Museums and Sustainability. Needs and Opportunities

Promoting Museum Leadership through an International Conference

A conference by:

Display & Design ETS Cultural Association

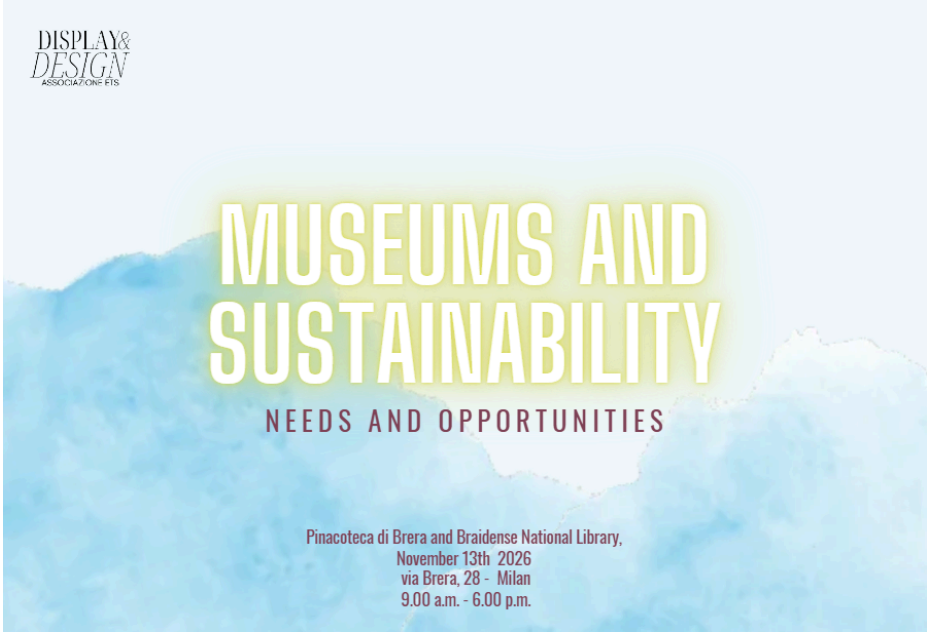
Co-organized with:

International Committee of Architecture and Museum Techniques - International Council of Museum

(ICOM–ICAMT)

Hosted at the Pinacoteca di Brera, Milan

Curated by Maddalena d'Alfonso



Venue: Pinacoteca di Brera

Date: November 13th 2026

Full day: from 9.00 a.m. to 6.30 p.m.

Locations: Bassetti Hall, Ground Floor of the Courtyard of Honour and Reading Hall of the Braidense National Library

Via Guercino 1, 20154 Milano
+390233106742
CF 97969600150
Info.displaydesign@gmail.com
https://www.displaydesign.org/

Associazione culturale ETS ai sensi del
Decreto legislativo 3 luglio 2017 n.117
e ss.mm.ii.CF. – articolo 4

Museums have increasingly been called upon to redefine their identity in light of the urgent crises affecting contemporary society. No longer solely a non-profit institution at the service of society devoted to conservation, study, and enjoyment, as stated in the 2007 ICOM definition, since 2022 the museum has increasingly been understood as a dynamic space capable of shaping cultural and social processes through an inclusive, ethical, and participatory vision aimed at reflection and the sharing of knowledge. Alongside the safeguarding of heritage, museums now generate new forms of knowledge and participation, create value, and contribute to collective well-being, assuming a responsibility that extends to the capacity to activate long-lasting sustainable impacts over time.

Understanding the roles museums can play means intervening in governance models, decision-making processes, and forms of engagement with audiences, territories, and stakeholders. Within this framework, sustainability — in line with the principles of the 2030 Agenda — remains a cross-disciplinary paradigm capable of guiding strategies, practices, and long-term visions.

On these premises is based the programme promoted by Display & Design ETS through the international conference *Museums and Sustainability: Needs and Opportunities*, launched in 2024 at Gallerie d'Italia Torino and continued in 2025 at Fondazione Luigi Rovati, in collaboration with ICOM–ICAMT. The project will continue in 2026 with a third edition organized in collaboration with the Pinacoteca di Brera.

The 2024 and 2025 editions of the conference outlined a multifaceted framework in which museum sustainability emerged as a transversal practice capable of connecting governance, architecture, curatorship, participation, and communication. The broad participation — including professionals, scholars, students, and cultural operators — confirmed both the relevance of the topic and the need for open spaces of discussion, contributing to the consolidation of a network of exchange among cultural institutions, universities, and professionals in the cultural sector. In this sense, sustainability has emerged not only as a necessity, but also as a strategic opportunity grounded in the capacity to activate participatory processes and replicable models.

Important public and private institutional partners joined the previous editions of the conference, including ICOM–ICAMT, Fondazione Cariplo, Fondazione Compagnia di San Paolo, Fondazione

Luigi Rovati, Gallerie d'Italia, Goppion, Md'A Design Agency, Intiraimi, OTT ART, APMG International, and D-LAB Training & Consulting.

The conference also received patronage from the Regione Lombardia, the Comune di Milano, the Città di Torino, and the Order of Architects, Planners, Landscape Architects and Conservators of the Province of Milan.

In light of the results achieved and the growing interest surrounding the initiative, the third edition aims to ensure continuity to the debate while further broadening its perspective. The conference revisits the areas of reflection that emerged during previous editions, deepening them through new experiences and contributions, while consolidating itself as an annual reference event and a platform for discussion for the contemporary museum system.

PROGRAMME

9:15 a.m. - 9:25 a.m. | INSTITUTIONAL GREETINGS

- Representing Grande Brera, Director General of the Brera Art Gallery, the Braidense National Library, and the Last Supper by Leonardo da Vinci, *Dr. Angelo Crespi*
- Representing the Foundation of the Order of Architects, Planners, Landscape Architects and Conservators of the Province of Milan, President *Arch. Jacopo Muzio.*
- Representing ICOM ARCHI-TECHS, Board Member *Arch. Lian The,* with a presentation of the ICOM Award for Sustainable Development Practice in Museums.

9:25 a.m. - 9:45 a.m. | Opening

- *Arch. Maddalena d'Alfonso*, President of Display & Design ETS and Founder of Md'A Design Agency
- *Dr. Patrizia Asproni*, Cultural Manager and President of Fondazione Industria e Cultura

9:45 a.m. - 11:35 a.m. | SESSION I – Leadership for Change

How museums can effectively lead the sustainable transition at local and global levels.

Leadership for sustainable change requires vision, listening and the ability to activate communities. Museums, as spaces of knowledge and dialogue, can effectively lead the ecological transition at both local and global scales by communicating environmental challenges, promoting responsible behaviours, experimenting with sustainable management practices and becoming laboratories for social innovation. Through educational programmes, local partnerships and international networks, museums can transform awareness into collective action, generating long-lasting impact.

Moderator

- *Dr. Cristiana Campanini*, Journalist at *La Repubblica* and Art Historian

Speakers

- *Dr. Angelo Crespi*, Director General of the Pinacoteca di Brera and the Biblioteca Nazionale Braidense
- *Dr. Stefano Karadjov*, Director of Fondazione Brescia Musei
- *Arch. Filippo Lambertucci*, Architect and co-founder of LP.studio

11:35 a.m. - 1:25 p.m. | SESSION II – Benefits of Change

Discussing the environmental impacts and the economic advantages of both small and large-scale achievable changes.

Change, even in its most modest forms, can generate significant environmental and economic benefits. In museums with strong ties to their local context, the adoption of sustainable practices helps reduce ecological impact while supporting local economies. By rethinking spaces, materials and management practices in dialogue with their surroundings, museums can become active platforms for cultural and environmental development, capable of generating positive effects on social communities and fostering more effective protection of both natural and social heritage.

Moderator

- *Dr. Beatrice Costa*, Director of the Foundation of the Order of Architects of the Province of Milan

Speakers

- *Dr.. Luca di Franco*, Archaeologist Officer at the Superintendence of Archaeology, Fine Arts and Landscape for the Metropolitan Area of Naples and Head of Capri
- *Arch. Bertrand Schippan*, Partner and Director of Regions, MVRDV
- *Dr. Roberta Tenconi*, Chief Curator and Art Exhibition Organizer at Pirelli Hangar Bicocca

2:25 p.m. - 4:15 p.m. | SESSION III – Future Scenarios

The future of museums and the ethical, symbolic and territorial implications of the sustainable transition.

Imagining the museums of the future means rethinking architectural and exhibition spaces through a sustainable lens. Buildings designed or renovated to reduce energy consumption and emissions, flexible exhibition routes that maximise natural light and encourage responsible visitor behaviour: these choices affect not only environmental impact but also the way audiences perceive and experience museums.

Such interventions generate ethical and symbolic implications, as the space itself becomes a message and a testimony to a genuine commitment to sustainability. At the same time, they create more welcoming, accessible environments capable of offering new forms of cultural experience oriented towards the future.

Moderator

- *Arch. Giulia Mura*, Architecture Critic and Journalist for *Artribune*

Speakers

- *Arch. Seger Bekkers*, Associate Architect and Director of Transformation of Mecanoo
- *Arch. Daria de Seta*, Architect and co-founder of Garcés De Seta Bonet Arquitectes
- *Arch. Lian The*, Managing Partner, Senior Project Manager and Consultant at ToornendPartners

4:15 p.m. - 6:05 p.m. | SESSION IV – A New Paradigm for Audiences

Inclusion, active participation and the reduction of gender and access inequalities in the museums of the future.

In the contemporary museum, artistic and curatorial practices, together with exhibition design choices, contribute to creating more open relationships between audiences and content. Inclusive design approaches, participatory installations and accessible devices encourage welcoming

experiences for people with different sensory and physical abilities.
Attention to language and spatial design helps overcome gender and accessibility inequalities, enabling every visitor to recognise themselves within the narratives presented. In this way, exhibition design and curatorship become tools for broadening cultural participation and promoting a more equitable and shared experience.

Moderator

- *Dott.ssa Chiara Patitucci*, Founder & CEO at Inedita

Speakers

- *Arch. Micaela Bordin*, Architect at Alterstudio Partners and Lecturer at Politecnico di Milano
- *Dr. Alex Calheiros*, Director of the Museu da Inconfidência
- *Dr. Francesco Martelli*, Director of the Cittadella degli Archivi of the Municipality of Milan

6:05 p.m. - 6:30 p.m. | Closing

- *Arch. Maddalena d'Alfonso*, President of Display & Design ETS and Founder of Md'A Design Agency
- *Dr. Guido Guerzoni*, Cultural Manager, Professor at Bocconi University and Chief Executive Officer of Formules

At the conclusion of the conference, a reflection will be opened on the three-year journey of *Museums and Sustainability: Needs and Opportunities*, connecting the themes, experiences and perspectives that have emerged throughout the different editions.

The Display & Design ETS Cultural Association would like to thank the Ministry of Culture, the Pinacoteca di Brera and the Braidense National Library, the Regional Council of Lombardy, the City of Milan, the City of Turin, the Order of Architects, Planners, Landscape Architects, and Conservators of the Province of Milan, the Cariplo Foundation, and the Luigi Rovati Foundation

for their patronage of the third edition of the conference, as well as Goppion, D-Lab and Intirami for their support in organizing it.

Via Guercino 1, 20154 Milano
+390233106742
CF 97969600150
Info.displaydesign@gmail.com
https://www.displaydesign.org/

Previous editions

The previous editions of the conference, organised around similar thematic sessions, brought together a broad and highly qualified panel of leading figures from the cultural sector, fostering a multidisciplinary dialogue among twenty-four key representatives of the museum world on issues of sustainability, innovation and management.

Museum directors, cultural managers, architects, curators and scholars contributed through case studies and professional experiences to defining the role of museums as active platforms for cultural, social and economic development.

Edition of 2025

Adelina De Vito – Change Manager; *Alessia Salerno* – Head of Exhibition Design and Production at Fondazione Prada; *Anna Fresa* – Architect and Designer; *Chiara Rostagno* – Deputy Director of the Pinacoteca di Brera; *Cristiana Campanini* – Journalist and Art Critic; *Giacomo Ardesio* – Architect, Fosbury Architecture; *Giovanna Forlanelli* – President of Fondazione Luigi Rovati; *Jean Hilgersom* – Architect and Project Manager of the Kröller-Müller Museum; *Marco Bruni* – Archaeologist and Scientific Director of the Museo Delta Antico; *Marco Edoardo Minoja* – Archaeologist and General Secretary of Fondazione Torino Musei; *Matteo Ferrario* – Cultural Manager, Fondazione Zenga; *Mauro Acito* – Cultural Manager, Tower Art Museum of Matera
Michele Ciacciofera – Artist; *Monica Rusconi* – Curator, Museum of Rural Civilisation of Stabio
Patrizia Asproni – President of Fondazione Industria e Cultura; *Philippe Chiambaretta* – Architect, PCA-Stream Agency

Edition of 2024

Patrizia Asproni – President of Fondazione Industria e Cultura; *Bruno Barsanti* – Cultural Manager and Director of Fondazione Elpis; *Maddalena d'Alfonso* – Architect and President of Display & Design ETS; *Martin Fokken* – Architect and Production Director of the Technical Department of Museum Fridericianum gGmbH in Kassel; *Silvia Foschi* – Architect and Head of Historical-Artistic

Heritage and Cultural Activities at Intesa Sanpaolo; *Guido Guerzoni* – Cultural Manager
Tiziana Maffei – Heritage Architect; *Federica Manoli* – Art Historian; *Timothy Ventimiglia* – Founding Architect of Ralph Appelbaum Associates Berlin

Display & Design ETS Cultural Association

Display & Design ETS Cultural Association, founded by Maddalena d'Alfonso, Marco Introini, Giovanni Singarelli, and Massimo Berardi, is committed to promoting the culture of design, architecture, and art at both national and international levels.
Drawing on the founders' twenty years of experience in museography, exhibition-making, cultural programming, education, seminars, and conferences, the association adopts an interdisciplinary approach aimed at generating new sustainable and inclusive strategies and practices for the benefit of the wider community.
Based in Milan, the association is dedicated to promoting a wide range of cultural disciplines connected to the arts, from photography to music, while enhancing historical heritage and landscape as common goods.
Among its strategic objectives are the promotion of sustainability and gender equality within the cultural sector, the encouragement of social inclusion processes, and the development of projects linked to non-violence through mediation practices that foster peace.

Curated by Maddalena d'Alfonso

Maddalena d'Alfonso is an architect, essayist, and researcher who obtained the title of Associate Professor in 2017 after earning, with honours, a PhD in Interior Architecture and Museography in 2004. In 2017 she founded Md'A Design Agency in order to provide interdisciplinary services in architecture, curatorship, and museum space management, promoting sustainable and accessible solutions for visual culture. Since 2019 she has been a member of the scientific board of ICOM–ICAMT. In 2024 she co-founded Display & Design ETS Cultural Association, dedicated

to the dissemination of artistic, museographic, and sustainability culture. She has taught at the Politecnico di Milano and at other international academic institutions.

She has curated projects for the Fundação Calouste Gulbenkian, Fundação Iberê Camargo, the MIT Museum, the Triennale Milano, and the Politecnico di Milano. In 2017 her exhibition *The Landscape of Rights. Photographing the Italian Constitution* received the Medal of Representation from the President of the Italian Republic. In 2016 the book *Warm Modernity* received the Red Dot Award. In 2024 the exhibition *Il resto dell'Alba* entered the ADI Design Index Award.

She is the author of numerous essays, including: *Àlvaro Siza: Due musei* (Electa, 2009), *De Chirico. O sentimento da Arquitetura* (Camargo, 2011), *Città sospesa. L'Aquila dopo il terremoto* (Actar, 2015), *Come lo spazio trasforma l'arte / Come l'arte trasforma lo spazio* (Silvana, 2016), *Warm Modernity* (Silvana, 2016), and *Fotografia, architettura e diritti*(Silvana Editoriale, 2025).

Pinacoteca di Brera

The Pinacoteca di Brera is an autonomous state museum established through Ministerial Decree 141/2014 and directed since 2024 by Angelo Crespi. Located within Palazzo Brera, it forms part of a wider system including the Pinacoteca, the Biblioteca Nazionale Braidense, Palazzo Citterio, and other urban spaces such as the Mediateca Santa Sofia.
Officially founded in 1809, the Pinacoteca originated as a teaching museum alongside the Academy of Fine Arts established by Maria Theresa of Austria, with the aim of providing an exemplary collection for the education of students. During the Napoleonic era it evolved into a state museum, distinguishing itself from other Italian institutions through the public and political origins of its collections.
Alongside the Pinacoteca, the Biblioteca Nazionale Braidense, founded in 1770 and open to the public since 1786, represents one of Italy's major library institutions, housing an extensive heritage that contributes to the research and conservation mission of the institution.
A key moment in the evolution of the complex was the opening of Palazzo Citterio in 2024, marking the completion of the "Grande Brera" project conceived in the 1970s. This new space has expanded the institution's cultural offer by complementing its collections of ancient art with modern

and contemporary art collections, while also hosting exhibitions and events.
The "Grande Brera" project strengthens and expands the role of the institution, enhancing its historical identity and consolidating its position as a European cultural centre of global relevance.

Positive impacts on the city of Milan

The conference *Museum and Sustainability. Needs and Opportunities*, organised at the Pinacoteca di Brera, represents an important opportunity for the city of Milan, generating significant cultural, social, and professional impact.
Milan is home to an extensive network of museums, foundations, galleries, archives, and exhibition spaces, and hosts numerous professionals working in museography, architecture, art, and design. This event enhances and strengthens these connections by providing a space for dialogue and collaboration among curators, artists, exhibition designers, architects, cultural operators, and researchers.
The initiative is embedded within the context of a city already deeply engaged in innovation and culture, in constant dialogue with major events such as Design Week, Art Week, MiArt, and MuseoCity. The conference expands Milan's cultural calendar and offers high-level content, contributing to reinforcing the city's role as an international reference point for sustainability and contemporary culture.
The free admission and accessibility of the event encourage the inclusion and participation of a broad and diverse audience, including students, emerging professionals, citizens, and cultural operators from less central territorial contexts. This approach contributes to reducing inequalities in access to culture and specialised education.
The choice of the Pinacoteca di Brera as venue underlines the importance of involving museum institutions of global relevance that combine exhibition excellence with attention to the urban context and environmental responsibility.
Finally, the presence of Italian and international speakers confirms Milan's role as a point of reference within the European cultural landscape, fostering the exchange of best practices and the consolidation of professional networks on a global scale.

SDGs addressed by the project

The conference *Museum Sustainability: Needs and Opportunities*, promoted by Display & Design ETS in collaboration with ICOM–ICAMT, is conceived as a fully free and publicly accessible initiative, in line with the principles of accessibility, inclusion, and equal opportunities outlined in the United Nations 2030 Agenda.
The project aims to contribute to the achievement of several Sustainable Development Goals (SDGs), particularly:

Goal 4 – Quality Education, through the free dissemination of high-level cultural and educational content;

Goal 5 – Gender Equality, by ensuring a significant female presence among speakers, moderators, and curators;

Goal 10 – Reduced Inequalities, by guaranteeing free access to the conference for professionals, students, and citizens who may not be connected to institutional or academic networks;

Goal 11 – Sustainable Cities and Communities, by highlighting the role of museums in urban regeneration and in promoting social cohesion;

Goal 17 – Partnerships for the Goals, through the creation of networks among public institutions, foundations, professionals, and cultural organisations at both national and international levels.

The 2025 edition particularly strengthened its commitment to reaching a broad and diverse audience by involving professionals from underrepresented territories and different professional backgrounds, with an inclusive and intergenerational approach to participation.

Gender equality and female representation

More than 50% of the institutional representatives invited to and participating in the conference were women. This figure confirms the initiative's commitment to promoting the reduction of the gender gap within the cultural and museum sectors.
Qualified female representation in academic, managerial, and creative fields constitutes a distinctive element of the project, expressing a vision that considers gender balance to be a strategic factor for innovation, quality, and sustainability.

Outcomes achieved in previous editions

The conference provided a coherent and multifaceted framework in which museum sustainability emerged as a transversal practice capable of connecting governance, architecture, curatorship, participation, and communication. It was not approached as a sector-specific topic, but rather as an operational principle permeating the entire cultural system, encouraging institutions, professionals, and communities to reflect upon their role in the era of ecological and social transition.

Participation was broad and diverse. Approximately eighty people attended the conference in person, including architects, curators, museum directors, cultural managers, students, researchers, and professionals from different fields. The free admission policy and the public accessibility of the initiative fostered an intergenerational and inclusive dialogue, consistent with the objectives of accessibility and equity that guided the entire project. Registrations collected through the Fondazione Luigi Rovati website, newsletters, and Display & Design ETS communication channels made it possible to engage a diverse audience composed both of sector professionals and participants interested in museum sustainability themes.

The conference also consolidated and expanded a network of relationships among cultural institutions, foundations, architecture studios, universities, and professional organisations, generating new perspectives for national and international collaboration. The dialogue between

speakers and audiences produced a concrete exchange of best practices and replicable tools, strengthening a professional community committed to rethinking the museum as a responsible cultural infrastructure.

Communication activities, supported by a targeted press office strategy and dissemination through the association's digital channels, contributed to amplifying the impact of the initiative, accompanying its different phases and encouraging the circulation of content beyond the duration of the event itself.

Taken as a whole, the results confirm that museum sustainability is not merely a necessity, but also a strategic opportunity. It is grounded in the capacity to build networks, ensure inclusion, promote equality, and activate long-lasting participatory processes. The conference laid the foundations for a stable and conscious community of practice, strengthening the project as a reference event and a permanent laboratory for discussion and innovation within the cultural sector.

Brevi CV degli ospiti

Dr. Alex Calheiros, *Director of the Museu da Inconfidência*

He obtained his undergraduate and doctoral degrees in Philosophy from the University of São Paulo, with a research period at Roma Tre University. He is an Associate Professor in the Department of Philosophy at the University of Brasília, where he served as coordinator of the Philosophy program and Head of Department. He was Director of Cultural Dissemination at the Office of Extension, where he oversaw the Casa da Cultura da América Latina and Casa Niemeyer. He was Director of the Department of Museum Processes at the Brazilian Institute of Museums, within Brazil's Ministry of Culture. He currently directs the Museu da Inconfidência in Ouro Preto. Since his doctoral studies, during which he developed his thesis on Italian Neorealism, he has focused on the relationships between intellectuals and the organization of culture, historical reparation, and political imagination.

Dr. Angelo Crespi, *Director General of the Pinacoteca di Brera and the Biblioteca Nazionale Braidense*

Director General of the Pinacoteca di Brera and the Biblioteca Nazionale Braidense, he is an art critic, curator, and cultural manager. He previously directed the MAGA Museum in Gallarate and the International Centre of Palazzo Te in Mantua, and served on the boards of Triennale Milano and the Piccolo Teatro di Milano. Author of numerous publications on art and museology, he is a member of the Scientific Committee of the Fondazione Musei Civici di Venezia and of Valore Italia – School of Restoration in Botticino, where he served as President until 2024.

Dr. Beatrice Costa, *Director of the Foundation of the Order of Architects of the Province of Milan*

Born in Milan in 1981, she has been Director of the Foundation of the Milan Architects' Association since 2018, following several years of work with the independent international NGO ActionAid. Co-author of the book Women Hold Up the World. Female Insights for Changing the Economy, published by Altreconomia, she has worked on gender policies and women's

empowerment. She holds a degree in International and Diplomatic Sciences from the University of Turin, a diploma in Religious Studies from the Theological Faculty of Northern Italy, and, more Bertrand Schippan is an architect and urbanist, and a Partner at MVRDV. He joined the practice in 2006, following experience at international offices including Ateliers Jean Nouvel and West 8. His work spans architecture and urban planning, with a focus on complex urban transformations in France and beyond. He played a key role in establishing MVRDV's Paris office and has overseen projects including Lyon Part-Dieu and Gaîté Montparnasse in Paris. Alongside his professional practice, Schippan is active in academia, guiding graduate students in architecture and urban planning.recently, completed the advanced training course in Management of Artistic and Cultural Heritage and Corporate Collections organised by Gallerie d'Italia Academy.

Arch. Bertrand Schippan, *Partner and Director of Regions, MVRDV*
Bertrand Schippan is an architect and urbanist, and a Partner at MVRDV. He joined the practice in 2006, following experience at international offices including Ateliers Jean Nouvel and West 8. His work spans architecture and urban planning, with a focus on complex urban transformations in France and beyond. He played a key role in establishing MVRDV's Paris office and has overseen projects including Lyon Part-Dieu and Gaîté Montparnasse in Paris. Alongside his professional practice, Schippan is active in academia, guiding graduate students in architecture and urban planning.

Dr. Chiara Patitucci, *Founder & CEO at Inedita*
Chiara Patitucci is a consultant and entrepreneur working at the intersection of business, philanthropy and international development, with a focus on sustainability. Founder and CEO of Inedita, she supports companies, foundations, institutions and impact-oriented organisations in developing partnerships, engaging stakeholders and defining long-term strategies. For over twenty years, she has worked across the private, public and non-profit sectors, fostering trusted relationships, resource mobilisation and collaborative initiatives. Her work focuses on partnerships, ecosystem building, regenerative development and systemic change.

Dr. Cristiana Campanini, *Journalist and Art Historian*

Journalist and art historian, she writes for La Repubblica and contributes to Arte magazine. She previously worked extensively with Abitare and produced the podcast series Scosse on the history of the Venice Biennale for Il Giornale dell'Arte. She is Adjunct Professor in the Master's Degree Programme in Art, Heritage Enhancement and the Art Market at IULM University in Milan and teaches Cultural Journalism at the Catholic University of the Sacred Heart (DAMS). She founded and directs ArtAround.info, the first archive dedicated to research-oriented private galleries in Italy.

Arch. Daria de Seta, *Co-founder of Garcés de Seta Bonet Arquitectes*

Architect and PhD in Museography, Daria de Seta combines professional practice, teaching, and critical research. As an associate at Garcés-de Seta-Bonet Arquitectes, she has led projects including the extension of the Picasso Museum and the Strasbourg Courthouse, coordinating international teams. She is also active as a curator and author, collaborating with institutions and companies in the museum sector while integrating research, teaching, and architectural practice.

Arch. Filippo Lambertucci, *Co-founder of LP.studio*

Architect, Associate Professor of Interior Architecture at Sapienza University of Rome, founder and director of the departmental laboratory Re_Lab, and co-founder of LP.studio. His research, teaching, and professional practice explore space as a setting for human activity, investigating the relationship between heritage and contemporary life in the fields of infrastructural interiors, sacred spaces, and museum design. The exhibition design developed with Re_Lab for the San Giovanni (2018) and Colosseo (2025) metro stations established the new quality benchmark for the central stations of Rome's Metro Line C.

Dr. Francesco Martelli, *Director of the Cittadella degli Archivi, Municipality of Milan*

Director of the Cittadella degli Archivi, the Municipality of Milan's advanced archival centre, he also serves as Records Manager and Digital Preservation Officer for the Municipality. He is Adjunct Professor of Archival Science, Digital Archival Science, and Digital Humanities at the University of Milan, where he co-founded the Master's Programme in Digital Humanities and serves on its Academic Board, as well as on the Advisory Board of the PhD Programme in Historical Studies. He

collaborates with the ABC Department of Politecnico di Milano and has served as consultant for the archives of the ADI Design Museum and the Compasso d'Oro Foundation.

Arch. Giulia Mura, *Architecture Critic and Journalist, Artribune*
An interior architect and university lecturer, she works in public relations, research, and the development of cultural projects and creative formats spanning communication, branding, exhibition design, publishing, and events. She is co-founder of the creative agency Superficial Studio, whose clients include Cassa Depositi e Prestiti, the Italian Red Cross, Fendi, Ferrovie dello Stato, and Ghella. She writes on architecture and design for *AR Magazine*, *Artribune*, *Living – Corriere della Sera*, *Professione Architetto*, and *La Casa in Ordine*, and has long collaborated with Luigi Prestinenza Puglisi and AIAC in promoting contemporary architecture.

Dr. Guido Guerzoni, *Professor, Bocconi University, and Chief Executive Officer of FORMULES*
Professor of Heritage, Museums and Digital Cultures at Bocconi University in Milan and Chief Executive Officer of FORMULES. For more than thirty-five years, he has specialised in the economics and management of cultural institutions and museum planning. From 2007 to 2019, he directed the M9 Museum project in Venice; from 2012 to 2023, he served as Technical Advisor for the MUDEM Museum of the Bank of Italy; and since 2017, he has been Technical Advisor to the Art, Culture and Historic Heritage Department of Intesa Sanpaolo. He writes regularly for Il Sole 24 Ore, the GEDI Group publications, and Il Giornale dell'Arte.

Dr. Lian The, *Managing partner and senior project manager and consultant of ToornendPartners*
A specialist in the development and coordination of complex projects in the cultural, museum, and urban sectors, she focuses on project management and strategy, urban planning, feasibility studies, consultancy for museums and theatres, procurement procedures, and contract management. Her expertise also includes heritage conservation and enhancement, real estate strategy, owner's representation, and building maintenance and operational planning.

Dr. Luca di Franco, *Archaeologist, Archaeology, Fine Arts and Landscape Superintendency for the Metropolitan Area of Naples, and Head of Capri*

An archaeologist at the Archaeology, Fine Arts and Landscape Superintendency for the Metropolitan Area of Naples, he is responsible for Capri, the Sorrento Peninsula, and the Campanian Plain, directing numerous archaeological excavations, including the Naples–Bari High-Speed Rail project. Formerly at the MArTA Museum and a collaborator of the University of Naples Federico II, he is the author of studies on Classical archaeology. He leads research projects on Capri and Punta Campanella and has served as Director of the Acerra Museum since 2025. Awarded the Feltrinelli Prize in 2022, he is a member of the Accademia Nazionale dei Lincei.

Arch. Micaela Bordin, *Architect at Alterstudio Partners and Lecturer at Politecnico di Milano*

Architect and PhD in Architectural Composition from Politecnico di Milano, where she teaches at the School of Architecture, Urban Planning and Construction Engineering. She has collaborated with Alterstudio Partners since 2003, becoming a partner in 2007 and Technical Director in 2016. Her work focuses on urban transformation, territorial planning, public spaces and cultural venues. An expert in public procurement, she coordinates transformation, conservation, refurbishment and exhibition projects in historic and monumental buildings. She also curates exhibitions, publications and research on spaces for culture and learning.

Dr. Patrizia Asproni, *Cultural Manager and President of the Fondazione Industria e Cultura*

With over twenty years of experience in cultural management and the creative industries, she is President of Confcultura and Fondazione Industria e Cultura. She teaches Corporate Social Responsibility and Cultural Marketing at LUISS University in Rome and serves on the boards of Fondazione Cariplo, Fondazione Ospedale Niguarda, and Fondazione Palazzo Blu in Pisa. She is Scientific Advisor to Valore Italia, Expert Member of the Horizon Europe Programme Committee – Culture, Creativity and Social Inclusion, and Founder of #BoycottManels. Previously, she served as President of the Marino Marini Museum Foundation (2016–2022) and the Fondazione Torino Musei (2012–2017), while collaborating with numerous non-profit cultural institutions.

Arch. Ricardo Ohtake, *President of the Tomie Ohtake Foundation and House Museum*
An architect, designer and curator, he has led major cultural institutions such as Centro Cultural São Paulo, Museu da Imagem e do Som and Cinemateca Brasileira, and has served as Secretary of Culture of the State of São Paulo and Municipal Secretary for Greenery and the Environment. Since 2001, he has been President of Instituto Tomie Ohtake, an interdisciplinary institution bringing together art, architecture, design, education and sustainability.

Dr. Roberta Tenconi, *Chief Curator and Art Exhibition Organizer, Pirelli Hangar Bicocca*
Chief Curator at Pirelli HangarBicocca in Milan, she has curated exhibitions and publications featuring artists including Giorgio Andreotta Calò, Leonor Antunes, Rosa Barba, Neïl Beloufa, Maurizio Cattelan, Petrit Halilaj, Saodat Ismailova, Ann Veronica Janssens, Eva Kot'átková, Matt Mullican, Bruce Nauman, Laure Prouvost, Nari Ward, and Cerith Wyn Evans. Recent and forthcoming projects include solo exhibitions by Nan Goldin, Luciano Fabro, Aki Sasamoto, and Cecilia Vicuña. She was part of the curatorial team of the 55th Venice Biennale (2013) and the 4th Berlin Biennale (2006).

Arch. Seger Bekkers, *Associate Architect and Director of Transformation at Mecanoo*
Seger Bekkers is Associate Architect and Director of Transformation at Dutch architecture firm Mecanoo. He studied Building Engineering in Den Bosch (2004) and received his Masters degree in Architecture from Delft University of Technology, specialising in Public Realm (2007). Since joining Mecanoo as a registered architect after graduating, Seger has gained over fifteen years of experience in complex heritage transformation projects in the Netherlands and abroad. As project architect, he has led projects including the New York Public Library Stephen A. Schwarzman Building in New York and recently the transformation of Museum Boijmans Van Beuningen in Rotterdam. His work is driven by the belief that listening to the logic of the building reveals its potential for the future.

Dr. Stefano Karadjov, *Director of Fondazione Brescia Musei*
Director of Fondazione Brescia Musei since 2019, he is also Adjunct Professor of International Promotion and Territorial Enhancement at the Catholic University of Brescia. He is a member of the

Scientific Committee of the National Archaeological Museums of Venice and the Lagoon and has served on the Board of Federculture since 2021. Between 2015 and 2019, he was Director of Projects and Development at Civita Tre Venezie. His previous roles include curating the cultural programme of the Venice Carnival (2011–2019), overseeing the operational and financial management of exhibitions at the Gallerie dell'Accademia di Venezia (2016–2018), and directing content and management control for Padiglione Zero at Expo Milano 2015. He has also worked as editorial and exhibition production consultant for Codice Edizioni, Confindustria Firenze, Gruppo 24 Ore Cultura, and Marsilio Editori. He serves on the Board of Fondazione Ugo Da Como, the Technical and Scientific Committee of the Santa Giulia Academy of Fine Arts in Brescia, and the Scientific Committee of the book series *Musei e museologia del presente* (Pacini Editore).

Arch. PhD. Maddalena d'Alfonso
Presidente dell'Associazione Display & Design ETS

