Fabio Tantaro

Data-Hungry

Feeding the Foodservice Equipment and Supplies Industry with data-driven insights.

Stay data-hungry, stay data-foolish.

VOLUME 1

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Insights on BIM, PIM, CPQ, AI and Beyond

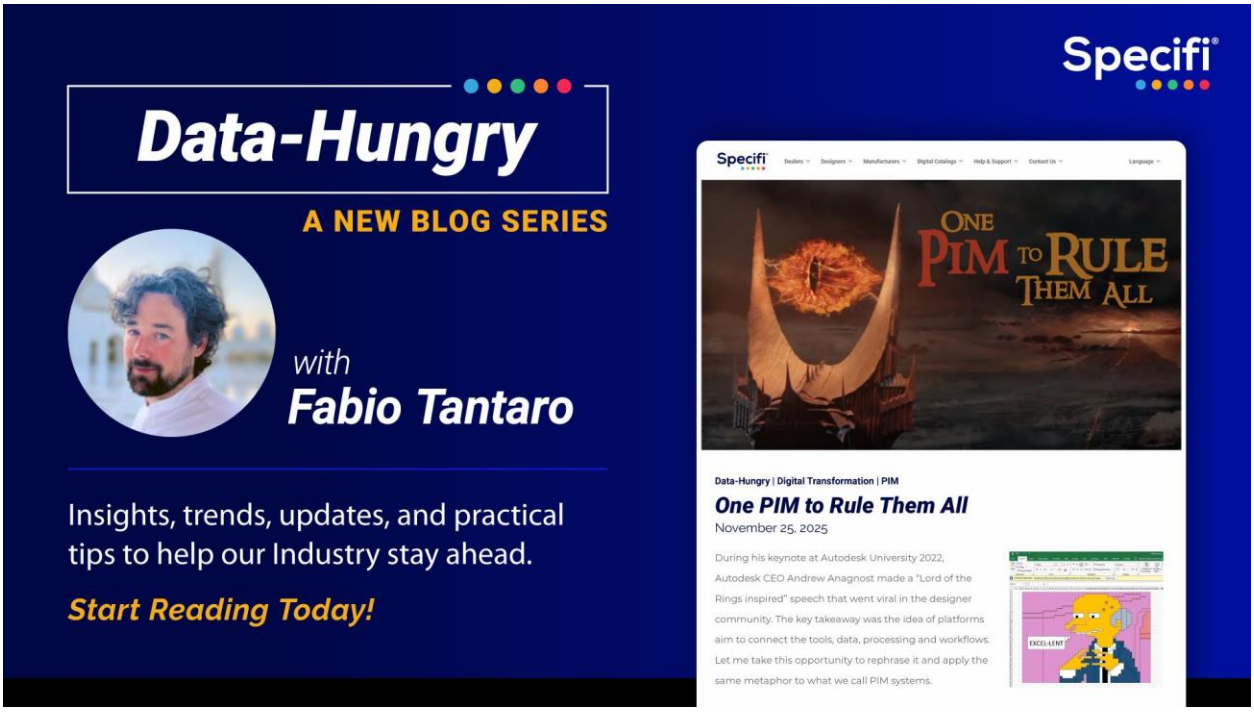
Everything you always wanted to know about tech (but were afraid to ask)

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Episode 1: **One PIM to rule them all**

November 25, 2025



We're excited to announce the launch of our brand-new regular column called "Data-Hungry"! A dedicated space where we asked our digital consultant Fabio Tantaro to share thoughts, insights, trends, updates, and practical tips to help our Industry stay ahead in an ever-evolving digital landscape.

This is going to be a fixture in the Specifi community calendar, so explore the first article talking about PIM now and let us know what topics you want to see next!

Happy reading!

#Specifi #DataHungry #Blog #PIM #FoodserviceEquipment

During his keynote at Autodesk University 2022, Autodesk CEO Andrew Anagnost made a “Lord of the Rings inspired” speech that went viral in the designer community. The key takeaway was the idea of platforms aim to connect the tools, data, processing and workflows. Let me take this opportunity to rephrase it and apply the same metaphor to what we call PIM systems.

Multiple Departments, Multiple Silos

A PIM (Product Information Management) system is a quite new concept in the Foodservice Equipment Manufacturer organizations, with still no wide adoption. It is a centralized software platform **used to collect, manage, enrich, and distribute product data across multiple channels**.

The problem starts at the beginning of the data journey, **when teams or departments operate independently with little to no communication, collaboration, or awareness of other parts of the organization**. This “silo mentality” leads to inefficiencies like duplicated efforts, lack of shared knowledge, and misaligned goals, ultimately hindering the company’s overall success. But why that happens? After all these years in the business I have an idea… that Grace Hopper well explained in 1976 in her famous quote about the most dangerous phrase in the language: ‘**We’ve always done it that way** ‘…

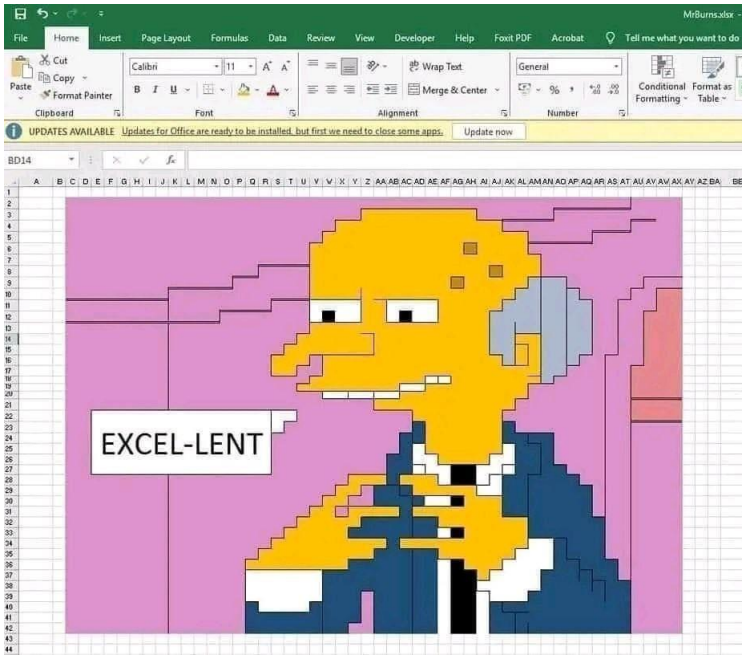


I hate Excel… Long live Excel!

If there is one software in the world that has my highest respect and admiration, this is Excel. Have you ever watched The Microsoft Excel World Championship? No? You should! Take a look at their website: https://excel-esports.com/.. it is a real eSport!

Nevertheless, product information is scattered across many places in every company, right? To make things even worse, some of the key information can be found only on the Product Manager's computer disk, while **some is available in multiple Excel spreadsheets. Excel spreadsheets.** My worst nightmare. Worse than walking to Mordor chased by orcs, Ring-Wraiths, and so on and so forth.

Please, let's just stop using Excel in 2025 to share information. *How can we approach AI while we are still relying on a software that is almost older than me?* (note: Excel 1.0 was published in 1985 for the Macintosh operating system.)



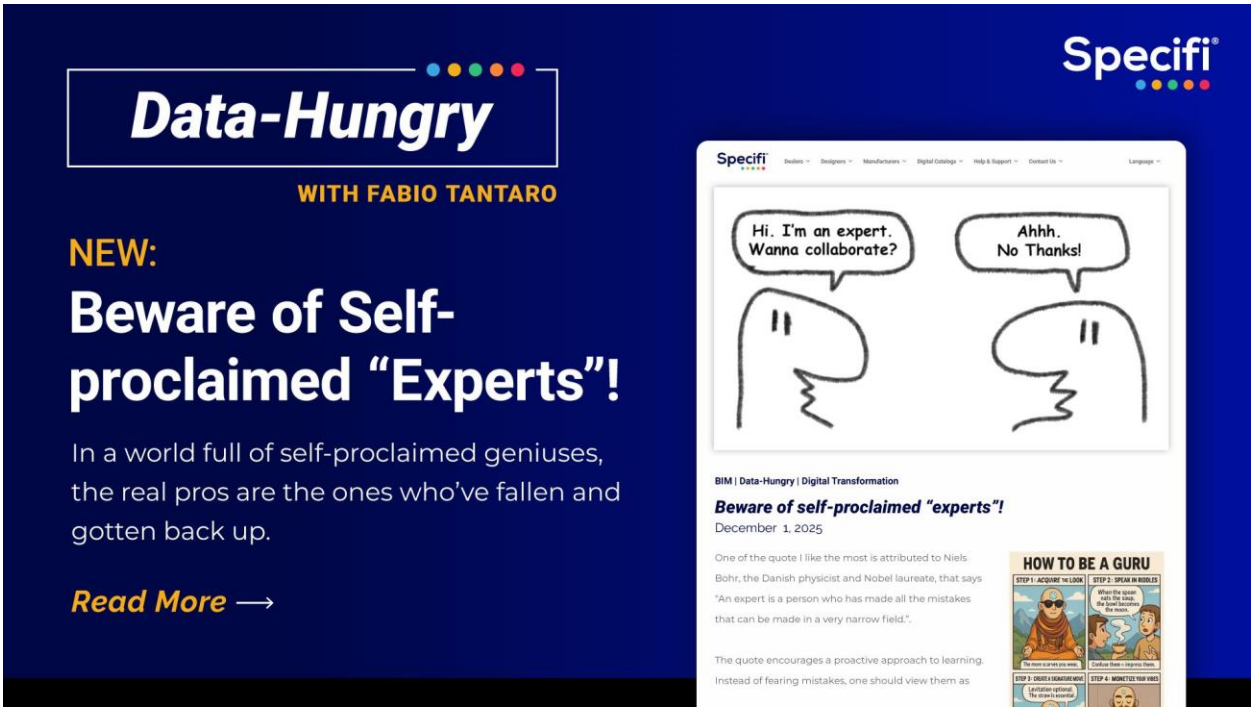
Good times… for a change!

See, the luck I've had
Can make a good man turn bad
So, please, please, please let me, let me, let me
Let me get what I want this time

As Morrissey from The Smiths (by the way, what a band!) used to sing in 1984 in their celebrated "*Please, Please, Please Let Me Get What I Want*" (and what a B-side!), I can tell you that this is the best time to switch from Excel to PIM, but pay attention! Not all PIMs are created equal. So, when you choose one, choose wisely. And if you need any help, don't hesitate to contact me… and the next one!

Episode 2: **Beware of self-proclaimed “experts”!**

December 1, 2025



Our new blog series continues!
In this chapter Fabio Tantaro calls on the Foodservice Equipment and Supplies Industry to embrace critical thinking and warns against “fake gurus” and self-appointed experts: people who claim expertise without real credentials or verifiable experience, often using jargon and buzzwords to appear credible.

If you’ve been following the series, you won’t want to miss this one.
Read it now and let us know your thoughts!

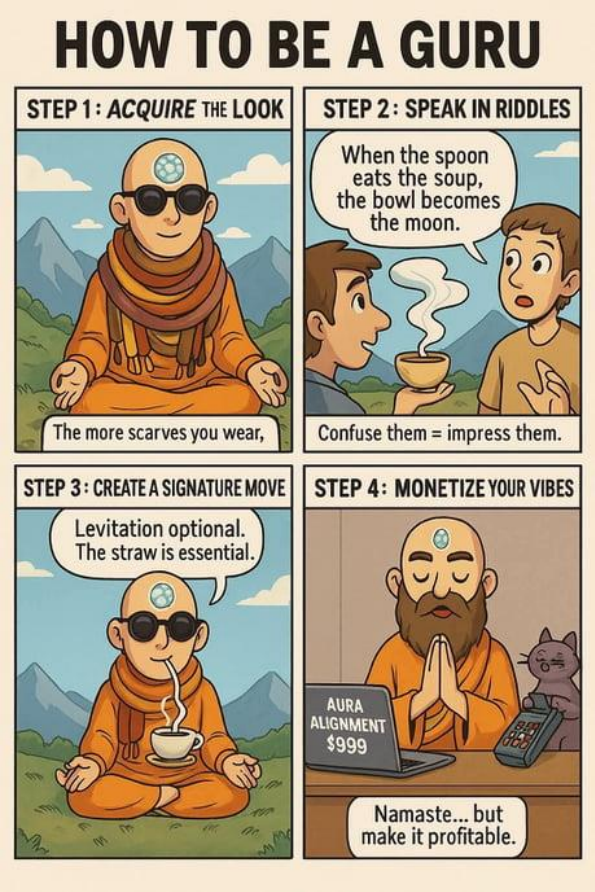
#Specifi #DataHungry #Blog #BIM #FoodserviceIndustry

One of the quotes I like the most is attributed to Niels Bohr, the Danish physicist and Nobel laureate, that says *"An expert is a person who has made all the mistakes that can be made in a very narrow field."*.

The quote encourages a proactive approach to learning. Instead of fearing mistakes, one should view them as essential building blocks for future success. The focus on a "narrow field" implies that true expertise requires deep specialization.

Fake Gurus are everywhere

Differently than what Bohr was saying, when someone is self-proclaimed an "expert", the general idea is that he/she is recognized as a genius, always successful, never wrong. The truth, my dear readers, is that 99% of the time, they are nothing more than "fake gurus" that, using swindler techniques, organize and manage, in a fraudulent manner, activities to make money and they do not deliver any real value and knowledge.



Without stated or recognizable qualifications, they disseminate ideas and questionable interpretations, trying to influence the communities online and in-person (and let me tell you one "secret" here, just between us: it happened very frequently in the last years against Specifi, for no reason, lack of information, and… FOMO – Fear Of Missing Out).

These guys, additionally, have a superpower: they deny that they are wrong even in front of the evidence, reminding me the Black Knight in that masterpiece of Monty Python and the Holy Grail (1975, directed by Terry Gilliam and Terry Jones):

Arthur draws his sword and approaches the Black Knight.
A furious fight now starts lasting about fifteen seconds at which point Arthur delivers a mighty blow which completely severs the Black Knight's left arm at the shoulder.
Arthur steps back triumphantly.

Arthur: Now stand aside worthy adversary.

Black Knight (Glancing at his shoulder): 'Tis but a scratch.

Arthur: A scratch? Your arm's off.

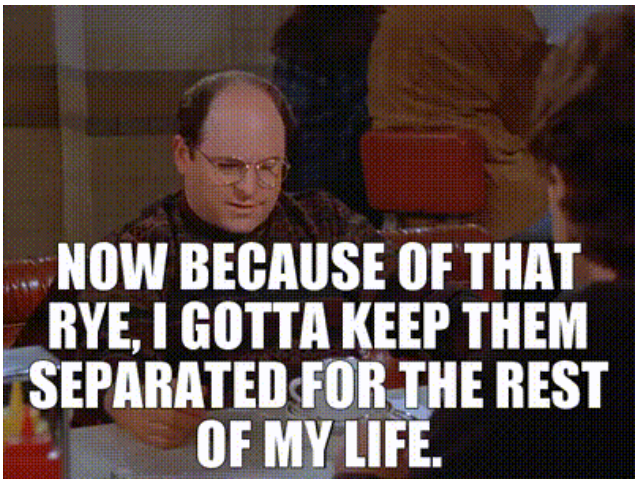
Black Knight: No, it isn't.

Much Ado About "Noth-BIM": the less they know, the more they talk

This is happening not just in the Foodservice Industry. I'm also involved in buildingSMART (if you are not familiar with this organization, take a look here: https://www.buildingsmart.org/) and Construction Industry in general, and it is always the same well-oiled system: adding tons of obscure acronyms (IFC, IDS, bSDD, GUID, shskfgkfgll, hlgkfd7i… sorry, the last two are just my keyboard crush, they are not real, trust me!!) and hype words in their discussions and speeches to look smarter and pretend to know their stuff, while the reality is that most of the times *they never opened Revit or any other BIM software in their life*.

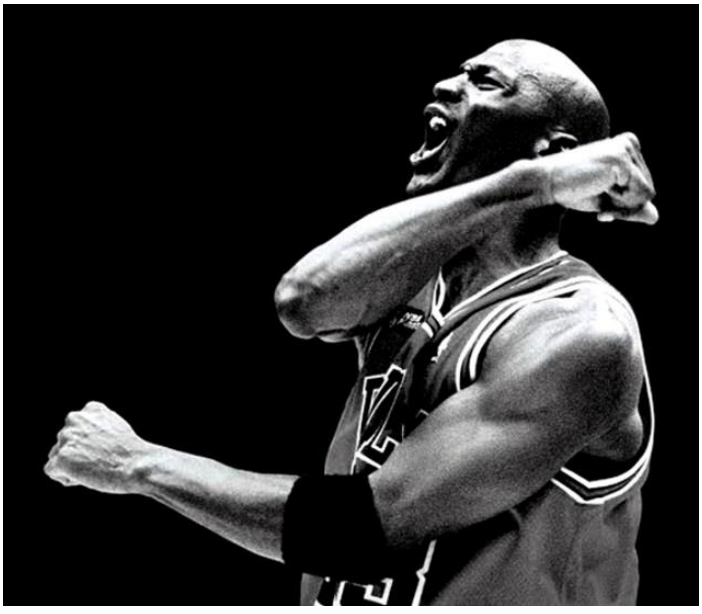
The problem here is that these "Fantastic Beasts" have a perfect combination of sounding board and ignorance (/ˈɪgnər(ə)n(t)s/, *noun,* lack of knowledge or information) around them, and they always have an easy win.

So, pay attention and be prepared. As the American punk rock band the Offspring said in their song *Come Out and Play* (1994, Epitaph Record, from the album "Smash", one of my all-time favorites): **You gotta keep 'em separated**.



My two final cents

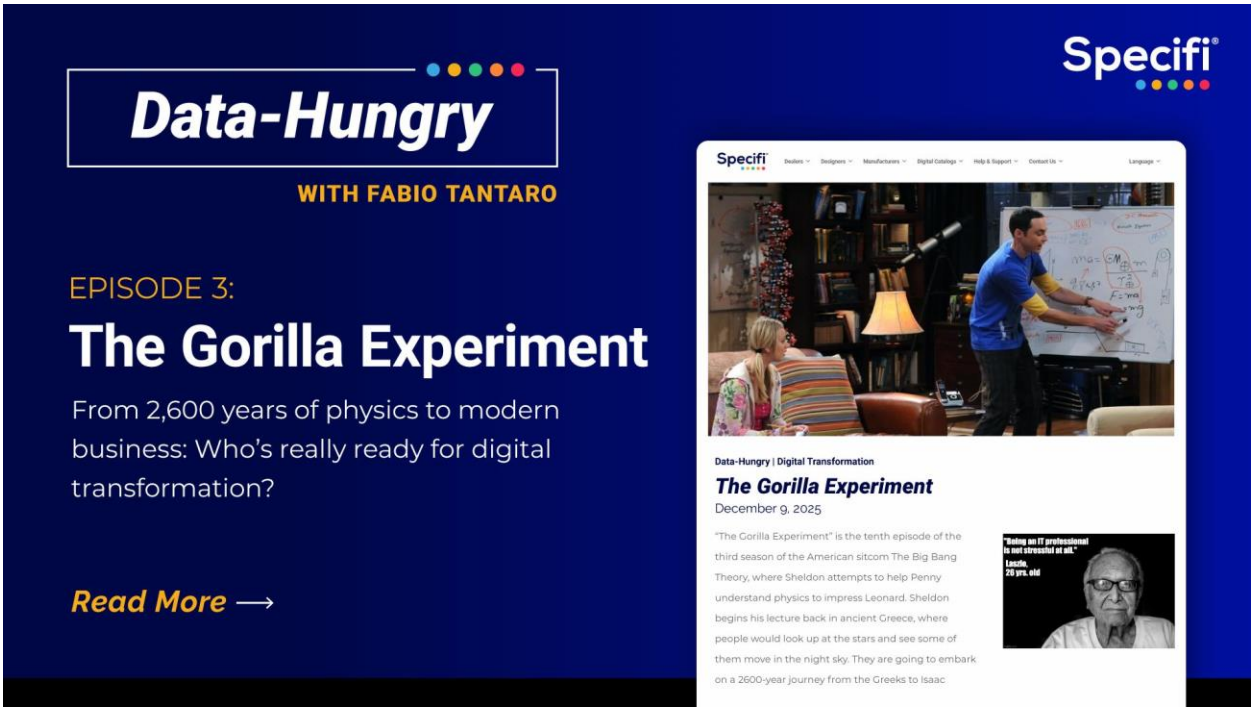
One of my passions has always been the basketball, that I played in a professional team when I was a teenager, so I'm leaving with a real winner that embodies the essence of "being an expert": "*I've missed more than 9000 shots in my career. I've lost almost 300 games. 26 times I've been trusted to take the game winning shot and missed. I've failed over and over and over again in my life. And that is why I succeed*" (I desperately hope I don't need to tell you who MJ is: 6x NBA Champion, 2x Olympic gold medal winner, 1x NCAA National championship winner, 6x NBA Finals MVP, 5x NBA MVP, and a bunch of other hundreds of awards... just go and check it out by yourself: https://en.wikipedia.org/wiki/Michael_Jordan)



So, if you're looking for a "loser" expert, just give me a call. If I recognize I'm not the right loser, I will introduce you to the ones who fail better in my network. I'm not jealous of my friends!

Episode 3: **The Gorilla Experiment**

December 9, 2025



Our new blog series continues!
In this chapter Fabio Tantaro calls on the Foodservice Equipment and Supplies Industry to embrace critical thinking and warns against “fake gurus” and self-appointed experts: people who claim expertise without real credentials or verifiable experience, often using jargon and buzzwords to appear credible.

If you’ve been following the series, you won’t want to miss this one.
Read it now and let us know your thoughts!

#Specifi #DataHungry #Blog #BIM #FoodserviceIndustry

"The Gorilla Experiment" is the tenth episode of the third season of the American sitcom The Big Bang Theory, where Sheldon attempts to help Penny understand physics to impress Leonard. Sheldon begins his lecture back in ancient Greece, where people would look up at the stars and see some of them move in the night sky. They are going to embark on a 2600-year journey from the Greeks to Isaac Newton to Erwin Schrödinger to the Dutch researchers Leonard is currently ripping off.

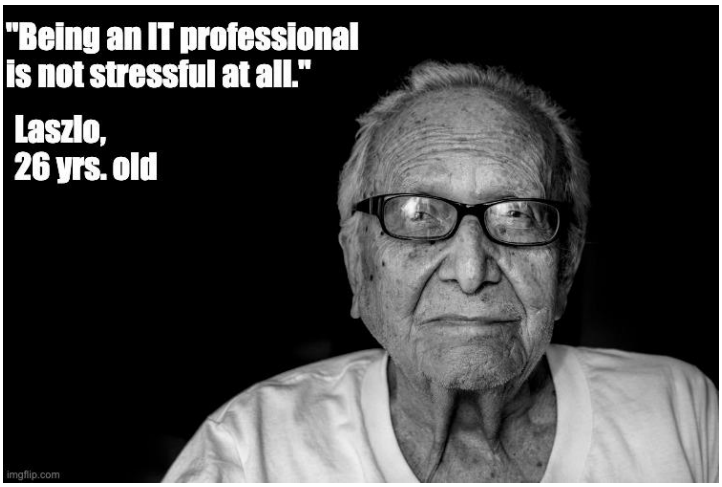
"Apparently, ignorance is bliss." is the funniest line.

Teaching Digital Transformation is not stressful at all

As a digital consultant, I was involved in discussions with several companies and I can guarantee you that, if there was a competition in understanding digital topics, this would be the "quantitative" podium:

- **Gold medalist: the above-mentioned "gorilla", or even worse sometimes, the "dolphin"** – almost 50% of the total: you need to set up 10-20-30-40 meetings and the outcome will always be the same, you think they get it but it seems like talking to dolphins… and taking forever to make a decision, even when we are talking about a few hundreds of euros of investment (and at the end they decide to allocate double for a printing adv in a magazine.. with no traceability)
- **Silver medalist: the "Mr. Know-It-All"** – I would say the 40% of the total: they want to teach you how to do your job even if the most digital thing they ever did is to have downloaded and installed Outlook on their € 2,500 iPhone 17 Pro (usually they brilliantly team up with the "fake gurus" I've recently talked about in my last article).
- **Bronze medalist: the "Neo", born as Thomas A. Anderson, also known as The One in the Matrix saga** – a rarity: these mythological creatures are usually the ones you would desperately want to meet and hug walking any trade shows, no matter if you are in Orlando, Chicago, Dubai, Riyadh, Milan, Rimini, Hamburg, Barcelona, Madrid, Singapore, Hong Kong, Shanghai, Melbourne, Sydney, London, Birmingham, Lyon, Paris.. (geez, how many live events are there in the Foodservice Industry????) because they understand you, they embrace your vision and they genuinely want to work with you because they think you are a real added value to their business and not just another third-

rate huckster. *(So, here's the trick revealed: when we are meeting all around the world, if I hug you, you know who you are for me!)*



Cost, time, and talent are the biggest barriers to digital transformation

The cost of digital transformation is a growing challenge for many organizations, with leaders saying it's their main barrier, and reflecting a global increase in concern about cost
control. But given the outsize returns organizations are seeing from their digital transformation investments, cost-cutting measures could have equally outsize negative effects if they impact technology initiatives.

Concerns about cost are followed by the persistent challenges of time and talent, tied as the most-cited obstacles as organizations struggle to meet implementation goals while also trying to do more with fewer resources.

How many times I heard this story:

"We have so many projects, so many clients demand to design quickly and yesterday. Enabling our staff to have enough time to be trained and be familiar and ensure the adoption is hard."

While Time and Cost, and their correlation, can be easily included, tracked and analyzed in a Quantitative Risk Analysis that any company or consultant should be able to write and later deal with, the lack of Talent (or even worse, the lack of recognize talent in an organization) is the one that concerns ME the most.

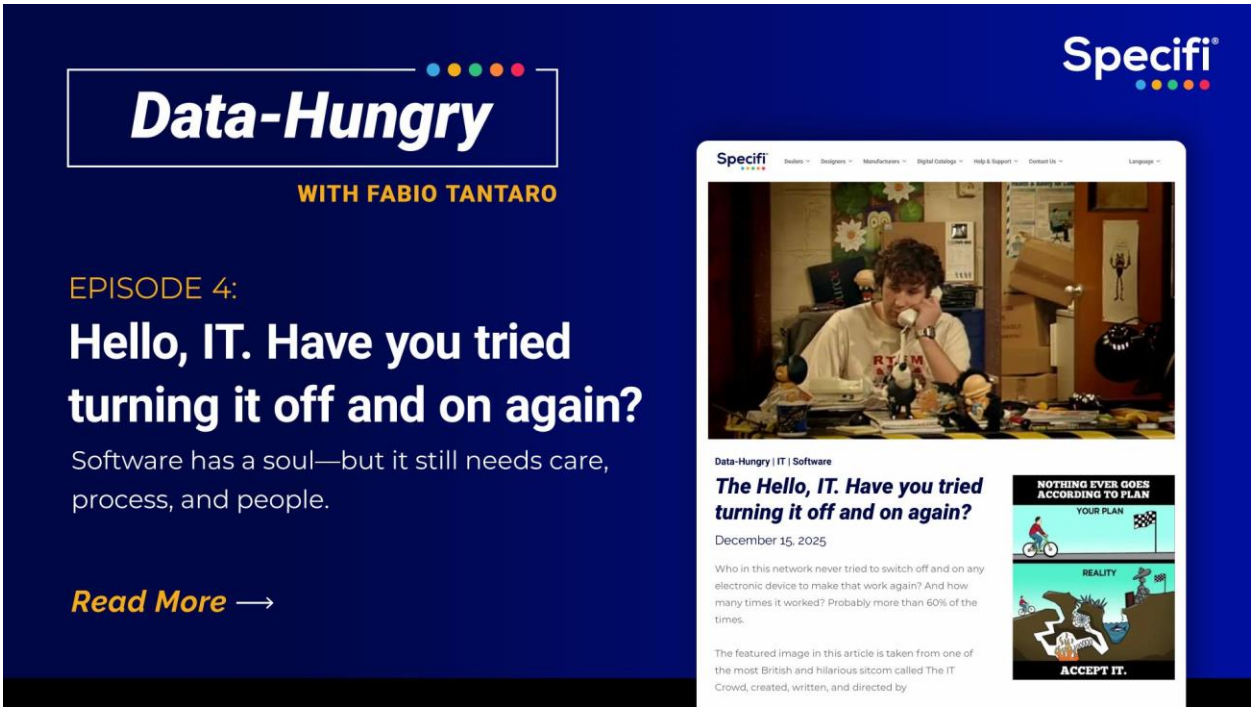
Talents attract talents, so to overcome the problem you have to take your best talent in your organization and sit him/her with the best digital transformation talent outside your company. Your employee will be the main referent and later he/she will drive the innovation and will spread the word internally, working closely with the external talent and digital provider.

You need to first recognize and later invest in talents, otherwise I will always look for Brain, and you will always get me Pinky… "*one is a genius and the other insane*" (btw, I love the 1995–1998 TV series "Pinky and the Brain"…):



Episode 4: **Hello, IT. Have you tried turning it off and on again?**

December 15, 2025



The last shot of the year is ready: "Hello, IT. Have you tried turning it off & on again?"

In this article, Fabio Tantaro is showing why software is not a magical, self-running solution. Many organizations misunderstand software as a “set it and forget it” tool, only to feel disappointed when it requires ongoing planning, maintenance, and proper implementation.

Additionally, building internal software is even far more costly and complex than expected.

Digital transformation isn’t a DIY hobby but a structured, resource-heavy journey.

#Specifi #DataHungry #Blog #Software

Who in this network has never tried to switch off and on any electronic device to make that work again? And how many times has it worked? Probably more than 60% of the times.

The featured image in this article is taken from one of the most British and hilarious sitcom called **The IT Crowd**, created, written, and directed by Graham Linehan. Just 26 episodes of pure geeky fun. And we cannot even start (and being friends!) before you watch the first EPIC 2-min of the show on YouTube.

Software isn't magic

While hardware is critical to the usage (you can't put a Ferrari engine into a Mr. Bean's Mini car body), software is "the soul" that can spark the rocket. But guess what? Sometimes it breaks down.

Over the years, I've seen many organizations envision software to be a thought-free "set it and forget it" solution. This is **never** the case. Unfortunately, they also often end up feeling like they have wasted their money and not gotten what they ultimately need but the point is that they were just not prepared for it.

Freddie, probably this is also your fault, scattering dreams of magic since 1986 with The Queen...

It's a kind of magic
It's a kind of magic
A kind of magic

One dream, one soul
One prize, one goal
One golden glance of what should be
It's a kind of magic

"We're moving to an internal solution"

When they have experienced the failure, or worse, they don't know what a digital asset really is, easy peasy they are jump to the other side of the river and they want to magically build their own solution. Great, but keep in mind that you have to:

1. find the right developer (good luck, do you have enough experience on recognizing them?)
2. if you identify him/her, then hire him/her (good luck once again, do you know you are about to spend 20x or more than a subscription of an existing product on the market?)
3. spend months (I cannot even count how many… no less than 6 or 8) to just write requirements and specifications
4. spend additional months on building something probably worse than solutions already on the market, tested and improved hundreds of times by others
5. spend extra months because you have to test it, and make it work for others
6. oh, and by the way, finally you have to MAINTAIN it forever (this means extra cost for hosting, cybersecurity, distribution speed, regular updates, new features and so on)

But sure, makes total financial and resource sense. If 20k and have it now seemed too much, imagine 400k and 12-month's work… but "at least at the end it is MINE".

I think it's just a control thing. Some companies would rather own a crappy internal tool than rely on external software.

But creating software is not a funny DIY hobby.



Your organization could end up wasting valuable time and money on a software solution that doesn't work

Here's my best advice: you have to answer three preliminary questions:

1. **Are the right processes** in place? If you don't have a well-thought-out evaluation and data collection plan, including key data elements you need to collect and who will collect it, you probably aren't ready for new software.
2. **Will this software meet your organization's needs**? Make sure you have a good understanding of what the software can do, as well as any limitations. Provide the vendor with a detailed, written description of how your program works to ensure it can track service provision for each client. Create a written analysis plan to share with the vendor as well to make certain they are aware of your reporting requirements. It's also important to understand the amount of support the vendor will provide to assist with troubleshooting the new software until it is fully functional, as well as the additional cost of any such support.
3. **Do you have the right people in place to support new software implementation**? You will need to appoint at least one staff person to oversee software implementation, and consulting resources may also be helpful to support the process. It's important to select someone who is extremely detail-oriented and interested in learning how to use the software in order for them to be successful. If you are already short-staffed, or staff are overwhelmed with their current responsibilities, it might not be the right time to take on a new initiative or *you have just to trust digital consultants to guide you through this journey*.

If you don't have these three questions above answered, this is what you are going to get, my Star Wars Padawans:



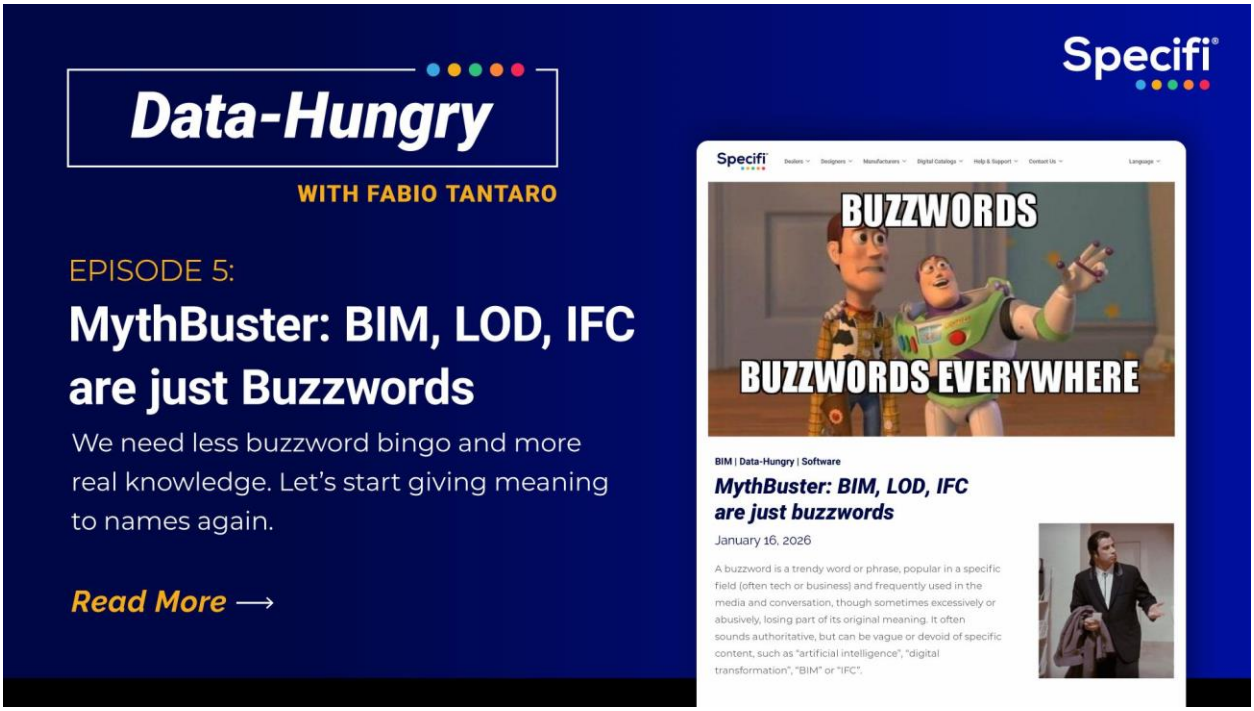
Now it’s time to take a break for Christmas Season, and **it’s time to relax**.
You know what that means: a glass of wine, your favorite easy chair and of course, a book or a vinyl playing on the background, board games and great stories by the fireplace.
So, go on, and indulge yourself, kick off your shoes, put your feet up, lean back and just enjoy!

Switch off the phones. See you all in 2026.



Episode 5: **MythBuster: BIM, LOD, IFC are just buzzwords**

January 16, 2026



Our Digital Consultant Fabio Tantaro is back!

Check out the first article of 2026 about BIM, LOD, and IFC.

Myth busted: The problem isn't the terminology; it's using the words without knowing the rules behind them. Standards don't create value on their own; how we apply them in real workflows does.

If we want better collaboration and better projects, we need less buzzword bingo and more real knowledge.

#Specifi #DataHungry #BIM #LOD #IFC

A buzzword is a trendy word or phrase, popular in a specific field (often tech or business) and frequently used in the media and conversation, though sometimes excessively or abusively, losing part of its original meaning. It often sounds authoritative, but can be vague or devoid of specific content, such as “artificial intelligence”, “digital transformation”, “BIM” or “IFC”.

BIM: Building Information… Missing



Buzzword is a virus in the language of digital design. Among its symptoms: talking about BIM without a foundation, using Digital Twin as if it meant “more beautiful model,” and using “parametric” to mean “complex,” “curved,” or “digital.”

We’ve stripped the term of all conceptual rigor. We use it to sell projects, impress clients, justify opaque decisions, or create a scene in a presentation. But “parametric” isn’t a style, it’s not an effect, it’s not a brand™. It’s a way of thinking.

Parametric means “this depends on that.”

It means building relationships instead of designing forms, defining rules, constraints, and behaviors. It means designing for change: structures that react, models that adapt, systems that explain themselves. It’s not decoration, it’s logic.

Let’s start giving meaning to names again. Let’s use “parametric” as a design lens, not as a semantic shortcut.

Because words build worlds, and if we want to build better worlds, we need sharper words.

LOD: Level of… Delusion



Level Of Details is an urban myth, like the Yeti. Like projects that end on time and on budget. Like the customer who doesn't change his mind after the design phase.

For instance, only 0,3% of professionals surveyed admit to having seen a real LOD 500. And 100% of the projects that promised to deliver LOD 500 are still ongoing. Some since 2012.

So, forget LOD 100 to 500, here is my two LODs living in a real world:

- **LOD "PowerPoint"**: that level of detail that only exists in business presentations, never in actual .RVT files
- **LOD "Almost"**: the level where the model has been "nearing completion" for 3 years

IFC: Industry Foundation… Crush



The IFC battle is more alive than ever and most recently crashed at a higher level on version 5. *IFC is not perfect, not even close* and it has been developed for 10 years already.

Every software house seems in love with IFC from one side, to please buildingSMART and show the market they are *open,* even actively funding the development, but on "the dark side of the moon" they are fighting to preserve their monopoly.

One of the primary concerns surrounding IFC is its ability to keep pace with technological advancements. Initially designed for a more static BIM environment, IFC struggles to accommodate the dynamic needs of modern construction projects. As the industry embraces real-time data, digital twins, and cloud-based systems, IFC's limitations become increasingly apparent.

However, the success of IFC 5 will depend on its adoption by industry stakeholders and **its ability to compete with newer, more dynamic technologies**.

My final advice

You can't promote a standard by imposing it. That is your data; so, you decide and it is your freedom of choice how you want your data.

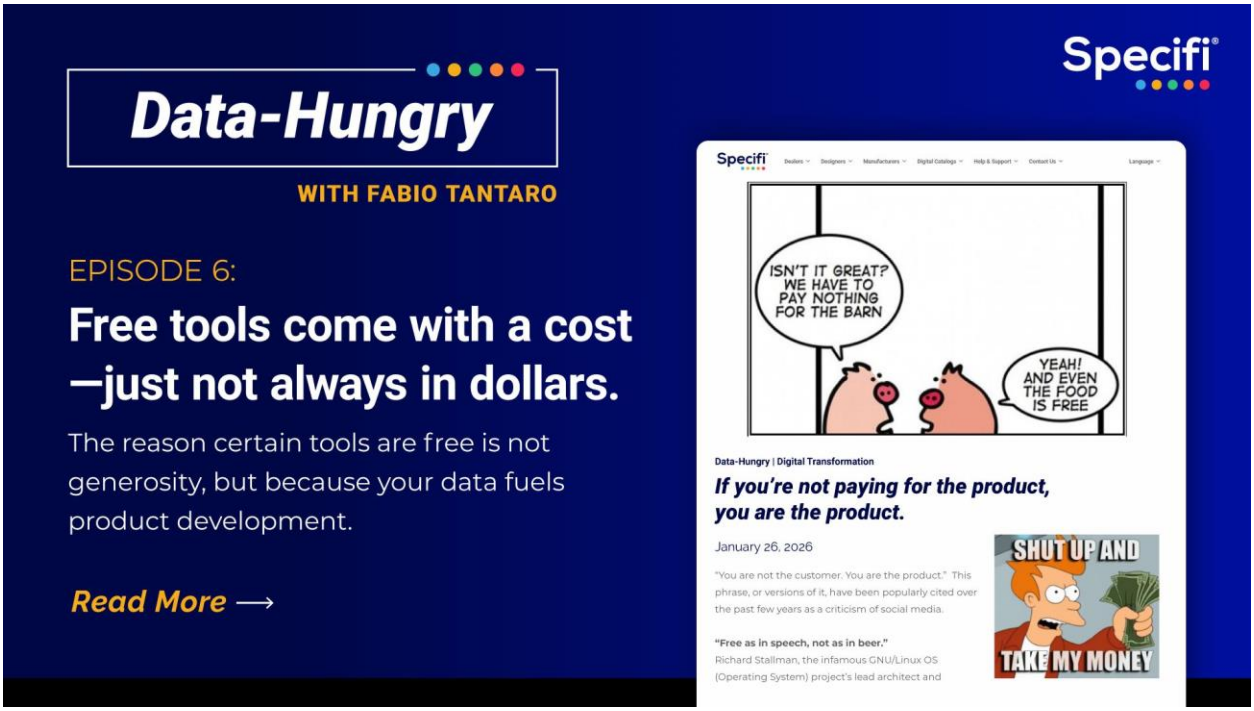
But you can be guided, trained, and nurtured about the rules and the bigger picture by the right people.

My 20+ year musical career as a rocker, multi-instrumentalist (guitarist, bassist, drummer) and singer, taught me that to create original music you need to know the rules first. You need to know how to read music, play music, record music. And then, to build something new… BREAK THOSE RULES! You can't break anything, if you are ignorant.



Episode 6: **If you’re not paying for the product, you are the product**

January 26, 2026



Free tools come with a cost, just not always in dollars.

In this new episode, our Digital Consultant Fabio Tantaro explains that “free” in software often means your data and attention become the real currency behind the service.

From social platforms to AI tools, companies may monetize what you provide – behavior, usage data, or uploaded content – to train models or fuel their business. Paid solutions, on the other hand, offer better control, security, and respect for your intellectual property.

Choosing wisely and investing in tools that protect your data is not just smart, it’s strategic.

#Specifi #DataHungry #DigitalTools #DataOwnership #SoftwareStrategy #Privacy #SaaS

"You are not the customer. You are the product." This phrase, or versions of it, have been popularly cited over the past few years as a criticism of social media.

"Free as in speech, not as in beer."

Richard Stallman, the infamous GNU/Linux OS (Operating System) project's lead architect and organizer, explained that free means freedom to use, modify, and share software, not just getting it at zero cost (gratis).

If we want to be very picky, there is a much more complex classification about what is "free" in digital tools:

1. free software (libre)
2. freeware (gratis)
3. open source

But the main point here is that, however, total costs (implementation, support, customization) can be substantial, especially for businesses.

You can be 100% focused on being independent to any software house behind your tools, but **the freedom is not free, in any case. And you are just lying to yourself (or even worse to your colleagues, partners and associations…).**

You need to rely on infrastructure, storage, web services, etc. that someone developed and still maintain live with technological updates, compatibility and on and on…



From Gmail to Instagram and Tik Tok, from Amazon to ChatGPT and Perplexity

When you do not pay for a service, the business often earns revenue by using your data, attention, or behavior as the commodity. This principle is highly relevant to today's artificial intelligence platforms. Many free AI tools allow users to upload personal images to edit or transform. While this seems convenient, those uploaded images often become part of the platform's datasets.

The reason such tools are free is not generosity, but because **your data fuels their product development, you become part of the company's assets. I don't have to explain how dangerous it is for businesses.**

Paid software solutions offer advanced features, better models, higher limits, speed, security, and dedicated support, while free software solution excel for beginners, testing, and basic tasks but often have usage caps, older models, and **use your data for training or worse they sell it to others.**

So, my best advice is always to subscribe to a service and NOT trust free solutions. **Your intellectual property worth much more than tools to pay.**



Software and consultant selection are just about trust and common sense

One of the most famous quotes from Warren Buffett (like him or not) is the following:

"You don't need to be a rocket scientist. Investing is not a game where the guy with the 160 IQ beats the guy with 130 IQ."

I couldn't agree more. I was recently invited to take an official IQ test and guess the results? 147. Impressive huh? I was surprised as well.

And still, it's not about this number, or a major job title such as "Director of the Universe" or MBA and PhD.

It's about building trust, **deliver knowledge and real value**, and above all: common sense.

But I can't fix stupid. **I'm not equipped for miracles. Yet.**

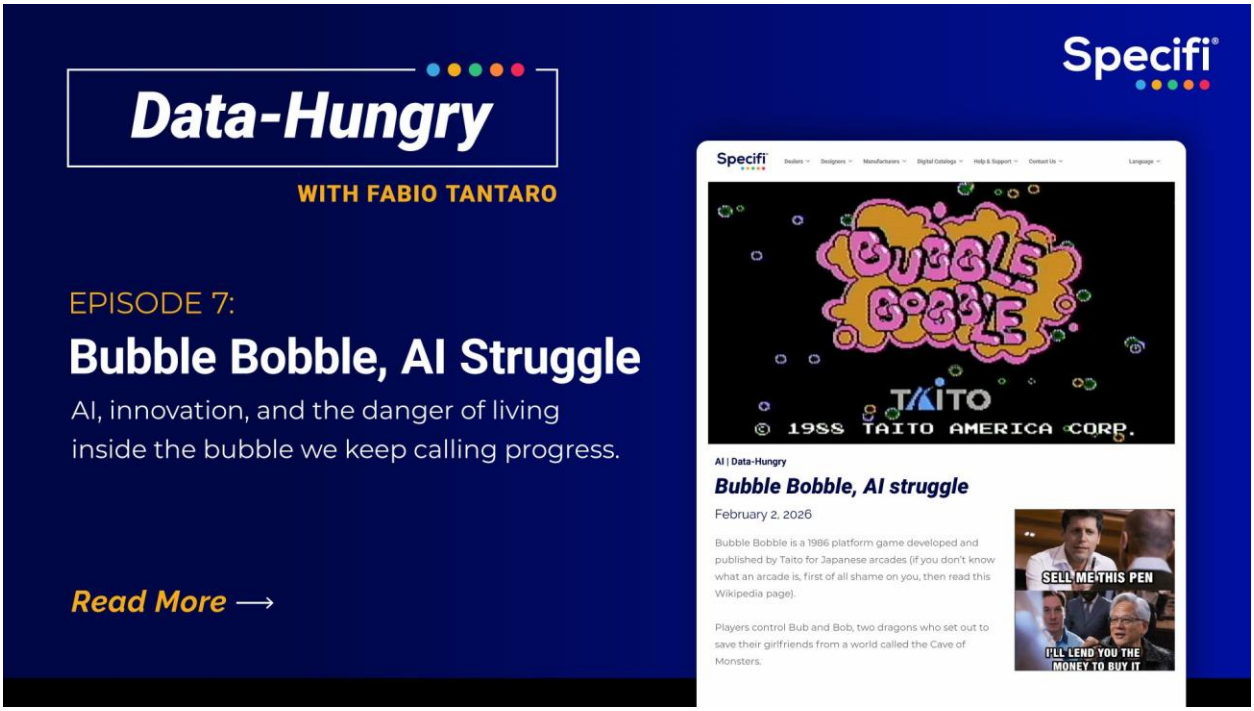
But I still believe in them, as well said in one of the covers I love the most, "I Believe in Miracles", by my favorite Pearl Jam (YouTube):

I used to be on an endless run
Believed in miracles 'cause I'm one
I've been blessed with the power to survive
After all these years, I'm still alive

Oh, I believe in miracles
I believe in a better world for me and you
Oh-oh, I believe in miracles
I believe in a better world for me and you

Episode 7: **Bubble Bobble, AI struggle**

February 2, 2026



AI: Bubble, breakthrough, or both?
In this episode, our digital consultant Fabio Tantaro describes today's AI moment: rapid growth, rising expectations, and visible cracks beneath the surface.

The real question isn't if AI is good vs. bad, it's whether AI can deliver sustainable, practical value beyond the hype cycle.

AI's potential is real but lasting impact will come from disciplined execution, not inflated expectations.

#Specifi #DataHungry #AI #AIBubble #Blog

Bubble Bobble is a 1986 platform game developed and published by Taito for Japanese arcades (if you don't know what an arcade is, first of all shame on you, then read this Wikipedia page).

Players control Bub and Bob, two dragons who set out to save their girlfriends from a world called the Cave of Monsters.

In each level, Bub and Bob must defeat every enemy present by trapping them in bubbles and popping them. The enemies will then turn into bonus items when they hit the ground.

There are 100 levels total, each becoming progressively more difficult.

If that doesn't ring a bell and you don't see the analogy, we are in trouble!

Are we in a bubble?

First question should be: which is the context? Innovation or speculation?

AI technology can generate speculative-growth equilibria. These are rational but fragile: elevated valuations support rapid capital accumulation, yet persist only as long as beliefs remain coordinated.

But when it comes to the innovation, key factors that no "final users" care but still have a lot to be clarified in terms of cost/sustainability are:

1. Data Storage and Management
2. Scalability and Flexibility
3. Security and Compliance
4. Cloud vs. On-Premises
5. Integration with Existing Systems
6. Maintenance and Monitoring



HAL 9000, the Three Laws of Robotics or people just scared of losing a job

When I was a 10-year-old fat young boy (far before discovering basketball and sports) I was really into sci-fi movies and books, describing dystopian futures. Being at least concerned about the implications of AI is not something new for humans!

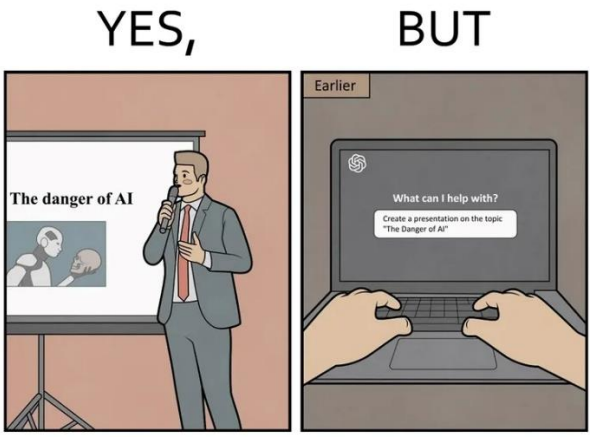
In 1942, Isaac Asimov created the Three Laws of Robotics as a foundational, fictional ethical framework designed to ensure safety, with the first law taking precedence:

1. **A robot may not injure a human being or, through inaction, allow a human being to come to harm.**
2. **A robot must obey orders given to it by human beings, except where such orders would conflict with the First Law.**
3. **A robot must protect its own existence as long as such protection does not conflict with the First or Second Law.**

In 1968, Stanley Kubrick and Arthur C. Clarke with *2001: A Space Odyssey* introduced to us HAL (Heuristically Programmed Algorithmic Computer) 9000, a sentient *artificial general intelligence computer* that controls the systems of the Discovery One spacecraft and interacts with the ship's astronaut crew. HAL demonstrates a capacity for speech synthesis, speech recognition, facial recognition, natural language processing, lip reading, art appreciation, interpreting emotional behaviors, automated reasoning, spacecraft piloting, and computer chess.

All qualities that most of the humans don't have nowadays… but at the same time HAL is also listed as the 13th-greatest film villain in the *AFI's 100 Years of Heroes & Villains…* so…

In 2026, we want AI to write for us business procedures to blindly trust in, we want the Harry Potter's Elder Wand (also nicknamed "The Deathstick", for a reason…) to create our projects and presentations in minutes, but then we want to complain that AI is stealing our job. Isn't it foolish?



If I can summarize all these contradictions in just one sentence, I'm going to use a quote from Jerry Seinfeld that in a very recent interview stated:

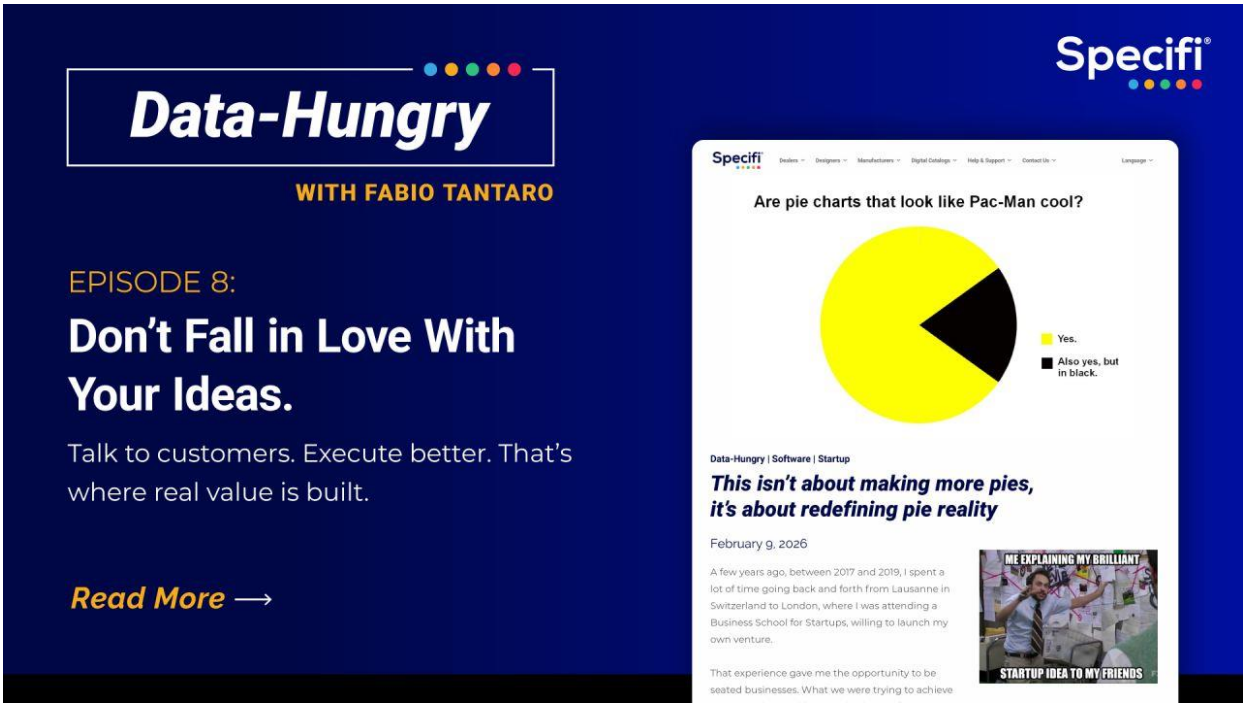
We're smart enough to invent AI, yet dumb enough to need it and so stupid we can't even tell if we did the right thing

PS: hey, if you don't know who Jerry is, go to Netflix NOW and watch all the 9 seasons of "Seinfeld", a 10 Emmy and 3 Golden Globe Awards winner situation comedy television series, 1989-1998



Episode 8: **This isn’t about making more pies, it’s about redefining pie reality**

February 9, 2026



Success in business isn’t about having ideas; it’s about making them happen.
In today’s crowded market, everyone has an opinion on what you should build, how you should sell it, and how you should price it. But the real differentiator isn’t more ideas, its execution, deep customer understanding, and bold collaboration.

You can either copy competitors, fear them, or use them as inspiration to push beyond the ordinary.

The brave choose to redefine reality by listening 1:1 to customers, learning from peers, and building with purpose.

#Specifi #Blog #DataHungry #StartUps #FoodserviceIndustry

A few years ago, between 2017 and 2019, I spent a lot of time going back and forth from Lausanne in Switzerland to London, where I was attending a Business School for Startups, willing to launch my own venture.

That experience gave me the opportunity to be seated in an open space full of great founders in **Foodtech, Fintech, Edtech, Healthtech**. The real goal was not competing with each other or copy existing businesses. What we were trying to achieve was to analyze problems and solutions from a variety of different Industries and help each other in building innovative and impactful solutions by applying similar strategies identifying several recurring issues that everyone was experiencing.

Success is not about ideas, it's about making ideas happen

Ideas count for NOTHING, execution is everything.

How many Oven Manufacturers are there in our Industry? How many Refrigeration Manufacturers? How many Fabrication Manufacturers? Hundreds. Why some of them are more successful than the others? Because of the execution, not the idea.

At the same time, when it comes to digital solutions, **EVERYONE** seems to have *ideas* on what you should do, how you have to sell your software and at what price, what you have to offer to the Manufacturers, why you don't have to hurt some equilibria, why you need to be always politically correct and so on...

The reality is that all these improvised advisors don't want to solve any Industry problem, they want to solve just their personal problems forcing you to build something for them. And most of the time for free because of the "valuable" *ideas* they gave you.



Competitors are your biggest resource

In 2019, to mark the retirement of Mercedes-Benz CEO Dieter Zetsche after 49 years, BMW released a viral, classy, and humorous video ad (watch it on YouTube). The ad showed a look-alike of Zetsche completing his last day at Mercedes, only to drive home and emerge from his garage in a BMW i8 Roadster, signifying his newfound freedom to choose, with the tagline: *"Thank you, Dieter Zetsche, for so many years of inspiring competition".*

I love competitors. I love talking to them. I love sharing experience with them. They are the only one in the market that can REALLY understand your struggles, your customers, your challenges.

So, you have two ways:

1. **get inspired by them** – if you choose this path (but you have to look at the most valuable competitors, otherwise you just can't see the forest for the trees), you are going to push yourself in order to create something unique and disruptive, so the sky is the limit
2. **copy them** – you are so scared of them that instead of risking anything new, you are going to play it safe by continuing a slow decline into obsolescence

Or, there is also a third way, that fits only the braves: create partnerships, enhance collaborations and build bigger solutions TOGETHER.



Don’t fall in love with your ideas, talk to the customers instead

Understanding your customers is the foundation of a successful business. It’s what makes them choose your offer over somebody else’s. It’s what makes them willingly and happily pay premium prices. It’s what ultimately inspires trust and loyalty.

But you have to talk to your customers 1:1. It may seem much easier to send out a survey or lurk around in social media groups waiting for people to vent about a problem. But that’s only going to let you scratch the surface. If you want to create a product or offer that genuinely calls to people because it solves their problem, the absolute best way to do it is through a 1:1 conversation.

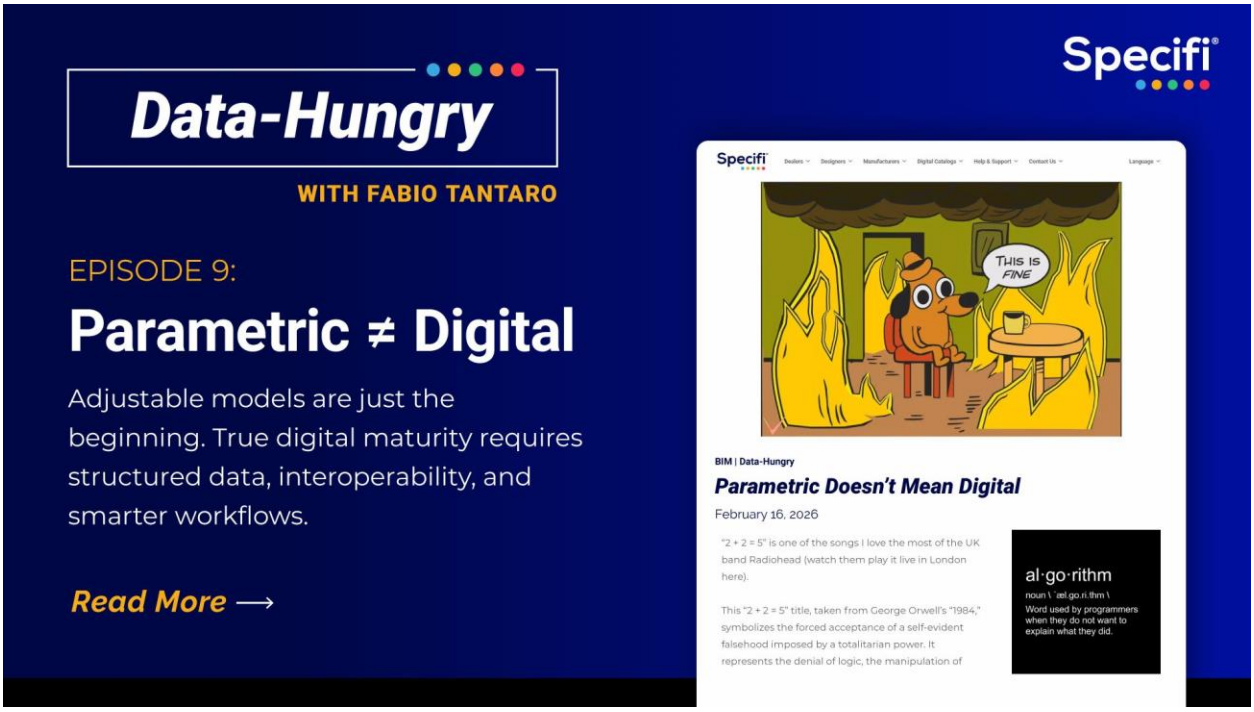
And just remember, from ideas to execution there is an abyss. Maybe your ideas alone are just not that great, surprise surprise.



For the uninitiated, this above is taken from the must-see Silicon Valley, an American comedy television series created by Mike Judge, John Altschuler and Dave Krinsky. It premiered on HBO in 2014, and concluded in 2019, running for six seasons for a total of 53 episodes, parodying the culture of the technology industry in Silicon Valley.

Episode 9: **Parametric doesn’t mean digital**

February 9, 2026



Parametric doesn’t automatically mean digital, and here’s why that matters.

Just because a model has adjustable dimensions doesn’t mean it’s truly digital or ready for modern workflows. Parametric capabilities are just one piece of the puzzle, real digital maturity comes from structured data, interoperability, and workflows that drive collaboration and insight, not just sliders and options.

If you’re using parametric tools but still struggling with version control, coordination, or data consistency, this article from our digital consultant Fabio Tantaro is a must-read. It challenges common assumptions and helps you think more strategically about digital models and what they actually enable.

Explore the full article!

#Specifi #DataHungry #ParametricDesign #Interoperability #Blog

“2 + 2 = 5” is one of the songs I love the most of the UK band Radiohead (watch them play it live in London here).

This “2 + 2 = 5” title, taken from *George Orwell’s “1984,”* symbolizes the forced acceptance of a self-evident falsehood imposed by a totalitarian power. It represents the denial of logic, the manipulation of truth, and intellectual submission to control.

But **two plus two equals five** is also a mathematical falsehood which is used as an example of a simple logical error that is obvious to anyone familiar with basic arithmetic.

The same happens when “BIM experts” are talking about parametric content, forcing you to think that parametric means digital.

Truth or Dare?

In mathematics, a *parameter* is nothing fancy. It’s just a variable, specifically one that **defines or modifies the behavior of a system**. It lives in the space between freedom and order, describing a range of possibilities within clear boundaries. Constraints before shapes. A parametric model isn’t a form: it’s **a system that generates a form**, reacting and recalibrating as its parameters shift.

When it comes to design commercial kitchens, we should stop just *drawing things* and start defining how things should relate: “this edge aligns with that axis,” “this volume scales with this footprint, unless this constraint kicks in.” It’s still Lego pieces, maybe, but with **conditional logic**, **dynamic constraints**, and **rules that care**. It’s the difference between making a model and **making a model that makes itself**.



Parametric is a Mindset, Not a Tool

Long before computers, architects used parametric thinking to **generate forms based on constraints**. In the late 19th century, Antoni Gaudí designed the Church of Colònia Güell using a hanging chain model (a catenary model). He hung strings with weights to determine the form of arches. If he changed the weight (*a parameter*), the shape changed automatically, making it an analog, physical, and highly complex parametric model.

Parametric design is about setting up a rule-based system or an algorithm – a set of instructions – that defines the geometry. Whether those rules are calculated by a computer or by hand, the logic is parametric. **The focus is on relational modeling – how parts relate to one another – rather than creating a static 3D model**.



Beyond the "Fancy Curves": demystifying parametric

Parametric, and more in general BIM, is a *data-driven process* for managing facilities lifecycle information, extending far beyond 3D visualization and rendering.

It's about **integrating intelligent data into 3D models** to improve project efficiency, facilitate collaboration among stakeholders, detect clashes early, and manage facilities from design through demolition.

I have three key suggestions for you to start changing your mindset:

1. Forget about nice pictures of your "beautiful" professional kitchens (breaking news: stainless steel will never be sexy!), so even the best rendering machine in the world can not make miracles
2. Stop thinking that BIM equals Revit (yes, in the Foodservice Industry we are still living in the early 2000s…), because this is like "*Jacuzzi is a commercial brand, hot tub is the generic term, i.e., all Jacuzzis are hot tubs, but not all hot tubs are Jacuzzis*"

3. If you want to go “parametric” or “digital twin”, you have to think that shapes are less important than *algorithm processing*, where *only a software* can execute a finite, ordered sequence of unambiguous instructions, or rules, designed to perform computations, data processing, or automated reasoning, **transforming input data into a specific output by following logical steps like sorting or searching**.



My final advice

If Albert Einstein used to say:

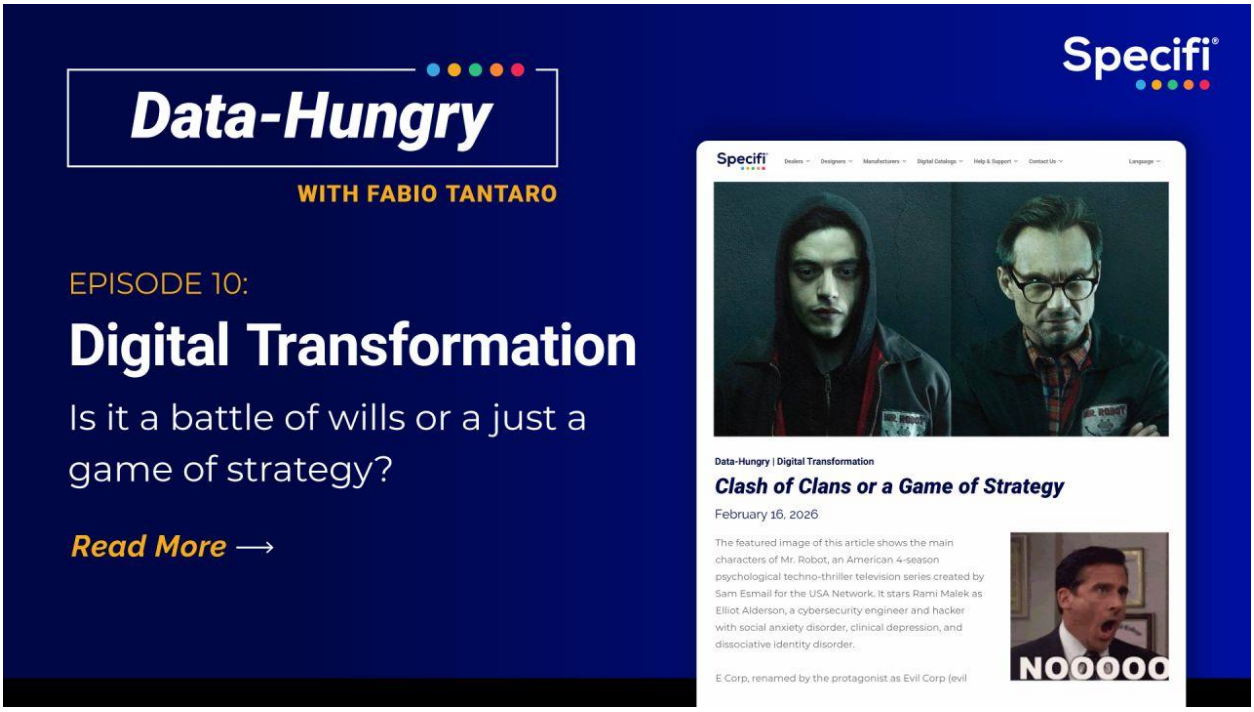
Everybody is a genius. But if you judge a fish by its ability to climb a tree it will live its whole life believing that it is stupid.

you should never let anyone define what you are capable of by using **parameters** that don’t apply to you.

But at the same time, before you come to me for help, make sure you have tried THINKING… parametric THINKING!

Episode 10: **Clash of Clans or a game of strategy**

February 23, 2026



Is digital transformation a battle of wills or just a game of strategy?

In Clash of Clans, players build alliances, adapt tactics, and pivot strategies to survive, and this isn't far from what many organizations experience when embracing digital tech. Our digital consultant Fabio Tantaro explores how real strategic thinking is needed to bridge the gap between fear-based hesitation and confident digital adoption in business workflows.

It's not just about tech for tech's sake, it's about getting the strategy right, understanding the people behind the tools, and using technology to move forward with purpose, not confusion.

#Specifi #DigitalTransformation #Strategy #Leadership #Innovation #TechAdoption #BusinessMindset

The featured image of this article shows the main characters of ***Mr. Robot***, an American 4-season psychological techno-thriller television series created by Sam Esmail for the USA Network. It stars Rami Malek as Elliot Alderson, a cybersecurity engineer and hacker with social anxiety disorder, clinical depression, and dissociative identity disorder.

E Corp, renamed by the protagonist as Evil Corp (evil multinational), is Allsafe's (Elliot's employer) main client, and Elliot will be appointed as its *cybersecurity supervisor* while in the background he will try to destroy it, joining a hacktivist group known as fsociety.

This series is like a punch in the stomach, but I highly recommend you watch it.

Tech doesn't make our lives easier, it makes them faster

Digital technologies are evolving rapidly, permeating every aspect of economies, societies, and people's lives. So, what do we have to do? Embrace them? Reject them? Fight against them like Elliot?

In the Foodservice Equipment and Supplies Industry, not all the players, including manufacturers, dealers, consultants, designers, distributors, buying groups or one-man-bands, are ready to embrace them at a high speed. Probably no more than 60% are ready even just to switch from face-to-face meetings and phone calls to digital communications, and yet we are trying to sell them software or digital solutions.

One of my customers, most recently, told me:

"You are showing us how to rocket to the moon, while we are still trying to understand how to move our car out of the garage"

Closing the "digital divide" is not just a technological challenge. On one side, we are talking about AI, cybersecurity, and blockchain, but on the other side we still need to explain to people how to share the screen in a Teams meeting, or just enter! (in the meantime, Mercedes-Benz is integrating Microsoft Teams into its vehicles, starting with the new CLA model... why????).



The non-tech-savvy think the digital world is black or white (or good vs. evil)

Many professionals are stuck in a state of double-think. They initially preach about how new technology – like digital payments, AI, or self-driving cars – will be so convenient or time-saving, but switch into a warning about how you'll be 'left behind' if you refuse to use it. The first narrative is all about supposed benefits that accrue to us through tech, but the second is actually about dire harm that will come to you if you don't go along with the trend.

In this climate of confusion, it seems that the only choice you have is to **create your own clan and fight against the rest of the world** that are not thinking like you. The bigger the non-experts clan, the easier is to drive whatever idea you think people will embrace, *because of fear and lack of knowledge*.

So, like in the "Clash of Clans" videogame (developed by the Finnish company Supercell), players typically join together in clans, groups of up to 50 players who collaborate according to an internal hierarchy, attacking other players around the world and going ***"any way the wind blows"***.



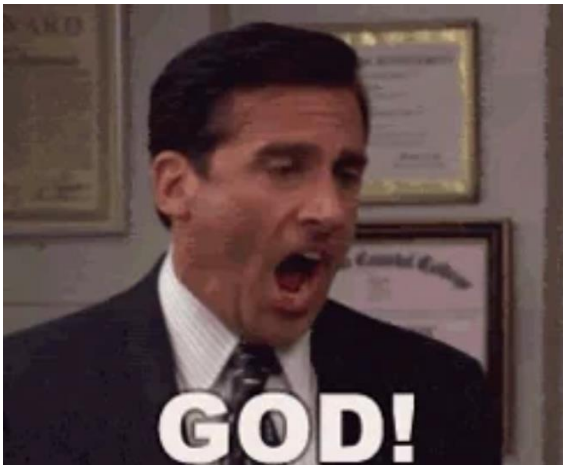
Get your head together: there is always a better strategy

Biased by choice is the worst approach a digital consultant can have towards his customers. But also, the worst approach a customer can have, when it comes to software, technology, digital solution selection.

Behind every button are people who have spent so much time deciding what it should do, what it shouldn't do, when to activate it, and how it should interact with the buttons before and after it. **Behind those gestures lies a web of intentions, questions, and responsibilities**. Someone has imagined how we will work, how we will communicate, what will be easy and what will be difficult.

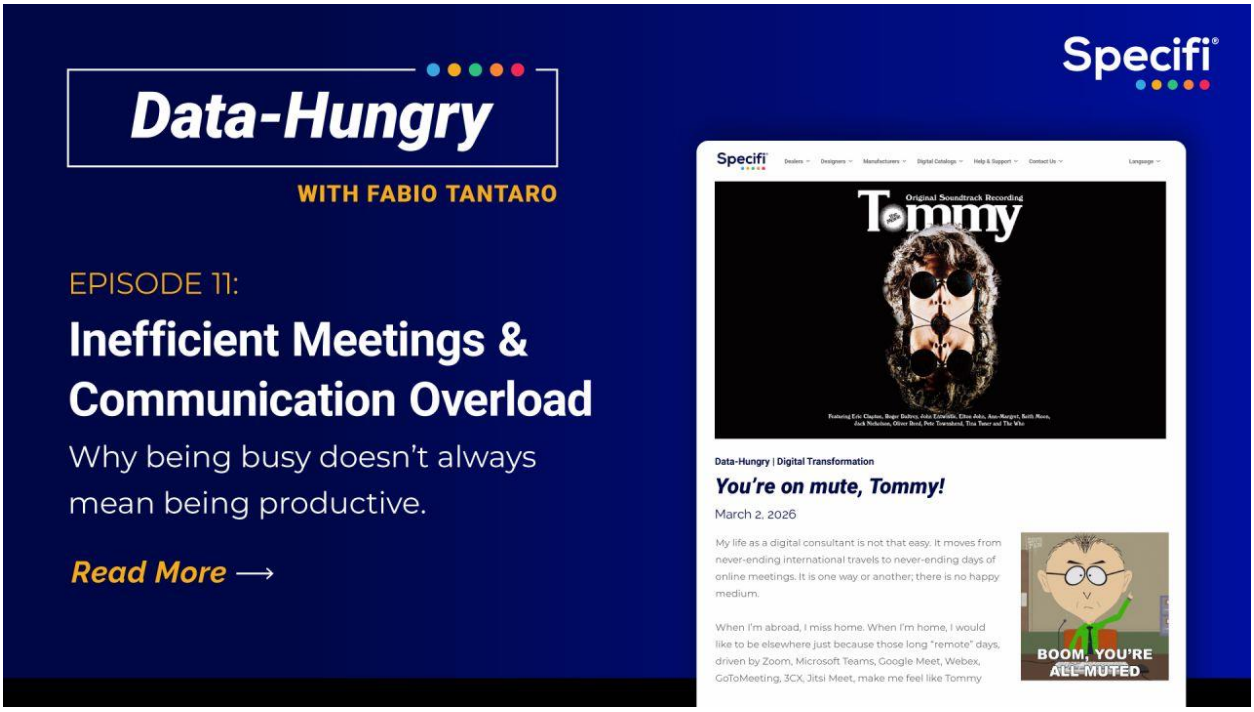
Every interface is a promise; it guides us, sometimes it educates us, sometimes it limits us. It always accompanies us.

Don't say no to technology on principle, this is one of the things that will make me very angry... And I'm not really that politically correct to accept it and be quiet!



Episode 11: **You’re on mute, Tommy!**

March 2, 2026



We’ve all been there!

Digital tools for productivity have become such a universal experience that even professionals start to feel like the protagonist of a surreal sitcom. But beyond the laughs, this article from our digital consultant Fabio Tantaro takes a thoughtful look at how inefficient meetings, endless follow-ups, and communication overload can actually slow us down in the real world of digital work.

It’s a reminder that being busy doesn’t always mean being productive and sometimes a short and clear communication is more effective than endless hours in a conference room, or in chats, online meetings, emails and phone calls.

#Specifi #DataHungry #RemoteWork #Productivity #DigitalTransformation #WorkCulture

My life as a digital consultant is not that easy. It moves from never-ending international travels to never-ending days of online meetings. It is one way or another; there is no happy medium.

When I'm abroad, I miss home.

When I'm home, I would like to be elsewhere just because those long "remote" days, driven by **Zoom, Microsoft Teams, Google Meet, Webex, GoToMeeting, 3CX, Jitsi Meet,** make me feel like Tommy (featured image here), the protagonist of the 1975 film directed by Ken Russell, based on the 1969 album of the same name by the British musical group The Who, *one of the first rock operas in history*.

Tommy was blind, mute and deaf. Me too. Here's why.

The book of nonsense

- "Can you hear me?"
- "Can you see my screen?"
- "Let's get started."
- "Sorry, I was on mute."
- "I need to hop off/drop."
- "Is my audio clear?"
- "Let me know if there's a sound issue."
- "Hello everyone"
- "Thanks for joining"
- "You are breaking up."
- "Please raise your hand."
- "Sorry, quick question."
- "Thank you all for attending"

Do you feel that cold shiver down your back by reading these phrases? It's like a B-movie. A horror movie to be precise.

Things get worse when you have **to run the presentation during the online meeting**:

1. You have to make a presentation
2. You have to have a meeting about the slides that you have to make for the meeting
3. And then you have to have another meeting to show people the slides for that meeting to make sure you're all aligned on the slides for the meeting
4. And then you go to the meeting
5. And then you have a meeting after the meeting to talk about the meeting and the to-do's that came from that meeting
6. Then you do some of the to-do's
7. And then you have an alignment meeting to align on if the to-dos are being done

Is it legal?? You have just one privilege though, what Mr. Mackey (*the former guidance counselor at South Park Elementary*) is showing us here below:



Let's be honest with ourselves, because everyone thinks the same, don't be scared, we are in a safe place here. Most of the time:

A meeting is the behavioral equivalent of a placebo: it makes us feel like we're doing something, even when we're not.

At my age, a canceled meeting provides more dopamine than a night out!

That meeting could have been an email

Now let's move to "The Dark Side of the Moon", my Pink Floyd fans: emails.

It is a fact that a lot of meetings are useless and can be replaced by just an email. But what is the boundary between being professional and being rude in an email? I'm having some problems clearly seeing the edge, because this is how I feel:

Born to write: Can you not read? I already told you this, do I need to repeat myself?
Forced to write: **"Per my last email…"**

Born to write: No, that is impossible, but I don't want to deal with your reaction.
Forced to write: **"Let me see what I can do."**

Born to write: You are ignoring my urgent request, and I am annoyed.
Forced to write: ***"Just circling back on this."***

Born to write: I need you to read this now because it affects you.
Forced to write: ***"I wanted to share something…"***

Born to write: I am creating a paper trail because I don't trust you to do what you said.
Forced to write: ***"As per our conversation…"***

Born to write: You ignored me.
Forced to write: ***"I'm not sure if you saw my last email."***

But remember! In the corporate world, emails are no longer used as the primary communication channel between colleagues or clients, they serve as a repository of evidence in case anyone tries to scam you!

At the end of the day, I started thinking that I should put the following picture in my

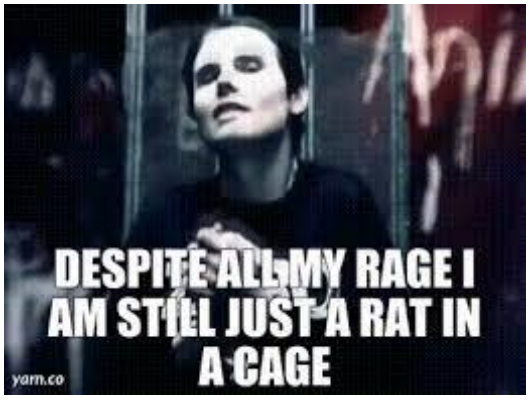
email signature, and see what happens



And the Oscar for the most unbearable thing goes to…. Instant Messaging!

WhatsApp. Discord. WeChat. Slack. Telegram. Skype (RIP…). Facebook Messenger. Line. Viber. LiveChat. Zendesk. LinkedIn. You can't hide yourself forever in there! They can see when you are available, and you are receiving those noisy red numbers popping up on your workstation, tablet, smartphone. You are trapped.

And so here we are, my older brother Billy *(Corgan – founder and frontman of The Smashing Pumpkins)*, as you clearly explained in 1995 in the masterpiece "Mellon Collie and the Infinite Sadness":



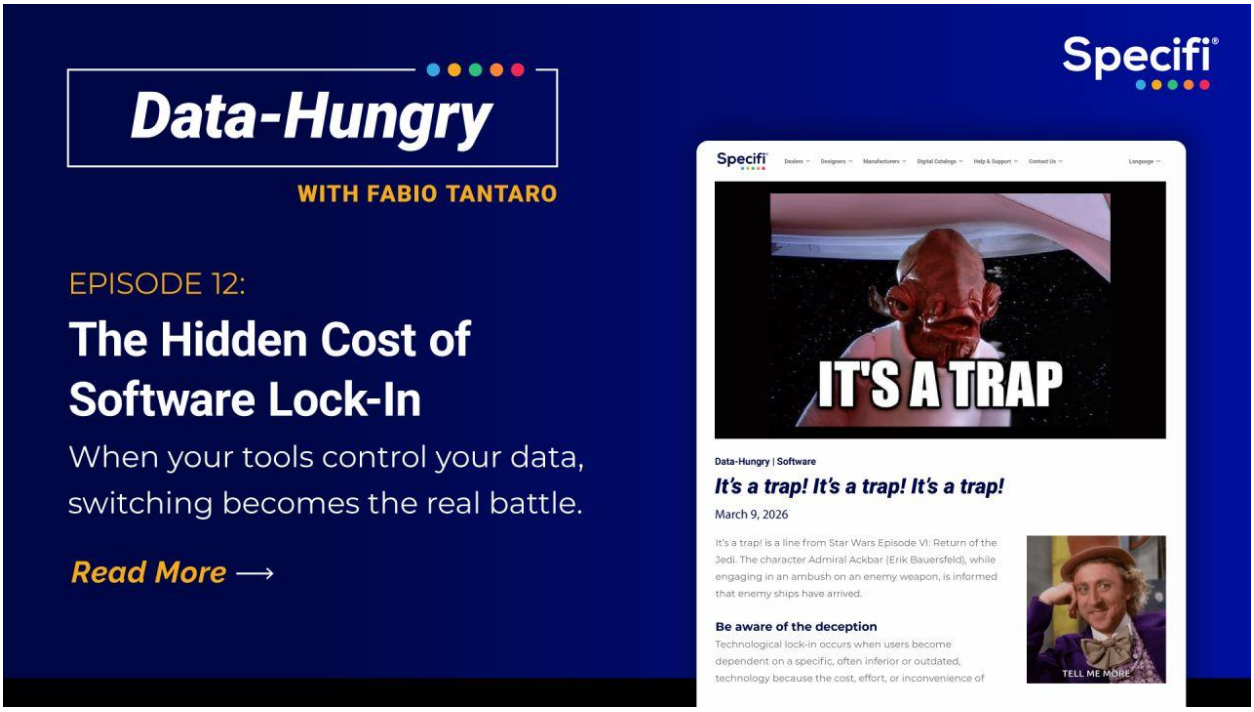
(taken from "Bullet with Butterfly Wings" masterpiece music video, mandatory to re-watch on YouTube)

But hey! When none of the above works, the worst nightmare of Gen Z arises: **phone calls**!

To be continued...?

Episode 12: **It’s a trap! It’s a trap! It’s a trap!**

March 9, 2026



Anyone who’s selecting software for their own organization knows the feeling: what looks like a straightforward opportunity can quickly turn into something far more complicated.

This latest article from our digital consultant, Fabio Tantaro, explores the hidden problems that can arise when you choose a software for your internal workflow. There are "lock-in" types that often aren’t obvious at the start, but they can affect timelines, margins, and collaboration across the entire organization.

A good reminder that you don't have to just blindly trust the most used software, because there can always be real potential challenges behind, so it is important to recognize the traps before stepping into them.

#Specifi #DataHungry #FoodserviceIndustry #DigitalTransformation #Software

It's a trap! is a line from *Star Wars Episode VI: Return of the Jedi*. The character Admiral Ackbar (Erik Bauersfeld), while engaging in an ambush on an enemy weapon, is informed that enemy ships have arrived.

Be aware of the deception

Technological lock-in occurs when users become dependent on a specific, often inferior or outdated, technology because the cost, effort, or inconvenience of switching to better alternatives is too high. Driven by path dependance, network effects, and high switching costs, this phenomenon causes industries and individuals to persist with established systems.

Plus, and worse, we are creatures of habit who seek routine and familiarity to feel safe.

In the context of digital software, the lock-in effect manifests itself in the form of obstacles that a platform can place on its users when exporting confidential data and information. The obstacles can be of various natures, and depending on their type, the phenomenon takes different forms:

- **Technical lock-in**: it occurs when a software prevents the export of its contained data
- **Financial lock-in**: it can be caused by contractual constraints that require data migration for a fee
- **Organizational lock-in**: it is related to the time and effort wasted in integrating years of work into a new platform from scratch
- **Psychological lock-in**: when, simply, switching to new software is hindered by habituation to the current software

Lock-in, therefore, limits the data management capabilities of professionals and companies, preventing them from accessing and archiving data outside the software they use.

Have you ever wondered how much freedom you actually have to manage your data and how transparent your software is about it?



Time to get serious and brave

So, what can you do to avoid getting caught in a trap?

The risk of lock-in can be avoided by choosing software that guarantees **transparency regarding data ownership and management**, that does not require strictly binding contracts, and that can be **freely integrated with other tools**.

Choose software that is not outdated, that is constantly updated with scientific and regulatory updates, and that follows technological innovations in line with your needs.

The market is increasingly moving toward an *open data* perspective, which can allow professionals free access and the **right to portability of their data**.



Don’t get locked up into avoiding lock-in

Lock-in isn’t a simple true-or-false matter: *avoiding being locked into one aspect often locks you into another*. Also, popular notions, such as open source automagically eliminating lock-in, turn out to be not entirely true.

At first, the problem is silence: you know nothing.

Then the problem becomes the opposite: you know too much:

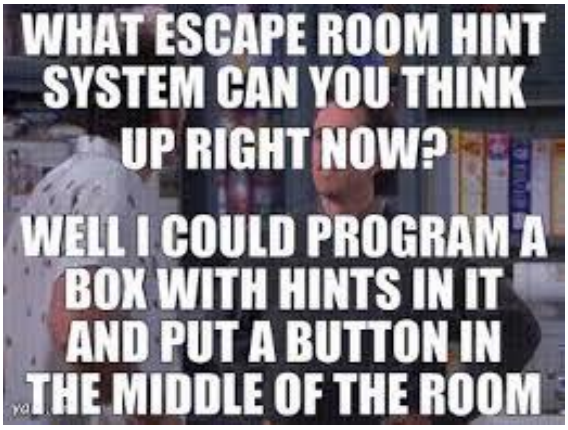
- Interesting feedback
- Sensible opinions
- Intelligent comments
- Everything seems relevant
- Everything seems like insight

But not everything “experts” tell you deserves equal weight.

The *discovery phase*, at this point, becomes an exercise in selection, not accumulation.

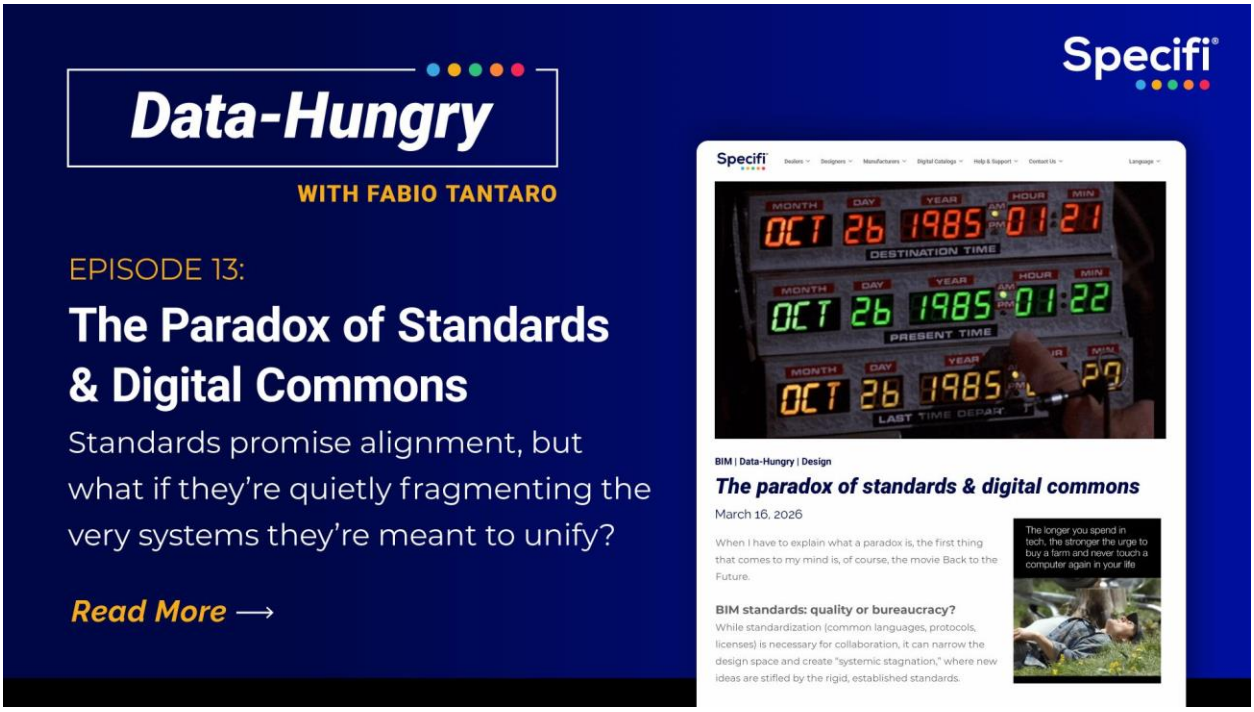
One of a software architect’s major objectives is to **create options**. Those options make systems change-tolerant, so we can defer decisions until more information becomes available or react to unforeseen events.

So, my advice is: rely on the ones they give you options, not the ones they force you in one direction. And when you have to change, you aren’t just switching tools, you are evolving to a new software paradigm.



Episode 13: **The paradox of standards and digital commons**

March 16, 2026



In this week's article, our digital consultant Fabio Tantaro wonders about the fact that standards are supposed to unify us, so why do they keep dividing us?

In the AEC and Foodservice Equipment industry, we've been chasing interoperability for years: the promise that different tools, teams, and datasets can finally speak the same language.

But here's the paradox: the more rigidly we define and enforce standards, the more fragmented we become. Guidelines should provoke thinking, not be repackaged as ready-made answers.

What is your experience? Are industry standards driving collaboration or creating new silos?

#Specifi #DataHungry #BIM #DigitalTransformation #FoodserviceIndustry #Interoperability #DataManagement #Standards

When I have to explain what a paradox is, the first thing that comes to my mind is, of course, the movie *Back to the Future.*

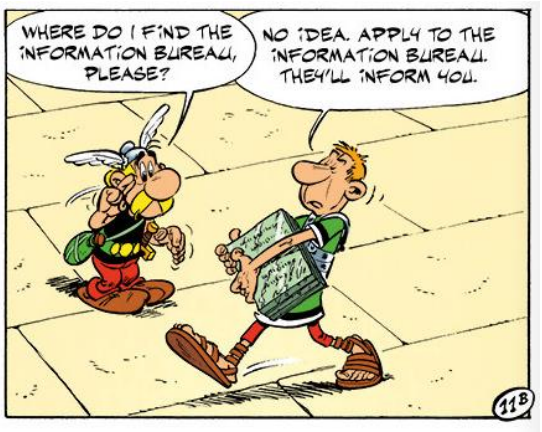
Marty and Doc never had have had brought the time machine to 2015. That means 2015 Biff could also not had have had brought the almanac to 1955 Biff. Therefore, the timeline in which 1955 Biff gets the almanac is also the timeline in which 1955 Biff never gets the almanac. And not just never gets. Never have, never hasn't, never had have hasn't.

BIM standards: quality or bureaucracy?

While standardization (common languages, protocols, licenses) is necessary for collaboration, it can narrow the design space and create "systemic stagnation," where new ideas are stifled by the rigid, established standards.

In the architecture, engineering, and construction (AEC) industry, **of which Foodservice Equipment and Supplies Industry is an infinitesimally smaller subset in terms of designers and planners**, this vision has taken shape through the promise of **interoperability**, the idea that different actors, tools, and datasets can work together through shared principles.

Unfortunately, most of the time, standards reveal how openness and sharing–principles foundational fuel both innovation and exploitation.



Breaking bad: moving beyond established standards towards a new balance

Call me “the Walter White of digital consultants”, if you care, but I truly believe that standards make sense only if adaptive (like OpenAPI, GraphQL, blockchain).

Otherwise, in our Industry, *we will replicate ad infinitum the Blu-ray vs HD-DVD format war*, that highlighted how the dominance of a standard often relies more on backing and network effects than on technical superiority.

Every standard begins as an act of rebellion against chaos.

But guidelines should be written to provoke thinking and not be repackaged as ready-made answers.

In many cases, companies with significant market power or first mover advantage can influence the direction of standards.



“Show me the example”

In trying so hard to conform, organizations end up fragmenting.

Each develops its own sacred template, its own “best practice” that can’t quite talk to anyone else’s.

The commons dissolve into a patchwork of micro-bureaucracies, each convinced it's following the standard to the letter. The very structure designed to unify us becomes the seed of a thousand little silos.

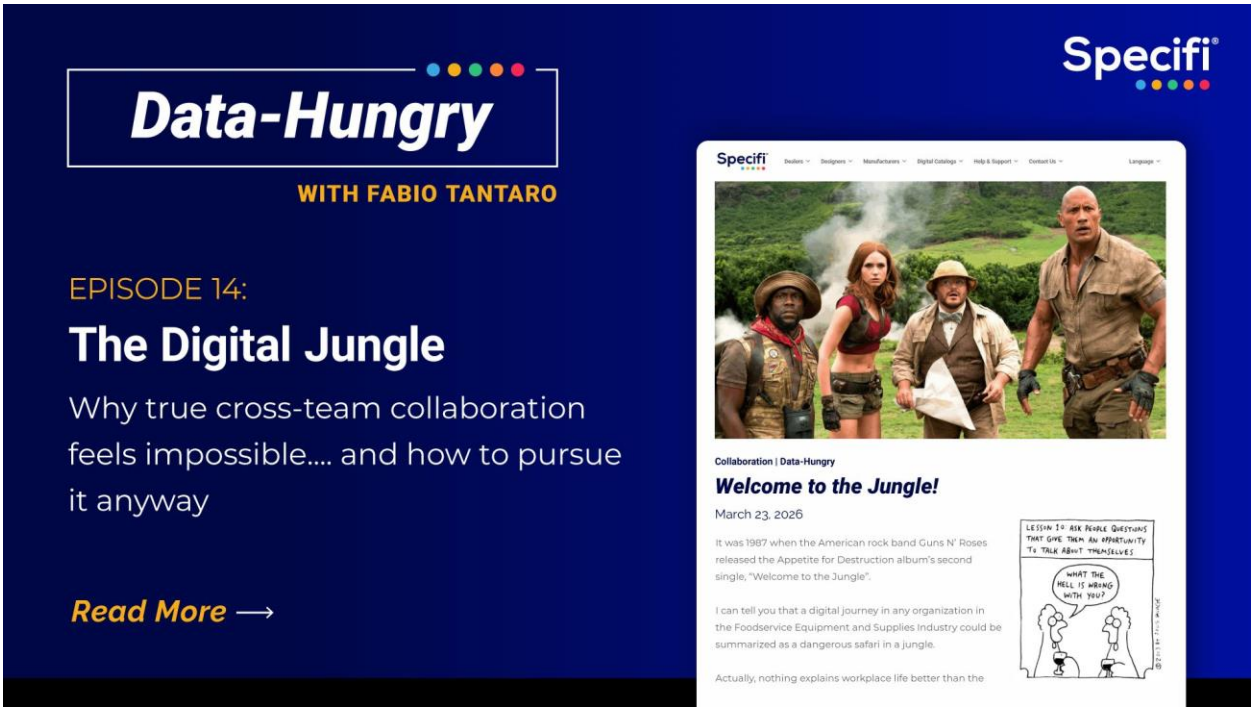
We discuss "information management" as if the goal were to possess data rather than to *comprehend* it. **And still, in all committees, I haven't seen an example yet, other than Word or Excel docs**. Once they realize then that there is a need to solve these issues from a tech/software perspective and not through PDFs or TXTs, just give me a call.

In the meantime, believe me:



Episode 14: **Welcome to the Jungle!**

March 23, 2026



This week our digital consultant Fabio Tantaro explains how leading a digital transformation in the Foodservice Equipment & Supplies industry feels exactly like a safari in the jungle.

Functional silos, endless handoffs, and relentless turnover mean you're constantly rebuilding from scratch. Same conversations, same resistance, same 12-month delays before a project even starts.

The Golden Fleece exists, but finding it requires people who are willing to stop optimizing their own garden and start seeing the whole forest.

#Specifi #DataHungry #DigitalTransformation #Foodservice #CrossTeam #ProjectManagement

It was 1987 when the American rock band Guns N' Roses released the Appetite for Destruction album's second single, "Welcome to the Jungle".

I can tell you that a digital journey in any organization in the Foodservice Equipment and Supplies Industry could be summarized as a dangerous safari in a jungle.

Actually, nothing explains workplace life better than the jungle analogy:

Welcome to the jungle, it gets worse here every day
You learn to live like an animal in the jungle where we play
If you got hunger for what you see, you'll take it eventually
You can have everything you want but you better not take it from me

"It's none of my business"

Most organizations are *functional*: sales people with sales people, designers with designers, marketing with marketing, accounting with accounting, etc. (and most of the time everyone dislikes each other…)

It's natural, easy to explain, easy to grow, and it's also very efficient: **people with the same skills understand each other immediately**, help each other, improve together.

The problem arises when the work is **no longer by function but by workflow.**

Developing a software or implementing a digital project, for example, is a transversal process, perhaps the most transversal of transversal processes, and it is precisely at that moment that the functional organization shows its dark side.

Everyone just optimizes their own garden.

Translation: *handoff*. I'm done, now it's your problem.

You can not even imagine how much I hate this attitude, it destroys companies.



Cross-Team Coordination: The Golden Fleece

In my experience, this is very common: **people speak to each other a little and badly**.

And when there's no clear process, the situation gets worse: everyone interprets the situation how they want, everyone passes the buck, arrogance grows and no one sees the whole picture.

I remember being fascinated by Greek mythology during my secondary school years here in Italy, attending what we call *"liceo classico"* (5-year academic education specializing in humanistic subjects like literature, art history, ancient languages, history, philosophy and natural sciences).

The Argonauts were a band of heroes who, in the years before the Trojan War (around 1300 BC), accompanied Jason to Colchis in his quest to find the Golden Fleece.

Cross-Team collaboration is almost like the Golden Fleece, and sometimes I feel like Jason with an epic quest to face in order to help organizations.



Bonus: turnover is killing me

Have you ever been in a workplace so long as the original coworkers have left, so now you're in season 8 with all the new characters?

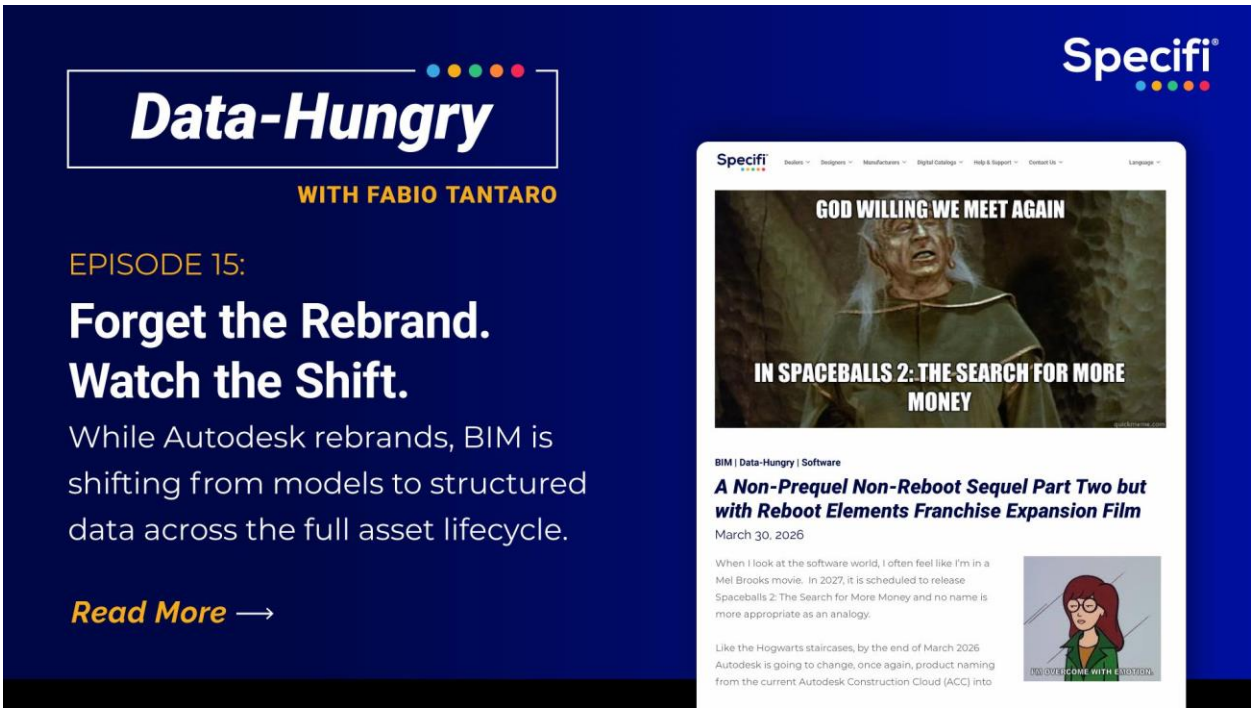
I don't know how much time I spent nurturing this Industry on the same topics over and over:

- one reason is, of course, **lack of understanding**. We are living in a stainless-steel world, digital is just an expensive accessory that you can't touch in most people's minds. And that reminds me of Colin Sharpe's famous quote – a classic catchphrase among programmers: *"There are 10 types of people in the world: those who understand binary, and those who don't."*
- another relevant reason is that **you have to speak different "languages": marketing slang with marketers, sales slang with sales, IT slang with computer scientists, engineering slang with technicians.**
- but the biggest reason for me repeating hundreds of times the same things (unfortunately, I'm not Paganini: *"Paganini non ripete"* – Paganini doesn't repeat – is a famous Italian expression used to refuse to repeat a phrase, gesture, or action just performed. The expression originates from an anecdote from 1818, when violinist Niccolò Paganini refused to grant an encore to Prince Carlo Felice of Savoy at the Carignano Theater in Turin) **is people leaving their jobs (or getting fired…) so frequently that you always have to start a discussion from scratch and projects last 12 months before even starting…**



Episode 15: **A Non-Prequel Non-Reboot Sequel Part Two but with Reboot Elements Franchise Expansion Film**

March 30, 2026



Autodesk renamed their platform again. Same product. Same problems.
But beyond the rebranding noise, something genuinely important is shifting in BIM and most people aren't ready for it.

As of March 2026, the focus is no longer on models. It's moving to information management across the full lifecycle of an asset. ISO 19650 is becoming the backbone of how data is governed, not just how geometry is built.

And yet, what do most firms still do when "going BIM"?
→ Buy a tool
→ Train people to click buttons
→ Hire a specialist to demo features
→ Wonder why nothing changed

A tool is not an operating system.
New piece from our digital consultant Fabio Tantaro is out now. Worth a read!

#Specifi #DataHungry #BIM #DigitalTransformation #ISO19650 #DataManagement

When I look at the software world, I often feel like I'm in a Mel Brooks movie.

In 2027, it is scheduled to release *Spaceballs 2: The Search for More Money* and no name is more appropriate as an analogy.

The latest and the greatest

"Keep an eye on the staircases, they like to change" – Percy Weasley from Harry Potter and the Sorcerer's Stone

Like the Hogwarts staircases, by the end of March 2026 Autodesk is going to change, once again, product naming from the current Autodesk Construction Cloud (ACC) into *Forma.*

What should users do? *Absolutely nothing*.

What is changing? *Absolutely nothing*.

Whatever it is called, ACC, Docs, Forma… They still have the same problems! But certainly, the costs will increase.



(taken from "Daria", an American teen animated sitcom, 1997 – 2002, one of the '90s most underrated shows. It's a subtle satire, with great characters and brimming heart, and I can't recommend it enough)

It's not just about making the new BIM tool, it's about revolutionizing the way you use data

What's in a name? In the software world, it's IP and important brand recognition. But that's just the software house point of view.

Differently, from a user perspective, BIM is changing from March 2026, and is no longer the center. **The focus moves from models to information management**. Less model coordination. More control of information across the whole life of an asset.

ISO 19650 is becoming the backbone of how information is managed, **not just how models are created**.

Less software obsession. More process discipline. And most people are not ready.



(in the picture, if you are not a gamer, the infamous "GTA: San Andreas", a 2004 action-adventure game developed by Rockstar North and published by Rockstar Games)

Confusing the tool with the process

BIM implementation fails because of mistakes a lot of companies make:

1. You bought a new BIM tool
2. You trained people on "how to click buttons."
3. You even hire external "BIM Specialists" who are "experts" … and what do these "experts" do? they show features, they demo the interface.

Then assume people will change 10+ years of emails, excels, hand sketches habits overnight.

Training ≠ Adoption

A BIM tool is just a tool, *not an operating model*.

Firms think: “If we buy this BIM tool, chaos will fix itself.” It won’t.

The real questions to solve are:

- Why should you change your habits using a new platform?
- What’s in it for you, and how this BIM tool will make your life easier, when used properly?
- How are you going to handle the transition period?
- Who to ask when things break?

And when you ask these questions, firms that usually don’t want to hear, start to be a little nervous…



Frank Zappa (all honor to you, Frank the Genius!) used to say:

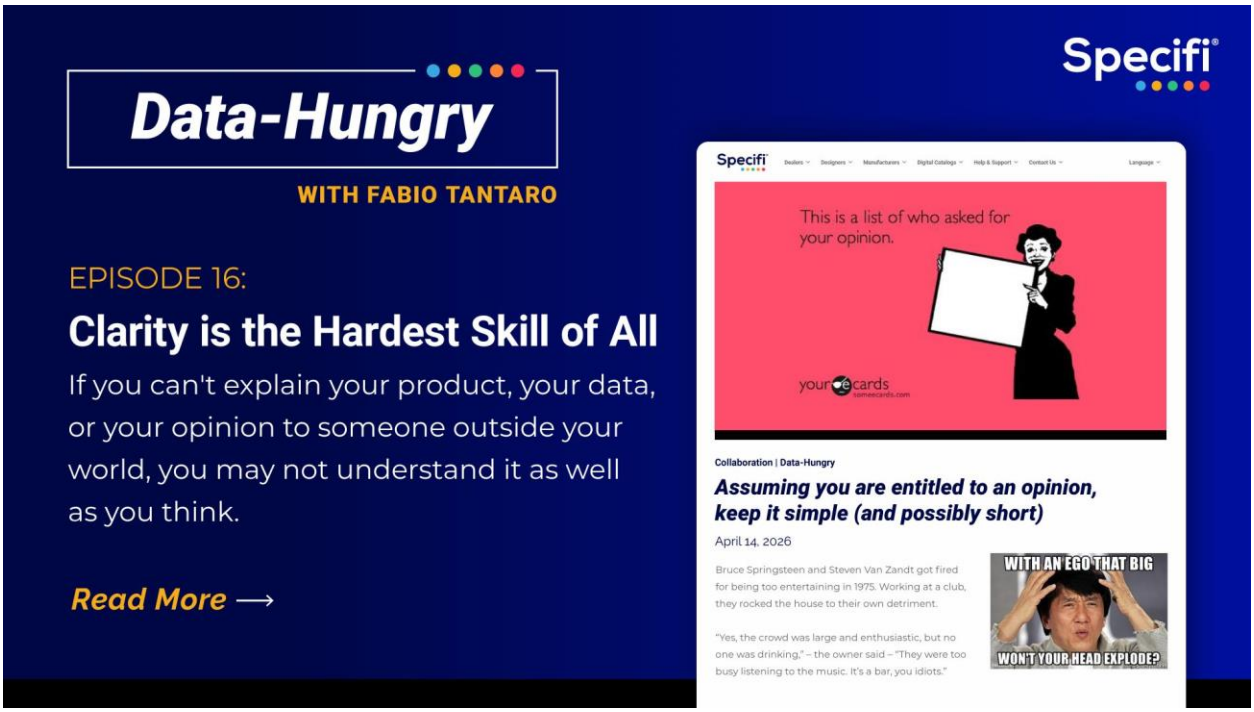
Most rock journalism is people who can't write, interviewing people who can't talk, for people who can't read

Sometimes, you can easily find "rock journalism" in business… Pay attention and don't be scared!

Ask the uncomfortable questions, because everything starts from there.

Episode 16: **Assuming you are entitled for an opinion, keep it simple (and possibly short)**

April 14, 2026



Too many professionals build extensions of their own ego rather than genuine value. They impress with jargon, complexity, and self-proclaimed authority, when in reality, clarity is the hardest skill of all.

The fix isn't more complexity. It's less. If you can't explain your product, your data, or your opinion to someone outside your world, you may not understand it as well as you think.

Keep it simple. Keep it honest. Keep it short.

#DataHungry #Specifi #FoodserviceEquipment #DigitalTransformation #Clarity #Leadership #DataStrategy

Bruce Springsteen and Steven Van Zandt got fired for being too entertaining in 1975.

Working at a club, they rocked the house to their own detriment.

"Yes, the crowd was large and enthusiastic, but no one was drinking," – the owner said – "They were too busy listening to the music. It's a bar, you idiots."

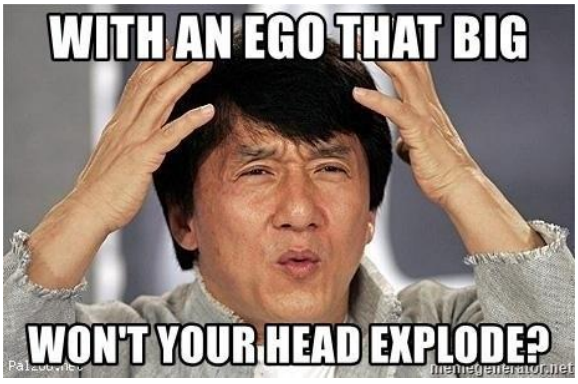
Every story has two points of view; we always need to understand **which one is more important for us**.

Many professionals don't build value, they build extensions of their own ego

The digital startup world is dotted with several examples of ego vs. value, including Sam Bankman-Fried, Charlie Javice, and Martin Shkreli.

If even very structured and well-established investors get scammed by these guys, how can you navigate the digital world trusting the right people?

Plus, *how many egos are filling up our FES industry, especially today*? I know quite a few, but you need to expose them by yourself.



So:

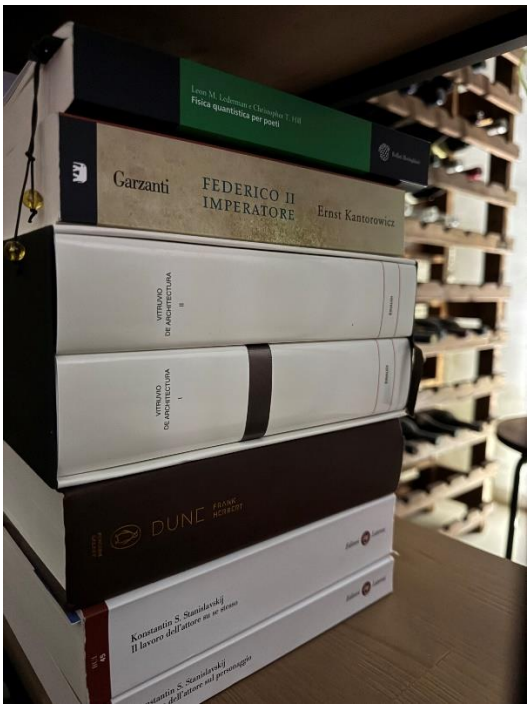
Beware of the professionals that pontificate on issues, confusing you with big words or self-proclaiming themselves as auditors. Most of the time, they are like plumbers who don't know which way the water flows and knock on your door to redo the system.

Because as Roman poet Juvenal said: **"Who watches the watchmen?"** (Latin: *Quis custodiet ipsos custodes?*). And I can add: "How watchmen become watchmen?" ...

"If you can't explain it simply, you don't understand it well enough" – A. Einstein

The *"Grandma Test"* or *"Pitching to Grandma"* is a startup analogy highlighting the need for absolute clarity, simplicity, and a focus on solving a real-world problem rather than using complex jargon. **When explaining a complex product, you should describe it so simply that your grandmother understands exactly what it does, who it is for, and why it is useful**.

To reinforce this thought, I have to confide to you that I'm an avid reader. Here's a picture of the current stack of books I'm reading, from *Stanislavski's system* to Frank Herbert's *Dune*, from Vitruvius' *De Architectura* to a biography of *Frederick II, Holy Roman Emperor*, but the book that I love the most today and I highly recommend is the one on the top of the pile, Lederman and Hill ***Quantum Physics for Poets***.



This is the perfect example of complexity well explained. To get straight to the point, there are almost no complex words or acronyms in this book, and when they are forced to use them, you can understand them in the general context. And they are talking about quantum physics!

Simon Sinek used to say:

*If your words are simple, people can **understand** them.*

*If people can **understand** your words, they can **repeat** them.*

*And if your words can be **repeated**, your ideas will **spread**.*

Today's Foodservice Equipment digital marketplace, explained

Imagine being at a flea market.

In the square there are a lot of stands offering vintage products: furniture, clothing, records, memorabilia, and you are looking for a specific *Louis Vuitton Monogram*

Pochette Dame GM Clutch Bag. These are the most common scenarios you will encounter:

- *None of the vendors have that bag in the stands*
- *They have the Louis Vuitton bag, but it looks old and damaged*
- *They have the Louis Vuitton bag, it looks perfect, but no Certificate of Authenticity*
- *They have the Louis Vuitton bag, it looks perfect, but it's too expensive*
- *They have the Louis Vuitton bag, but someone is trying to depreciate it showing potential imperfections, so it is complicated to repair it*

You end up going back home with no bag, so both vendor and buyer fail their objective, spending their money on exhibiting or reach the venue and *going home empty-handed.*

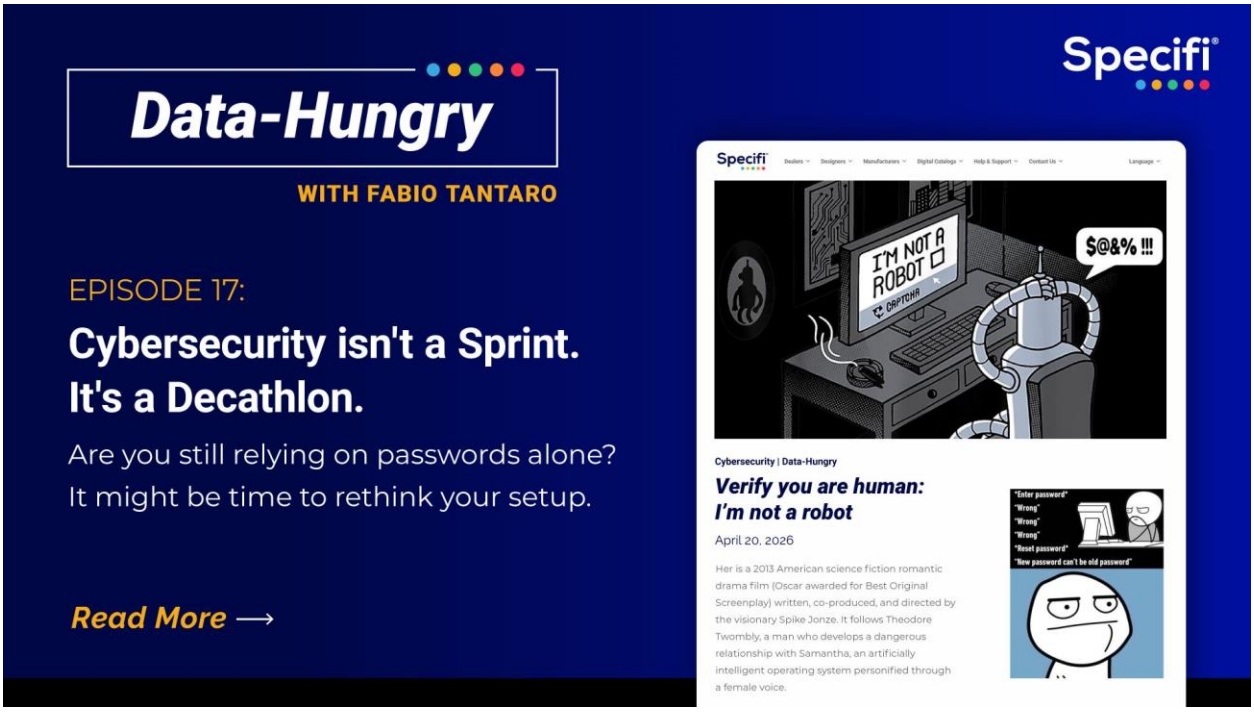


And **this is exactly what is still happening with guidelines, data and software in this industry** since I joined it in April 2011.

I think if April 2011 me and April 2026 me sat in a room, they wouldn't believe each other...

Episode 17: **Verify you are human: I’m not a robot**

April 20, 2026



Cybersecurity isn't a single sprint, it's a decathlon.
This week our digital consultant Fabio Tantaro is warning us that no single tool — not CAPTCHA, not 2FA, not even passkeys — is enough on its own. Security today means understanding how you log in AND how your data is stored, protected, and backed up across every layer of your digital ecosystem.

Are you still relying on passwords alone? It might be time to rethink your setup.

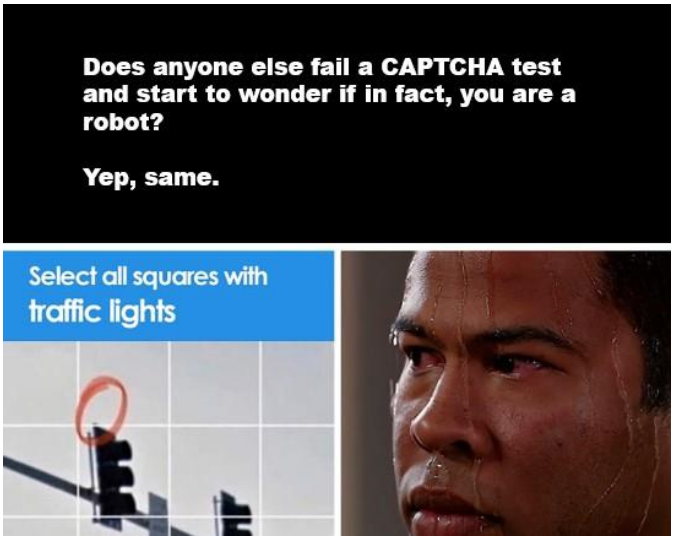
#DataHungry #Specifi #Cybersecurity #ZeroTrust #Passkeys #DigitalSecurity #DataProtection

Her is a 2013 American science fiction romantic drama film (Oscar awarded for Best Original Screenplay) written, co-produced, and directed by the visionary Spike Jonze. It follows Theodore Twombly, a man who develops a dangerous relationship with Samantha, an *artificially intelligent operating system* personified through a female voice.

Like Samantha, your browser's **"I'm not a robot"** verification just became a weapon against you.

Security experts at the Identity Theft Resource Center warn that criminals are weaponizing **CAPTCHA** tests to trick users into installing malware that steals everything from browser passwords to cryptocurrency wallets.

Fake CAPTCHAs appear on compromised legitimate websites, suspicious download sites, and manipulated search results. They look identical to the real thing, complete with authentic-seeming checkboxes and visual puzzles.



Password is deader than dead, shock is all in your head

To paraphrase one of the most famous Marilyn Manson's songs, "*Rock is dead*", if CAPTCHAs are not doing very well, passwords are about to become extinct, like T-rexs and raptors.

For decades, the password has been the gatekeeper of the internet. It is the digital equivalent of a rusty padlock: clunky, easily picked, and annoying to carry around. We hate inventing them ("Must include one uppercase, one symbol, and a hieroglyph"). We hate remembering them. And we *really* hate changing them, only to immediately forget the new one and enter the "Forgot Password" email loop of doom.

In the 2010s, we realized passwords were fundamentally broken, so we added a band-aid second lock: **Two-Factor Authentication (2FA) and then Multi-Factor Authentication (MFA)**. This sends a code to your phone via SMS. Secure? Yes. Annoying? Also, yes. Plus, hackers eventually figured out how to intercept those SMS messages (SIM swapping).



A new Game-Changer (with limitations, of course)

Finally, after years of promises, there is a smarter, safer, and infinitely less annoying way: **passkeys**. If you're not using them already, you've probably still seen more websites and apps offering them as a login option. And more recently, **biometrics**: utilizing *face scans or fingerprints or tokens* for instant, secure access.



But still, this is not enough.

Security today is about knowing who someone is, **how they typically behave**, and **whether their access is appropriate at the moment**.

This is a cybersecurity strategy based on the principle "never trust, always verify" and that's why the **Zero Trust Access Control** system is so powerful. No one gets a free pass, every click and every login is checked against context. The most effective implementations focus on securing five key pillars:

1. **identity**
2. **devices**
3. **networks**
4. **applications**
5. **data**

This layered approach ensures that security is applied across the entire digital ecosystem.

My final advice

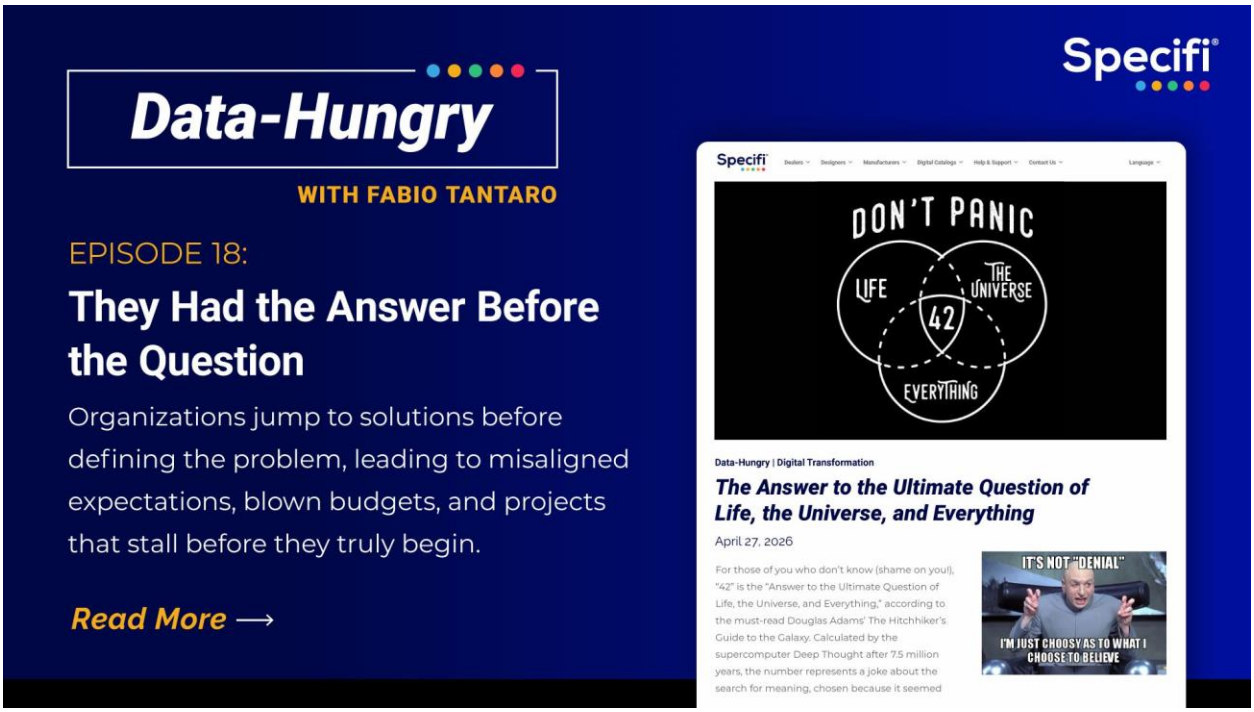
Cybersecurity is like the decathlon discipline, not just the 100-meter dash run at the Summer Olympics

We've just briefly discussed which solutions you have to *log in into a system.*

Imagine how complex it will be to understand how data inside any platform is stored, protected, backed-up and what are the best practices… Coming soon on these screens! Stay tuned!

Episode 18: **The Answer to the Ultimate Question of Life, the Universe, and Everything**

April 27, 2026



Our digital consultant Fabio Tantaro just dropped a piece that hits hard for anyone who's ever worked on digital transformation in the foodservice industry (or honestly, in any industry).

The core insight? In digital projects, organizations often know their answers before they even understand the questions. They budget for 10, discover the real scope demands 100, and then, surprise, resistance kicks in. Not always loud opposition. Often silent inertia. Delayed decisions. Priorities that quietly shift elsewhere.

#DataHungry #Specifi #DigitalTransformation #ChangeManagement #Foodservice

For those of you who don't know (shame on you!), "42" is the "*Answer to the Ultimate Question of Life, the Universe, and Everything,*" according to the must-read Douglas Adams' *The Hitchhiker's Guide to the Galaxy.* Calculated by the supercomputer Deep Thought after 7.5 million years, the number represents a joke about the search for meaning, chosen because it seemed "ordinary" and random.

In the story, **the answer is known, but the ultimate *question* is not**, making the answer seemingly nonsensical.

Digital solutions are built on questions, but organizations know just their own answers

Discovery phase in software or project is the initial, pre-development stage aimed at deeply understanding **user needs, business goals, and technical feasibility**. It bridges the gap between an idea and development by defining scope, mitigating risks, validating concepts, and producing actionable requirements, such as a Product Requirements Document (PRD).

This is happening after a rough estimation of the investment based on the answers an organization thinks to know. After the discovery phase, expectation can not meet reality, **because with the right questions you have to guide organizations** through a journey in which they believe it is fair to pay 10 and at the end they realized they have to pay 100.

Later on, they are shocked so they ask Google why this is even possible, and then find out you were right...



After the denial, it comes the resistance to change

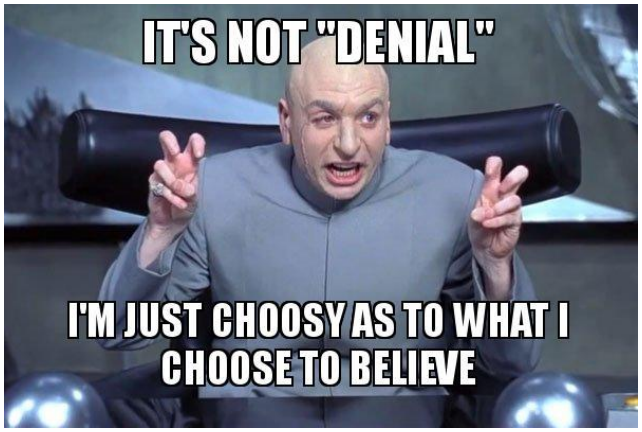
A denial, a denial
A denial, a denial
A denial, a denial
A denial, a denial
A denial

If you have read this quote while singing, you know that this is the epic end of the Nirvana's "Smells Like Teen Spirit". And you don't know how much I would like to scream like Kurt Cobain here.

Most of the people reading this blog know that I'm working on *a special proposal for the Foodservice Community in the past 18 months*, and this is what is happening: **resistance to change**.

It is often viewed as a single type of behavior, but in reality it takes many forms, and recognizing these forms is the difference between managing it and being at its mercy:

- **Opposition is the most visible form**: someone openly states that they do not agree with the project's objectives, priorities, or impacts. It is not the easiest situation, but at least it is clear, and what is clear can be managed.
- **Obstructionism is the most complex**: here, the disagreement concerns not so much the stated intentions as the actual execution. Decisions are delayed, activities go unsupported, steps are continually put back up for discussion; the project remains formally active but struggles to move forward.
- **Boycotting is insidious**: on the surface, everything seems to be proceeding, but strategic choices are not truly supported. Priorities shift elsewhere, resources don't arrive, management's attention shifts, and the project loses ground without any open conflict.
- **Inertia is a massive burden**: no explicit opposition, no declared resistance, things simply don't happen. Decisions aren't made, activities don't get started, responsibilities remain unresolved; it's the quietest form, but often the hardest to deal with.



Step away from toxic customers

When I have to quit a digital project, my mantra is always:

I don't leave when it gets hard, I leave when it gets disrespectful

It happens frequently *during my whole career* in supply chain, construction industry, and more, to have people inside my company or inside my customer's company trying to delegitimize me or my credibility.

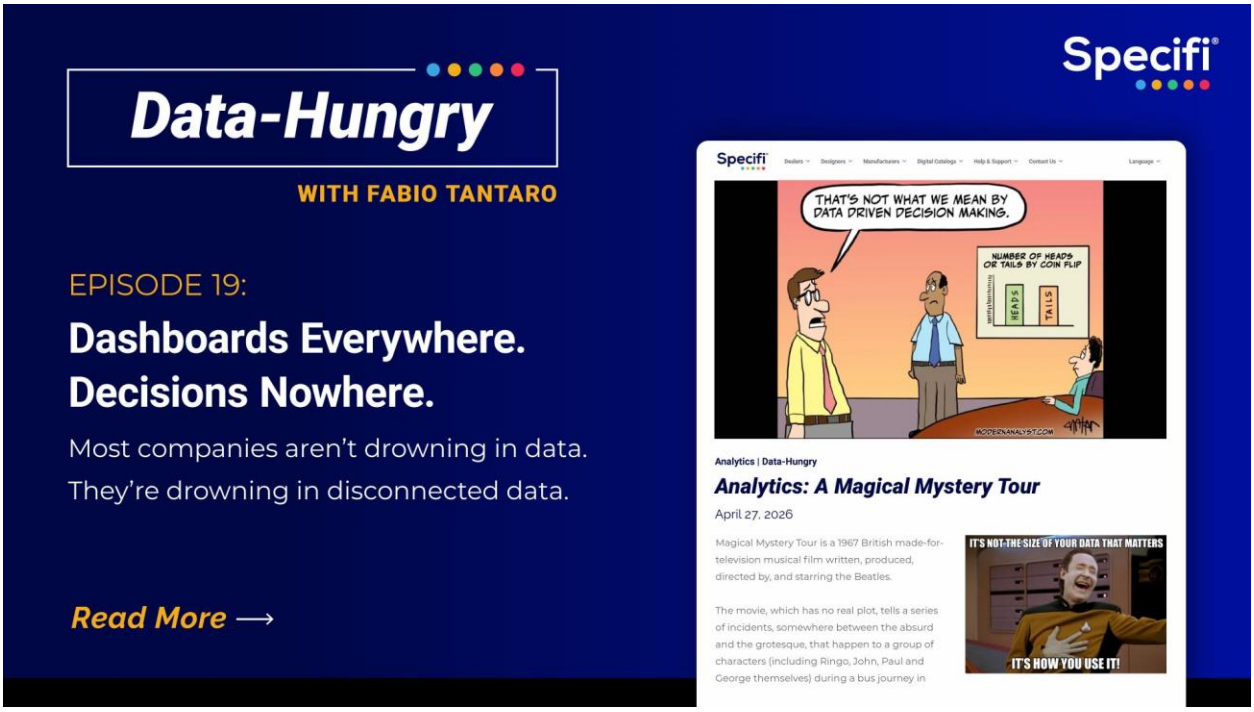
I get it. I'm an uncomfortable presence. I can't please everyone, because I usually stand still in what I believe. And, above all, I can argue.

But on the other hand, here is my final advice: **beware of all the Gríma, called (the) Wormtongue** that surround you.



Episode 19: **Analytics: a magical mystery tour**

May 4, 2026



Most companies have the same problem: dashboards everywhere, decisions nowhere.

Great read on this from our digital consultant Fabio Tantaro.

Data alone doesn't move the needle. But that's not a data problem; that's a storytelling problem. No one had connected the numbers to a narrative that demanded action.

At the end of the day, business speaks one language: ROI. Everything else is noise until it connects to money made or money saved.

And one honest truth we rarely say out loud: as managers, we want user data. As users, we don't want to share ours. Both things are true at the same time.

#DataHungry #Specifi #Analytics #DataStrategy #DigitalTransformation #Leadership #ROI #DecisionMaking

Magical Mystery Tour is a 1967 British made-for-television musical film written, produced, directed by, and starring the Beatles.

The movie, which has no real plot, tells a series of incidents, somewhere between the absurd and the grotesque, that happen to a group of characters (including Ringo, John, Paul and George themselves) during a bus journey in southern England, *the itinerary of which is unknown to the passengers*.

The same happens when you are talking about data collection and analytics.

Everyone wants data, no one knows how to read it

In the tech world, analytics is everything. And analytics is based on data.

"Data is the new oil." – Clive Humby

Data is useless as long as it remains just data.

-
    -
        - Raw -> *noise*
        - Sorted -> *control*
        - Organized -> *structure*
        - Visualized -> *understanding*

But it's only at the final step that something happens: **when you tell the story**.

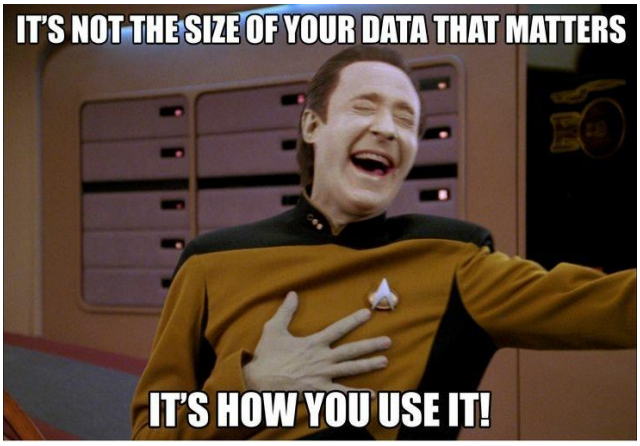
Because companies don't make decisions based on numbers. They make them based on what they understand, and what they understand depends on how those numbers are:

-
    -
        - interpreted
        - contextualized
        - translated into a direction

All too often, I see companies full of dashboards, reports, and KPIs. And then no one makes a decision. Because the key step is missing: **transforming data into a narrative that drives action:**

- A data point says “what”
- A story explains “why”
- A strategy decides “what to do”

Without these steps, you remain stuck, but with beautiful charts.



Developing a strategy means taking a stand, even when it’s uncomfortable

User habits for companies are both an internal and an external relevant insight to understand.

It’s not only about how your products are performing (views, clicks, impressions, downloads, orders), but also how your team is performing.

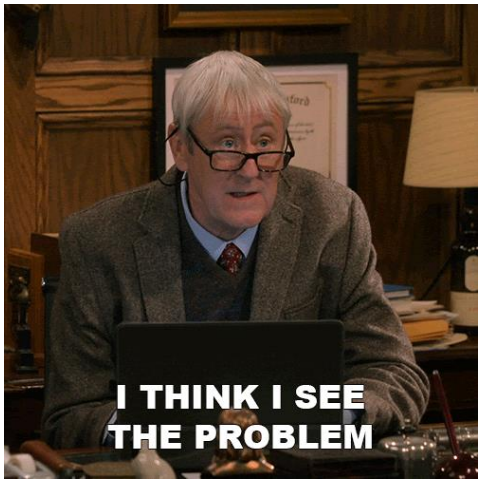
Software vendors (AI providers included) are moving to tokenization and most firms have zero visibility into how their tokens are actually being used.

Just as an example: most recently a major design firm hired Goldman Sachs to analyze their token usage before an Autodesk renewal. They found that about $1.5 million of their spending was coming from user habit of opening AutoCAD in the morning, *just to keep it open*. No action on the platform.

What do you have to do in this situation?

Taking inspiration from Rob Gordon, the protagonist of the 1995 Nick Hornby novel *High Fidelity* (also became a 2000 romantic comedy-drama movie directed by Stephen Frears with Joan Cusack, Lisa Bonet and Jack Black) who was obsessed by compiling "Top 5" lists for every imaginable occasion, here below my top 5 actions:

1. **Cut out the options**: if you try to keep all doors open, you'll end up entering none of them.
2. **Talk only to trusted professionals and colleagues**: talking to everyone is the same as talking to no one.
3. **Don't overthink it**: often, it's just putting off a decision. It's not research; it's fear of deciding.
4. **Don't try to please everyone**: it doesn't work; a true direction will upset someone, and that's okay.
5. **Make a clear choice**: growth starts there.



Show me the value (a.k.a. money)!

At the end of the day, there is only one value that people in business understand: money making or money saving.

We can talk forever about big numbers, how a brand is globally recognized, that data needs to be clean and focused, but **the only thing that matters is ROI (Return of Investment)**.

We can discuss if ROI should be measured by time, productivity, easy access to information, products sold, and so on.

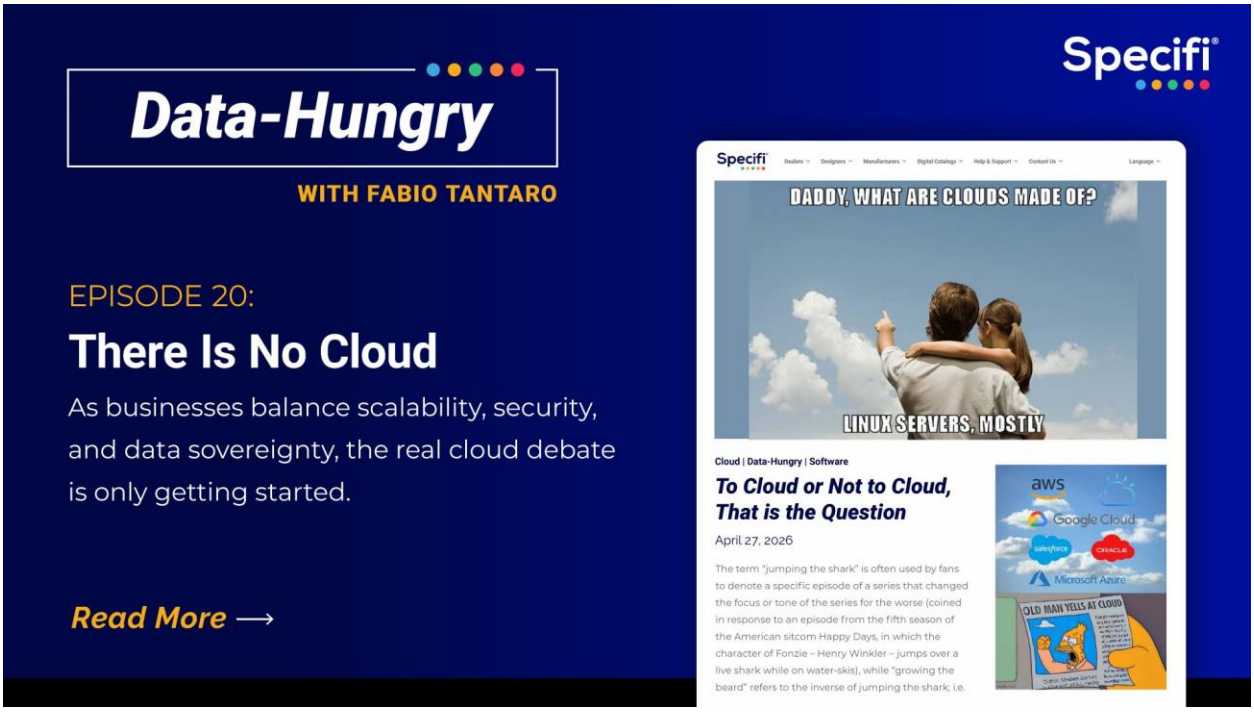
In the digital world, go out for money, it's the only comet star to follow.

But let all be honest with ourselves and the bigger truth: when you are a manager, you want user data, when you are a user, you don't want to share your data. Deal with it. Good luck.



Episode 20: **To Cloud or not to Cloud, that is the question**

May 11, 2026



100% of companies are in the cloud for something.
The real question for our digital consultant Fabio Tantaro isn't "cloud or no cloud." It's whether your cloud strategy was a deliberate choice or something that just happened to you.

Whether your data sits on a drive under your desk or in a data center on another continent, it's still a hard drive.

The difference is who controls it and under what law.

This matters more than most companies realize.

#DataHungry #Specifi #Cloud #CloudStrategy #DigitalTransformation #DataSovereignty #Hybrid #Tech

The term *"jumping the shark"* is often used by fans to denote a specific episode of a series that changed the focus or tone of the series for the worse (coined in response to an episode from the fifth season of the American sitcom *Happy Days*, in which the character of Fonzie – Henry Winkler – jumps over a live shark while on water-skis), while *"growing the beard"* refers to the inverse of jumping the shark; i.e. the point where a previously disappointing show improved in quality (refers to the series *Star Trek: The Next Generation* – the second season is considered to be better in terms of storytelling over the first season and this shift coincided with the character William Riker, who was clean-shaven for the first season, growing a mustache and beard).

So, when we are talking about cloud, are you team *"jumping the shark"* or team *"growing the beard"*?

100% of companies move to the cloud for something, no matter if it's a service or a software, but what is the real result? Did companies change for the worse or the better?

There is no cloud, it's just someone else's computer

The cloud is a network of servers where each server has a different function. Some may use computing power to run applications or deliver a service, whereas other servers are responsible for storing data. ***Cloud computing*** **simply means storing and accessing data and programs over the Internet instead of on your computer's hard drive**.

The data being stored on our hard drive is being stored in something that we can physically see. Whether it be sitting underneath your monitor, or in your laptop, it is still an object which we can touch. **Data that is being stored in the cloud is also being stored in a hard drive; however, this hard drive could be located overseas or cross-country**.



Cloud Act, Big Tech and European Data Sovereignty

The *Cloud Act (Clarifying Lawful Overseas Use of Data Act)*, passed in 2018, is a US law enabling federal law enforcement to compel US-based technology companies (like Microsoft, Google, AWS) to provide requested data, regardless of whether it is stored within or outside the United States. **It prioritizes data control based on provider jurisdiction rather than storage location**, aiming to streamline access to evidence for serious crimes while *impacting global data privacy laws like GDPR*.

Most recently, to "close the competitiveness gap", Europe's people and businesses aim for a sovereign tech infrastructure, reached through industrial leadership, to support all our digital experiences. I'm following very closely the evolution, and *I'm part of EuroStack* (https://eurostack.eu/) which is the idea for a European Industrial Policy initiative bringing together tech, governance and funding for Europe-focused investment to build and adopt a suite of digital infrastructures: **from connectivity to cloud computing, AI and digital platforms**.

For global businesses, it is critical to follow both paths in a proper way, to serve customers for the better. But how?



Public, private or hybrid cloud

The three main types of cloud computing are public cloud, private cloud, and hybrid cloud. The key difference lies in flexibility and scalability:

1. Public cloud: everyone knows what it is. On a daily basis we use Microsoft Online, Google Drive, Adobe Creative Cloud, Autodesk Forma, etc.
2. Private cloud: **so-called on-premises solutions** are fully managed within a company's own data center, offering maximum control but limited scalability and high maintenance overhead
3. Hybrid cloud: by contrast, **combine on-premises infrastructure with public or private cloud services**

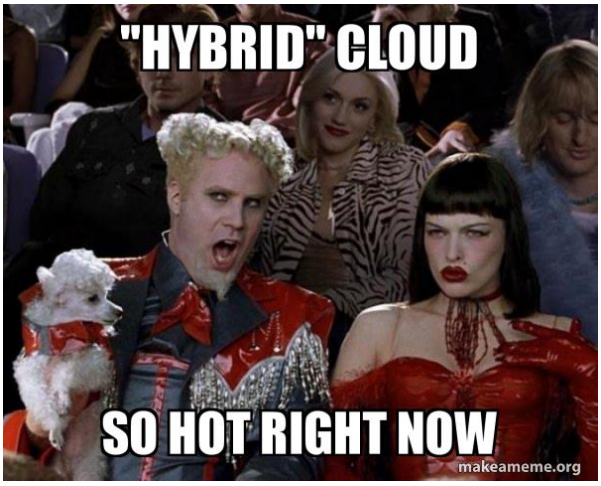
Within these deployment models, there are four main services:

1. **infrastructure as a service (IaaS)**
2. **platform as a service (PaaS)**
3. **software as a service (SaaS)**
4. **serverless computing**

So, the big question is: *“What should I choose for my company?”*

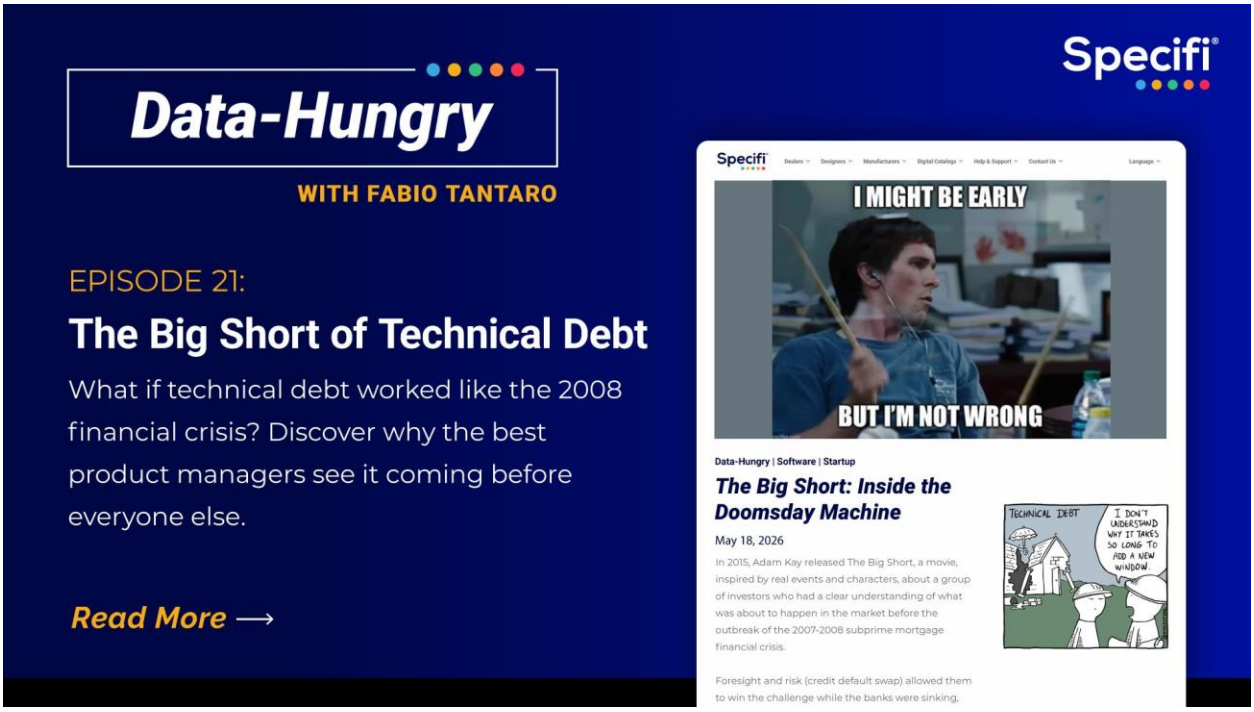
The hybrid approach is often the best solution for those looking for security (private) and flexibility (public) together. But the choice depends on whether you prioritize savings (public), security (private) or flexibility (hybrid):

- **Savings:** Public < Hybrid < Private
- **Security:** Private > Hybrid > Public
- **Flexibility:** Private > Hybrid > Public



Episode 21: **The Big Short: Inside the Doomsday Machine**

May 18, 2026



In his latest Data-Hungry article, Fabio Tantaro draws a sharp parallel between the investors who saw the 2008 financial crisis coming and the product managers who anticipate technical debt before it bankrupts a project.

Technical debt is real. It accumulates interest. And like Michael Burry sizing up the housing market, the best builders don't just react to it; they foresee it.
Success lies not just in the tools, but in the process that allows extracting maximum benefit from these tools.

If you're a product manager, developer, or tech consultant, this one's for you.

#DataHungry #Specifi #TechnicalDebt #ProductManagement #SoftwareDevelopment #TechStrategy #Startup #DigitalTransformation

In 2015, Adam Kay released *The Big Short*, a movie, inspired by real events and characters, about a group of investors who had a clear understanding of what was about to happen in the market before the outbreak of the 2007–2008 *subprime mortgage* financial crisis.

Foresight and risk (credit default swap) allowed them to win the challenge while the banks were sinking, preserving the status quo…

Software has always debts, to avoid bankruptcy you need a Michael Burry "The Big Short" mindset

Technical debt (or tech debt) is a software development concept representing the implied future cost of rework caused by choosing an easy, fast, or suboptimal solution today instead of a better, more robust approach. Coined by *Ward Cunningham*, this metaphor highlights that, like financial debt, it accumulates "interest" in the form of increased maintenance, bugs, and slower development speed.

There are **"Four Quadrants"** of debt:

1. **deliberate** (strategic)
2. **inadvertent** (accidental)
3. **prudent** (a calculated risk)
4. **reckless** (sloppy work)

that you can find as code debt (messy code), architectural debt (poor structure), infrastructure debt (outdated tools), and testing debt (lack of automated tests).

*Understanding and **mostly foreseeing technical debt** enables product / project managers to make informed (and risky) decisions about when to take on debt for speed and when to invest in quality, when to prioritize a repayment, and when to allocate a percentage of development time to refactoring.*

So, remember: **this job is not for the faint of heart.** Don't try to be something you're not.



How I Learned to Stop Worrying and Love the Bomb

When I was 15, I joined a group where guys my age were *playing chess*. I was also quite good at it to be honest.

Chess is not for timid souls. **The greatest lesson I learned is that every action has a consequence, and you have to try to anticipate your opponent's moves in advance and change your game accordingly.**

"You can become a big master in chess only if you see your mistakes and shortcomings. Exactly the same as in life itself." – Alexander Alekhine.

Chess is a game of understanding and not of memory. The software world is barely the same. You have to understand the game and, as a novel Doctor Strangelove, love the technical debt.



Don’t panic, pivot instead

How product / project managers respond to problems is shaped by many factors. But the most critical is their commitment to **continuous learning** and a growth mindset that drives the development of disciplined problem-solving practices, effective communication, centralized knowledge systems and operational efficiency. It’s not just about reacting to issues; it’s about building the capacity to learn from them. **And then questioning and pivoting your strongest beliefs**.

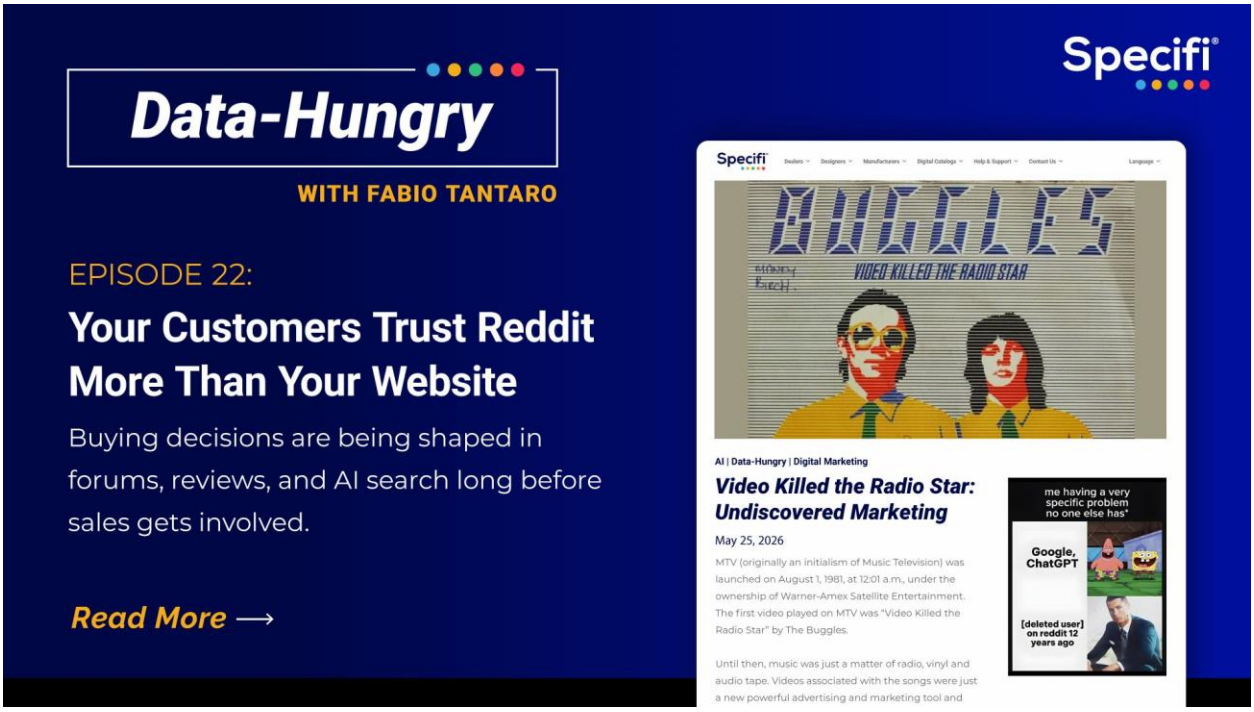
In the startup world, a pivot is **the (brave) act of changing a product, service, strategy, or business model to achieve better results**. Pivots often occur when a product, platform, or particular audience isn’t meeting key performance indicators (KPIs), generating enough sales, or showing consistent growth.

Using the analogy of a master chef, “*having the finest ingredients means little without knowing how, when and in what order to combine the ingredients to produce a culinary delight*“. **Success lies not just in the tools, but in the process that allows extracting maximum benefit from these tools.**



Episode 22: **Video Killed the Radio Star: undiscovered marketing**

May 25, 2026



Where does your customer really make their buying decision? Not on your website. Not after talking to your sales rep. Not from your brochure.

Most companies pour budget into advertising and polished content while their reputation quietly takes shape in places, they've never even visited.
And with AI search changing how people find information (and who they trust), this blind spot is only getting more expensive to ignore.

We just published a new Data-Hungry article where Fabio Tantaro is diving into this: why undiscovered marketing channels matter more than ever, what AI is doing to source credibility, and what your brand can actually do about it.

#DataHungry #Specifi #Marketing #B2BMarketing #DigitalMarketing #FoodserviceIndustry #FES

MTV (originally an initialism of Music Television) was launched on August 1, 1981, at 12:01 a.m., under the ownership of Warner–Amex Satellite Entertainment. The first video played on MTV was "*Video Killed the Radio Star*" by The Buggles.

Until then, music was just a matter of radio, vinyl and audio tape. Videos associated with the songs were just a new powerful advertising and marketing tool and not everyone was prepared for it.

Starting from the 80s, marketing was meant to find new ways, channels and audience to sell a product. But where are we now in the FES Industry?

Industry magazines: are they still worth the investment?

The many people I know who work for magazines will forgive me, but this is a legitimate question.

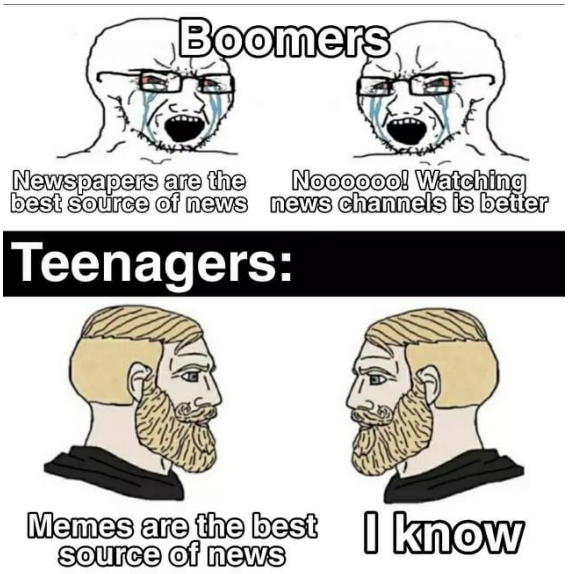
I have to admit that even if I'm a digital consultant, or probably for this very reason, I love till death "analog stuff" (the fact that in one lifetime I've recorded songs onto a cassette, burned them onto a CD, dragged them onto an MP3 player, and now stream them from my phone is wild).

Print media stands out for its tactile and visual quality, an emotional impact that no digital content will ever provide you. Magazine readers tend to have a more attentive and relaxed reading experience compared to those quickly scrolling through content on mobile or desktop devices. **This makes print advertising an ideal medium for campaigns that focus on branding, credibility and trust**.

But marketers need to show ROI (Return of Investment) and *no one can tell you how many people, leafing through the pages of a newspaper, stopped to read your advertisement*.

The big question today is:

If you have a budget of just 5k, what do you prefer: being available 24/7 on a web environment where you can constantly track who did what, or print a one-time 1/2-page magazine just hoping to be seen?



People are now pushed into AI search

An AI system responds based on what it's learned, and what it's learned depends on *who wrote the sources, with what money, and for what purpose*.

Institutionalized disinformation has probably always existed. But before, you had to buy advertising space or convince a journalist. Now you can buy a chatbot's response, so it seems like a fact rather than a position.

Those who use AI tools to inform themselves, make decisions, or conduct professional research must know that what they're receiving isn't reality.
It's a *version of reality*, constructed from sources someone has chosen, which in some cases may even be funded by someone with a vested interest.

Questioning AI, understanding how it works, and asking who wrote its sources is the new literacy.

With AI, we don’t have a list of alternative links to evaluate, to zap through, or to choose a source from. With AI, “normal” users stop evaluating sources because they trust the tool that has already evaluated them for them.

This is what we’ve been doing with Google for twenty years, which offers us the most reliable sources in the series, but with AI, the level of delegation is much deeper, because the answer arrives already summarized, without a list of links, in any language (an important element), filtering the scientific language and making it accessible to anyone.



Reddit: an underestimated ally (or enemy)

This is a real conversation I had with my 16-year-old niece while she was buying € 60 headphones on her tablet:

16-Y-O N: *I don’t look at ads when I have to buy something. I look at negative reviews.*

FABIO: *Why?*

16-Y-O N: *The positive ones aren't useful. They're written by paid people or by people who don't understand anything. The negative ones are written by people who put in real money and then get frustrated. That's when you really understand what you're buying.*

FABIO: *What if there are no negative reviews?*

16-Y-O N: *Either it hasn't been sold long enough, or no one buys it. In either case, I'm waiting.*

FABIO: *How do you know if a negative review is real or written by a competitor?*

16-Y-O N: *If he's reviewed ten different products, all negative, it's spam. If he's written just one review, and it describes a specific problem with technical details, it's legit.*

FABIO: *And what about manufacturers' websites?*

16-Y-O N: *I watch those last. Just to pay.*

FABIO: *What if what is said in the forums is wrong or exaggerated?*

16-Y-O N: *It doesn't change anything. If a thousand people say it and the company doesn't respond, for me, it's true.*

FABIO: *Do you think companies know this?*

16-Y-O N: *If they knew, they wouldn't spend all that money on advertising while people talk bad about them on Reddit and no one responds.*

She doesn't come to a company's website to be convinced. She arrives with a decision almost made, built elsewhere: three-star reviews on Amazon, niche forums, videos of strangers disassembling products in their garages on YouTube or TikTok.

Places that most companies don't monitor, and often don't even know exist. Yet, it's there that the customer's opinion is formed, before any sales contact.

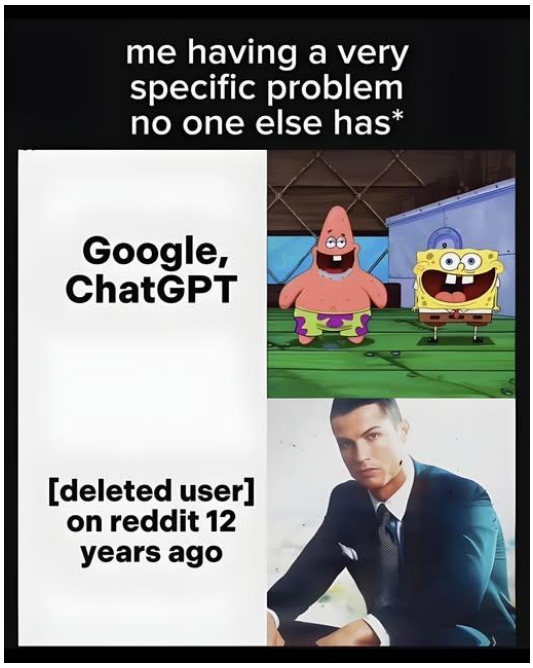
And this is coming to B2B more quickly than you can imagine. Actually, it is already here.

Your reputation is built where you're not.

Before the customer opens your website.

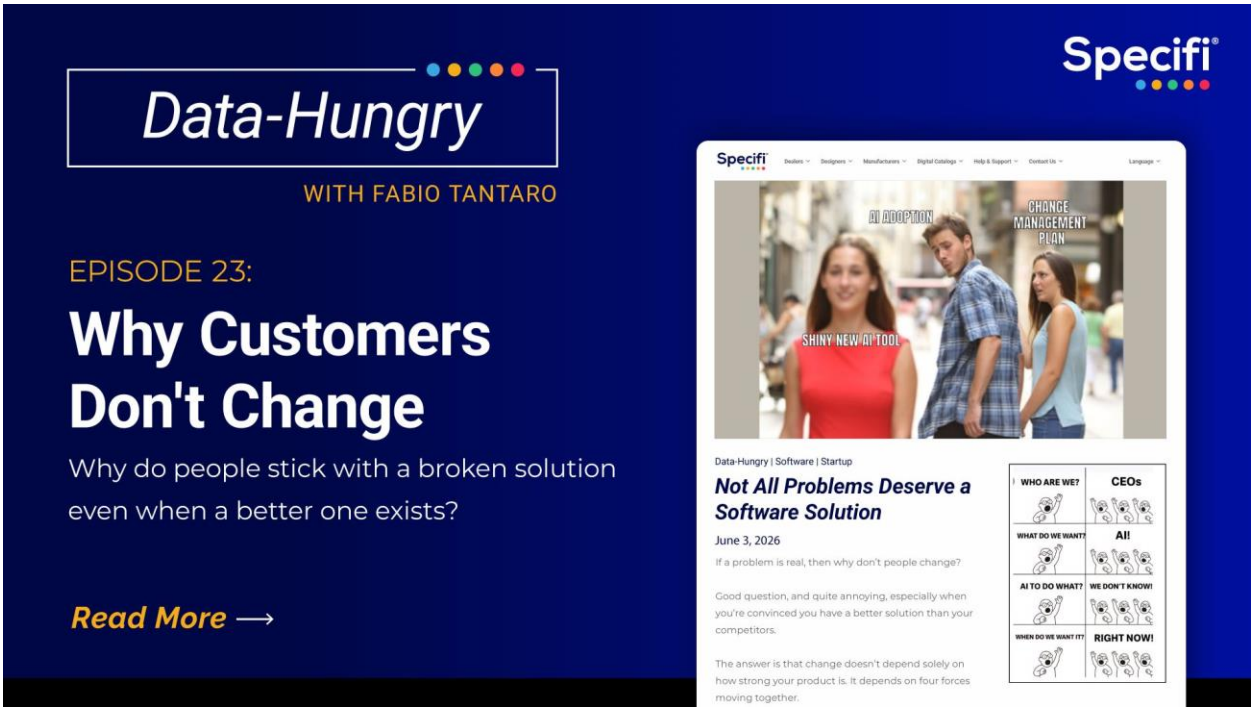
Before they respond to the salesperson.

Before they see whatever you've decided to show them.



Episode 23: **Not all problems deserve a software solution**

June 3, 2026



Why do people stick with a broken solution even when a better one exists? This is the question that keeps product teams up at night — and our digital consultant Fabio Tantaro has a sharp answer.

It's not about the quality of your product. It's about four forces:
→ The pain of the current situation (yes, something is broken)
→ The appeal of your solution (yes, yours is better)
→ The anxiety about switching ("what if it doesn't work?")
→ The comfort of existing habits (slow and clunky, but familiar)

Here's what most software companies get wrong: they think they have a value problem. In reality, they have a perceived risk problem.

Customers don't say "I'm scared." They say "let me think about it" or "maybe next quarter."

Change only happens when the two forces pushing forward outweigh the two pulling back.

#DataHungry #Specifi #ProductManagement #SaaS #ChangeManagement #CustomerAdoption #StartupLessons

If a problem is real, then why don't people change?

Good question, and quite annoying, especially when you're convinced you have a better solution than your competitors.

The answer is that change doesn't depend solely on how strong your product is. It depends on four forces moving together.

Two push forward, toward a new solution. Two pull back, toward the current way of doing things.

The thrust of the current situation

Something isn't working. It wastes time and money, it complicates life. It makes you feel slow, disorganized, exposed. This is the force that sets everything in motion. It's the reason why some people even begin to think, "This can't go on."

But be careful: suffering isn't enough.

People can live with an uncomfortable situation for months. They can complain. They can adapt. They can make it work. This force ignites the movement. It doesn't complete it.



The attraction of the new solution

Then there's the second force: *the one that leads to a new path*.

It's the moment when people see a better possibility. More speed, more control, less hassle, more results. This is the part founders love most, because it coincides with the product's promise: the value proposition. The "*Why should you choose me*."

And it's also the point where many people stop.

They think: "If they realize my solution is better, they'll change." But it doesn't work that way, because change isn't decided just by looking at what you can gain, it's also decided by looking at what you risk losing.



The anxiety of the new solution

And here we come to the third force. The one that blocks. Because as soon as a new option appears, a doubt also arises:

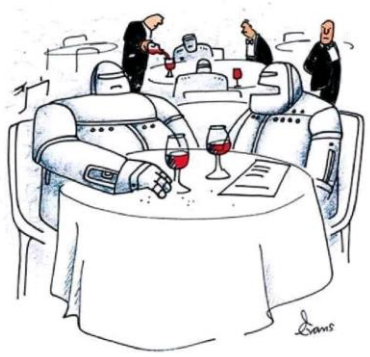
- "What if it doesn't work?"

- “What if I waste time?”
- “What if I have to relearn everything?”
- “What if I make the wrong choice?”
- “What if I spend money and end up back where I started?”

This anxiety almost never presents itself explicitly. It doesn’t say: “I’m scared.” It says: “I have to think about it,” “It’s not the right time,” “It seems interesting,” “Maybe later.”

Translation: I don’t feel confident enough to change yet.

And this is where many companies misdiagnose. They think they have a value problem. In reality, they have a perceived risk problem.



‘I can’t imagine why they ever thought we’d take their jobs away.’

The weight of current habits

Finally, there is the quietest force. And often the strongest of all. Current habits.

Today’s solution may be **slow, cumbersome, inefficient. But it’s known**.

The person knows where to click. They know who to contact. They know how long it takes. They know how to get around limitations.

In other words: they already know how to survive.

And this matters a lot.

Because changing doesn't just mean choosing something better. It means leaving something that, however imperfect, is familiar. And the familiar has a huge advantage: it doesn't require mental energy. This is why many people stay on the "old path" even when they realize it's not the best.



The goal for the software houses must be reducing the burden of what blocks change.

It means: making the first step simple, reducing anxiety, explaining clearly what's happening, demonstrating that the transition is manageable, and removing friction before even selling value.

Because change only happens when the two forces pushing forward become stronger than the two pulling back.

Until that point, the customer stays where they are.
Even if the problem exists.
Even if the product is good.
Even if they tell you "it seems very interesting."

In short: your product doesn't just compete with other products. It competes with the current situation, with the fear of the new, and with the comfort of habits. And that's why the best solution doesn't automatically win.

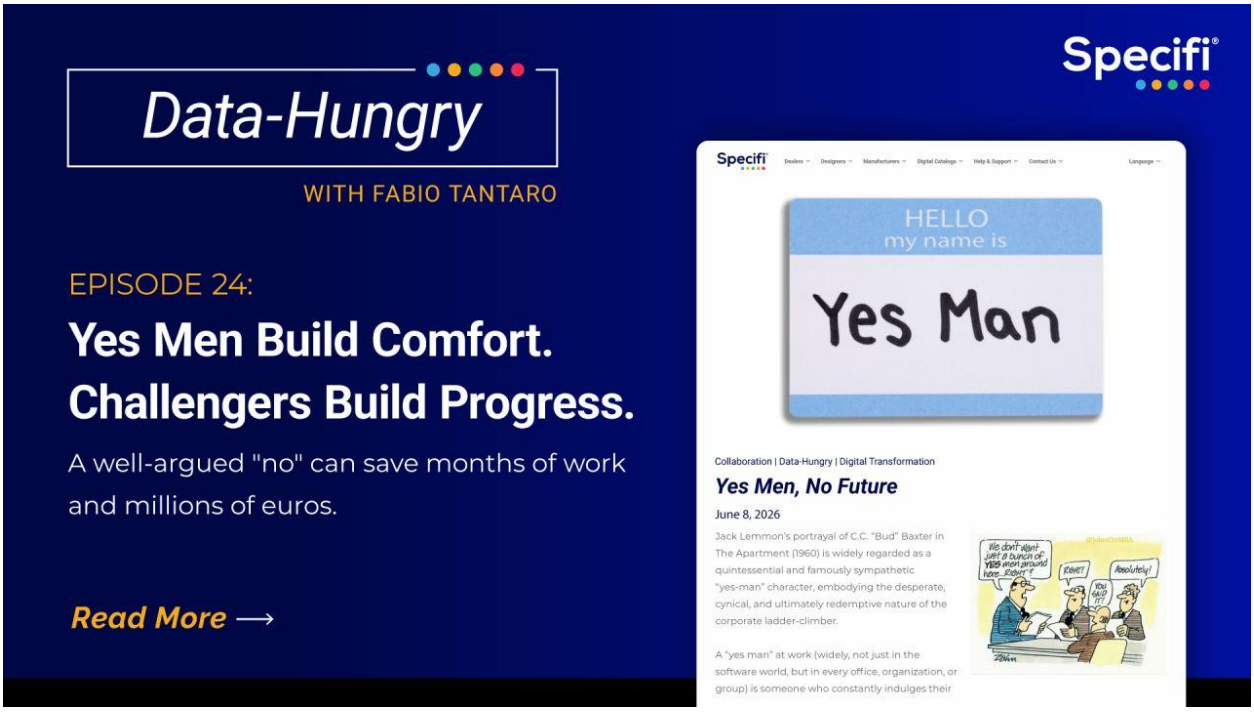
The one that makes the change easiest to make wins.

The question to take away is this: what is the strongest fear or habit that's keeping your customer where they are today?

If you can answer this well, you're already improving the product before even touching a single feature.

Episode 24: **Yes men, no future**

June 8, 2026



The most dangerous person in any organization isn't the one who says "no" too often. It's the one who never says it at all.

A well-argued "no" can save months of work and millions of euros.

And here's the nuance most people miss: there's a world of difference between constructive dissent and complaining. Moaning is contagious and corrosive; it thrives in gossip and kills team culture without offering anything in return.

What we actually need is "negative capability": the ability to sit with uncertainty, ask sharp questions, and resist the pressure to just go along.
Engineers are trained to think this way: not "yes" or "no", but "yes, but not the way you think."

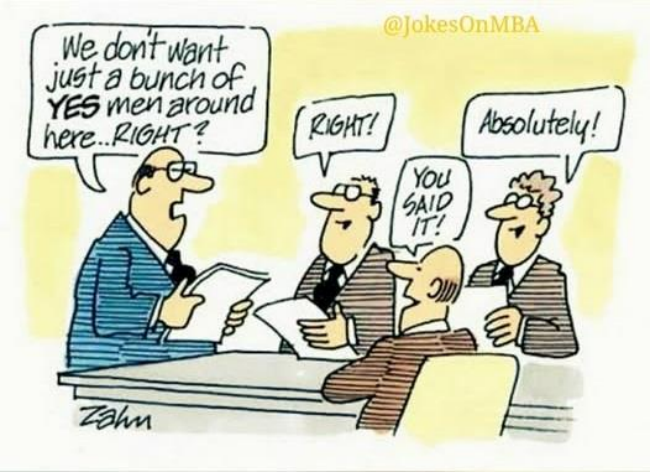
Every team needs at least one person like that.

Are you creating space for them?

#DataHungry #Specifi #Leadership #OrganizationalCulture #CriticalThinking #Management

Jack Lemmon's portrayal of C.C. "Bud" Baxter in *The Apartment* (1960) is widely regarded as a quintessential and famously sympathetic "yes-man" character, embodying the desperate, cynical, and ultimately redemptive nature of the corporate ladder-climber.

A "yes man" at work (widely, not just in the software world, but in every office, organization, or group) is someone who constantly indulges their colleagues, always saying "yes" without raising criticism or objections. This figure, often condescending or servile, aims to please, to avoid conflict or gain advantages, but risks harming the company by stifling innovation and autonomy. This way, critical flaws in plans are ignored, leading to, *at best, inefficient strategies and, at worst, catastrophic failures*.



The best companies are those where you can allow yourself to say, "I disagree." Where conflict is managed intelligently and maturely, not repressed. Where the boss is confident enough to accept confrontation, and wise enough to actively seek it.

Managerial courage isn't about imposing your own vision. It's about listening to those who think differently. It's about knowing that:

A good "no" can save months of work and millions of euros

Warning! Moaning is NOT the contrary to always saying yes

A good “no” is way different than moaning. I don’t know how many times I’ve seen this misunderstanding.

Moaning is an infectious disease, like the common cold, but it’s transmitted through the ears. Exposure to high doses of moaning is seriously harmful to your health.

This attitude often takes refuge in gossip, but it isn’t good for the team culture and is frustrating and detrimental. Gossip doesn’t create positivity; it’s a terrible sport that harms everyone involved: studies show that those who gossip the most have *the least career advancement, live by their wits, and never improve*.



The power and pitfalls of functional stupidity at work

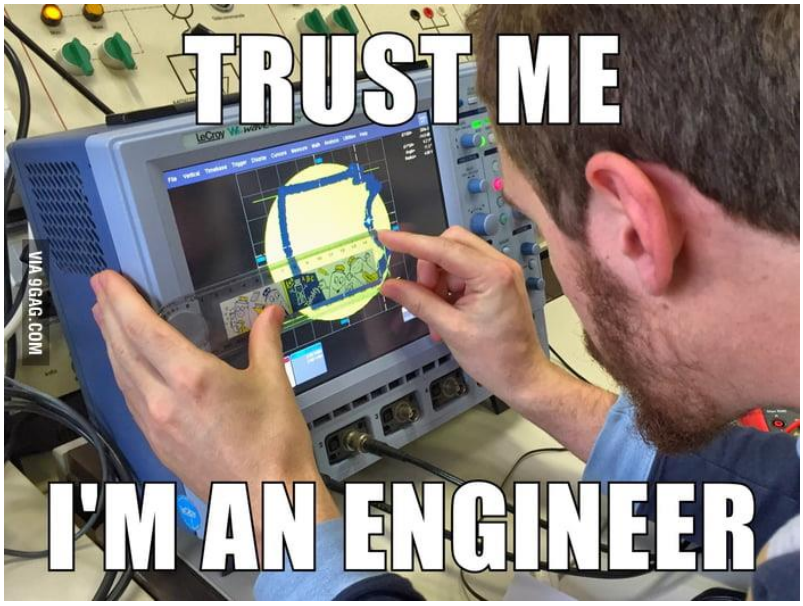
Insufficient critical reflection meant that clever models built by clever people led to “*stupid*” and dangerous decisions or executions. There is a need to break this cycle.

The paradox is that a dose of stupidity can be useful and produce good short-term results. It can nurture harmony, encourage people to get on with the job, and drive success. But it can also be catastrophic in the longer term, causing organizational collapse, financial meltdown, and technical disaster.

The key to balancing stupidity against smartness is a virtue borrowed from the poet John Keats: *negative capability*, the ability to sit with "*uncertainties, mysteries, doubts without any irritable reaching after fact and reason.*" Living critically with uncertainty is essential to any thriving organization with three practical skills:

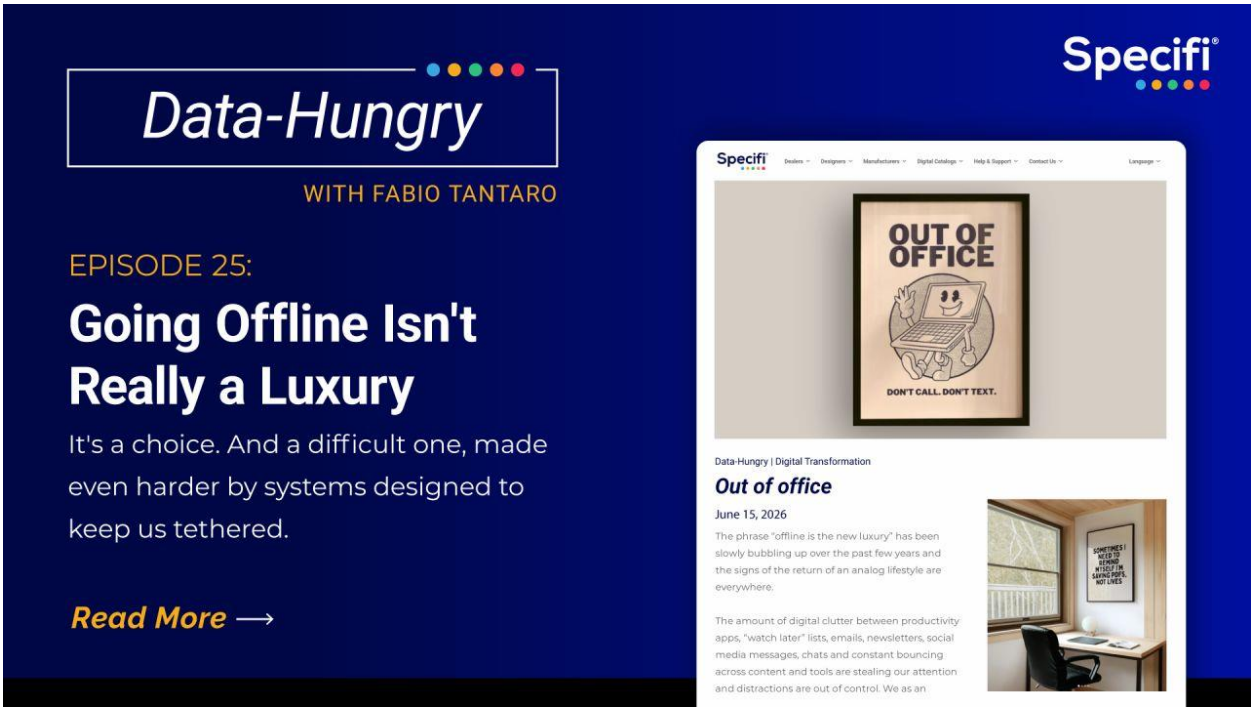
- sharp observations
- good interpretations
- critical questions

That's why engineers (like me) are born different. We are the ones who, when they see a problem, don't philosophize. We pull out a sheet of paper, do some calculations, and say, "***Yes, it can be done. But not the way you think.***"



Episode 25: **Out of office**

June 15, 2026



We're drowning in productivity apps, unread emails, "watch later" lists, and chat notifications, and somewhere in all that noise, we forgot that attention is finite.

Fabio Tantaro's take: companies need to stop adding volume and start adding value. Simpler formats. Slower storytelling. A real human tone.
Going offline isn't really a luxury. It's a choice. And a hard one, made even harder by systems designed to keep us tethered.

When you already have a seat at the table, you have the privilege of stepping away. When you don't, you feel like you can't miss a day.

#DataHungry #Specifi #DigitalWellbeing #LessIsMore #Leadership #FutureOfWork #Productivity

The phrase "*offline is the new luxury*" has been slowly bubbling up over the past few years and the signs of the return of an analog lifestyle are everywhere.

The amount of digital clutter between productivity apps, "watch later" lists, emails, newsletters, social media messages, chats and constant bouncing across content and tools are stealing our attention and distractions are out of control. We as an audience want fewer messages, more meaning, and space to breathe.

"Don't you know that you're toxic?"

Since we decided that we have to have the American approach to work, the working environment has become like kindergarten.

The food sucks. You are forced to collaborate on multiple projects whose meaning you don't understand. *And it's likely that you cry every morning*. I know this because I've been working in an office for years. I love going on stage and playing rock music, but I also love not having to smuggle my organs to pay my bills!

Trust me when I tell you that the business world shouldn't actually cause such incredible anxiety. The business world is simple. You only need to have two skills:

1. knowing how to do sums in Excel
2. knowing how to click on "mark as read" in the emails

That's it.

You don't need other skills. Forget it, listen to me, your Yoda of the business world. Being good leads to work, being too good leads to more work, and more work leads to burnout.

You have to unlearn what you've learned. It's wisdom, take it with you.

The business world is difficult, only if you are obsessed with the idea that you have to become good, and then you become resentful.



What going offline means for the digital business

Companies need to use content to add value, not volume. Simple formats, slower storytelling, and a real human tone, less AI.

I'm a big fan of the philosophical and aesthetic principle "*Less is more*", that promotes simplicity and essentiality as superior forms of effectiveness and design, made famous by **architect Ludwig Mies van der Rohe**. It suggests that eliminating the superfluous enhances what remains, improving the quality of the final result.

"Less is more" for companies in the current digital world is a strategy focusing on simplicity, clarity, and **quality over quantity to cut through noise and build trust**. It involves reducing message complexity, using minimalist design, and focusing on high-impact content to increase conversions and brand recognition.

Going offline for a week is now the biggest investment you can do.



Logging off is easier if you already have a seat at the table

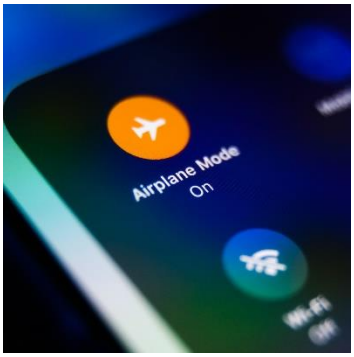
Disconnection isn't really a luxury; it's a choice. But a very difficult one, made harder by systems designed to commodify our attention and tether us to convenience.

When you already have the opportunity to be heard and to make a difference, you have the privilege of not showing up. On the contrary, if you are not recognized, you always need to be seen, and you can't miss a day by being everywhere.

Technology today is deeply embedded in our routines, remarkably convenient, and *often celebrated for solving problems we didn't even know we had*.

Take this blog, for example. I'm not obligated to write it. I chose to spend part of my day crafting it for you. I could be walking my dog, reading a book, or playing chess with friends. All low-cost, joy-filled options that are not reserved for the elite. But today, I decided to share this instead, only because I think that *the value you bring to a person is based on their needs, not yours.*

Talk to you soon.



THE AUTHOR



Fabio Tantaro is a Civil Engineer who joined Foodservice Equipment and Supplies Industry in 2011, working on digital solutions for planning and quoting.

In the last 8 years he was invited and lately graduated at Y-Combinator Startup School and over time becoming member of the Startup Communities at Techstars.

He also had experience in Europe as a business founder, being selected as a Finalist at MassChallenge Switzerland Accelerator and Hangar 51 London Program.

Most recently he joined the online incubator Startup Builder, powered by Startup Geeks, as a mentor.

Currently he is active in **buildingSMART International** and **BIM Coordinators Community** for BIM related topics, **FCSI Italia** as a Professional Member, and he is an associate member of AIS (**Associazione Italiana Sommelier)**.

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