

INTERNATIONAL

[Realtà MAPEI]

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Adriana Spazzoli
1948 - 2019







The heart and brains of Mapei communication

You were the heart and brains behind Mapei's communications operations. Thanks to your creativity and the overpowering force of your ideas, our corporate brand spread well beyond the realms in which it has been operating for over 80 years. Your creative invention in every aspect of marketing and communication combined with a passionate commitment to the company that helped and supported Mapei in every stage of its development and internationalisation.

Your passion for work inspired all your ideas, all your actions and everything you did, and it always made your eyes shine. Work that led to results.

You were unstoppable; a "powerhouse" of projects and ideas that came from an imagination that was always a work, even when you seemed to be resting. At your command, the entire marketing "machine" (consisting of lots of fellow workers) was set in motion and, hardly surprisingly, even the seemingly most bold and daring ideas turned out to be a success. And so, in just a few years, you created lots of work teams and carried out projects in the most miscellaneous realms: trade fairs, sponsorships, sales outlets, *Realtà Mapei*, advertising campaigns, sports, packaging, technical documentation, art and culture.

Nevertheless, this melting pot of ideas and enterprises could suddenly grind to a halt if somebody turned up or asked for your help. This is because you knew how to deal with other people, showing sincere and heartfelt attention to their own peculiar needs and requirements. That is why you were also a "powerhouse" of affection, esteem and a kind of lifestyle you embodied in person.

You were also committed to the needy, another quality you embodied and left behind as part of your legacy. You organised so many projects to help the less fortunate out of an awareness that we have a duty to look beyond our own most immediate horizons.

What you have achieved will not be forgotten and will be continued along the path you have mapped out.

Your great creative energy, endearing personality and communications skills clearly emerge in what your working partners, fellow workers and friends had to say in their memories published in this special issue.

Bye, mum

Marco e Veronica Squinzi



Ciao "dottorressa"

ON 21ST NOVEMBER, JUST 50 DAYS AFTER SHE LOST HER HUSBAND GIORGIO SQUINZI, ADRIANA SPAZZOLI, THE MAPEI GROUP'S OPERATIONAL MARKETING AND COMMUNICATION DIRECTOR, ALSO PASSED AWAY. FRIENDS AND STAFF (WHO USED TO FONDLY CALL HER "DOTTORESSA") REMEMBER HER DEDICATION AND PASSION FOR MARKETING, SPORT AND SOCIAL RESPONSIBILITY WORK.



At the helm of Mapei's marketing operations

FROM PUBLISHING TO ADVERTISING, FROM TRADE FAIRS TO SPONSORSHIP DEALS: A LONG CAREER CHARACTERISED BY HER CREATIVITY

"Communication is half of the battle", so it says in her office, a motto that always guided her work. Adriana Spazzoli first began working on communication for Mapei through Spazzoli Studio, which she set up in the 1980s to handle the company's public and press relations.

She then went on to set up the Mapei Marketing and Communication Department in 1984, when she became the Mapei Group's Director of Operational Marketing and Communication Department, coordinating image-making and communication operations for over 80 subsidiaries around the world.

Her works also included devising various means of communication to strengthen the brand worldwide through various channels, most notably sport, classical/ opera music, art and sustainability.

As she proceeded with her work, as well as forming an increasingly numerous team of people inside the company, Adriana Spazzoli also worked with various agencies, with whom she created numerous advertising campaigns and successful events.

She always said it was hard to communicate and provide information about Mapei products because they are not visible, they are hidden under floors and inside structures. This meant you always had to come up with something special.

In 1993 Mapei joined the world of cycling and introduced a revolutionary new form of sponsorship by getting actively and enthusiastically involved in every aspect

of team life (every victory, every interview and every presentation), transferring its own corporate philosophy into this new realm.

Under the leadership of Ms. Spazzoli, the team jersey worn by the riders made the name "Mapei" familiar all over the world thanks to its distinctive pattern of coloured cubes: a coordinated image was created covering everything from the team's cycling kit to the packaging of the company's products.

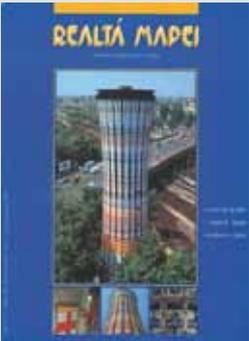
The team was so successful it was at the very top of the international cycling rankings for nine years: the slogan "Winning together" was created - that accompanied corporate communication operations for a very long time - along with advertising campaigns involving cyclists and company products, such as Tony Rominger's hour world record when the speed of the rider was compared to the speed with which Mapei products set and harden.

Mapei continued its involvement in cycling, a sport that is particularly popular in the building industry, by sponsoring both minor races and major events like the UCI Road World Championships - which it has been sponsoring since 2008 - thereby continuing to be highly visible internationally.

In 1996 the Mapei Sports Service centre was set up, getting involved in numerous sports sponsorship and communication projects over the years.

Thanks also to this partnership, a new enterprise was set under way in 2005, Mapei Day, a major two-day event

THE STEPPING STONES TO SUCCESS

Late-80s	1991	Early-90s	1993
<p>Adriana Spazzoli starts working for Mapei Marketing Department</p>	 <p>The first issue of <i>Realtà Mapei</i> is published</p>	 <p>Beginning of training courses led by technicians focusing on the Mapei building products line</p>	

held in Bormio (northern Italy) to celebrate sport with the company's customers organised in partnership with Banca Popolare di Sondrio, Mapei Sport and Unione Sportiva Bormiese. Mapei decided to associate its name with the traditional Re Stelvio cycle race up Stelvio Pass, introducing a non-competitive cycle race, half marathon and fun run.

Ms Spazzoli soon became the heart and soul of a sporting weekend that also included a five-a-side football tournament, golf tournament, visits to spa facilities and a gala evening complete with entertainment held in the local Sports Centre. She presented the entire evening herself, showing her exceptional qualities up on stage.

Another idea she had in 2006 resulted in the company agreeing to sponsor the Italian national football team at the FIFA World Cup, a year when nobody would have bet on Italy winning. But in the end the Italian team won the tournament and the company was right in the spotlight. Mapei even gave customers the chance to attend the matches thanks to special trips it organised to the various stadiums in Germany.

The same philosophy adopted for cycling was applied to the sponsorship of Sassuolo football team. Mapei was the team's main sponsor from 1988 to 1992 and then again from 2002 to the present day, helping the team get promoted from the Italian Serie C2 to the Serie A. When this happened, Ms Spazzoli took the situation in hand and made the right decisions for this sudden



change in status, instantly realising what was needed and identifying Master Group Sport marketing agency as the ideal partner for running the club and, just as importantly, Giovanni Carnevali as the right person to lead it. On a personal level, she became the Vice President of Sassuolo Football Club (which, meanwhile, had been taken over by Mapei), getting actively involved in the running of the team and making the most of any communication opportunities that arose.

Classical and opera music were also an important means of developing and boosting brand loyalty. The first and most important example of the company credo, according to which "work can never be separated from art and culture", was its relationship with La Scala

2002



Mapei's coloured cubes appear on the jerseys of the Professional Cycling Team



New sponsorship deal with Sassuolo Calcio (the first was in 1988) and the beginning of a venture that took the team from the Italian Serie C2 to the Serie A

2005

First edition of Mapei Day

"Our creativity has adapted to the different demands and languages resulting from progress in so many sectors. It takes flexibility to move from one realm to another without setting too many limits"

Adriana Spazzoli

Opera House that dates way back into the past. Mapei became a Corporate Subscriber of La Scala back in 1984 and subsequently strengthened its ties with the Opera House by contributing to its renovation and modernisation and becoming a Founding Partner in 2008.

This resulted in some wonderful evenings at La Scala, allowing Mapei customers with the chance to enjoy the extraordinary experience of watching an opera and then dining in the Opera House's sumptuous premises in the company of the artists at the end of a show.

This culminated in the celebrations for the company's 70th and 75th anniversaries when the entire Opera House was filled with Mapei guests.

Thanks to Ms Spazzoli Mapei has supported numerous cultural events, many of which for charity purposes, such as the Italian Red Cross Concert held at La Scala Opera House and the Celebrity Fight Night in Italy.

Adriana Spazzoli spotted another opportunity for a partnership with Santa Cecilia National Academy in Rome and the company became a Permanent Founding Member in 2016.

The kind of technical sponsorship deal with Mapei supplying products developed through its own research and technology in exchange for visibility and the chance to organise events for its own clients (such as that with La Scala Opera House) has also been adopted for several other theatres and 'shrines of culture' forming the world's artistic heritage, such as Petruzzelli Theatre in Bari (Southern Italy) and the Solomon R. Guggenheim Museum in New York.

Where the ideas and projects came from

At Mapei's headquarters, where she spent most of her working day, she only had to be "at the office" to inject energy and drive into the team of people working alongside her. Blessed with incredible energy, she paid attention to even the most minute details, giving out advice and encouragement to guide new work projects or enthusiastically support those already underway. She could always see further ahead and according to Carla Fini - who worked alongside her for years as editorial coordinator of *Realta' Mapei* (the publishing creation she was so proud of) - her most distinctive trait was to "be able to act promptly and judiciously on several levels while at the same time drawing inspiration from everything good and useful to be found in the most desperate and different realms".

"Being so unconventional - so Ms Fini added - allowed her to open up enthusiastically to new ideas and make the people working with her feel important".

Her great strength was to be totally unafraid to change perspective and act quickly and firmly to achieve her goals. A quality also focused on by Manuela Orlando, who has been working for Mapei since 1987 (alongside Ms Spazzoli from 1991) and is now the Corporate Activities and International Fairs Manager.

"In the beginning" so Ms Orlando told us "there were three of us in one single office in charge of almost everything: from packaging and technical documentation to training, trade fairs, etc."

2006



Sponsorship of the Italian national football team at the FIFA World Cup

2008

Mapei becomes a Founding Partner of La Scala Theatre

2008



The company begins sponsoring the UCI Road World Championships



Adriana Spazzoli and Giorgio Squinzi during the Mapei Day gala dinner celebrating Mapei's 75th anniversary in 2012.

"It is thanks to her drive, energy and clever ideas - so Manuela Orlando went on to say - that our small team grew into a fully-fledged company department, a multi-faceted organisational structure that now employs over 300 people worldwide". "Multifaceted and versatile enough to handle every single aspect of corporate life - so Ms Orlando continued - Ms Spazzoli was a great communicator, who could win over all kinds of different operators and players in the industry to gain approval for her own ideas and, when need be, encourage them to achieve their own goals".

One outstanding example was her project to support the Sassuolo footballers during a tricky period in the 2017/2018 season when the team looked likely to be relegated into the Italian Serie B: in her role as the team's Vice President she organised a convention held at Mapei Stadium in Reggio Emilia (central Italy) that, in addition to the players and team managers, was also attended by some members of the marketing staff. The reason was simple: to let all the players know and, most importantly, feel they were an integral part of a major Group, a family that was ready to help them at this tricky moment but that also expected them to do their very best.

Marco Manzoni, who worked alongside Ms Spazzoli from 2007 as the Marketing Project Manager, recalls that one of her many professional qualities was the ability

to "provide the general media with comprehensible information about highly technical products like Mapelastico, so that they could be understood and appreciated not just by experts in the industry but also end consumers".

According to Mr Manzoni, her ideas made it possible "to make the best possible use of the colours and popularity of the company's famous professional cycling team: "Mapei blue" and the coloured cubes of the cycling jersey have since come to symbolise Mapei around the world, starting with the packaging of its products".

According to Stefano Ranghieri, Mapei Group's current Corporate Operational Marketing and Communication Director: "the number of activities, new ideas and projects handed down to him from the work carried out over the years by Ms Spazzoli is astounding. The courage to take risks, such as becoming the Main Sponsor of the Italian National Football Team that went on to win the 2006 FIFA World Cup, epitomised her talent for grasping things before others and - so Mr Ranghieri concluded - what was most astounding was always the ideas that led to even more ideas, an intricate mechanism capable of multiplying new insights and projects that other people could then elaborate upon and develop".

Text by Anna Calcaterra and Tiziano Tiziani

2008

Mapei joins the Intrapresae Guggenheim Collection project (now called "Intrapresae Guggenheim")

2016



Adriana Spazzoli is President of Sodalitas Foundation

2018



Mapei joins the "Get your Spire" project to support Milan Cathedral

Her infectious vitality drove



Representatives of the Mapei Group's marketing team gathered at the Mapei International Marketing Meeting in September 2019 in Bologna. Adriana Spazzoli is shown in the middle of the picture.

We are publishing the text read by a member of Mapei Marketing Department's staff at Adriana Spazzoli's funeral service held on 25th November 2019 at Sant'Ambrogio Basilica in Milan.

Our day began with "Good morning girls" and the unmistakable sound of her heels clicking on the floor. And every day held surprises in store: you never knew what might happen and what you might have to do. Anything was possible. She instantly lit up the entire office,

urging each and every one of us to be ready to tackle all her different projects.

Working with her was always a challenge and sometimes extremely complicated, but it was always stimulating because we simply had to meet her demands however hard they might have seemed.

The enthusiasm and passion she put into every project were infectious; despite sometimes being rather harsh and critical, she got us to love our work, driving us on

to achieve our goals because that was what she wanted: to get the most out of every project and keep one step ahead, something she achieved effortlessly. She was always ready to defend us from other people, although she would then reprimand us when we were alone. But all said and done, we knew just how fond of us she was. On many occasions, she shared a real interest in our personal problems, supporting us and providing a real helping hand. Always ready to teach us something,

along the team



"I have taught you well" so she would say, she was the first to give everything without holding anything back, even when having to deal with the most demanding tasks, arming herself with "a pencil, rubber and scissors" to create the layout of a brochure or an article for *Realtà Mapei* or carefully assigning seats for clients at La Scala Theatre or at the tables for Mapei Day or Grand Prix motorcycle racing in Misano (central Italy). There was no denying her intuition and sweeping vision; sometimes

when she pointed something out we could not help thinking "gosh, why didn't I think of that"... she always managed to astound us and this incredible talent of hers allowed her to carry out projects and organise events that will never be forgotten. She taught us to never stop believing in what we were doing, to overcome adversity and never give up, even in the trickiest situations. There are so many stories we could tell, but each of us would like to keep them to ourselves,

because they all have something extraordinary to teach us about strength, great courage, enthusiasm and contagious vitality. Her exceptional ability to look ahead and overcome the bounds of reality will never be forgotten and keep on inspiring us. We will miss you so very much, Ms Spazzoli, but we firmly believe you will continue to watch over us with love and a little bit of pride.

Your girls and boys from the Marketing Team

Lucia Sanfilippo

*Operational Marketing and Communication Department,
Mapei SpA (Italy)*

I first met Ms Spazzoli 27 years ago. We fought many business battles together, some successful and others less so, but we always worked hard to try and achieve our goals. I could talk about all kinds of things that happened in the office... I could go on for days. But there are certain little things that have left a deep impression on me, such as when I used to call her "mum"... she would smile back and say "I could well be your mother". Thinking about it, I was just a young girl when I was first hired and, as well as being the head of the Marketing Department, she was also like a mother to me.

Simonetta Viterbi

*Operational Marketing and Communication Department,
Mapei SpA (Italy)*

Looking at that last photo I took just over a month ago, I can see about 250 people, all wearing a white T-shirt with a blue flask on it, the Mapei logo; everybody's smiling, some people have their arms raised and thumbs up.

"Everything is okay with Mapei, the latest slogan from the marketing team; most of the people come from other parts of the world, it is the International Marketing Meeting, which is where all the endless roads of this highly successful enterprise come together.

I am about to take the photo, I am standing on a chair in a precarious state of balance, everybody's laughing... "smile!", I shout... and at that moment I feel as if I am also wearing the white T-shirt and taking part in what felt like an historic event and it was all thanks to her: Ms Spazzoli.

She is there, in the middle of the group, her illness has left her looking gaunt, thin, fragile and defenceless, but she has a smile on her face like a child beneath those dark, knowing eyes that have seen the world and taken it on successfully in the best way she could.

I did not get the chance to work for her for very long and I always tried to keep out of the way and just do what I was asked as best I could. She gave me this great opportunity at the age of 56, an age when you are old and expensive for many companies... She found me, listened to me, and chose me...

For a couple of years, she called me "the training lady", and that is where I worked, she could not remember my name. But I began to make my presence felt, my hard work was acknowledged, and I was rewarded.

Recently she was convinced that I was about to retire and once again she was right: I am tired and my health is not so good. At first, I was disappointed, being the proud person that I am, I thought she was criticising me, but it was just another sign that she cared...

Thank you, Ms Spazzoli, I am proud to have worked for you, known you and really liked you!

Thank you! We will carry on along the path you have shown us, with the same dedication and strength you always had, right to the very end!

**Robert Požar**

General Manager, Mapei d.o.o. (Slovenia)

Although I cannot help feeling a sense of loss, at the same time I am endlessly grateful for having had the chance to learn from them both: Mr Squinzi and Ms Spazzoli. I met them for the first time at a trade fair in Bologna in 1998.

After Mapei had been operating on the Slovenian market for seven years, I decided to take up the challenge of coordinating its operations in the various markets of the countries that used to make up Yugoslavia. I can still remember that handshake, the attentive look in their eyes and the kind words they had to say.

That feeling of being welcome and respect for our work continued right throughout our entire business relationship. All that proves that Mapei is more than just an ordinary company driven solely by business interests.

Initially we had a small team, but we got all the help we needed to make Mapei stand out on the market. Ms Spazzoli and her team were always there to help us, and our business relationship was extremely close right from the start. She was a demanding mentor who had no

time for improvisation.

Her relentless energy allowed her to set new milestones and she encouraged us to do the same. That was what happened 16 years ago at the Mapei International Marketing Meeting when she challenged us to create a local version of *Realtà Mapei* to replace the rather drab old blue-and-white reports. Although we did not have very many members of staff, we managed to create a winning team with some outside help and went on to publish over 100 issues promoting Mapei values, projects and solutions to experts in Slovenia, Croatia and Serbia.

The competition also tried to create similar publications, but never succeeded. We treasured the knowledge and encouragement we received from Ms Spazzoli and her staff in Milan, drawing on it to keep on growing and developing.

I never actually heard her say: "Only the best is good enough" but that is something she always conveyed through the wonderful example she set.

She and Mr Squinzi made an unstoppable couple. Working alongside her husband, Ms Spazzoli's charisma, professionalism and hard work helped create Mapei's powerful corporate identity, turning it into a renowned global brand.

Despite the company's rapid growth and internationalisation, all the 10,000 staff around the world worked in harmony. The composer and main conductor of this orchestra of communication was Adriana herself.

We can only hope that her moral virtues and perseverance remain engraved in our DNA, so that we can keep on performing together harmoniously and pedalling into the future without ever stopping. That will be our pledge from now on.

Elsa Castelli

Logistics Department, Mapei SpA (Italy)

I joined Mapei in 1972 to work in logistics in close contact with Rodolfo and Giorgio Squinzi. A few years later Ms Spazzoli joined us. I always really liked her, both as a person and a fellow professional. She was helpful, honest and enthusiastic and conveyed a real love of her work. We were one big family, which my sister Carla also joined in 2002 and was made very welcome. Ms Spazzoli was a wonderful all-round person and taught me how to do the very best I could.

Luca Sacripanti

Marketing Manager, Lusomapei (Portugal)

I met Ms Adriana Spazzoli in October 2004, a month after beginning my business career with the Mapei Group. I must admit that I was rather anxious about this first meeting with a lady who seemed quite out of my league and unapproachable ... How wrong I was!

Over 15 years, I had the pleasure and honour of working with a professional businesswoman who was very demanding of herself and of others but, above all, extremely

forthright and farsighted in her business approach and the decisions she made. A "boss" who was always willing to listen to and support good ideas, often improving upon them through her own suggestions. We worked together on dozens of marketing projects that made a vital contribution to the brand's growth and Mapei's market share in Portugal.

I will never forget her extraordinary energy and infectious enthusiasm for the Mapei cause, as well as the ideas we exchanged and our conversations on the phone and in person, whenever they were necessary.

There is no denying there is a strange feeling amongst everybody here in the Mapei marketing department, because this is the first time we have finished a year and begun another without her "blessing". But we must look ahead and roll up our sleeves because, as she herself often said, we are Mapei!

Thanks for everything Ms Spazzoli.



Davide Acampora*Operational Marketing and Communication Department, Mapei SpA*

Dear Ms Spazzoli,
 Knowing you will never again come to the office to encourage us, the way you knew how, to do our absolute best, is really hard to take. Subconsciously I thought this day would never come, but I was wrong. Perhaps it was your selflessness that made me think that. Even when you first fell ill, you always smiled and did not want us to ask you how you felt. You immediately started speaking about us, asking us how things were going and planning our future, as if nothing had happened, showing incredible strength of mind. You never showed the slightest sign of giving in, even when you came to the office for the last time. You were an indestructible woman, full of life, and you left an indelible mark in my heart. It will never be the same without you in the office, without you in my life, but I will keep going or, at least, I will try to. During hard times I will know it is your unforgettable memory that will



give me the strength to keep going, somehow or other. I will never forget your energy, sincere interest in others and indomitable spirit, I will treasure them in my heart. I also remember Christmas 2001 when you called me to your office to tell me you were taking me on permanent contract, something unusual even back then, you spoke to me in the kind of voice a mother would use when she wanted to surprise one of her children, and ever since then I could not wait to get up in the morning to come into the office and work alongside you. And then there was the times when we organised the "Mapei References Grand Prix", you managed to convey so much enthusiasm to me about things I knew nothing about and you really taught me so much, helping me become the man I am proud to be today. There are hundreds of things I would like to say to you, which I never got the chance to... but I will bide my time. Thank you, Ms Spazzoli, until I see you again.

Irene Tang*Marketing Manager, Mapei Construction Materials (Guangzhou) Co. Ltd. (China)*

Back in 11 years ago, I joined Mapei marketing team with marketing experience in totally different industries. As a newbie, I was too green to understand well the construction material business and was under the impression that B2B marketing in this industry was not very important. Very soon, I realized this perception was inappropriate when Ms Spazzoli explained to me in details about how the Mapei brand was built up over the decades. Her involvement and professionalism in brand establishment through various kinds of promotional and sponsorship activities impressed me very much. This helped to open my horizon and gave me the best guidance to strategise and implement marketing plans in China which were in line with corporate expectations. I could still recall my first day with her: that was busy and intensive since she was so enthusiastic to share almost everything with me. Her passion in work and kindness to everyone struck me as a new comer. Seeing my doubtful face, she comforted me with her warm smile: "Today you'll get lots of information and need to absorb them like a sponge, but, no worry! I trust you can make it!" It was simple but the most powerful encouragement.

"She encouraged us a lot to express our views and enjoyed brainstorming moments. She created an open-minded environment that let your creativity flow"



Peter Fekete

Mapei Marketing Manager, Nordic and Baltic countries

Every year at the Cersaie fair, she always tried her best to greet everyone and even personally guided us around to walk us through the booth showing the design concept and the ideal illustration of the latest product specialties. She encouraged us a lot to express our honest views and enjoyed brainstorming moments. She created an open-minded environment that let your creativity flow. Having benefitted so much from this very supportive environment, I started to understand her wisdom in linking up the world of Mapei with synchronized marketing directions and philosophy. Without her endeavor, Mapei's internationalization strategy might not fly that high at all. There are lots of precious memories with her. One of those was her visit to China together with Mr Squinzi in 2013. By that time, I hoped to launch the new business concept for retail business that had never been applied before. The idea was to establish Mapei monobrand stores at city-level to serve customers with product systems and to provide technical and application support. That was quite different from traditional retail "product selling" approach. Honestly, even I was not confident enough whether this would work. However, she was so excited after listening to our plan and immediately expressed her full support to such investment. I was so overwhelmed by her trust and recognition. When she visited our first monobrand store, she shared lots of her insights of how to improve the brand and product displays that enriched our knowledge in working out the best stereotype. Till now, the retail business is our most significant sales channel and one of the main outlets to promote Mapei throughout the whole Mainland China. Her leaving us is a great loss to everyone of us and I am sure she will be always remembered. All the good memories with her will be kept deeply in my heart.

I have been so lucky to be a part of Ms Spazzoli's international marketing team since 2008. My strongest memory of Ms Spazzoli's legacy will be the passion and interest she showed to our daily work. It was so important for her that we were creative and always challenged the established pattern.

Ms Spazzoli was always very eager about sharing ideas and being informed about how we locally managed our marketing issues. She inspired us through her genuine interest, and this gave us inspiration to continue to work to the highest level. She never said that this was a bad idea, she always listened to the reasons behind our decisions and gave us constructive feed-back.

Even though her involvement made her days very busy, Ms Spazzoli always took time for answering your phone call if there was something to discuss. Her knowledge and awareness in all ongoing project were amazing. She had full control over what was going on at all times. I will always remember her kindness, personality and competence.

Debby Norgrove

Marketing Manager, Mapei Australia

I joined Mapei Australia in 2005. I was invited to travel to Italy and join the Mapei International Marketing Meeting for the first time in 2006 which is when I first met Adriana. I felt very welcomed and instantly realized that I had become "one of the girls" as Adriana treated us all as one of the family. Every year Adriana went out of her way to make sure that we experienced something new and different during our visits and I will always remember the year she offered us seats in the Mapei box at the La Scala Opera House to experience a comedic opera. We were honoured to attend this famous theatre let alone being invited to sit in the Mapei box altogether.

During another annual visit to Milan in 2016 we attended the MADE expo exhibition and I was amazed to see that Carlo Stanga had incorporated the Sydney Harbour Bridge in one of his Mapei drawings. I mentioned this to Adriana and she insisted that we have our photo taken together to point this out to everyone! We enjoyed many Skype meetings together and in the early days this was managed through a Video Conference system. Due to the time zone difference between Italy and



Australia it was always at the end of our day but the start of the day in Milan.

I fondly remember that during one of these video conferences her daughter Veronica arrived in the office with a very young Matilde. Adriana was thrilled to see her so we suspended the video conference for a short period so that Matilde could say "hello" to me in both Italian and English. You could see back then that Adriana loved her family very much and business had to take a backseat when the grandchildren were around!

Josiane Thibault*Mapei Operational Marketing Manager, North America*

Ms Spazzoli's passion, dedication, and human side made her an excellent leader. She was strong, generous, and confident. I had the utmost respect for her. She was a great role model. I had the good fortune of meeting her — and Mr. Squinzi — early in my career on their many visits the Americas. Each time, it was always a pleasure to see them. They made me proud to work at Mapei and immensely grateful for their incredible vision. The North American team was much smaller back then, but they always remembered me. Even after I moved from Canada to the United States, they still remembered who I was, they knew my name, my origin, my first language.

That was always so surprising to me, it made me feel valued and appreciated. They always stopped by my desk to say hello and asked how I was doing. And they did that for my colleagues too. They were always extremely respectful and kind. I admired their sincerity, dedication, and attention to people. They were exceptional people, extraordinary people, their success can be measured by the legacy they leave behind and all the people they touched. I feel privileged to have met them. Over my 20 years with the company, I've learned to know and appreciate them. My sense of belonging to the company has grown as a direct consequence of my interactions with them. They both cared for their employees

"She was strong, generous and full of confidence, an important role model for everybody"



and showed it in their actions. When the recession hit, they refused to lay anyone off. When natural disasters have hit, they personally reached out helping however they could. They cared for the environment and for

future generations, personally establishing sustainability programs before it was fashionable to do so. Together they built the Mapei we know today all over the world. It is up to us to

continue leading in their example. We must continue to make them proud.

Steven Day*Mapei Operational Marketing Director, North America*

When I think of Ms Spazzoli it is always with great respect. She may not have always agreed with every decision that we made, but she always trusted us to make the right decisions for our market. She always supported us. Further, she always wanted to hear our ideas and to share hers. She always asked us to sit up front at the Mapei International Marketing Meetings so that we could promote our own ideas, to engage in conversation, and to collaborate. And, after the meeting was over, we were always invited to return to Milan for further collaboration. That level of respect and trust is so unusual in business - let alone in large companies. She was not only a wise businesswoman, she was a genuine, intuitive leader. Consequently, as a group, and speaking for myself, as an individual, we always tried to make her personally proud.

Martino Massetti*Termoidraulica srl*

She, Ms Adriana Spazzoli, was always there alongside a great man. She was a dynamic woman full of energy, whom I first met about 35 years ago when I was asked to carry out maintenance work on the plants and systems at the Squinzi family home. When I saw her for the first time, she was busy getting the documents ready that she had brought home from the office, but the thing that struck me first was how warm and welcoming she was to me, even though it was the first time I had ever been to her home. Despite the importance of her job and all the hard work she put into it, Ms Spazzoli always found time for her family and was a kind and considerate mother to her two children, Marco and Veronica, and a very special grandmother to her grandchildren. She even found time for gardening and looking after her home. We gradually grew closer over the years and both Mr Squinzi and Ms Spazzoli ended up treating me like a friend. I have lots of very emotional memories of them and all I can say is that they were like a brother and sister to me. Thank you for allowing me to be part of your life.

AT UNIVERSITY OR ON HOLIDAY, IT WAS ALWAYS ADRIANA LEADING THE TEAM

Giancarlo Mazzuca

Seaside holidays when we were kids: wonderful times. I first met Adriana in 1967 in Milano Marittima (central Italy) when my parents bought a house not far from her parents' hotel: the legendary Hotel Brasil. The arrangements were always the same: every single day during those unforgettable summers in the late 1960s - those fabulous years of the Moon landing, "hippies" and young people's demonstrations - the five of us would meet on the beach in front of the hotel run by the Spazzoli family. We were all born and bred in nearby Forlì: there was Adriana, who was our "host", and then my brother Alberto, Bruno Mambelli, Annamaria Morgagni and myself.

I was also one of Annamaria's classmates at our high school specialising in the sciences, but "Spazzolina" (my rather cheeky nickname for Adriana back then) went to a high school specialising in the classics. Afterwards, though, since we were exactly the same age, we both enrolled in the faculty of Political Sciences at Bologna University under the tutorship, amongst others, of Professor Romano Prodi: so, I was lucky enough to study with her. I also worked with Adriana on a sociology project focused around Forlì under Roberto Ardigo's supervision, an academically 'big' professor. While working on this project, I saw those managerial skills that would serve her so well in the future: we all had to work together under her as team leader. Even at the seaside, it was Adriana who organised everything throughout the day under the

hot sun of the Romagna Riviera: she loved to go water skiing with Annamaria, whereas I was happy to just go for a boat ride. In the evening we always met up at Hotel Brasil, where we would chat for hours until Andriana's dad eventually sent us all home. Of course, there was the occasional late-night at one of the

"Even at the seaside, it was Adriana who organised everything for us throughout the day under the hot sun of the Romagna Riviera"

trendy places in Milano Marittima, such as the "Pineta" bar right in the town centre. Meanwhile, our group of five locals had been extended to include some guys from Milan or thereabouts, including a rather quiet but clever and attentive young man: Giorgio Squinzi was learning his trade in

a family-run business in Lombardy called Mapei, which had been set up by his father. Even back then Giorgio had an extra gear and, even though he was not quite as exuberant as those of us from Romagna, he managed to beat off all the male competition to be Adriana's boyfriend. That was something it was hard for us "would-be playboys"

from Forlì to take: two-nil, back to the kick-off spot (even though this was way before the days of Sassuolo F.C...).

Adriana went to live in Milan but as old friends from our unforgettable childhood we never lost touch. Here is what Annamaria had to say about this: "Adriana used to call me on Sundays from the garden of her house in Milan and would ask me whether I was at the seaside. She would smile when I told her that it was foggy in Romagna and then tell me that it was a lovely sunny day in Milan". Nevertheless, the Romagna Riviera was always in our hearts and the last time we all met (Adriana, Giorgio, Annamaria and I, together with our companions) was last summer in the place (where else?) where our great friendship first began over 50 years earlier: in Milano Marittima. Half a century of great achievements for Mapei, which has become an authentic multinational. Partly because, alongside Giorgio, Adriana was always there in the background (but only up to a certain point...), a wife who became an invaluable adviser both in the company and when Mr Squinzi was President of the Confederation of the Italian manufacturing and service companies. They both taught us all so much, first and foremost their own children. Despite all the great achievements, one day they told me about something they considered to be a failure: they had lost the battle against the "windmills" of Italy's stifling bureaucracy. Mapei's CEO would never have achieved that status without our favourite "first lady" alongside him, whom I nicknamed the "Grey Eminence". Yes, they were always together, Giorgio and Adriana, even when they departed this Earth.

Journalist





HIGH-SCHOOL DAYS AND REUNIONS WITH OLD SCHOOL FRIENDS

Wilma Malucelli

Adriana was born on 17th June under the star sign Gemini, so she was curious, intelligent, open-minded and intriguing... an only child, she spent the first few years of her life in a small town just outside Forlì (central Italy). I used to see her from time to time when I went to visit my paternal grandparents, who lived nearby. Her mother was a Malucelli, a cousin of my father, who was extremely fond of her. I used to see her at the seaside in Milano Marittima, where her parents took over and managed Adriana Guest House that stood at the edge of a pine forest back then. The family then took over Hotel Brasil along the seafront, where, having just finished high school, she met young Giorgio from Milan who was on holiday there with his family. Last August, Giorgio told me about their first meeting and pointed out the window of the room he stayed in that summer when he saw Adriana for the first time: it was love at first sight. That is why Adriana always loved that hotel, that is why she wanted all of her relatives to join her and Giorgio there on 17th August for a family meal. It was the first time the Malucelli and

Spazzoli families got together and it was also the last! I used to bump into Adriana in the corridors of G.B. Morgagni High School, which we both attended, although I was in the year below her. We did not get the chance to spend much time together during school term, but I have some great memories of school trips together when all the different classes and sections mixed together and shared experiences we have never forgotten, immortalised in black and white photos taken by one of our schoolmates. The "Morgagninis", as we like to call ourselves, have kept in contact ever since our school days. And it was Adriana who reunited all those old school friends by inviting everybody on a trip to Milan to visit the Expo. And so there we were back together on a coach, just like in the good old days, heading for Milan: a wonderful rendezvous that we have kept on organising ever since that

first trip. I used to joke that she was the "glue", after all she represented Mapei! And she used to smile back in amusement with that wonderful smile she always had.

A happy girl full of life who left the Romagna region after she got married to move to Milan but she still loved so deeply the Romagna region, where her parents used to live, where she used to come and spend some holidays when she was not off on trips around the world with Giorgio.

She passed on this love of the Romagna region to her two children, Marco and Veronica, who learned to love our seaside.

I can still clearly remember her wedding day: the wonderful ceremony in Pieve di Polenta Church up on a little hill near Bertinoro in the surroundings of Forlì, and the wedding meal in Cesena. Places that even Giorgio, who was from Milan, soon learnt to cherish as he rode up the steep hills on his bike, hills where he could really enjoy the sport he loved. And when the church of Pieve di Polenta required renovation,

"It was Adriana who reunited all those old school friends by inviting everybody on a trip to Milan to visit the Expo"

Adriana and Giorgio were the first to contribute, supplying Mapei products, technical support and skilled technicians to restore that "place in their hearts" to its original beauty. I can remember how excited they were

on 27th May 2012 when the church reopened after lengthy renovation work: 41 years later, they were both back at the altar again being warmly applauded by everybody in attendance and, just like back then, they held each other's hands. "This church has brought me so much good luck", so Giorgio said as he stared into Adriana's eyes. "Everybody should firmly believe in their own plans and we are proof of that because we had complete faith in our plan for life and work", so she replied. Adriana and Giorgio: a couple that could not keep apart for long in life and death.

Journalist



THE UNFORGETTABLE 1960s ON THE ROMAGNA RIVIERA

Roberto Leoni

Both from Forlì, we first met sixty years ago on the beach at Milano Marittima. The Spazzoli family owned Hotel Brasil in Milano Marittima. I had left Forlì and moved to Milan with my parents and sisters at the age of eight, but my family used to meet up every year to spend a month's summer holidays at Hotel Flora in Milano Marittima. Hotel Flora and Hotel Brasil were both located along a road that lead down to the sea and Bagno Oreste beach club, and it was on that beach that we first met. It was the 1960s and when I began singing songs with my guitar, a little group of young boys and girls would gather around to sing along to the songs. One of these girls was young Adriana. Back in those days the Squinzi family had also started to stay at Hotel Brasil on a regular basis and among the members of the family was Giorgio, who was on the same university course in Industrial Chemistry as me in Milan. There were also lots of local young boys and girls, most of whom were friends of Adriana who spent their summer holidays at Bagno Oreste. Hotel Brasil gradually became a meeting point for all these young high-school and university kids, where they would decide what they were going to do that evening. Meanwhile, time had gone by and Adriana had grown into a beautiful young woman, who had certainly caught Giorgio's eye. So, it was during those evenings spent by the seaside that Adriana and Giorgio first fell in love, eventually getting married in 1971 at Polenta Church. Adriana's first few years living in Milan were hard work as she had to commute between Milan and Bologna to finish her degree in Political Sciences, while looking after her young children and working in marketing, where she gained all the experience she

**"She said to me:
Roberto, I bet you
would never have
guessed how many
things I do and how
busy I am here"**

later put to use at her husband's firm. Her life did not get much easier over the following years, since her professionalism, creativity and energy meant she soon created and headed the Operational Marketing and Communication Department at Mapei, a job requiring her total dedication. She was constantly having to deal with both in-house and external staff, suppliers of services and products, art directors, journalists, charity organisations and organisers of events both in Italy and around the world.

When Giorgio asked me to help him run the company's research into chemicals in 1989, I remember Adriana saying to me: "Roberto, I bet you would never have guessed how many things I do and how busy I am here". I soon found out just how true that was.

In both her business career and ordinary life, she was always resolute and at times even hard on her fellow workers, relatives and friends, but she was always very understanding and attentive to the needs and wishes of the people close to her. I can still remember with great fondness the big surprise party Adriana organised at their house in Milan in May 2003 to celebrate her husband's 60th birthday. It was a Sunday morning and Giorgio had gone cycling with his friends from Mapei's amateur cycling team. Over the previous few months Adriana

had secretly invited over Giorgio's closest friends and business partners from all over the world. She got everybody to hide away in their home ready to jump out at just the right moment. After coming back from his ride and putting away his bike, Giorgio was heading home for a shower and then - surprise! - he suddenly found himself surrounded by a horde of rowdy friends. Alongside the celebrations for the weddings of their children, Veronica and Marco, that is the only major family event I can remember, because the Squinzis always kept their private life to themselves. Adriana, we shared good times and bad times together for much of our lives, but now you have left us prematurely.

Nobody who knew you will ever forget your wonderful personality, humanity and lust for life. Personally speaking, I feel as if you have left a big hole inside me.

Former Senior Advisor, R&D, Mapei SpA

FROM UNIVERSITY TO MAPEI: A VISION OPEN TO THE ENTIRE WORLD

Alberto Quadrio Curzio

Adriana Spazzoli Squinzi has very sadly left us, merely one month after Giorgio passed away. I had the opportunity to describe Giorgio Squinzi's character and work in my article "The value of innovation in the name of progress" published in *Realtà Mapei International* no. 77, last October.

When thinking of Giorgio's contributions, four main areas on which he focused his attention come to mind: scientific research; the importance of innovation; a commitment to internationalisation; and the pursuit of social liberalism.

Giorgio and Adriana clearly shared similar views on these topics, indeed they were almost in symbiosis, although one had a more technological perspective while the other a rather economic outlook.

In any case, it is not worth reviewing these four subjects in light of their different perspectives since the dissimilarities are almost negligible.

In contrast, I will look into other aspects of Adriana to complete, at least in part, my thoughts on this exemplary woman and couple.

The first consideration concerns Adriana's education in the Faculty of Political Science at Bologna University, where she was a student of mine.

Back in those days, students majoring in economics were few and far between, so it was easy to get to know them individually, and they were all good friends. Adriana was part of a group (including Flavia Franzoni and Anna Stagni) of very talented students, not just because of the way they applied themselves to their studies, but also



due to their curiosity and interest in concrete issues of political economics and economic reality.

It is fair to say that the economics institute at Bologna University

was a particularly stimulating and fervent environment. Discussions among professors, teaching assistants and students took place both during lectures and out in the corridors. In

this environment, various aspects of economics naturally came to the fore, of which Adriana made full use.

I can remember sometimes telling Adriana to check her lecture notes since she was renowned for - and later I personally confirmed - being exemplary in clarity and accuracy. Adriana graduated from her university course writing a thesis on the Italian market of ceramic tiles, with Romano Prodi as her tutor. The second consideration, connected to the first, concerns the journal *Realtà Mapei*, which represents a wonderful embodiment of the creativity and cultural broad-mindedness

of a businesswoman like Adriana, who expressed her views in about 80 editorials in the Italian edition (that first appeared in 1991) and 27 editorials in the English edition (published from 1995 onwards). The journal (currently published in 160,000 copies in Italian and 23,000 copies in English) was first printed 3-4 yearly issues and then transitioned to 6 issues-a-year. It was gradually published in other foreign languages according to where the Mapei Group's subsidiaries were located (Germany, Austria, Spain, Portugal, China, France, Switzerland, Czech Republic, India, Netherlands, Slovenia, Croatia, Serbia, Hungary, Russia and North America), with a variety of content pertinent to the readership of that location. Anybody who has had the chance to read all of the editorial content cannot fail to admire the way it presents Mapei's business operations with great style as well as providing the necessary expertise to focus on the building materials themselves and the interventions for which they are used. It also provides just the right focus on the people who make up the Mapei Community.

*Emeritus Professor of Political Economy, Catholic University of Milan
President Emeritus, Lincei National Academy*

THAT DAY WHEN SHE ASKED ME TO BE HER TUTOR FOR HER DEGREE THESIS

Romano Prodi

The last time I met Adriana, who was clearly suffering and in pain, was at Giorgio's funeral service in Milan Cathedral.

It was almost as if she wanted to follow him (as, sadly, it turned out to be the case) to complete their long life together as a family, at work and in the social commitments they shared.

At that moment, I suddenly remembered when Adriana first came to me, almost fifty years ago, to ask me to be her tutor her degree thesis, which she wrote extremely well with the same verve and enterprise she showed throughout her entire life.

As almost inevitably happens, we did not really see each other much after she completed her degree, but a few years later I discovered she was Giorgio's wife and business partner and after that I frequently got the chance to follow the development and progress of her business career. And I was also delighted to find that Adriana often referred to her

time at university as fundamentally important for her later work.

She was part of a group of students who

enrolled in the small faculty of Political Sciences that had just been set up at Bologna University and were able to take part in lectures and seminars that were not just only innovative but also based on constant and very close relations with the other students on the course and the teaching staff. The kind of teamwork that characterised her entire career both before and after she joined Mapei, where she played a key part in the in-house growth and intricate external relations of a business

"Back then she had the same verve and enterprise she showed throughout her entire life"



which branched out from Italy across all the different continents and whose constant process of innovation led it into all the various realms of the building industry: from ceramic tiles to large concrete structures, wall coatings and even

dams across the world's biggest rivers. Her work in marketing and communication meant she had to deal with all the different manufacturing plants built

right across the globe to meet the construction industry's very specific market requirements.

Although she had to travel worldwide, she never forgot her Italian roots and her close ties with both the region where Mapei was originally founded and the one where it achieved its first successes. Hence her great love of Sassuolo Football Club and her social responsibility work as the President of Sodalitas Foundation.

Both these activities allowed her to express her sense of civic duty in

very concrete terms.

Taking Sassuolo into the top flight of Italian football was not just a great sporting achievement, it was also a tribute to the city that lay behind Mapei's transformation from a small business into one of the world's leading players in the industry.

As President of Sodalitas, she also got the chance to commit herself to social work serving the region where Mapei was founded and the entire nation of Italy, where her heart and mind were always truly at home even during those years when most of her work took her beyond our nation's borders.

It is now up to the younger generation to continue Mapei's elaborate but highly satisfying operations in economic and social life. In a world that is becoming increasingly complex this is no easy task, but it will certainly be made less difficult by the kind of teamwork that Adriana and Giorgio taught them.

Past President of the EU Commission and Past Prime Minister of Italy

A LIFE SPENT “DOING THINGS”

Gilda Bojardi

My friendship with Adriana and, consequently, Giorgio Squinzi originally stemmed from a series of business meetings. I do not know when these occasions developed into a closer and friendlier relationship that sometimes even involved Adriana's mother. I was always astonished by her ability to take good care of her family (she loved Giorgio, her children and grandchildren deeply) and, at the same time, be so busy and strategically involved in the business, playing a key role in the Group's marketing and communication operations and numerous other core activities, notably a close relationship with the distribution chain in Italy and internationally, while editing the books and publications of a company which, over the years, has grown into a leading international business enterprise in terms of both its income and global presence. Mapei is much more than just a simple supplier of products, it is a fully-fledged business partner equipped with the engineering expertise required to take on major infrastructural projects.

Expertise, talent, a busy life full of passion for sport and art, always shared with Giorgio, and incredible acts of generosity towards the

city of Milan, its architecture and its great shrine to music, La Scala Opera House, always serving the community.

Adriana has also devoted plenty of time and energy to social responsibility by supporting Lega del

"She achieved all this with great simplicity and understatement"

Filo d'Oro, Fondazione Arché, San Patrignano, Exodus and Emergency: she donated Mapei solutions and know-how to the latter to help construct the Entebbe Centre of Excellence for Paediatric Surgery in Uganda designed by Renzo Piano.

She was the President of the Sodalitas Foundation from July 2016, an organisation that has set the standard in Italy for promoting Sustainability and Social Responsibility for businesses. The "First Circular Economy Prize" awarded to Mapei last November as part of the "2019 Sustainable Growth Awards" under the patronage of the Italian Ministry of the Environment, was just her final legacy to us. She achieved all this with great simplicity and understatement.

Her positivity has always stimulated me, setting an example I hope to follow in future (perhaps less happy) moments of my life.

Adriana and Giorgio Squinzi were partners in both business and family life, united in love right through until their last farewell. An example of teamwork and social-cultural engagement.

"Doing" was their real hallmark but without ever craving the limelight or seeking more than just the least necessary amount of attention.

Their business partners and friends joined their children Veronica and Marco in a joint embrace of great affection at the funeral services for Giorgio Squinzi held in Milan Cathedral and Adriana Spazzoli in magnificent Sant'Ambrogio Basilica. Such was the affection Adriana and Giorgio engendered in the people who had the chance to get to know them.

Editor-in-chief of Interni magazine



SHE WAS FLUENT IN ENGLISH: REAL MANNA FROM HEAVEN

Flavio Maestrini

I would like to try and tell you the story of how I met somebody I will never forget. The details have become rather blurred and that is a real pity because the start of a story often holds the key to how it develops over decades. Here is how it went.

"There is a lady who would like to speak to you."

Back then, I was in charge of a small publishing house that worked with foreign companies and so English was, of course, the language we used most and, due to our lack of linguistic skills, we were often the slowest in handling the articles we had to deal with.

"Mr. Maestrini, there is a lady who would like to speak to you."

And so here was that young lady, elegant and friendly, offering her services on a part-time basis. She was fluent in foreign languages: real manna from heaven for us.

The lady in question lived within a very short walking distance of my offices and was the mother of two children: who knows whether they still remember coming to the office after school to greet their mother? Very soon this young woman began to handle our business relations with

HOW TILE ITALIA PAVED THE WAY FOR REALTÀ MAPEI

Graziano Sezzi

It was in Las Vegas at the beginning of 1989, at one of the numerous trade fairs Mapei took part in, that Adriana Spazzoli, Giorgio Squinzi, Gerry Fisher (the editor of important magazines in the United States) and I decided to create a new specialist magazine for the Italian ceramic tile market called *Tile Italia*.

Adriana was president of the company. The writer of this article was its editor in chief, and Giorgio Squinzi became its guiding hand and mentor. The first issue of the magazine was published at the beginning of 1990 and was an instant hit. Its content was widely appreciated and there was plenty of growing interest in advertising in the magazine. I had plenty of discussions with Adriana about all kinds of different matters. It was hard work keeping Adriana in check. She corrected everything and everybody but was more than willing to accept other people's opinions and criticisms. In the end the magazine grew in popularity and became widely read and authoritative. Other magazines soon followed such as *Ceramic World Review* and *Tile International*. Adriana inevitably had the idea of channelling all this experience into Mapei, creating what is now known as *Realtà Mapei*: a house organ published in dozens of languages all over the world to showcase the Group's business operations. So, we decided to go our separate ways and I decided to buy Adriana's share of the company. Mapei continued to be part of the project, making its own editorial contributions and also advertising in *Tile Italia*. We were no longer business partners, but we were still friends and exchanged opinions and experiences. A few years ago I actually worked directly with *Realtà Mapei*. Adriana was an endless source of new ideas. She was relentlessly inventive and creative. She worked as hard



One of the first editorial meetings for the publication of *Realtà Mapei*.

as any new intern on the editorial staff. Her girls - who were and still are the backbone of *Realtà Mapei* - cannot remember her ever taking a moment's break. *Realtà Mapei* was an important part of Mapei's marketing strategy that Adriana managed with expertise and endless enthusiasm.

I met up with Adriana and Giorgio again in September 2018 at the Cersaie show, just over a year before she passed away. We walked towards the trade fair exit and chatted for about an hour. Adriana mentioned the time we had spent together working on *Tile Italia*. That was something she had never done before. She knew she was ill.

Founder of *Tile Italia*



foreign publishers and everything began running much more smoothly, much to my delight and that of my foreign partners.

Not much time

had passed:

Adriana was still an elegant young lady, but that slight sign of shyness

I thought I

had noticed when we first began working together had gone completely: lost as her career progressed.

"She used to handle our business relations with foreign publishers, much to my delight and that of my foreign partners"

She had a real interest in communication and was often involved in lengthy discussions that went well beyond the realms of the

subject in question and into the field of marketing.

So how long has gone by since we had these professional discussions? I am

rather afraid to try and work it out. Chance, and not just chance, meant that our relationship continued but on very different levels.

I can think back with great pleasure to the numerous times I got the chance work with her and her busy business team and that gives me reason to smile despite how sad these memories make me feel. I can remember the competitions we entered together.

I can remember how generous she was with her own thoughts and ideas, which helped implement projects that benefited so many young people, encouraging them to do better and do more.

Publisher

HER IDEAS ABOUT MILAN SHONE BRIGHTLY IN HER EYES

Roberta Cordani

I got to know Adriana Spazzoli while we talked about the beautiful things in Milan: its architecture, art locations and the city's history. She was enthusiastic about these matters due to her great artistic awareness and love of Milan. Her eyes shone with unforgettable intensity and joy when she talked about the city.

Our meetings were also opportunities to think about Milan, Milan Cathedral and La Scala Opera House, about the city's courtyards and buildings, the villas in Lombardy and the Navigli canals. We talked about the books I edited every year, books focusing on the monuments and artistic heritage of Milan and Lombardy Region. She always showed great interest, intelligence and generosity when discussing the beauty of both old and new works of architecture. Her eyes lit up when she described her ideas and her work in the fields of culture, music and art. This, too, was part of the family business's "art of working". She knew how to engage people and she was able to delegate the execution of her ideas with great trust and enthusiasm. Trust and enthusiasm for which I am extremely grateful. I am very proud that the books I edited were often chosen as Christmas gifts from the company. They were, in some sense, "our" books, as Mr. and Mrs. Squinzi once described them, while

"She personified the kind of creative joy that will always be her legacy: planning for the future with optimism and a smile"



A view of the Naviglio Grande Canal in Milan.

encouraging me to make them slightly less bulky so they would be easier to send out to everybody. We therefore created a first smaller book entitled "Milanese Landscapes". That was the year when Mapei was commemorating the 75th anniversary of its founding and it was decided that this kind of book might be a way of illustrating the city to foreign guests. The last time I met her, Mrs Spazzoli was involved in an editorial meeting for her magazine, *Realtà Mapei*. She made me join in for a few minutes and I realised how much she loved the magazine and the people she worked with, and how much that love was reciprocated. For me this was also the "art of working". On that occasion, she smiled as she launched a new

idea: her eyes sparkled with strength and creative joy. That joy has remained in my heart and taught me something: never stop planning the future with optimism, come up with something that conveys beauty, the art of working and communication to everybody. I will really miss Adriana Spazzoli's engaging, joyful energy. She and Giorgio have made their mark and left a wonderful example of humanity and life. Something very special which I believe keeps on "working away" in the heart and soul of everybody who knew them.

Author of books about Milan and Lombardy

A POWERFUL SENSE OF BELONGING TO MILAN

Empio Malara

Thanks to the events associated with "Milano nei cantieri dell'arte", I had the good fortune to get to know Adriana Spazzoli. Her company, Mapei, was the Main Sponsor of this major enterprise aimed at promoting the most important restoration and renovation works on monuments built in Milan from the 15th to the 20th century. The various works outlined to the general public during events associated with "Milano nei cantieri dell'arte" included work on the

banks of the Naviglio Canal, which were repaired and renovated with the help of the Mapei Research & Development laboratory. When providing an overview of the oldest navigable canal in Europe, as a member of the scientific-organisational team, I spoke about the project to redevelop the Locarno-Milan-Venice waterway. Adriana Spazzoli was enthusiastic about the project. When more recently I asked whether she would be interested

in supporting the "Friends of the Navigli Canals" Association in its initial project to make Milan the "European Centre of Historical Canals", her willingness to help out took the form of a promise to contribute. This was further proof of her genuine admiration for projects aimed at promoting Milan. A rare kind of passion and, of course, if the person in question happens to be extremely kind, as Adriana Spazzoli certainly was, then you are extremely lucky, as I was, to get the chance to meet her. And extremely unlucky to lose her so soon.

President of Associazione Amici dei Navigli (Friends of the Navigli Canals Association)

A LONG CHAT ABOUT MUSIC

Michele Dall'Ongaro

Even though I did not get as many opportunities to actually meet up with Adriana Spazzoli - and such an extraordinary leading player in Italian society as Giorgio Squinzi - when we did get the chance to interact, including the messages and best wishes we send each other, it was truly special. It was all thanks to her: Adriana had that rare gift of being extremely straightforward and down-to-earth. I cannot help feeling emotional when I remember our first meeting, almost five years ago. A lengthy chat about music and also her business work, family, the cultural milieu in two such different cities as Milan and Rome, and our shared commitment and interest in making a difference in these realms. Or at least in trying to. She definitely did, thanks to her infectious intelligence and kind and generous determination.

The feeling I got, perhaps only on an instinctive and superficial level, is that her success and achievements partly derived from her ability to wear so many hats at the same time: businesswoman, family person and active member of society. Without ever losing her humaneness combined with a healthy working ethic. Qualities which I believe are engraved in her family's DNA. That is how I like to remember her, knowing that so many of us, each in their own way, have lost such a unique person and true friend.

President – Superintendent of Accademia Nazionale di Santa Cecilia



The Parco della Musica Auditorium in Rome hosts the Accademia Nazionale di Santa Cecilia music academy

THE RELATIONSHIP WITH FORLÌ

Sara Samori

Adriana. A strong and important name. It is no coincidence that this name was chosen by a Roman emperor and six popes. Your fate lies in your name. A woman with boundless life and energy, who put all of her qualities and great passion into everything she did. She always showed great humaneness and a willingness to listen and share. She was a role model for me. Not just due to her love for her own city, Forlì, which she held onto over all these years (despite all her commitments and international duties) through her continuing support for projects, associations and sports clubs from her home city. She had unshakeable determination and dynamism. She was always optimistic, and her generous smile left no room for doubt, fear or unhappiness. All this shone through on the last few occasions I saw her, such as last year, when she was bubbling with enthusiasm after Forlì, “her” Forlì, had been made “European City of Sport”. After signing the “Sport Ambassador” register as a global ambassador for sport in Forlì, she greeted me the way she always did: “Come on, come on, Sara! When I am back in Forlì, we will finally get the chance to meet up again!”. Unfortunately that never happened.

Former Sports Councillor, Forlì City Council

SHE LEFT HER MARK FROM CULTURE TO SOCIAL WORK

Ivana Appolloni

Adriana Spazzoli, or “Dottoressa Spazzoli” as many people called her, was the one of those positive people you always remember with great fondness and affection.

I first met her in 2009 together with Professor Bruno Cagli, who was then the Superintendent of Accademia Nazionale di Santa Cecilia (one of the oldest musical institutions in the world), due to her love of music that she shared with her husband, who was also a wonderful person, and which made their family business a leading benefactor of culture in general, almost a trademark of the company.

Adriana, as I would like to call her from now on, talked passionately to me about her work, projects to be carried out and her beloved family. Kind and efficient, I have always admired the way she listened and then came up with brilliant answers and solutions for everybody.

I saw her again a few months ago, this time we talked about social responsibility work rather than music and, despite her obvious physical weariness, as usual she came up with plenty of ideas and suggestions.

We will really miss Adriana due to everything she achieved along life's way.

General Manager, Gomitolorosa onlus

THE MUSEUM AS AN EDUCATIONAL PROJECT

Philip Rylands

Adriana Spazzoli, intelligent, vivacious and extrovert, had infectious enthusiasm for everything she did. I remember her attending the presentation of a Peggy Guggenheim Collection educational project for the Milan Expo in 2015: her approval, admiration and conviction in the validity of the project as a whole was infectious for us all. Again, I remember visiting with her the training camp of the Serie A soccer team Sassuolo Calcio, following which we all became enthusiastic Sassuolo fans. Like her husband Giorgio, she was a down-to-earth person despite formidable managerial experience and authoritativeness. Everybody liked Adriana at once. After meeting her for the first time, the very day Giorgio was named president of the Confederation of the Italian Manufacturing and Service Companies (Confindustria), we took the underground railway into Milan city centre together, without chauffeurs, official cars or other formalities. And I will never forget a party held on 4th July party at the American Ambassador's residence in Rome, when once again Adriana showed what a natural and unaffected person she was. That is why I remember Adriana and Giorgio today with great affection as well as esteem.



Director Emeritus of the Peggy Guggenheim Collection in Venice

WHEN ART MEETS CORPORATE CULTURE

Alexia Boro

When Ms. Spazzoli entered a room, you could immediately feel her presence. Perhaps it was her big, infectious smile: undoubtedly, it was also her kind and engaging charisma that brought people together and made them feel at ease.

I first met both Adriana and Giorgio Squinzi when Mapei became part of the Guggenheim Intrapresae, a group of companies whose belief in the educational-creative value of art led them to support the operations of the Peggy Guggenheim Collection. I was immediately impressed by her enviable ability to grasp a situation in an instant, and come up with perfect practical solutions that were original yet feasible, effective and always inspired by the desire to spread the educational power of art and its strategic value in the processes of corporate development. This was exemplified back in 2015,

when we were celebrating Jackson Pollock, the American artist whose technique of dripping and pouring paint on canvases on the floor did not just break with the rules of

art, it actually transformed how creativity itself was perceived.

Adriana had the idea of getting all the group's member companies involved in

promoting all the auxiliary programs and exhibitions by creating a special press event at the headquarters of *Il Sole 24 Ore* newspaper, which, on a snowy February morning, set the celebrations underway.

I think it only takes one word to sum up everything Adriana inspired, and that word is 'beauty': beauty in the sense of generosity, authenticity, honesty and a profoundly humane

desire to share that sense of well-being which she and Mr Squinzi, great art and music lovers, knew was a wonderful means of helping people feel better, both

professionally and personally.

She was accustomed to organising guided tours of the museum, so that her architects, designers and suppliers could embark on an inspiring journey of

discovery together, which inevitably concluded on the museum's panoramic roof terrace watching the sunset on the Grand Canal, a vista of natural spontaneity that united all the guests in a sense of joy. This always was the perfect embodiment of a company which, despite its size, has always remained a family business with an incomparable wealth of values and, thanks to

"That Pollock exhibition and her idea of getting all the Group's member companies involved in its promotion"



"OUR" FRIENDSHIP AND WHAT "YOU" TAUGHT US

Mario and Maria Botta

Dear Adriana, last time we met was in Milan Cathedral: in that magnificent shrine, which a few years earlier had "hosted" us at a concert to which we were kindly invited by you and Giorgio, as you had already done so many times for many other important events you liked to get us involved in. Our meeting in Milan Cathedral was, however, destined to be our last: after that we never saw each other again...

These are just a few lines to say "THANKS" for everything you gave us through the way you were, your strength of mind and your devotion to your family and work.

Work as a social commitment, an apparently rather old-fashioned view, which, in actual fact, is still the reason why we wait for the sun to rise each morning.

Thank you, too, for the calm and gentle ways in which you tackled adversity and the hope you always had in what lay ahead, where, so we believe, you will remember us with great serenity.

We learned so much by having you as a friend. Thank you again,

Architect

"The company's ties with the world's leading theatres, such as La Scala Opera House, and the main venues hosting contemporary art and culture are the most striking evidence of a relationship that is an integral part of everyday company life"

Adriana Spazzoli

Adriana's qualities as an eloquent but pragmatic communicator, Adriana conveyed these values with unique mastery.

And she had fun doing it. I will never forget being invited to attend one of the Sassuolo football team's training sessions together with all the representatives of the various companies belonging to the Intrapresae Group.

Photos were taken on the terraces wearing team scarfs, with the players signing autographs. The feeling of all being involved in something exciting was tangible, which explained why Mr Squinzi and Adriana had so much faith in sport.

Being the great leader that she was, she knew how to create team spirit with rigour and empathy, corporate strategy and social responsibility, leaving behind a legacy that will always be an invaluable source of inspiration for her beloved grandchildren and their generation.

Director of Communications and External Affairs, Peggy Guggenheim Collection.

I WILL NEVER FORGET HER DAZZLING SMILE

Diana Bracco

Her gleaming smile always caught your eye. That dazzling smile was on her face throughout her entire business career and loving partnership with Giorgio. I can remember how beautiful she looked at La Scala Opera House wearing a long emerald-green dress, arm in arm with her clearly very proud husband. Adriana's smile is engraved in my memory and my heart and I can particularly remember posing with her for the photographers in September 2016, when she took over the leadership of Sodalitas Foundation. We were happy that day. Particularly me, because I knew I was leaving Sodalitas in the hands of a President, who was both competent and generous, a businesswoman who, like me,

firmly believed that the only way to do business was responsibly and sustainably.

We were enjoying a meal with our husbands, talking about sport with a capital "S". Of the passion they shared for AC Milan and Sassuolo, which at the time was playing in the Italian Serie C, and also Merate, the team that Roberto helped develop for a certain period of time. And I can also remember Adriana smiling and laughing as she talked about the cycling race up the slopes of Stelvio Pass between Giorgio and Romano Prodi.

And then the situation suddenly got worse.

My sweet friend, how much I will miss you. During your illness, I wondered at the bravery and simplicity with which you tackled



all the adversity you had to deal with: you found a way of handling everything. How I will miss the phone calls we had. You were always so sweet and centred and you never complained. An extraordinary woman, notably when you found just the right words to say to all your friends in the chapel of rest at Giorgio's funeral despite your great suffering. I wish you could pass on to me just a fragment of your strength. Thank you, my friend.

*President and CEO
of the Bracco Group*

A ROLE MODEL FOR THE ENTIRE SODALITAS COMMUNITY

Alessandro Beda

Ms Adriana Spazzoli was President of Sodalitas Foundation from 2016. Right from the very beginning we knew we could count on a President who was always at hand, genuinely ready to help and support us with her quite astounding energy and enterprise. She led Sodalitas Foundation with passion and integrity. Her vision was crucial in helping Sodalitas Foundation change and innovate. She worked very closely with the Board to help completely revise and then implement its Charter in record time and introduce a new model of governance focused on greater flexibility, speed of operating and efficiency. She constantly encouraged and supported all of us boosting the efficiency with which Sodalitas Foundation co-plans and implements (together with

its associate companies) multi-stakeholder partnerships focused around selected aims and goals of particular social value.

Under her Presidency, Sodalitas Foundation was once again able to fully devote itself to integrating business and education to help young people enter the working world and boost employment and inclusion. It also helped develop partnerships between businesses and non-governmental organizations to tackle emerging social needs and reduce inequality between people, at the same time promoting cooperation between businesses, local associations and institutions to bolster and increase the sustainability of urban neighbourhoods. Right until the very end, our President was a shining and authoritative beacon for the

entire community. She was more demanding of herself than of other people; she was always interested in finding less obvious ways ahead in the firm belief that you should not be discouraged by problems but simply allow yourself to be guided with great enthusiasm by the opportunities that present themselves. That is was the President we had the great privilege of knowing and working alongside. We will always remember the generosity with which she devoted herself to Sodalitas Foundation right until the very end, and the enthusiasm with which she wanted to accompany and guide us along the path we have taken over the last three years. For all this we will be eternally grateful to her.

*Managing Director of Sodalitas
Foundation*

CURIOUS AND POSITIVE, SHE HAD THE COURAGE TO INNOVATE

Letizia Moratti



One day when I was at the Mapei headquarters a few years ago, Adriana invited me to go with her to visit the Research & Development laboratory. I gladly accepted her invitation, delighted at being able to find out more about the company, but completely oblivious to the wonders that awaited me. And the most wonderful thing of all was Adriana herself and her passion. Of course, I already knew how closely attached to the company and how professional she was but listening to her describe the latest materials being manufactured and watching her talk to the department's researchers revealed even greater enthusiasm than I had expected. I could actually hear her sincerity and see her love. That was what Adriana was like, always very positive and extremely attentive to the people she worked and mixed with. She was strong and determined and her authoritative nature could be seen in her constructive approach, constantly interacting with others. She was curious and brave enough to innovate and she instilled this same drive into the entire Group through her expertise and determination. I will miss Adriana. I will miss my brilliant, caring friend and I will also miss the wise and responsible businesswoman she was. We will all miss her.

Founder and President of E4Impact Foundation

SHE WAS MRS "HERE I AM!" FOR THE NEEDY

Massimo Zavaglia

We all knew Adriana extremely well and we will never forget that infectious smile she had, as well as her decisiveness and the love she showed for everybody.

A successful woman and the wife of a "unique" man, she was the mother of two very practical and unassuming children and a passionate business executive, who was responsible for successfully marketing a chemical company designed for the building industry. Now that her smile is no longer with us, we would like to talk about the Adriana we got to know at the "Cascina" (Farmstead) belonging to the Le Vele Association, amidst people who were struggling and in need. In our eyes, Adriana was the woman who was always there, who was not content with her happy private life and highly successful business career, but also wanted to listen to the needs of those people who, perhaps, had made mistakes throughout their life or who had had everything they loved torn away from them. Doing good is not something everybody is capable of. You need to be honest and open to other people, willing to get involved even when you feel you should be resting. It takes the ability to listen and engage with others, all the time. People like us, who go knocking on the doors of famous, successful people every day, will always remember Adriana (and Giorgio) as people who astonished and amazed us with their willingness to always say 'yes' and get involved.

We will remember her as a true friend, somebody who was always there for you when you turned around and never failed to take an interest, offering advice or lending a hand.

I remember meeting Adriana for the first time at the farmstead belonging to Le Vele Association. It was December many years ago and Christmas was being celebrated in a room that still had no floor or window frames, which had been set up to hold Mass and a special meal for the volunteers and families involved in the project.

Together with Giorgio, Adriana joined in with the rest of us, showing great interest and concern for all the Association's various activities. I remember her questions about the children/young people taken in and helped at the primary and middle-school day care centres and about the school-workshop activities.

Thanks to the generous help of the Squinzi family and Mapei S.p.A., as the years went by that bare room was turned into a multipurpose hall named after Rodolfo Squinzi, the founder of Mapei. Many other premises have been fitted out and the support/training projects have been extended to cater for people with disabilities.

Adriana always spoke with great kindness and encouragement about the Association.

We will miss Adriana so much, but we are extremely grateful for having got the chance to meet, get to know and admire her. Her energy and enthusiasm were inspiring, encouraging us to keep on going with our enterprise and our project.

Le Vele nonprofit association

"A true friend, somebody who was always there for you when you turned around and never failed to take an interest"



PASSIONATE ABOUT LIFE, ART AND BEAUTY

Andrea Bocelli and Veronica Berti

Business people, those who use their ingenuity to create employment and well-being, are the true heroes of our nation: it is worth remembering that if Italy is still on its feet, it is thanks to them. So, they deserve to be celebrated and admired because they are champions, outstanding talents to be applauded and imitated. Two modern-day heroes, who helped make our country great, have left us together after spending a lifetime together. We believe they have joined each other again amongst the righteous, so that they can watch over their

children, Marco and Veronica, and everybody who loved them. We were taken aback and deeply moved, but not surprised, when we found out that Adriana Spazzoli passed away just a few weeks after her husband after being married for almost half a century and going on an incredible venture together in the world of business and philanthropy. We feel privileged to have known this wonderful couple, formidable business people who promoted Italian excellence around the world... Personally speaking, they were two dear friends, two

exquisite people, kind and gentle, with whom we shared a love of art and passion for opera music... Adriana and Giorgio helped us with our charity work, sharing our desire to make the world a better place. With elegance, generosity and discretion, Adriana Spazzoli and her husband (through their business) supported the particularly complex philanthropic marathon we have been personally involved in. They gave us a helping hand right from the very first event and, indeed, the dazzling success of "Celebrity Fight Night in Italy", with all the happiness it has brought around the world, also bears their hallmark and signatures.

My deepest thanks go to my dear friend Adriana and I would like to send a prayer out to her as she completes her final journey. Her life, just like her husband's, will continue to shine on through the work they have done, everything they have helped build, and the values they embodied while they were down here with us. Including that deep devotion to life, art and beauty. The life, art and beauty she was so passionate about.

Founders of Andrea Bocelli Foundation and organizers of Celebrity Fight Night in Italy

ADRIANA, THANKS FOR THE BEAUTY YOU SAW AND SHARED

Father Agostino Frasson

Beauty is hidden away almost everywhere, in a painting, in a bale of hay in the middle of the field, in a landscape, in the shape a bag of cement thrown into a corner, in the pages of a 19th-century novel or even in the stories we tell in our homes. Beauty is hidden away almost everywhere, you just need to know

how to see it, and Adriana saw it in us five years ago, in our home, in our farmstead and in the vision of what it was destined to become. When she learnt about the Cascina don Guanella project, like many other people she was intrigued, but she was one of the very few who actually wanted to be 'hands on'

and personally involved, to really experience what it was about, everything from the walls that needed building, the land to be found and the products it would produce. She was also interested in the human side of the project, showing respect for and interest in the stories behind our young people. Our shared passion for cycling did the rest, so for five years Adriana worked alongside us with great human kindness and endeavour and for all this time we had a very attentive and passionate ambassador, who proudly introduced us into the

GENEROSITY WITH THE GREATEST DISCRETION

Father Giuseppe Bettoni

Dear Adriana,
I would like to give voice to all the thoughts and feelings of all these people who have gathered here today to accompany you on the last part of your journey here with us. I could list the thousands of people who, for various reasons, met you, got to know you and loved you and who, fifty days after your beloved Giorgio passed away, could find no better words to express their feelings than those Lorenzo (eight years old) said the other day: "Grandma Adriana is with grandpa Giorgio again, they are not ill anymore and now they are closer to us". Indeed, due to some mysterious kind of timing, fifty days after Giorgio passed away, your own fight came to an end, you lowered your guard in the battle against your illness as if you wanted to seal your union and profound love for each other.

That was your strength, the source of the energy that allowed you to do what was there for everybody to see in your family and business life, in the world of sport and culture, and in wider society in general.

The recognition given to a closely-knit family that did so much for the good of the country and nation, building relationships and promoting solidarity, is eloquent enough in itself. It does not need publicising, something they never did. Indeed, Adriana would tell me off today. I can remember all those times when, after yet another kind gesture in the, she would say: "yes, but do not tell anybody!"

And talking about this now, I almost feel as if I am betraying that discretion but it is important to remember and thank the Lord for having had the

"I can remember all those times when, after yet another kind gesture, she would say: yes, but do not tell anybody!"

chance to meet them. I thank the Lord because through them He showed us His own kindness and love. The tighter the bonds and greater the affection, the more we would like to hold onto people, keeping them close to us...but the time comes when we have to let them go.

Adriana showed great faith when that moment came for her. I said goodbye to her through the words of Psalm 21, the psalm which she asked to be read to her: "The Lord is my shepherd I shall not want. Even though I walk through the valley of death, I will fear no evil, because You are with me".

Dying in this way is only possible if you have faith in the Lord God, not just as a guide and shepherd, but also as somebody who walks with us through the valley of death, the hardest and toughest journey of all.

Not even her illness could challenge Adriana's strong and deep faith. Nothing could separate her from Christ's love. Nothing. Not even first Giorgio's illness and death and then her own illness.

How could we possibly think that Adriana's business enterprise, love of children and devotion to her family might come to nothing? Our greatest gift, life in all its fragility, cannot come to nothing. So, at this time, almost like a prayer, let's make little Lorenzo's words ours: Now that you and Giorgio are together again and you are not ill anymore, you are closer to us.

President of Fondazione Arché

This text was taken from the sermon held at Adriana Spazzoli's funeral services.



most disparate realms. Invited along to attend a conference at which the Mapei Sport Centre was awarding grants, I had sat down quietly as a member of the audience at this serious scientific event when I suddenly found myself on stage after Adriana called me up alongside all these experts and people wearing ties to talk about social marginalisation, redemption, hospitality, greenhouses, goats and cheeses. That was last year. Modest and enthusiastic right until the very end, she never wasted time talking about her health, preferring to invest all her energy in telling

other people about the beauty she could see around her in this project she firmly believed in and worked so hard for, in the simplicity of its products and in the richness of this tough environment full of so much humanity. Five years pass by in a heartbeat, but they can be as 'weighty' as that bag of cement thrown in the corner which, upon closer scrutiny, has its own distinctive shape, colours and peculiar beauty. So, Adriana, thanks for seeing the beauty and spending and sharing that time with us.

Cascina don Guanella

SHE WILL ALWAYS BE OUR "QUEEN OF PATRONESSES"!

Alessandro Brambilla



"We would like to welcome the Queen of Patronesses" is something you would frequently hear from the voice of the presenter on stage at conventions, sports competitions or social events involving Mapei. It was a tribute to Ms Adriana Spazzoli's kindness and professionalism. She is no longer with us and we already miss her so much. She was a special woman who always knew what to do, motivating her fellow workers and encouraging them to tackle their problems. Mapei entered the world of professional cycling in 1993 but I only met Mr and Mrs

Squinzi for the first time in October 1994. They asked me to be the live commentator at the Mapei Trophy cyclocross race held on the grounds around the manufacturing plant in Robbiano di Mediglia, near Milan. Generally speaking, the wife of a leading industrialist generally goes unnoticed at sports events. After several hours commentating on the race, I was astonished to see that it was Adriana herself who brought me something to eat and drink during a break. "That is

"Mapei riding jerseys became popular among amateur cyclists too"

incredible - I said to myself - she is the wife of a captain of industry and she is bringing me something to eat on a tray". It gives you an idea of what a kind and down-to-earth person she was. A few days after the cyclocross race, Ms Spazzoli asked me to come and see her at her office: "We need your expertise - so she told me - to write articles for our magazine, as well as press releases etc". I took her up on her offer and I soon realised at the very first business meetings to prepare for press conferences, presentations and trade fairs that Ms Spazzoli and Mr Squinzi had invited me into a very special world. The Queen of Patronesses' genuine interest in the cycling team went well beyond just the advertising opportunities it offered. It was 14th May 1995 and the second stage of the Tour of Italy was taking place, an individual time trial from Foligno to Assisi in Central Italy. It was pouring with rain, but she paid no attention to the downpour and was there waiting for all the Mapei-GB riders when they reached the

finish line. She was soaking wet, but she wanted to hug every single rider, regardless of their finishing time. Tony Rominger won the stage and dedicated his pink jersey to her.

Ms Spazzoli was meticulous in scheduling trade fairs and presentations, always thinking ahead and envisaging everything that could possibly go wrong. She left no stone unturned and the events she organised in the mid-1990s and in later years are still referred to as examples of how things should be done. Almost nothing was impossible for her. In autumn 1996, she suddenly decided to attend an interactive sports fair held in the

old Milano City pavilions. In record time, mainly with the help of her advice, the Mapei organisation managed to set up an event within the event, "Ciclopus", complete with entertainment, prizes and interviews.

Thanks to Ms Spazzoli's strategic thinking, the Mapei Professional Cycling Team gradually became a phenomenal attraction over the years and every single Mapei customer felt closely involved. The "Patroness" was largely responsible for the design of the team's cycling kit, which is still one of the most popular. In April 1998 I decided to carry out a field survey: I stood outside Villa Reale in Monza to count how many Mapei riding jerseys were worn by amateur cyclists passing by. The figure was an incredible 23%. Ms Spazzoli thanked me for my work and the information was then used at sales meetings and conventions. There will never be anybody quite like Giorgio Squinzi and Adriana Spazzoli.

Sports journalist



FROM CYCLING TO FOOTBALL: SO MANY ORIGINAL IDEAS

Pier Bergonzi

Adriana and Giorgio, Giorgio and Adriana. It is hard to talk about one of them without thinking about the other and whenever there is talk of life as a couple, I always think about Adriana Spazzoli and Giorgio Squinzi, two entrepreneurs who were the pride of our country and two wonderful companions in life. Two wheels on the same bicycle.

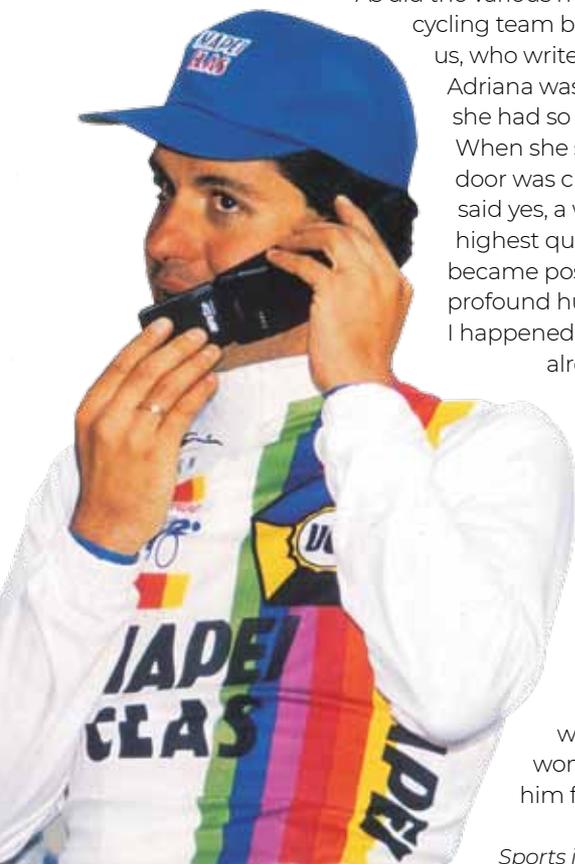
I met Adriana Spazzoli for the first time in the early 1990s when Ercole Baldini asked Mr Squinzi to try and save a cycling team that no longer had the resources to keep up with the pack. Giorgio followed his heart and took on a job that led to the formation of Mapei Professional Cycling Team, which was the world's leading team for a decade. And Adriana was the heart and soul of that project. The cube-patterned jersey, the most spectacular presentations, and the almost poetic tone of the team's communications that made Mapei an unforgettable presence, all came from Adriana Spazzoli's ideas.

The same applies to the sponsorship of the Italian national football team in 2006 and the firm's wonderful venture with Sassuolo Football Club. Adriana knew how to communicate with enthusiasm and style, wit and firmness. Franco Ballerini, two-time winner of the Paris-Roubaix cycling race, had the utmost esteem for a lady who was much more than just the President's wife. Bartoli and Bettini, Nardello and Tafi, all felt the same.

As did the various managers that helped Mapei cycling team become great. For people like us, who write about the sport of cycling, Adriana was almost frightening, because she had so much charisma and personality. When she said no (a rare event), then that door was closed forever, but when she said yes, a world of opportunities of the highest quality and effectiveness suddenly became possible, all delivered with the most profound human kindness.

I happened to meet her when she was already extremely ill at La Scala Opera House and at a gala evening in honour of Leonardo da Vinci. And I remember her as being a woman of superior intelligence, great wit and bravery. A lioness. I was lucky enough to chat at length and cycle with Giorgio Squinzi and I realised that much of the esteem I had for him more as a man than as an entrepreneur was connected with Adriana, the woman who pedalled alongside him for a lifetime. A great woman.

Sports journalist



TIME FOR EVERYBODY

Mario Pedranzini

Adriana, Ms. Squinzi, Ms. Spazzoli, "Dottorressa". Each of these titles described her in its own way. Adriana was a powerhouse and driving force, the person who, by inspiring friendship and trust, managed to put all those people at ease. Adriana knew how to communicate, even just with her eyes, and her leadership emerged in the way she conveyed her thoughts. She dedicated time and attention to everybody.

She expressed her admiration and recognition for everything she learned from Alberto Quadrio Curzio during her university studies, and the Professor returned the compliment by attending the Mapei Day gala dinner in Bormio. Even in public she showed her qualities as a head of a household or, rather, mother of a family.

I met her for the first time in 1999 when we organised a conference here in Sondrio. Mr Giorgio Squinzi would be giving a talk on the subject of "Mapei: a business and a team". I welcomed them when they arrived and immediately realised why Mapei was so successful and just who Mr Squinzi was, when he arrived without a driver. Adriana will be sorely missed but she set a fine example of how to live your life and I, personally, will remember her even more fondly as time goes by.

*CEO and General Manager,
Banca Popolare di Sondrio*



OUT THERE ON THE PITCH TO SUPPORT THE TEAM

Giovanni Carnevali

After less than two months I have had to say goodbye to somebody else who was an important role model in my life: farewell Ms. Spazzoli!

It is always hard to express our pain and suffering, sometimes we prefer just to keep it to ourselves. You always wonder whether you can find the right words to express the sincerity, intensity and depth of our feelings.

I held her in the highest regard, both personally and professionally. I cannot help smiling when I remember that we spoke the same language of marketing and communication.

A strong woman, who always got straight to the point with great determination and energy.

I am grateful to this unique woman, who was always around and of invaluable help, particularly when the big family of Sassuolo Football Club was struggling. I can remember how reassuring her words were. She often cheered up and encouraged the team, urging it to rediscover its true self when it seemed lost or dismayed. She was always out there on the pitch! Always calm, polite and cheerful with a smile on her face for everybody. Mr Squinzi's most valuable resource accompanied him to the very end supporting him as she always had done. A fine example of tenacity and determination.

Somewhere inside ourselves we will find the strength to keep going and continue smiling and enjoying all the things she taught us, partly for her sake!

I think the most important thing is to carry on and treasure everything she taught us and the memories she left us. Some sorrowful things cannot be avoided or eliminated. They simply exist. All we can do is face up to them and do our very best to prevent them from overwhelming us.

Veronica and Marco, who have inherited a treasure chest of values and teachings, will now be the people we look to for guidance.

Ms Spazzoli, not having you around will be an endless source of sadness for us.

A big hug from

Sassuolo's Managing and General Director

SHE KNEW HOW TO TURN THINGS AROUND AT DIFFICULT TIMES

Remo Morini

It is very emotional for me to talk about Adriana Spazzoli. We first met about twenty years ago when she and her husband, Mr Giorgio Squinzi, first approached Sassuolo Calcio. A person with quite exceptional contagious energy who was always full of ideas... A real force of nature. She made a vital contribution to Sassuolo football club and many social causes. We often spoke on the phone about all kinds of different matters. I often called her on Fridays when Sassuolo were playing at the Mapei Stadium. We had a friend in common from Forlì, Dr Monti, her family doctor, who happened to call me one day to ask me whether I knew her. I told him I

did and from then on, whenever Sassuolo were playing, he never forgot to wish the team luck. I can also remember inviting the Italian singer Gianni Morandi to the stadium to watch the match against Bologna and introducing him to her. She was a keen fan and I remember her calling me one day to ask whether Mr Morandi might be available to present a Mapei event, which, unfortunately, he could not be involved in due to prior commitments. I had hoped the chance might present itself again one day...

I can also remember her meetings with the team when things were not going so well, and her mere presence gave everybody a real

boost. She often asked me "why can't we get more fans involved in Sassuolo Football Club?". I told her I would drive around Sassuolo with a loudspeaker in my hand and she said "that might be just the right solution!". I still have the scarf she gave me at the end of 2018, which I often wear at matches as a good luck charm. From a personal viewpoint, Ms Spazzoli taught me how to be brave and enjoy life.... right until the bitter end, always giving everything, and I will never forget the last time we hugged as she paid her last respects to her husband Giorgio Squinzi. I will always be grateful.

Sassuolo's Delegate to the Fans



Adriana Spazzoli and Giorgio Squinzi lift the 'Trofeo Tim' Cup in victory after Sassuolo won it in July 2013.

