for Comelit. It is therefore important to establish a solid partnership with designers to ensure that our solutions are included in the specifications. Therefore, in the coming years, we aim to have a Project Specialist in every region".*



Find out more

But what exactly does this role consist of? "We want to be at the side of the designers in their daily work, aware of the importance of the time factor and the commitment required to find scalable and integrated solutions that meet the needs of the client. For this reason, our Project Specialists must possess fundamental skills: empathy, interpersonal skills, listening, proactivity and responsiveness, as well as in-depth technical knowledge of Comelit solutions and sector regulations. Their task is to **support professionals in the development of each project**, from the simplest to the most complex, working in synergy with our in-house design office. Once the project is validated, our technical sales officers and Product Specialists come into play, supporting the installation company in the purchase and commissioning of systems".

This structured support network translates into a strongly quality-oriented business model: "We want

**THE INTERNAL COHESION
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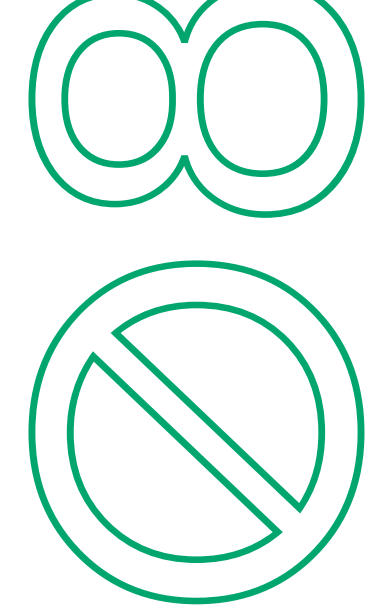
*designers to consider our Project Specialists as real colleagues. - says Antonio D'Auria, Project Specialist Manager - Design professionals constantly seek collaboration and relationships that contribute to the success of their projects. For our part, we have to be responsive, follow each one of them with the utmost attention and supervise each phase of the project to ensure that the project idea is realised in a timely manner. At the same time, we have to be proactive, adapting our broad portfolio of security systems to offer **tailor-made solutions** every time. The ability to dialogue with both worlds, design and installation, is a value that sets us apart, as is the free commissioning of systems and the training and updating activities aimed at both targets".*



The world of design is extremely diverse and the Comelit team is aware of the need for differentiated approaches: "There are designers who support the installation company, others who offer consultancy services to the client and the construction company, and still others who specialise in public procurement. - continues D'Auria - Each of them needs specific and dedicated support. Being a **one-stop solution company** in the security sector is certainly a winning weapon: it means being able to offer perfectly integrated systems, with a single point of contact, optimising time and resources".

In addition to operational support, **Comelit aims to create a strong sense of belonging among professionals.** "The internal cohesion of our team is a key element. We constantly dialogue with each other, sharing experiences and knowledge. This

*approach translates into a concrete advantage for the professionals we work with. In this direction, we have inaugurated a real **Community** on our website: a showcase dedicated to the most significant projects carried out in collaboration with the company. This space not only enhances the active professional partnerships, but also represents a pool of strategic references, which will be further enriched over time. It is a useful tool to attract new professionals and strengthen brand awareness, an aspect in which the company is investing with determination".*



The “App-only” video door entry system is driving business growth in the US.

THE CUSTOMER RELATIONSHIP AT THE HEART OF THE BUSINESS STRATEGY:
THE VIEW OF ROBERT BHIRO, SALES DIRECTOR OF COMELIT USA.



ROBERT BHIRO
Comelit USA Sales
Director

Comelit's presence in North America extends coast-to-coast: the California office houses operations - warehouse, shipping, logistics, sales and marketing - coordinated by **Aaron Ballestero, Director of Operations**. In New York, on the other hand, Robert Bhira heads the sales department for the United States and Canada. Two locations, two young managers and a strong link to the Italian headquarters thanks to **Pierluigi Monticelli, Export Area Manager**.

An articulated structure, designed to meet the needs of an **extremely complex and diverse market** in terms of habits and lifestyles. This is explained by Robert Bhira, who leads a team of 40 people: "In the US, every state is different. The 50 states are, in fact, 50 different countries, so to be effective in sales, you have to select local people. I could not go to Texas and sell like a Texan would, because he knows who to contact, who the right players are, and how to approach them," he explains. A well-defined business philosophy, which is paying off: "In the USA,

Comelit's core business is video door entry systems. Although our offering also includes Comelit PAC access control systems, our business is strongly focused on a single product family. This, however, is not a limitation: on the contrary, we are constantly growing and are the market leader in our segment."

A supremacy built on a **deep understanding** of the needs of each individual market: "For example, in New York we mainly sell flat solutions

**A WELL-STRUCTURED
ORGANISATION DESIGNED TO
MEET THE NEEDS OF A HIGHLY
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because there is a law, dating back to the 1960s, that requires buildings with more than eight flats to be equipped with an intercom or video intercom station. In Texas, however, most apartment complexes opt for app-based systems only. In Wisconsin, some cities are starting to adopt a law requiring an intercom unit for each flat. On the West Coast, small intercom systems and app-based systems are sold. It is precisely these differences that motivate us to invest in training our sales force, giving them the tools they need to adapt to their environment and maximise sales. In addition to this, the **human relationships** that our agents have built with dealers, property managers and builders play a key role: we don't wait for them to seek us out, but we intercept their needs, going directly to them."



**BUT THE SYSTEM WITH
THE MOST POTENTIAL FOR
GROWTH IS APP-ONLY, A
SYSTEM THAT FORWARDS
CALLS DIRECTLY TO THE
SMARTPHONE, BECAUSE IT
IS INCREASINGLY IN DEMAND
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THAT IS WHAT COMELIT IS
NOW FOCUSED ON.**

15 mln
TARGET TURNOVER BY 2025

Driving Comelit USA's development, however, is not only traditional video door entry systems. *"In the US, we sell three systems: the 2-wire system, the IP-based system, and the App-only system. The 2-wire system is mainly used in New York, for renovations. The IP system is used everywhere, the largest projects, of 500, 600 or 800 flats, however, are mainly in the Northeast.*

*But **the system with the most potential for growth is the App-only system, a system that forwards calls directly to the smartphone, because it is increasingly in demand throughout the USA, and it is precisely on this that Comelit is now focused**".* What makes the difference, compared to competitors, is certainly not the price: *"We are not always the cheapest and we do not always offer the easiest solutions. What sets us apart is our proximity to the customer: when they contact us, we always respond within the day, if not within the hour. Our customers continue to choose us even in the face of cheaper offers or incentives from our competitors, because of the relationship we have established with them and the very high level of services we offer. It is the logic of 'With You. Always!", which is now combined with Comelit's new payoff, **Feel Secure**: "I find it*



interesting," comments Robert Bhiri, *"because it can take on different meanings in different markets. For us, **Feel Secure** means above all feeling secure about data protection. Security is an important aspect: our solutions are not completely cloud-based, and many people prefer this because their data is safe within the building security network".*

But what are the objectives of Comelit USA? *"The long-term goal is to **have a larger sales team in each region**: today in New York we have four people, while in Chicago there is only one agent. I would like to be able to structure the team better, allowing the different groups to work together, grow and spend more time with customers. In the medium term, I want to further improve our marketing".*

And in the short term? *"The goal is certainly to achieve the quarterly budgets we have set ourselves. It is not easy, because the market for new buildings has slowed down considerably, due to difficulties in obtaining loans at low interest rates. Those who were building 20 new buildings in 2023 have only completed one this year. And if you don't build, we don't sell intercoms. However, with the political change taking place, interest rates are falling and banks and investors feel more confident in lending. So we have to go into the new real estate projects that are coming up, knowing that, the video intercom system is among the last choices made by builders".*

Translated into numbers, the goal is to grow from the current 10 million turnover to 15 million in 2025, with a further jump to 20 million in the following years. ***"An ambitious goal, but achievable. It is up to us to hit it,"***concludes Robert Bhiri.

**THE LONG-TERM GOAL IS TO
HAVE A LARGER SALES TEAM
IN EACH REGION**

connection



BES KNX home automation: comfort, security and sustainability for the buildings of the future.

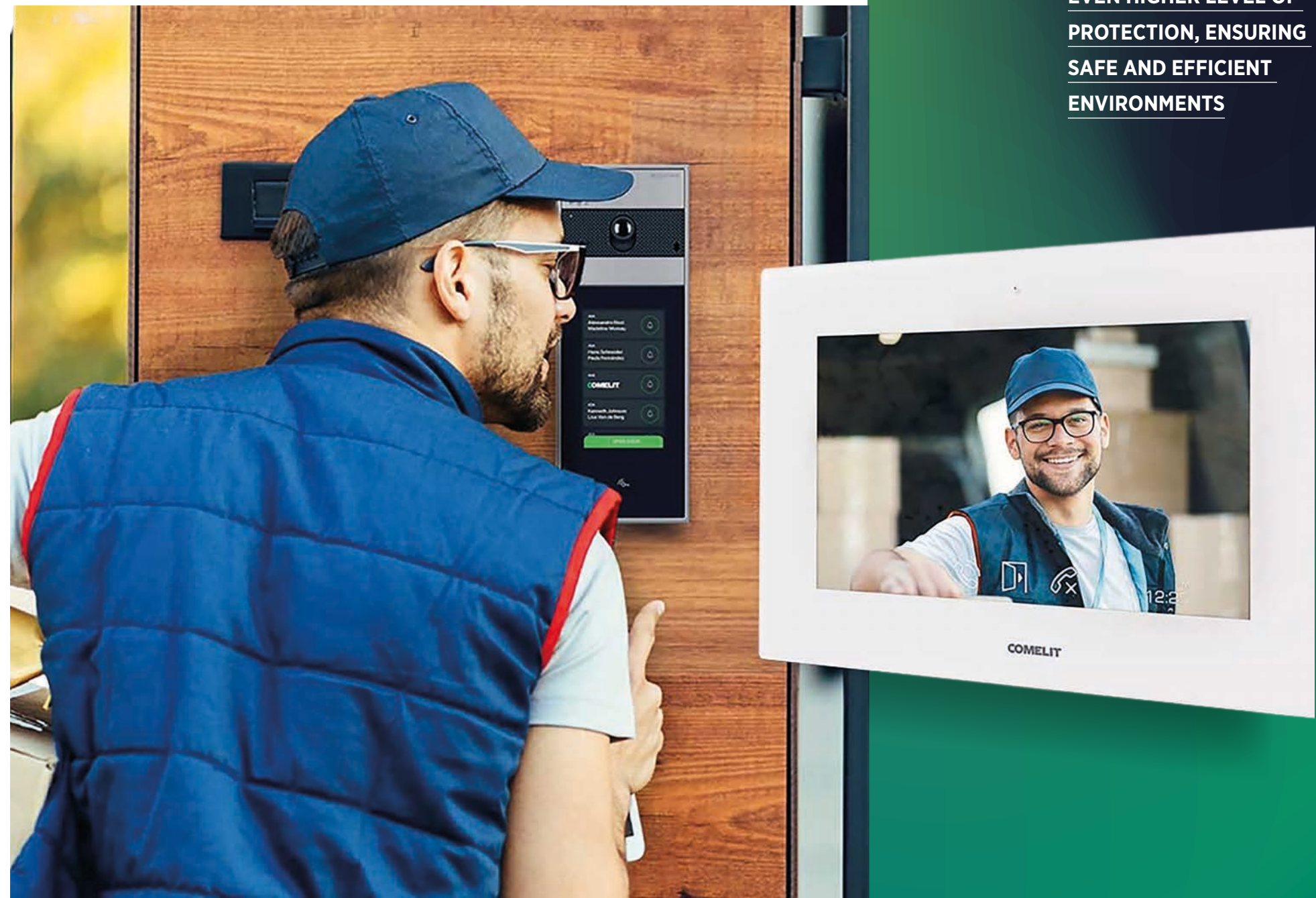
COMELIT EXPANDS ITS RANGE OF INTEGRATED SECURITY SYSTEMS WITH THE INTRODUCTION OF AN INNOVATIVE BUILDING AUTOMATION SOLUTION.



by **ANDREA MORBI**
Product Manager Home
& Building Automation
Comelit Group

Imagine a building capable of adapting in real time to your needs, optimising energy consumption and ensuring maximum security. With Comelit's **BES KNX**, all this becomes reality. The new range of building automation solutions allows you to intelligently manage every aspect of the building, improving comfort and efficiency in any context, from luxury residences to hotels and large commercial and industrial facilities.

With this new range, Comelit further expands its offering, adding the building automation segment to an ecosystem of integrated systems that already includes video door entry, home automation, access control, intrusion detection, video surveillance, fire detection and voice evacuation. Thanks to this comprehensive portfolio, Comelit has established itself as a **single interlocutor** able to respond to **all the security needs** of a project, optimising operational efficiency and reducing complications and lead times.



THANKS TO INTEGRATION
WITH IP VIDEO DOOR ENTRY
AND VIDEO SURVEILLANCE
SYSTEMS, IT OFFERS AN
EVEN HIGHER LEVEL OF
PROTECTION, ENSURING
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ENVIRONMENTS

10

BES KNX is the result of the acquisition of **Ingenium Sa**, a Spanish company with over 25 years of experience in the development of building automation systems. Based on the **KNX international protocol**, the global reference standard for building automation, this solution combines advanced technology and versatility in the management of lighting, air conditioning, energy consumption, air quality, alarms and access. Thanks to **integration with IP video entry systems and video surveillance**, it offers an even higher level of protection, guaranteeing safe and efficient environments.

Choosing BES KNX systems means being able to count on the added value of **Comelit's comprehensive support**, which accompanies designers and installers at every stage, from design to system commissioning. This assistance is fundamental, especially when programming KNX systems, which are often complex and integrated

with other systems. An absolutely distinctive feature of the range is the **maximum customisation of the devices**, thanks to an infinite choice of colours, textures and icons. The CUBIK control panels and thermostats, with their capacitive touch glass surface and LED indicators, feature an ultra-compact profile of just 6 millimetres, making them easy and discreet to install on any surface. In addition to their elegant aesthetics, the control panels integrate temperature and humidity sensors, acting also as thermostats, while the thermostats, equipped with a CO₂ probe, **monitor the air quality**, ensuring healthy and comfortable environments at all times.

The entire system is managed via supervisors, multifunctional devices available in 7" and 10" formats, in black or white. Thanks to their intuitive interface, floor plans and rooms can be configured, customised scenarios can be created and time schedules can be set.



For even more flexible control, the **Ingenium app** allows you to **manage the system remotely**, monitoring consumption, viewing connected cameras and receiving push notifications or alarms in the event of anomalies. Smart management that **improves security and optimises energy consumption** in rooms.

In the world of hospitality, the guest experience is a top priority. BES KNX includes solutions

dedicated exclusively to the **hotel sector**, offering the highest level of customisation and comfort. Plates can be customised with the hotel's logo and colours, perfectly matching the design of each room, while room access management devices make stays safe and comfortable. *"The BES KNX range for the hotel industry is designed to meet the specific needs of every hotel, from family establishments to large hotel chains. We offer an advanced automation*



champion

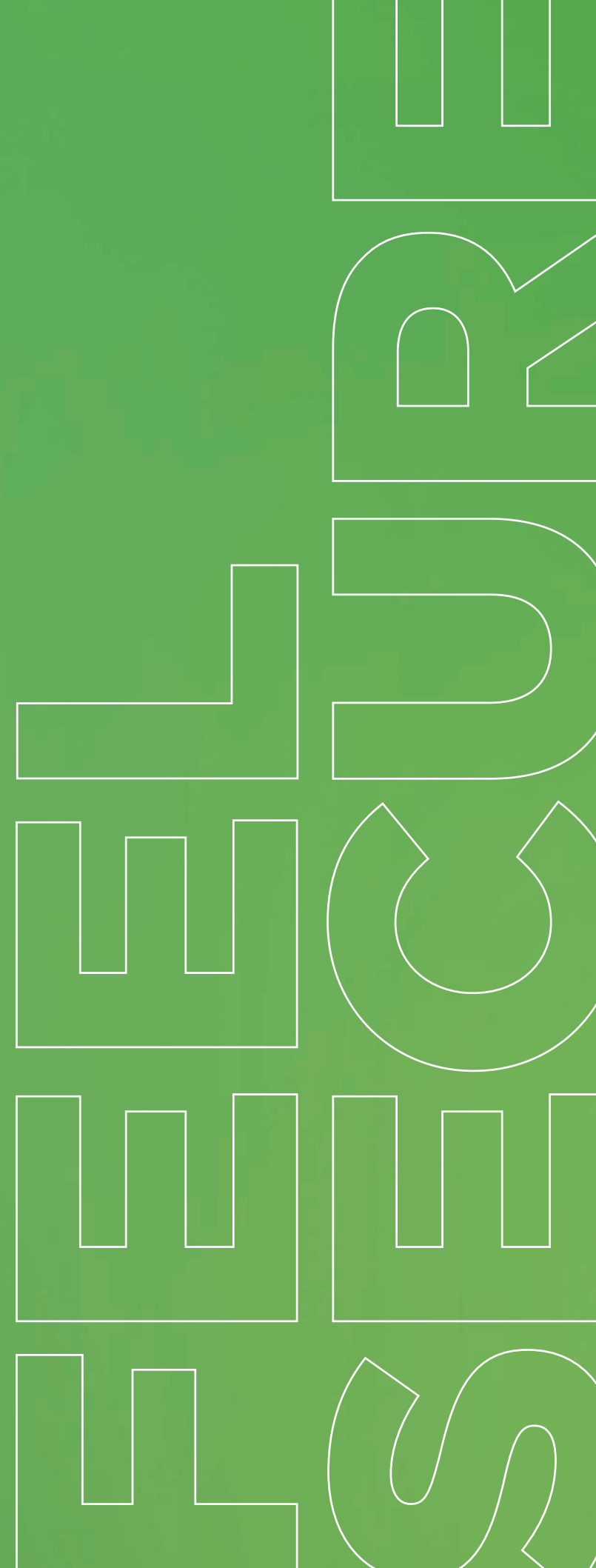


system that not only enhances the guest experience, but also simplifies building management thanks to the centralised management software," explains **Andrea Morbi, Comelit's Home Automation Product Manager.** "Features such as access control, 'do not disturb' mode management and customisable welcome scenarios simplify interaction with systems, enhancing the convenience and energy efficiency of spaces. Finally, RFID badge key management allows access to rooms and common areas to be programmed, ensuring constant security and control."

With **BES KNX**, Comelit renews its commitment to responsible innovation, where technology not only serves comfort, but also safety and sustainability. Building automation enters a new era, where technology improves quality of life, protects people and optimises resources.



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FEEL
SECURE

COMELIT®