

Hi, I'm Mauro Porcini, PepsiCo's Chief Design Officer.

Join me for our new series

where we dive into the minds of the greatest innovators of our time, with the goal of finding what drives them in their professional journey and in their personal life, trying to uncover the universal truths that unite anyone attempting to have a meaningful impact in the world.

This is In Your Shoes.

Many people believe that fantasy and imagination are just a way to escape reality.

Well, you almost always need fantasy and imagination to better understand and to better interpret the reality.

I want to let go. I want more for myself.

I want to jump, to fall towards the sky.

I'm quoting the guest of today is a man of many talents, is an author, an actor, screenwriter and a radio television presenter, and a larger than life personality.

But mostly he's one of the most creative person that I've ever met.

He's also on his own innovative radio show for more than fifteen years.

And these 10 books have been translated into 20 languages around the world.

And have sold more than seven million copies in Italy alone, making him the author that sold the most books in modern history of the country.

He is usually the one asking the questions but today we tried to put ourself in his shoes.

Fabio Volo, Welcome to in your shoes.

Thank you very much to have me here. It's an honor. Thank you.

So well, this podcast is about innovation and creativity.

We've been hosting many people that belong to that category.

And you for sure are one of those.

Actually you are the one of the most curious and creative innovators that I know.

You work across many different media platforms.

From books to your on TV show.

You're on radio show.

And what is the common trait,

the common point across all of these media platform?

How do you innovate across so many different worlds?

Okay, so first I start that for me what is very important, that I use my job to express my creativity.

And this is something that I learn when I was around, let's say like 20, that if I can express myself with the creativity, I feel good.

It's like really, make me feel very good.

And I use a different like I write movies, radio show, TV show and TV series and books because creativity, let's say, it's like a town, no?

And if you visit the town in a different way,

you see different town.

Now if you come to New York and you choose to walk around, you see one New York.

If you take the subway, it's another town.

If you take the car or a bus...

so every different way to visit the same things.

It give you a different view for what you're visiting.

and in my creativity,

like when I do the radio, it's more instant because the radio is the fastest let's say media.

No, some time I organize my speech for the radio when the song is still on.

And then when I turn on my microphone,

I go complete in another direction that I don't even know, because it's very fast.

When I write a book, I have no budget.

So I can really enjoy.

I can write a scene that I'm in a gigantic castle with 20 Pink Pony, for example, and it's for free.

But if I do a movie and I wanna rent a castle and find 20 Pink Pony, you need a lot of money.

So I cannot do it with the movie, but I can do it with the book.

So I use different media because

different medias give me the possibility to express my creativity.

And then my creativity, it's important

because it's not the one you express yourself

what you do, It's who you are,

but the creativity, It's a tool

to learn, investigate about yourself.

So it's like to go to a therapist.

How would you define, what are the key characteristics of a creative person?

And is creativity the same thing as innovation?

Doing things that nobody ever did before

or is something different? How do you think as a creative person?

I think every person

on the planet has a talent and has a creativity.

When I when I do speech some time,

I do a speech in like the university or some situation,

I always said that everybody has a talent.

Talent and Creativity when you use this words especially in Italy,

They are attached with art, you know.

When you say you have a talent,

you think you are a musician or a painter.

the talent, it's also be a good listener is a big talent.

You can open your bar and have

the talent to manage your restaurant or whatever it is.

So,

I think it's not something that God

or whatever you believe in, gives it to someone and not to someone else.

It's just how confident you are to express yourself.
And this is really related to your childhood, I think.
so you can inspire the talent
since you are a kid through your parents, your social context.
And can you train somebody, let's say, you know,
when you arrive in your 20's and after obviously all your life,
do you think you can take somebody with an unexpressive talent
and train this person to become talented in any field
or you need to have a talent to start with?
No, I think not in any field.
Like, I don't think you can really do whatever you want with good result.
You can do whatever you want and be OK with it.
But I think you can give to a person tools
and then they create their own life.
For example, in my history,
I met this person who gave me the first book
and I didn't like to read at that point.
And I said, you know what, reading is not my thing
you say now, but you are a kind of person
that if you read, you will love it.
And I said, OK, I will give it a chance.
And then I start to read and I like it. And I read another book.
And then I became like a craving of books
and reading and then at some point I just wanted to write my own story.
And just because I had the person who gives me this tool,
I think that every person with good situation,
you can stimulate them and they can find their own way.
And sometimes you start to do a job or you think that is your goal.
And then while you are doing it, you realize that it's not yours.
But from that point that you've got, you can go in another direction
and new dream, you know, comes and change your old dream.
But it's just one trip, you know. it's like when I write my book,
the story that I have in my head when I start to write.
It's never the story that
I write in the end of the book.
So the book, when it's finished, it's never the same story that I started.
It's just, you know, it's a path.
And we're talking about books and mentors.
You actually started with the radio and still today you have a show.
How many people listen to your show every day?
About a million.
In Italy, that's a 60 million country.
60 million people country. It is pretty impressive.
So you start with a radio and talking about mentors
you met at a certain point in your life,
a person that completely by coincidence

was also one of my key mentors.
He was the mentor of our generation
because he was in charge of everything. He was the king.
Yeah, yeah.
He is somebody that has been creating
many, many celebrities and talents in our country,
especially in their show business, in that kind of work.
So can you tell us more about that encounter,
the role of this unique mentor?
But in general, you are doing something completely different than the radio work.
And then something happened.
Yeah, like the first guy that I met is the one that I said before,
and I was 16, 17 and I start to read the books.
And that was the big tools for me to choose what you want.
Also just to ask myself what I want.
And the second is for sure, Claudio. That he has this radio.
And I went there because I was singing a song at that moment
and I just want him to put in the radio and then we start to talk.
And then he asked me.
Why don't you do the radio? I say I never thought about it, you know.
He say you can come here and I will teach you.
And, you know, I was living like a,
let's say, a hundred kilometers from there.
I didn't even have a car.
So I asked my sister the car.
And I went there every morning
and I thought he would just teach me how to do the radio.
But no, he just said, you have to come here and be like a cactus, be a plant.
No, you stay here.
You just breathe here.
You just try to get the atmosphere
and the situation and then you can ask,
don't disturb people they are working,
but just try to be part of this.
And then after few days, he say you know you don't have to go in there
and do the radio show and pretend to be someone else.
Your goal, It's
if you can be with the microphone on
like you are here that you've been in those days,
you will get it because you don't have to be another person.
You just need to protect who you are.
And so I didn't do anything.
He never really teach me how to do the radio.
He'd just give me confidence.
And then at some point,
the last day that I was there and I thought, you know,

I'd screw up because they didn't look very happy to have me there.
But then in the end, he ask me to do a half an hour radio show.
And I just I was very honest
and I just said, I just have a feeling that I...
It's like going out with.
The beautiful girl in high school and now
and she say, yes, you're not prepare for this, no.
And I just like,
there was the dream of my life to be here with all your people.
And now I'm here and I understand.
I'm not prepared.
And, you know, I really feel it's the first date, you know.
And but I was so naked in this moment.
I was so honest, with no mask, so fragile
that when I was driving home,
he called me and he said, Monday, you're on air.
So and I realized that in the most fragile naked moment in my life.
It's when I got what I want.
So I always bring this experience with me
when I pretend to be stronger or
when I pretend to be cooler or when I...
There is something phony. No, not real.
but when I'm just me in front of, you know, very fragile.
I understand it's you get the people and this is also what I use
when I write my book. I just don't pretend to make my character too cool.
I just go there in their fragility
because even if we live different life in a different country,
there is always something inside that make us all the same
because we are human being, no.
And Claudio. Claudio Cecchetto still talking about him.
was also somebody who was giving tough love.
Right? he was giving a hard time.
I remember myself, I'm sure... to you
and many other friends that we have.
So how important it, you know,
tough love, the direct feedback and at those moments, they are difficult.
You know, struggle when you are like Oh, my God,
I think I cannot make it. They pressure you.
But that's when you come out.
What do you think about?
I cried a lot with Claudio.
I remember driving late and cry.
And I remember also, you know, I'm Italian,
I called my mom
[LAUGH]
and my mom says, Oh! come home. It's okay.

You don't have to struggle so much.
And I say, you know, this was like a... No, I don't want to give up.
There is something, you know, that I have to achieve and I will.
And then one day after I started work with him like a few years ago.
I just say, why are you sometime
You were very tough on us, especially on me.
I remember. I cry.
Why did you do this?
What's so cool about it?
And he said, I prepare you for a war.
You know, it's like a military school in some way.
But it was very good, to be honest.
And
everything that the moment was unfair.
It's like with my dad, I have to be honest.
You know, My first master in life, it's my dad.
but I didn't know at the time, because my dad, especially when I was a teenager,
I kind of at some point hate him because sometimes he just say no.
And when I explain, you know, I want something, you say no.
And I say, why?
He'd just say, because, It's No. and this drive me crazy
because I didn't have like an answer to
and I was sure that was unfair.
But this no and this unfair,
It really teach me how to fight for what I think was good.
And then when I moved to a big town, you know,
I was really prepared when someone say, No,
I was like, I will make this no a yes.
because I really had my father experience.
So it's important because if you don't struggle, you don't grow.
It's
when I find someone who tried to stop me, I have more pressure
so I can, you know, really become stronger.
I think it's always a very fine balance,
pushing back, creating, you know, the tough condition to stimulate people.
And then in the meantime, then inspire them
and somehow help them, giving them a platform.
And it is not easy.
And I think both with your teams and then with your family.
You have two kids. It must be difficult.
Also now that I'm a father.
I know I have to say no,
but it's very difficult to say no because, you know, they're so cute.
They come with this big eyes and I say,
you know, I am so sorry because I want to be also your friend
and I want you to love me more than the way you love your mother,

because I'm in competition with her.
And so if I say no and I'll be a father, you know,
strong father, you will love her more than me.
But, you know.
But then I know that if I say no,
I do something not good maybe for me at the moment,
but I'm doing something good for them.
And this is probably love basically.
- It is not easy. I'm sure. - Yeah
But going back to the world of the radios
and I've been listening to your show for many years before
meeting you and becoming friends and
what they do in PepsiCo.
It may sound really, really different than what you do,
but there is a common point that always fascinated me.
And that probably many people don't see, you know,
with our products we reach millions and millions of people around the world.
and we design we're trying to create experiences
and designs that are as sophisticated as possible.
And sometimes it's difficult to balance that sophistication of message
and the depth of design with something that is understandable
and accessible to millions and millions of people.
You do something really magic,
you know, in all the platforms where you play with,
I think in the radio show is very, very obvious.
You reach every morning millions of people and they love you.
But with a message that often is very deep.
It's very sophisticated.
You talk about philosophy,
poems and very niche music.
So how do you balance the two worlds?
Firstly, you have to give.
You have to have... they have to approve you.
You know, like when I was a kid, they always tell me
if you go to fish you put on the hook what the fish like, not what you like, you know.
You don't go to fish with lasagna.
You put the because fish doesn't...
They want this and you just give them what they want.
So and then step by step, you just put what you want and take...
Because now they trust you.
You have your trust.
I don't go at the radio and I talk about Dostoyevsky like this.
because maybe there are someone not ready to do this.
But I what I want to do is
Make them love Dostoyevsky.
So maybe I don't talk about Dostoyevsky.

Dostoyevsky is my goal.
So I start with a little step, you know.
also when you are innovating something
you have to choose if you're doing to prove how cool you are.
Like, you know,
you're just, I'm so cool that I have
something that you don't understand.
and if you really care about them or you
really want to bring them to this point.
So if you want to do the second thing, that is what I like to do.
You have to do it step by step.
You want your kids to eat the chocolate with 90 percent of CaCao.
If you give them the first time, they will
just spit it out and they will never want.
But if you go step by step, they will they will reach the point.
You know, It's like you have a teenager son, you want him to read.
And if you give him the very tough book
he will never love to read, you have to go slowly by slowly.
This is what I do. Not because I think I'm better than them,
but I have a different life and I have time to read
in the afternoon because it's part of my life.
It's part of my job. And they work in the afternoon.
So I don't think I'm better.
I just have more time. So,
I have to go slowly with them,
not because they're less intelligent, but just because they have less time.
That's...
I think, is very translatable to the world of brands and design
You take people with you.
You know, In PepsiCo, as in any other big corporation,
we do a lot of consumer testing, consumer research.
We really try to understand the people we talk with.
And right now, you just told me essentially you do
something similar in a completely different way.
I guess social media helps you a lot in this, right. before...
So right now you're having conversations with them.
You have direct feedback to anything you say, positive and negative.
They react to you.
How did your job and your work of understanding people
change with social media and direct communication?
Like for me, it's always important
that I reach the maximum people of what I want to say.
It's like I said, I don't care that I want to tell the
People, how cool I am. I just wanna let them enjoy what I enjoy.
You know, if I see a movie that I love,
I want to share it. I don't want to say that

I watched this movie. Just because it's cool.
I just want to share it, because if they're happy, I'm more happy and we share it.
I like to learn and share.
But I can like do or say something that I know that they like.
I know I can sell myself so much.
It's always a little bit like,
Find the balance between who, you know... because there are some artists that
they just think about themselves. Especially like
in Italy it's very popular that you write a book and nobody will read that book.
And it start to feel like you lost, even somewhere you fail,
you start to feel cool and say sorry it's so cool that people cannot understand because
I'm, you know, too intelligent let's say, no.
And for me, it's the opposite.
When if you write a book and nobody read the book, you're a failure, you know.
On this theme of understanding people,
There is some fun fact.
You have been the voice of Kung fu panda,
Ah, the cartoon.
Italian version, and other disney characters.
So tell us, how do you...
I'm pretty sure you need to understand the character, right?
Yeah.
You know, the behavior, the minds and everything
to really interpret the voice of the character.
how do you do? Do you interpret the character? They give information?
I mean, you obviously watch the movie, but somebody tell me, you... Oh, you don't?
They don't let you watch the movie from the beginning.
You just do it scene by scene or sometime you are able to read the script.
But in that case, with Kung Fu Panda,
I was very lucky because it's basically my biography.
This is the movie that more represent my life.
You were the Panda.
I am absolutely the Panda because Po, he was the son of this duck.
It's also funny, there is a duck as a father of the panda.
and they have like Noodles restaurant.
And my father was a baker.
And then I start to dream that they want to do something more cool.
And my dad say, okay, you have a store here.
Why you looking for something else?
No, you're really lucky that we have a family business and the panda has the same.
The father wants him to do the noodle, but
he want to be a warrior.
So when I read the script, I was like, oh, it is my life.
It was very beautiful.
So you were acting yourself as such.
Yeah, yeah, actually, yes, yes, yes.

I was also a little bit chubby at the moment.
So we're talking about how an innovator you are?
And you really are.
And one of the key factors of innovation, we know it very well,
you know, doing design in this company
and big companies in general is that you need to take risk.
And from time to time,
when you take a risk, you fail, you know, it is experimentation.
A lot of people call it failure. In reality, it's an experiment.
So tell us a little bit about your experiments, your eventual failure.
Yeah. But Me, I'm more lucky than big company
because, in a big company has a lot of also budget to invest.
But, you know,
I don't really think there are mistakes or failures because
actually, I don't want to do a philosophical speculation now,
but there no mistake in life.
It's just one package. At the moment, it's very tough.
But then in your history and then think about it,
it's not just your history.
There is also mankind, a human history.
So maybe, it's your fail, but this fail is good for someone else.
You know, It's just because we always watch life in our point of view.
But like for example, I try to introduce in Italian TV
this mockumentary, let's say it's like a documentary,
but it's all visualized. In Italy, it was brand new and I did it.
And people say, why do I have to watch a TV,
That it's a documentary about your life?
I say, No, it's not a documentary. It's another thing.
But I understand
you don't have the tools to understand, but it's not about this.
But ideally, like three years ago and it went...
I knew there was no audience for that, but I really wanted to do it, you know.
And now in Italy, they are working on three TV show,
the same that I did three years ago, but three years ago was not ready.
But from that was more easy to understand now.
So, it was a little bit of failure as a number, it was not failure for me
because I learned how to write this TV show.
So for me was a big school, actually.
If I've been in the school to learn, I have to pay, you know, and study.
I did here and I got paid.
So I went to school and they also pay me and now I'm able to write a TV series.
Plus, in my country now they are producing
three of this kind of mockumentary that was not there. So,
I don't see failure.
By the way, I really love this vision, very broad of the world.
And now everybody somehow has a contribution

and collectively, essentially you progressing society.
- It's beautiful. - Yeah. Yeah.
Then you can change also scale.
If I think now, people listening to us, maybe working in companies.
Imagine you have different themes in this companies.
One theme may fail,
but if you have a system to capture
the learning of the failure, it could become interesting
part of know-how and data and input
to grow through another theme is a fantastic.
And also, when you are in front of two choices, for example,
you there both like jumping in the dark
and then you do some something and it's wrong.
So it's mean that this one is the right one.
The other choice, so next one doesn't have to choose because you already
Tell them what was the wrong one.
So there is just the good one.
So humanity grow.
I was thinking right now about my next question to you.
And then an example that is totally...
I never thought about it. It's totally random.
Like you've been jumping from one field to the other over the years.
And I know you have other projects
that will bring you even eventually to other fields.
And I was like, what is a company that did something similar?
Apple, actually is very similar in this, with the computer and then iPhones
and even in our Pepsico's world, you know, jumping through
different territories and products and everything.
So when is the time Apple of Italy? You are the Apple of Italy.
When is the time to change, to try something different?
How you decide, you know what?
Now, I did this for enough time.
I may still keep doing because often
you go in parallel in multiple media, but you want to do something different.
Like for many years,
I host the TV show that I was doing like a late night show interview.
And then they keep asking me to do it.
And I just said, you know, I already did it.
And now I have to move on.
And I did this mockumentary, there was a new thing.
It's just because if I have an enthusiasm,
it's something that I want to do.
Otherwise, I'm not a beginner.
You know, I don't have to struggle on do something that I do like.
Now I'm almost 50 and I want to do what really give me enthusiasm
and enthusiasm in Italian, that it's entusiasmo.

It's the root of this word.
It means that you have God inside.
This is the roots of the word.
The etymology of the word
The etymology of entusiasmo. It means "abitato da Dio".
It means that God lives in you.
So I change when it becomes not just boring,
but when I finish to work eight hours. I'm tired.
But when I do something that I love,
I finish and I can't wait to start again the day after, you know.
This is what I choose to do,
because for me, what was my big fear in life,
It's that one day when I'm old,
I would just turn back and see my life and see just one identical day.
You know, it's the same day repeated and repeated and repeated.
So since I'm alive, I want to do different experience because
different experience give me different feelings.
So I can have when I'm old.
A lot of callers that I can...
Well, the first one was a nightmare and really is to change that
Yeah . Yeah [LAUGH]
same day, the monotony of the same... I think very similar to you.
I mean, you have this fire inside that
you just need to do something different and evolve with your experiences.
- And we want your... - And sorry
And I also learned
I didn't know in the beginning
that I don't care when I reach my goal,
what I understand, what they really want.
is not to get my goal.
It's to desire, to be there.
Because when I go on top of the mountain,
I just looked the view for a few seconds and then I start to look another mountain.
- We have a fellow writer. - Yeah.
Like you in Italy, Giacomo Leopardi was writing about this.
"Il sabato del villaggio" this poem where
he was describing this Saturday... This Saturday are waiting for Sunday.
where everybody wait for the sunday and the Sunday arrives.
The part of the joy, is in the preparation, the tensions, sure.
And this is what I like.
And so what inspires you then?
you know, every day? Where do you find your inspiration
and how you inspire others?
My inspiration is just, you know,
when I walk, when I read, when I talk and I get inspired.
Like It's more that you work with yourself, you know.

Like, If I wanna...

I don't know, like, more I clean myself with my thought.

And more I fight with my fear,

more I clean, more I become as a better antenna.

Let's say now this is what you have to do.

It's when someone approached me like younger guys that I would like to write a book or do the radio, what do I have to read about it?

And I say, if want to learn how to do the radio

before you start to study the radio, you have to take a walk,

go and have ice cream, just enjoy or be happy or travel or whatever.

Just it's about you because what do we do in the end,

writing a book or whatever,

this is the performance, you know.

But the performance is the last step

before you have to prepare, you know.

Like, you go to see a ballet and the dancer before they arrive at this moment.

they just, you know, they do push up and things all day.

That is completely different,

than the performance. It's you just need to clean yourself

to catch more idea because the idea are everywhere.

Essentially, you know, I know you a little bit, I think, is this piece of mind

that is very dynamic, is driven by many tensions you have inside.

But then you reach that peace of mind and then curiosity.

You saw everything in life.

You did everything. You've been exposed to everything.

But you're always there listening to people curious and asking questions.

What do you think about this? I see this in many innovators.

Yeah, it's probably,

it's something that I always had since I was a kid.

And it's probably the lack of things I have because I'm very curious,

and I wanna always keep a space to, let's say,

to be curious, to ask, to learn because

what I like to do, it's to learn and share, learn and share.

This is my thing. I like to learn something and then go

to my friend or the radio, say, hey, guys, I just learned this.

You know, that you can do this.

And also, it's nice if you don't share it in the way that, you know,

it's not coming from the top, but you're just coming from the same level.

And to say I just learned this. What do you think about it?

Then you have this brainstorming and you learn more and curiosity.

I think it's the key for everything.

How do you inspire others?

like your kids for instance, or anybody that you care about?

Did you do a conscious effort?

Or it's just who you are?

No, I don't want to inspire them.

But when I talk about something that
I love automatically, they got inspired.
Not for me.
You know, it's like,
When you are in this,
it's like, you go in the room and
you turn on the light and then, you are not the light and it's not thank you.
But then even if you live, you just change something.
And then other people, they got inspired because
it's basically the meaning of the
most famous phrase in divine comedy.
"Amor che nulla ha amato, amor perdona."
Also Dante said this, when you meet someone
who loves something a lot. For example, I love music.
If I talk about you about my music, you will love the same music in a second,
or you would be curious to go home and listen.
Because you know, I give you with love.
And this is what I want to do.
You just briefly mentioned the Divina Commedia of Dante Alighieri.
Yeah.
You know by heart? Or...
- Not all. - No, not all of that love of part.
- Why? - Because it's not a regular book.
It's not a human book.
It's something that, there is the answer of every...
If you have a substantial question in your life about God, about your life,
about the way you love, the way you've been loved, whatever.
There, is the answer.
It's something that I don't believe that a man wrote this book.
It's something that come from God or something like this, I don't know.
And for the non Italian listening to us.
And I guess the most part of the people
listening to us today, the Divina Commedia is written in ancient Italian.
So it's really, really difficult to...
with rhyme.
Yeah, it's in quartine.
It means four, you know four sentences,
all in rhyme for like I don't even know how many pages.
And there is all the most deep
and profound philosophy, spiritual things in one book.
It's like a magic book, really.
It's fascinating.
So we just came back yesterday in New York from Miami.
We were together.
We had very inspirational people, Bjarke Ingels, Fabio Novembre,
Michel Rojkind, Stefan Sagmeister we put together

a group of very diverse, creative, innovative people to go watch a mass phenomenon.
A mass event, it was Super Bowl and the Pepsi halftime show.

You live in the show business in Italy.

You have an apartment here in New York.

You know America very well.

You were actually hosting the show for Italy out of New York for some time.

So you live between the two worlds.

What's the biggest difference in the way

Italy and the U.S. big brands celebrate brands, drive innovation, drive business?

And is there anything that America should learn from Italy and anything that

- Italy should learn from America? - In a funny way...

The first funny things I can say from my experience is when I'm in New York
with my friend here and someone come up with an idea.

Then we all, like super excited about this idea.

And you really have a feeling that you can really do it.

and then you go to sleep and

maybe you were not doing that, but you go to sleep and you're super excited.

When this happened with my friend in Italy,

You start an idea.

And then they start to tell you why you cannot reach this goal,

because there is, you know, the Mediterranean depression,

negative things, no, but and then [MAKES NOISE], and then at some point,

say no, but we have to do it. And then you start to see who do you know?

Because if you know the guy who's friend

of cousin, then it become like, you know, if you are a doorman in Italy

in a very good building with a lot of professionals, you are fine because

In Italy, you always have to know someone to do something.

Here, It's more like...

If you're good to do something, you do it.

- You know, It's more meritocracy. - It's more meritocracy.

This is the point.

What I can see in the show business,

American is number one because it's probably in the DNA.

Everything here becomes show. You can do a show, whatever you want.

In Italy, we have it in more in

a comedy way, in a different way, more also related to comedy and drama.

We are from Greek. You can see.

But what I see also here, they are more specific.

And, you know, you got to a you have a problem in your knee.

You got to a need doctor.

Then probably he knows a lot about knee,

but he doesn't really know something about the legs, for example.

It's just this.

In Italy, you go to the dentist but

he can also be your therapist after two times because they have to talk and tell you,

Ah, I saw your tooth and maybe you are not happy in life.

You know, they go out of the content.
So everything it's in the box here. It is more easy.
Especially everything works because they are more organized.
What I can see, at least when I shoot a movie here.
Here people are more organized.
In Italy, we just bap, bap, bap, bap, bap.
But if something wrong goes, Italian people, just because
they are not so organized, they are used to struggle much.
And they always have an idea that it can fix
the situation in a more flexible and easy way than American.
This is from my experience. And the other thing,
if you want to do a business meeting in America, you go in an office and you have
a meeting room and you do, in Italy, you go to a restaurant
and then you start to talk about the food that you're eating, how good it is.
And then when coffee comes, you start to say
ah, by the way... you start to talk about business,
then it's too late and you fix another lunch, another dinner.
and my friend, my girlfriend, she's from Iceland, then you say wow,
When I have to talk about business in Italy,
I have to do like a three lunches, four diners, two aperitivos and then maybe.
Yeah, it's what we are more like, you know...
but this crazy things that we have I think is good with problem.
Yeah. And I think, look I work as well between the two worlds.
I totally agree with you.
We call it in Italy.
The first thing you are saying.
"l'arte dell'arrangiarsi".
Yeah. Yeah.
The Americans are really good in marketing and branding.
Call it in a very elegant way.
- Problem solving, - Problem solving. Yeah.
And right now, you know, in a world where you need to move
at the speed of light. Every time you do a branding innovation, new product,
there is not space anymore and there is not that luxury anymore
to do things in sequence, you need to work everything together.
different themes, cross-functional teams.
So that kind of ability to work on the grey areas and to move across
territories and everything is becoming really, really important.
And I'm thinking, again, in a business, in a company, like PepsiCo, to navigate,
you know, the organization you need to have empathy.
And I think irony helps, breaking the ice, connecting with people,
And I remember back at the time of university, I did a thesis,
for instance, on the irony of Madame Bovary of Flaubert,
That is the opposite of everything.
But there was a lot of ironies from Flaubert towards his character.
What is irony for you?

You can feel it in everything you do.
Yes. For me the irony,
It's like, let's say, it's like
a truck to move heavy stuff.
You know, without irony, I would be,
you know, under this pressure on just get stuck.
But then I have this irony that it's just
a truck that does like [MAKES NOISE] and then [MAKES NOISE].
It became everything light and especially in the worst moment of my life,
I see irony.
And it saved me, even in my father's funeral, that I was
of course one of the saddest day of my life.
I laughed a couple of times because it was something that was so ironic
and if you don't take life so personal, you're just some time,
You are the actor, but some time you're just the audience.
No, This is what I do.
Sometime I feel I'm the actor in life.
Sometime I'm just the audience.
And I look things and look at with this ironic glasses,
it make everything much easier.
And, you know, you go to a funeral,
there are many reasons to laugh.
And then you don't know if you can do it.
But,
Inside you can say, wow, this is very funny, you know?
And switching topic in Italy, everybody knows who you are.
You're a celebrity.
You walk on the street. And they stop you.
You're always on stage.
And especially today with the world of social media,
you can really craft your image, through your platforms.
And this is true for the big celebrities, not for the person in the street everyday.
Do you design your personal branding the way people...
You're really careful about how you're going to project yourself,
how you look or is...
No, actually, one time I met this guy.
He is an American guy who was working in Italian TV and at some point he said,
you know I'm doing also this CD with my band, even if I'm not the singer
and I said, oh, so why do you do? it's also nobody buys CD anymore.
No, it has helped me to move my brand.
And I said, how do you have a brand? Which brand is it?
I am the brand. Ah, yeah, of course.
Because there was a very American style. And for me,
I was 45 so it was like few years ago,
and I said I never thought about myself as a brand.
I would just talk about myself as a person.

I do what I like, I try to do in my best, but I don't design my brand.
But I know that you do something,
but there is also the way that people can see what you do.
So I'm just careful
to make the people understand in the right way what I'm doing.
But I don't design any brand,
and it's just me, you know, basically.
I mean you say also out in thesis to be yourself.
You started like this right? In the radio...
I think this is the only way to do something is just because
my point of view, it's the only one in the world like yours, like everywhere.
So if I just say what I see
from my point of view, you have an original point of view.
They say, if everybody will, because what is difficult sometimes
it's also your desire. What you want or your goal.
Sometimes they're not really yours.
This is why I said before,
you have to clean as much as you can because sometime you desire something
and then you realize this is not what I really want.
This is what the society what or this is what my dad want.
I went to law school, but because my father want a lawyer.
But it's not mine. I just want to be loved for my dad, you know,
Like, so you have to every time to work and do what you really want.
And then when you do what you love, it's your thing and
it's for sure successful.
you wake up and you you don't ask yourself what I do.
You wake up and you ask, Why do I do this?
It's not my quote, you just wake up
and ask yourself, why are you doing this, not what to do.
And the why, somehow is what we call often the purpose.
Yeah.
In every brand, going back to Brand, you know that especially now there is
this trend of talking about the purpose of the brand, purpose for brands.
What is the purpose of Fabio Volo in life?
But for me, like when I was a teenager, I read the Michelangelo Buonarroti book
about his life and Michelangelo said something that
it really changed my life in some way, not, you know, one book
doesn't change your life, but really push you in a different point of view.
So he said, I don't take a marble,
not a cube of marble, and I just do my statue.
The statue is already inside. What do I do?
It's take off all the extra marble
that keeps stuck the thing, and this is what I do with this.
I know I don't have to be someone else.
I just need to bring my authenticity.
The statue now the master piece that I have to say that everybody has inside.

So for me the purpose is to
'Indagare', no.
How do you say like it's
you know, like... to investigate.
investigating myself. And creativity or talent
it's not who you are. No.
You don't do something and then you do this table, and say this is who I am. No.
Creativity and talent are the tools to help you to understand who you are.
So you have this life,
this experience of life, and you are just trying to learn who you are.
You know, in the end,
if you are working to know yourself and say, OK, OK, who is Mauro?
And then you do this and then you do this and you OK, I'm a jealous person.
No, I'm smart. No, I'm good at this. I'm not good in that.
And then you use your talent,
your creativity, because creativity is the breath of personality.
So more you express yourself, more you learn who you are.
It's never end the path. You know.
I love it. I remember when I was studying philosophy back in school,
Socrates, and then the Maieutica. Maieutica is the art of taking out
what you already have inside and express yourself and it's so important.
Yeah, you have to become who you really are.
You just need to, you know.
And then talking about... I know now the time has finished.
But talking about Dante, It's very important.
Like when I said before that all the answers are there.
He's talking about God in this specific
moment in the Divine Comedy.
And when we talk about God, we also have to talk about our talent.
It is God, You know, basically.
everybody has something very divine inside to bring it up,
like Socrates said.
And he said... he does this example.
It is very nice when you're on the beach
and you put your feet in the ocean, you know, you just look through
the water and you see the bottom of the ocean, no, you see the.
But when you go in the middle of the ocean,
you don't see it. But it doesn't mean it doesn't exist. It's there.
You don't have the tools to see the bottom.
And this is when I said everybody has a talent.
Everybody can be creative because everybody has this.
You just need to learn to make your tools more good
to see your bottom that it's there.
What are you working on right now?
I know you just release your book a few months ago,
Yeah. few months ago, my book came out.

I still do the radio because it's a daily radio show every morning.
I will be an actor in the movie in May.
And I'm writing a new movie that I'm the screenwriter and I am finished now
a project for a TV series that for three seasons and I hope it will go.
And where do you see yourself in 10 years?
I will see myself here and talking about what I did.
No, I see myself like.. The invitees open.
Yeah, yeah, yeah. Some time.
Also, my girlfriend, she asked me, what do you see us in 10 years?
I don't know, I don't know.
I don't want to know actually more than I don't know.
I don't want to know where, you know, I don't have this goal in this direction.
I just want to be, you know,
I want to be where I'm happy to be, like here, for example.
Fantastic. Thank you so much for being with us.
Thank you for having me here.
We have something, we have been in your shoes today.
And now it's becoming a ritual of this podcast.
We have some shoes for you to wear,
when you're home. So you can be in our shoes. [LAUGH]
Why home? They are so cool, you know, I want to wear...
In New York for sure you can walk with these shoes.
If I walk in Italy? No, I don't know.
But in Manhattan, for sure, there is no problem.
And the bag as well.
Thank you very much. Thank you.
- Thank you Fabio. - Thank you. thank you.