Updated 12/10/2026

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Cultura d'impresa

FORUM | Sviluppo & Organizzazione

STRUCTURE MATTERS. DESIGNING THE ORGANISATION

MILAN 27-28 APRIL

SVILUPPO&ORGANIZZAZIONE, WHERE RESEARCH MEETS THE COMPANIES THAT MATTER

Italy’s leading journal of business organisation. For 57 years it has been the place where scholars, general managers and heads of organisation discuss how companies are designed and how they change. The Forum brings this debate to life, with the new editor Maurizio Decastri, the scholars behind the journal and the managers of Italy’s major companies.



57th year

69% of readers work in companies with more than 500 employees

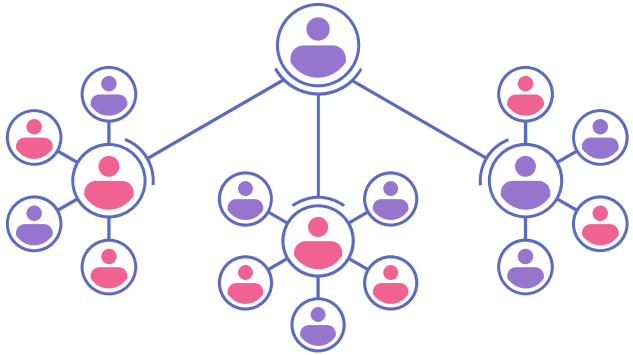
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THE THEME

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ORGANISATIONS ARE CHANGING THEIR STRUCTURE IN REACTION, *NOT BY DESIGN*.

Fewer layers, then more control. Distributed work, then the return to the office. And now artificial intelligence, redistributing tasks and responsibilities. The Forum puts one of the journal's core beliefs back at the centre: structure is how an organisation decides who does what, who decides and how people coordinate. That is why it must be designed.



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THREE FORCES RESHAPING ORGANISATIONS

FIRST FORCE

The end of lightness

After a decade of flat, agile, boundaryless organisations, many companies are recentralising decisions and cutting middle management.

SECOND FORCE

The return of control

Return to the office, new procedures, more reporting: structure is stiffening, often with no design to guide it.

THIRD FORCE

Artificial intelligence

It enters processes and redistributes tasks, skills and responsibilities, changing what each role does.

FIVE QUESTIONS FOR TWO DAYS

1. **HOW MANY LAYERS ARE NEEDED?** Flat or tall organisations, and the future of middle management.
2. **WHERE ARE DECISIONS MADE?** Centre or periphery, delegation, decisions left to algorithms.
3. **HOW DO WE COORDINATE?** In person or distributed, processes, tools.
4. **WHAT DO ROLES BECOME WHEN AI ARRIVES?** Automate the task or redesign the role.
5. **WHO DESIGNS THE ORGANISATION?** Organisation function, HR, IT, consultants or top management.

THE FORMAT

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FROM DIAGNOSIS TO DESIGN

TUESDAY 27 APRIL

THE FORCES

- Opening address
- International keynote on organisation design
- Organisational dilemmas: two scholars, two opposing views
- Multi-voice discussions with heads of organisation, academics and partners

WEDNESDAY 28 APRIL

THE DESIGN

- Design case studies, including mistakes and second thoughts
- Design ateliers: small groups led by academics on real cases
- The Forum's theses: synthesis and close

THREE FORMATS FOR DEBATE

THE TALK 15'–40'

Who. A single voice: the editor, the keynote speaker, the Partners.

How. A plenary talk presenting a thesis, research or a case. Partner talks last 15 minutes and are based on data, research or client experience, agreed with the editorial team.

Never two Partner talks in a row.

THE DILEMMA 50'

Who. Two academics.

How. Two opposing theses on the same question: 12 minutes each, then a direct debate and questions from the floor. Nobody wins: the audience does.

The journal's signature format

THE DISCUSSION 50'

Who. 4–5 voices: heads of organisation, academics, Sponsors.

How. A discussion moderated by an academic, built on experiences and cases, not products. At least half of the voices come from user companies or academia.

The Sponsors' space in the programme.

TUESDAY 27 APRIL (PROVISIONAL STRUCTURE)

THE FORCES

9.30	Plenary	Opening and manifesto talk	**30'**
10.00	Plenary	How company structures are changing: the survey, with the Research Partner	**25'**
10.25	Plenary	International keynote on organisation design	**40'**
11.05	Partner	Partner talk	**15'**
11.20		***Break***	
11.45	Dilemma	How many layers are needed? Flat or tall organisations	**50'**
12.35	Discussion	Centralisation, delegation, algorithms	**50'**
13.25		Lunch	
14.25	Partner	Partner talk	**15'**
14.40	Dilemma	How do we coordinate? In person or distributed	**50'**
15.30	Discussion	What do roles become when AI arrives?	**50'**
16.20		Break	
16.40	Partner	Partner talk	**15'**
16.55	Plenary	The right organisation, eight years on	**40'**
17.35		***Close of the day***	

WEDNESDAY 28 APRIL (PROVISIONAL STRUCTURE)

THE DESIGN

9.30	Plenary	What we learned yesterday: summary and introduction to the Ateliers	**20'**
9.50	Partner	Partner talk	**15'**
10.05	Plenary	Design cases: three companies and an academic discussant	**80'**
11.25		***Break***	
11.45	Dilemma	Who designs the organisation? Org. function or distributed management	**50'**
12.35	Partner	Partner talk	**15'**
12.50	Discussion	Design tools: data, maps, analytics	**45'**
13.35		Lunch	
14.30	Ateliers	Design ateliers: four parallel tables on real cases ATELIER 1 ATELIER 2 ATELIER 3 ATELIER 4	**2 hrs**
16.30	Partner	Partner talk	**15'**
16.45		Break	**15'**
17.00	Plenary	The Forum's theses: feedback from the Ateliers and conclusions	**45"**
17.45		***Close of the Forum***	

THE FORUM LASTS MORE THAN TWO DAYS

BEFORE: THE SURVEY

A survey of S&O readers on how the structure of their companies is changing: layers, delegation, the role of middle management, use of AI. The results open the Forum and feed into the event's communications.

AFTER: THE DEDICATED ISSUE

A special issue of Sviluppo&Organizzazione gathers the Forum's outcomes: the talks, the Dilemmas and the theses that emerged from the Ateliers. The event lives on in the journal.

A SELECTED AUDIENCE OF DECISION-MAKERS

WHO YOU WILL MEET

- Heads of organisation and organisational development
- HR directors of medium-to-large companies
- General managers and business owners
- Academics and organisation scholars

HOW WE GUARANTEE IT

- Personal, targeted invitations from the journal's network and scientific committee
- Full fee for service companies and suppliers
- Final report to partners with the actual profile of attendees

ADMISSION

Forum admission costs €250 + VAT, reduced to €150 + VAT for Sviluppo&Organizzazione subscribers.

PARTNERSHIP PACKAGES

	Partner	Research Partner	Sponsor	Exhibitor
Investment	€12,000	€10,000	€7,500	€4,000
Availability	maximum 6	1, exclusive		
Presence in the programme	Plenary talk (15')	Presentation of the survey at the opening	Participation in a Discussion	–
Article in S&O	–	✓	–	–
Client invitations	10	5	5	–
Exhibition desk	✓	✓	✓	✓
Visibility in communications	✓	✓	✓	✓
Final audience report	✓	✓	✓	✓



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