



THE CONFERENCE BOARD



2027 Corporate Communications & Brand Summit

March 2 – 3, 2027
New York Marriott
at The Brooklyn Bridge
Brooklyn, NY

www.TCB.org/corpcomms

Corporate Communications & Brand Summit

March 2 – 3, 2027

Brooklyn, NY

DAY ONE Tuesday, March 2, 2027

8:00 AM - 9:00 AM

Registration & Networking Breakfast

9:00 AM - 9:15 AM

Welcome & Executive Framing

TCB leadership will set the stakes for the summit, including why this conversation matters now. A brief data snapshot will cover the evolving CCO role, including mandate expansion, AI pressure, and trust deficits.

9:15 AM - 9:35 AM

The CCO at the Center: What the CEO Now Expects

The relationship between the CEO and CCO has never been more consequential. As communications moves from message management to enterprise strategy, what does top leadership demand from the function? A CEO and Chief Corporate Affairs Officer will discuss how their partnership has evolved and how the mandate will continue to shift through 2027 and beyond.

9:35 AM - 10:00 AM

When Communications, Policy, and Strategy Collapse into One: The Rise of the Chief Corporate Affairs Officer

This session examines why leading organizations are creating a single seat that connects communications, government affairs, and corporate strategy, and what this structural shift demands of the CCO and the C-suite.

Tony Fratto, Partner, Global Head of Communications, **Goldman Sachs**

Laura Lane, Chief Corporate Affairs Officer, **Chevron**

10:00 AM - 10:30 AM

Networking Break

10:30 AM - 11:15 AM

Hosted Roundtables

Curated small-group conversations will focus on reputation in regulated industries, communications under M&A pressure, and managing activist pressure. Participants will compare approaches and work through practical challenges together.

11:15 AM - 11:45 AM

Speak, or Be Spoken For: Lessons from the Front Line

Two communications directors with contrasting organizational philosophies will discuss what silence costs, what engagement requires, and how they decide when to speak.

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11:45 AM - 12:30 PM

Sponsor Session - Details to Be Announced

12:30 PM - 1:30 PM

Networking Lunch

Choose Your Track

TRACK A | THE BRAND AGENDA

For leaders defining the strategic role of brand at the enterprise level, including employer brand, reputation management, investor relations, and the evolving mandate of those managing brand stakes at the highest levels.

TRACK B | THE ADAPTIVE TEAM

For leaders managing the human and operational side of transformation, including AI augmentation, talent development, internal communications culture, and building teams that can move at the speed of the environment.

1:35 PM - 2:05 PM

Breakout Pair 1

TRACK A

The Brand That Attracts and the Brand Investors Believe In

Employer brand and investor narrative are rarely built in the same room, but they draw from the same source of truth. This session examines how senior brand and communications leaders align reputation, talent positioning, and financial storytelling into a coherent brand thesis, and what it takes to own that agenda at the enterprise level.

Cristina Bondolowski, Chief Marketing & Communications Officer & Head of Corporates & Advisors Business, **Morgan Stanley Capital International**

Michael Gonda, EVP & Chief Communications and Strategy Officer, **Nike Inc.**

Samantha Zupan, Global Group Vice President, Corporate Communications, **Indeed**

TRACK B

Internal Communications as a Leadership Operating System, not a Cascade

How leading organizations are redesigning internal communications to improve decision quality and preserve cultural authenticity. The discussion will move beyond town halls and intranets to examine the communication infrastructure leaders need under pressure.

Kathy Potts, VP Marketing Communications, **Ergon Inc.**

Michele Sharp, VP, Corporate Communications and Corporate Social Responsibility, **Knoa Pharma**

2:10 PM - 2:40 PM

Breakout Pair 2

TRACK A | THE BRAND AGENDA

When AI Speaks for Your Brand: Governing Your Narrative in the Answer Engine Economy

AI-driven search and LLMs are shaping corporate reputation by surfacing outdated content, amplifying inconsistencies, and generating narratives the brand did not author. TCB research shows that AI platforms are already among the top reputation-building channels for CMOs and CCOs, but their strategies differ. This session examines what an effective governance framework looks like in the answer engine economy.

TRACK B | THE ADAPTIVE TEAM

Always On, Never Out: Building a Communications Team That Performs Under Pressure

When the news cycle does not pause and leadership decisions require communication in real time, team readiness becomes a strategic asset. How can senior communications leaders build reliable routines, clear decision rights, and the support systems that keep teams prepared under sustained pressure?

Dana E. Ripley, EVP, Head of Communications, **Wells Fargo**

Travis Parman, Chief Communications Officer, **Goodyear Tire & Rubber Company**

2:45 PM - 3:15 PM

Breakout Pair 3

TRACK A | THE BRAND AGENDA

The Eroding Wall: Who Owns Brand and Reputation Now?

The lines between communications, marketing, and public affairs are dissolving, and brand sits at the center. As reputation becomes a board-level asset, who owns it? This discussion will pressure-test how organizations are building and governing brand and reputation today, and where the model is breaking down.

Amy Bonitatibus, Chief Corporate Affairs & Communications Officer, **PayPal**

Barri Rafferty, Chief Communications Officer, **Compass International Holdings**

Hallie Ruvin, SVP, Comms & Public Affairs, **Sesame Workshop**

TRACK B | THE ADAPTIVE TEAM

When Culture Works on Paper but Fades in Practice: The Internal Communications Gap

How do organizations recognize when stated culture has decoupled from lived experience, and what role does communications play in closing the gap? This discussion will examine practical signals, including inconsistent leadership messaging, employee sentiment that does not match the all-hands narrative, and culture that erodes at the team level.

3:15 PM - 3:45 PM

Networking Break

3:45 PM - 4:10 PM

Sponsor Session - Details to Be Announced

4:10 PM - 4:50 PM

A CCO, a CLO, and a CMO Walk into a Boardroom: Who's Driving?

One strategic decision. Three functions, three instincts, three different answers. When communications, legal, and marketing converge on the same reputational moment - a product launch, public stance, or investor narrative - who leads, who defers, and what does the divergence reveal about how organizations operate at the top?

Participants will work through the scenario by function and report back to the room.

4:50 PM - 5:00 PM

Day One Recap and Day Two Preview

The emcee will synthesize the day's throughline and preview Day Two before the networking reception.

5:00 PM - 6:00 PM

Evening Networking Reception

DAY TWO Wednesday, March 3, 2027

8:00 AM - 9:00 AM

Registration & Networking Breakfast

9:00 AM - 9:10 AM

Day Two Opening and Pulse Check

The emcee will surface the two or three themes that dominated Day One and anchor the day in the conversations emerging in the room.

9:10 AM - 9:40 AM

The Strategic Plan Is Dead. Long Live the Strategic Plan.

In a world where the communications environment changes monthly, how do CCOs build strategy that is durable but not rigid? Participants will pressure-test communications strategy principles using real-time prompts and report back to the room.

9:40 AM - 10:05 AM

When AI Runs the Workflow, What Do You Do with Your Humans?

As AI becomes embedded in communications and marketing workflows, the talent conversation shifts. TCB research points to reasoning, strategic judgment, and relationship-building as the defining human edge, while functional expertise fades. How do senior leaders restructure, hire, and upskill around what machines cannot replace?

10:05 AM - 10:30 AM

Sponsor Session - Details to Be Announced

10:30 AM - 11:00 AM

Networking Break

11:00 AM - 11:40 AM

Developing the Next Generation of Communications Talent

How do senior communications leaders grow teams that can operate as strategic business partners, not just communicators? This conversation will focus on the skills gap and what the function now demands (business acumen, C-suite advisory, strategic counsel). A candid conversation on how to identify, develop, and retain people that can advise business leaders with confidence.

11:40 AM - 12:00 PM

What This Moment Asks of You

A CEO of one of the world's most respected brands will discuss what this moment demands of communications leadership: the C-suite's expectations, the pressure to advise boldly, the risk of getting it wrong publicly, and what it means to lead with conviction at global scale.

12:00 PM - 12:10 PM

Summit Close

The TCB research lead and emcee will share key findings and five commitments participants can take back to their organizations.