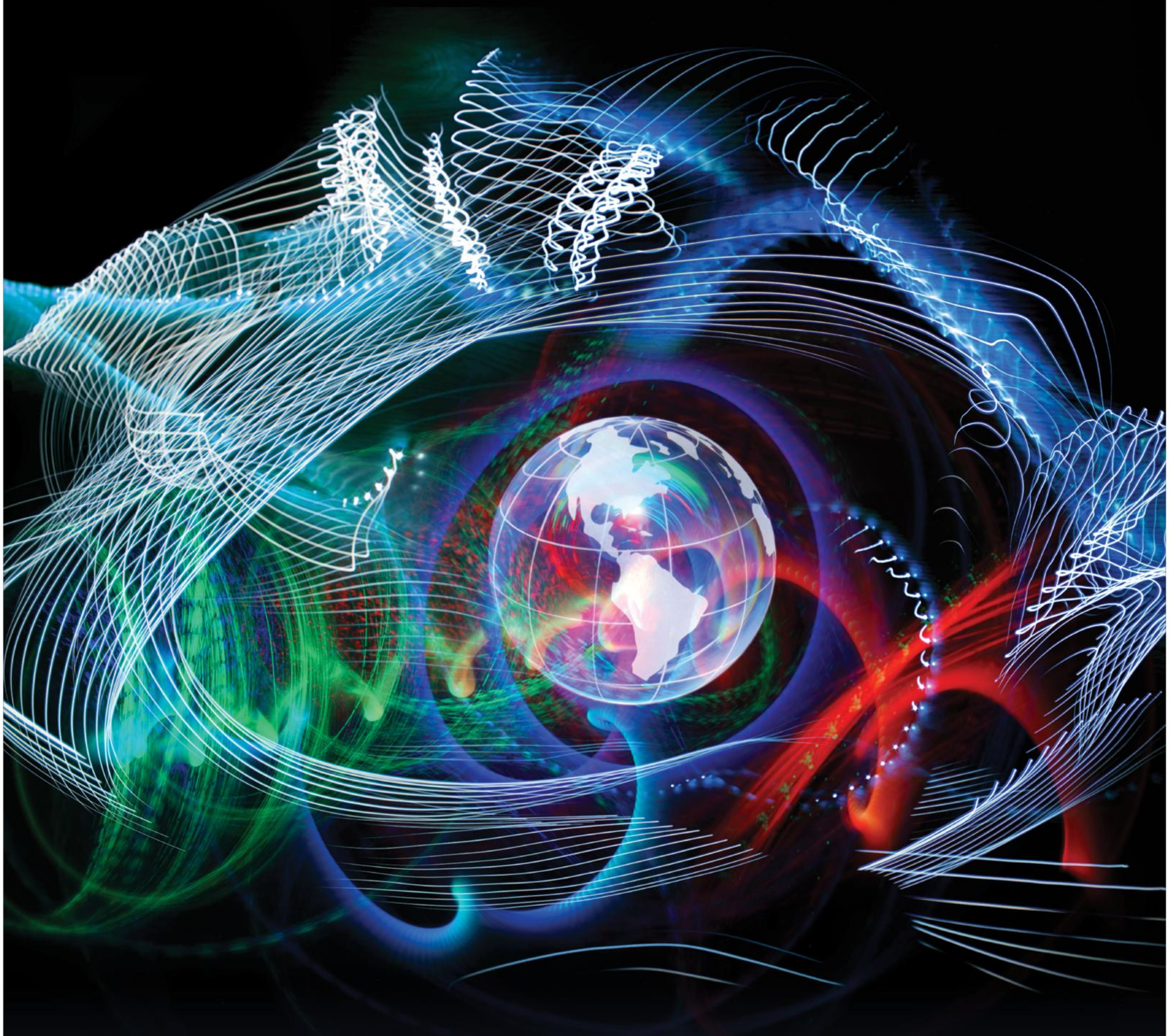
THE CONFERENCE BOARD



2027: A Year in Preview

January 19 – 20, 2027
The Plaza Hotel
New York, NY

Lead Sponsor Lilly

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AWARDS DINNER

Tuesday, January 19, 2027

5:45 PM – 8:30 PM

Innovation Awards

DAY ONE

Wednesday, January 20, 2027

Overview:

Business leaders are entering 2027 in an environment defined by disruption, fragmentation, and accelerating change. Many of the developments likely to define the year ahead are "Gray Swans"—high-impact events that are already visible, but whose implications remain widely underestimated.

Drawing on insights from the 28th annual C-Suite Outlook by The Conference Board, 2027: A Year in Preview convenes CEOs and C-suite executives to explore the trends, risks, and strategic choices that will define the year ahead. Through candid conversations with business leaders, the program examines how leading organizations are preparing for a range of plausible futures while positioning themselves for growth, resilience, and competitive advantage.

Program Themes:

Navigating the Gray Swans: The Forces Reshaping Business

Business leaders are entering 2027 in an environment defined by disruption, fragmentation, and accelerating change. Geopolitical instability, economic uncertainty, technological disruption, workforce transformation, and shifting consumer behavior are no longer isolated trends—they are colliding forces reshaping the operating environment in real time. Which high-impact developments are most likely to define 2027—and which emerging risks or shifts remain underestimated despite becoming increasingly visible? Which ‘Gray Swans’ could materially alter the economic, geopolitical, technological, and business outlook? And what assumptions about growth, labor, globalization, capital, and competition may no longer hold?

The New Economic Reality: Signals, Assumptions, and the Search for Growth

The global economy is entering a more uncertain and structurally complex phase. Growth, investment, and business confidence are increasingly being shaped by a wider range of economic, geopolitical, technological, and policy forces. Where are inflation, interest rates, deal activity, and global growth headed in 2027? Which signals should business leaders pay closest attention to—and which macroeconomic assumptions may no longer hold? What does the outlook mean for corporate investment and long-term growth?

Capital Under Pressure: How CEOs are Rethinking Investment, Growth, and Risk

As growth becomes harder to predict, leaders are facing tougher choices about where to invest, which priorities to fund, and how aggressively to position their organizations for the future. From AI and innovation to acquisitions, workforce capabilities, and new sources of growth, CEOs must balance resilience with risk-taking while navigating an increasingly uncertain environment. Which investments will matter most in the next cycle? Where should leaders place their bets—and where should they exercise greater discipline? How should CEOs balance the risks of moving too quickly against the risks of falling behind?

Geopolitical "Risk Tax": Competing in a Fragmented World

Geopolitical instability is becoming a structural cost of doing business. From tariffs and trade restrictions to supply chain diversification, compliance burdens, energy insecurity, and shifting alliances, companies are paying a growing "risk tax" to operate globally. Which geopolitical shifts are most likely to reshape global business in 2027? How are companies rethinking investment, supply chains, sourcing, and market access as they balance efficiency, resilience, and geopolitical risk? Where are organizations most exposed to disruption—and where could competitive advantage emerge?

Policy, Politics, and the CEO Agenda: What Leaders Need to Navigate Now

Politics is becoming a more direct and unpredictable force in business strategy. Following the 2026 midterm elections, companies are navigating a less predictable policy environment across trade, labor, energy, taxation, healthcare, and industrial policy. Which policy shifts are most likely to affect business in 2027? How should leaders account for political uncertainty when making investment, workforce, growth, and market decisions? And where could policy create new risks—or new opportunities?

The Workforce Reset: Scaling the Human Advantage

AI is transforming how work gets done, but technology alone won't determine which organizations outperform. The organizations realizing the greatest gains are not simply automating work—they are combining AI with human judgment, creativity, and leadership to create a multiplier effect, unlocking higher levels of productivity, innovation, and business performance. As leaders rethink workforce strategy, organizational design, and management practices, how should work be redesigned to improve productivity and business performance? What distinguishes organizations that are translating technology investments into business performance by amplifying the human advantage?

Rewiring the Business Model: Where Growth Creates Durable Value

Higher capital costs, technological disruption, and shifting competitive dynamics are forcing companies to rethink how they grow and compete. Many of the assumptions that shaped successful business models over the past decade are becoming less reliable, raising new questions about scale, profitability, and competitive advantage. Which business models are best positioned to win in 2027? Where will future sources of value and profitability emerge? And what distinguishes growth that creates durable value from growth that simply adds complexity, cost, and risk?

The New Consumer: Winning Demand in an AI-Mediated Economy

Economic pressure, uneven consumer confidence, fragmented attention, and AI-driven discovery are reshaping how consumers discover, evaluate, and purchase products and services. As algorithms increasingly influence what consumers see, consider, and buy, how are organizations rethinking customer acquisition, brand building, and growth? Where are tomorrow's growth opportunities as AI increasingly shapes how consumers discover and buy?

The Business of Health: Workforce Health as a Competitive Advantage

Workforce health is increasingly becoming a driver of productivity, performance, and long-term competitiveness. Chronic disease, mental health challenges, burnout, rising healthcare costs, and other health-related pressures are affecting workforce participation, engagement, and organizational resilience. How are leading organizations rethinking health as a business issue rather than simply an employee benefit? Which organizations will gain a competitive edge by treating workforce health as an investment in productivity rather than simply a cost to manage?

Leading Through Ambiguity: The CEO as Chief Narrative Officer

Misinformation, polarization, and real-time scrutiny are making trust harder to earn I and easier to lose. Leadership today requires more than making sound decisions—it requires helping employees, customers, investors, and other stakeholders understand them. As expectations continue to evolve and stakeholders increasingly see the world through different lenses, how can CEOs communicate with clarity while navigating uncertainty? How do leaders create a shared understanding of where the organization is headed amid constant change?

Confirmed Speakers:

- **Marc S. Cooper**, Chairman and Chief Executive Officer, **Solomon Partners**
- **Justin E. Driscoll**, President and Chief Executive Officer, **New York Power Authority**
- **Timothy C. Gokey**, Chief Executive Officer, **Broadridge**
- **Jeffrey Hollender**, Board Director, Co-founder and Former CEO, **Seventh Generation**
- **Aaron Levie**, Chief Executive Officer, Co-founder, **Box**
- **Pete McCanna**, Chief Executive Officer, **Baylor Scott & White Health**
- **Robin Melman**, Partner, Global Co-Head of Employment, Compensation and Benefits Practice, **White & Case LLP**
- **Penny Pennington**, Managing Partner, **Edward Jones**
- **Michael G. Rhodes**, Chief Executive Officer, **Ally Financial, Inc.**

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