

The State of the CCO-plus 2024



Table of Contents

- Executive Summary 1
 - Key Findings 1
 - Strategic Implications 2
 - Recommendations 3
- Overview 4
 - Why the distinction matters 4
 - Research Questions 4
- Methodology 5
 - Data Collection 5
 - Data Analysis 5
 - Considerations: 5
- Findings 6
 - Growth in CCO and CCO-plus Roles ... 6
 - The Nature of the CCO-plus 7
- Discussion 8
 - The Evolution and Expansion of the CCO Role 8
 - Visibility and Influence 9
 - Strategic Integration and Cross-Functional Leadership 10
 - Career Pathways and Professional Development 11
- Recommendations 12
- Future Research 14
- Conclusion 15
- Call to Action 16
- Next Steps 17

Executive Summary

This research report examines the evolving role of Chief Communications Officers (CCOs) within Fortune 1000 and Forbes Global 2000 companies, focusing on the emergence of "CCO-plus" roles where CCOs manage additional strategic functions beyond traditional communications, such as Human Resources, Marketing, Social Impact, and Corporate Affairs.

Key Findings

1. **Growth in CCOs listed on Company Leadership Pages.** The number of CCOs listed among the company leadership team’s webpage has increased since 2019.
2. **CCO-plus Roles Overtake Traditional CCOs:** For the first time, CCO-plus roles (169) outnumber traditional CCO roles (128) on company leadership pages. Up significantly since 2019 (90).
3. **Expanding Responsibilities:** CCO-plus roles most often integrate with HR, Marketing, Social Impact/ESG, Corporate Affairs, Brand/Branding, Public Affairs, and Investor Relations.
4. **Decline in DEI Integration:** Fewer instances of DEI being co-listed with communications roles.
5. **Diverse Role Combinations:** 32 additional job functions identified in combination with communications, indicating ongoing experimentation with what works.

Strategic Implications

1. **Broader Strategic Integration:** CCO-plus roles signify the critical importance of communications in driving strategic initiatives.
2. **Talent Management:** Rising demand for communication leaders with diverse business skills.
3. **Visibility and Influence:** Explicit inclusion of "communications" in titles correlates suggests greater organizational focus and resource allocation. (Empirical question. We do not know.)
4. **Organizational Prioritization:** Clear titles elevate communications functions within corporate hierarchy. (Empirical question. We do not know.)

Recommendations

1. **Assess the Effectiveness of CCO-Plus Roles:** Evaluate the impact and performance of CCO-Plus roles to determine their effectiveness and alignment with organizational goals.
2. **Enhance Public Visibility and Recognition of Communications Roles:** Ensure CCOs and CCO-Plus roles are prominently featured and clearly defined on leadership pages to enhance their strategic visibility.
3. **Develop Specialized Training and Development Programs:** Implement cross-functional training to prepare communication leaders for the expanded responsibilities of CCO-Plus roles.
4. **Evaluate and Adjust Resource Allocation:** Align budgets and resources with the expanded scope of CCO-Plus roles to support their strategic functions effectively.
5. **Monitor and Adapt to Emerging Trends:** Stay proactive by experimenting with new role combinations and adapting strategies based on their success.
6. **Reassess the Role of DEI in Communications:** Evaluate the placement of DEI within your organization to ensure it remains strategically integrated, whether within communications or other functions.
7. **Enhance External Stakeholder Engagement:** Use CCO and CCO-Plus roles to communicate corporate values and maintain consistent messaging across the organization.
8. **Future-Proof the CCO Role:** Engage in scenario planning and continuous research to anticipate and prepare for the evolving responsibilities of the CCO role.

The evolving role of the CCO, particularly the rise of CCO-plus positions, reflects the increasing strategic importance of communications within corporate structures. Whether in a traditional CCO role or an expanded CCO-plus capacity, companies should continue to adapt their leadership models to ensure that communications leaders are positioned to drive key outcomes, enhancing both internal and external stakeholder engagement.

Overview

The role of Chief Communications Officers (CCOs) has traditionally focused on managing a company's reputation, public relations, and internal communications. However, recent trends indicate a shift towards more integrated roles, where CCOs take on additional strategic responsibilities. This study explores the current state of the CCO role, focusing on the rise of "CCO-plus" roles, where CCOs are tasked with functions beyond traditional communications, such as HR, Marketing, Social Impact, and Corporate Affairs. This role suggests the increasing integration of communications with other key areas within the organization, signaling a broader scope of influence and responsibility. Further research is needed to determine whether CCO-Plus roles indicate a balanced integration across functions or an increased workload without proportional influence.

Why the distinction matters

Scope and Influence: A CCO's influence on strategy and outcomes is more dependent on the actual responsibilities they manage, rather than just having "communications" in their title. The real impact comes from how well their role is integrated with other key functions.

Organizational Strategy: By broadening the definition of the CCO role to include additional responsibilities, we can better understand the true impact of communications leadership in various organizational contexts. This shift allows us to see how the role evolves and adapts to new strategic demands, beyond just a change in title.

Research Questions

1. How has the visibility of CCOs on leadership pages evolved, and what does this indicate about their strategic importance?
2. What are the emerging trends in the expansion and evolution of job titles for CCOs in Fortune 1000 and Forbes Global 2000 companies?
3. What are the implications of the rise of CCO-plus roles for organizational leadership structures and communication strategies?

Methodology

Data Collection

- **Data Source:** We compiled a list of companies from the June 2024 issues of *Fortune Magazine* and *Forbes Magazine* (e.g., the 2024 Fortune 1000 and Forbes Global 2000).
- **URL Identification:** Each company's website was visited to locate the senior leadership team's webpage.
- **Job Title Collection:** We collected all job titles on these pages that included "communications," "public relations," "public affairs," and "corporate affairs."

Data Analysis

- **Counting Communications Roles:** We counted all job titles explicitly containing "communications" to assess the prevalence and visibility of these roles.
- **Tagging and Co-occurrence Analysis:** Job titles were tagged based on all job functions mentioned alongside communications roles.
- **Co-occurring Functions:** Further analysis was conducted to identify other job functions frequently appearing with communications roles, providing insights into the evolving scope of CCO responsibilities.
- **Visibility Assessment:** The visibility of CCOs on leadership pages was evaluated as an indicator of their strategic importance within organizations.

Considerations:

- The analysis focused solely on roles explicitly labeled "communications," which may not fully capture the influence of communications functions managed under different titles.
- The 703 companies without listed communications executives on their leadership page do not necessarily lack communications roles. These companies may have communications professionals who are not considered part of the senior leadership team or who manage communications responsibilities without it being reflected in their job titles.
- The presence of communications roles on leadership webpages serves as a proxy for how much the senior leadership team values communications as a strategic function. The absence or lower visibility of these roles may indicate a lack of perceived importance within the organization.

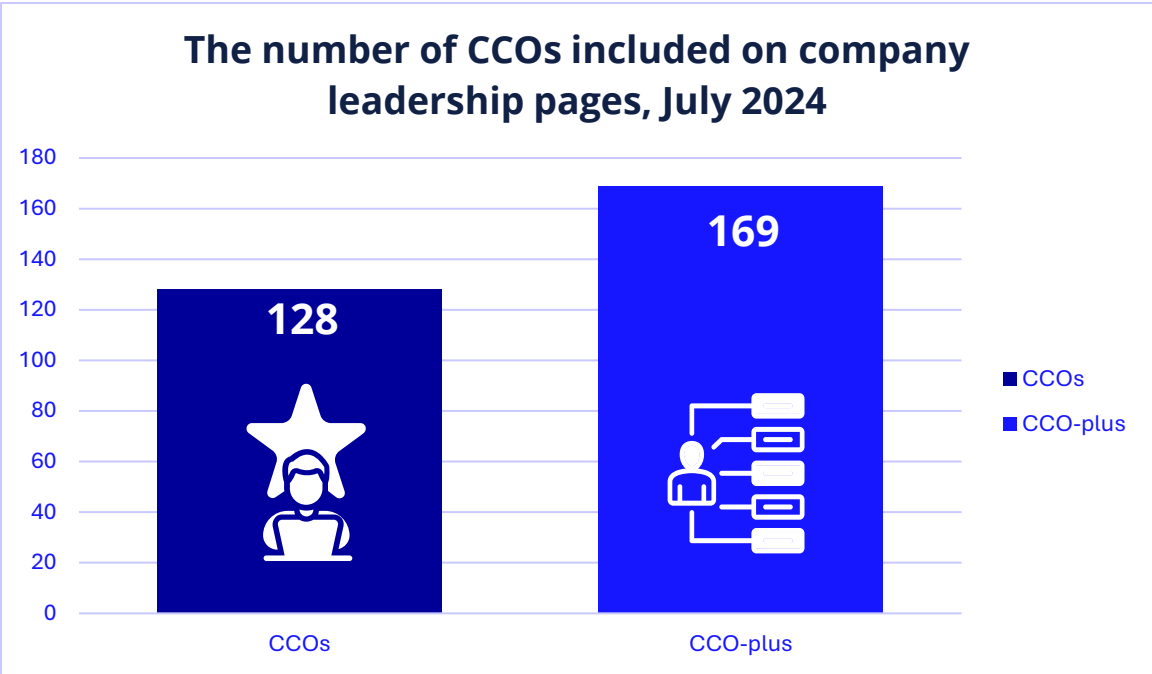
Findings

Growth in CCO and CCO-plus Roles

Both the number of CCOs and CCO-plus increased over previous years.

- **Traditional CCO Roles:** The number of traditional CCO roles has grown, reaching 128 across the analyzed companies.
- **CCO-plus Roles:** CCO-plus roles (n=169) now outnumber traditional CCO roles, marking a significant increase from 90 CCO-plus roles in 2019.

Figure 1 For the first time, CCO-plus roles (n=169) outnumber traditional CCO roles (n=128) on company leadership pages.



The Nature of the CCO-plus

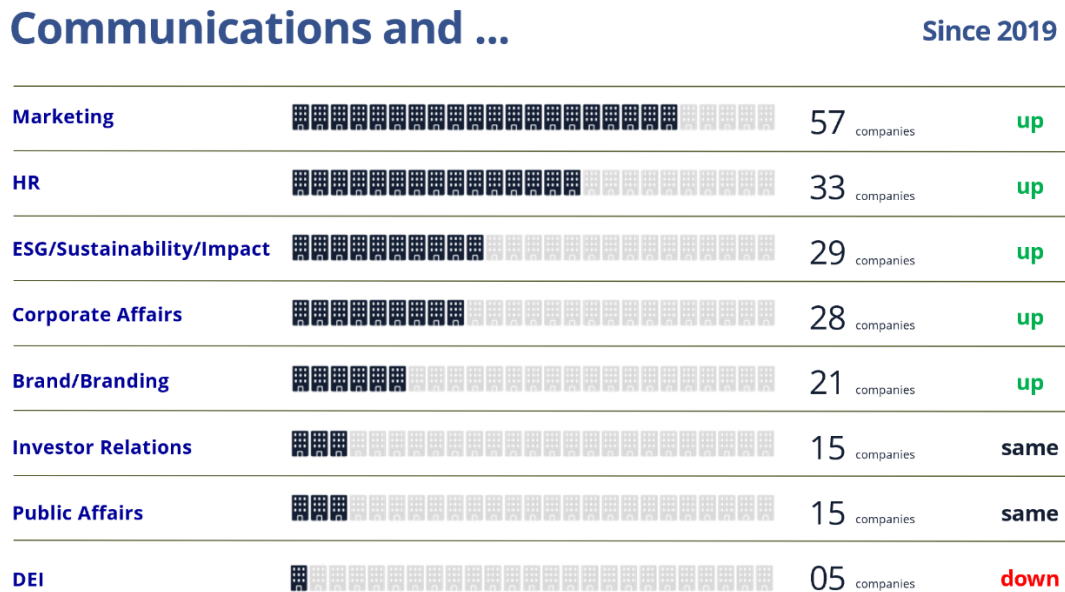
OCR began tracking the CCO-plus in 2019, identifying 90 companies from the same sampling frame falling into this category.

Top Co-Occurring Job Titles

Eight job functions were found to co-occur with communications in more than five companies.

- **Marketing:** Co-listed in 57 companies (up from previous years).
- **Human Resources (HR):** Co-listed in 33 companies (up).
- **Corporate Social Responsibility/ESG/Sustainability/Social Impact:** Co-listed in 29 companies (up).
- **Corporate Affairs:** Co-listed in 28 companies (up).
- **Brand/Branding:** Co-listed in 21 companies (up).
- **Investor Relations:** Co-listed in 15 companies (remains the same).
- **Public Affairs:** Co-listed in 15 companies (remains the same).
- **Diversity, Equity, and Inclusion (DEI):** Co-listed in 5 companies (down).

Figure 2: Eight Job Functions co-occurred with communication in more than 5 companies



Communications has additional 32 Job Functions co-listed with it, less than 4 companies each. DEI since 2020.

Additional Co-Occurrences

There were 32 additional job functions identified where communications were linked with other roles in less than four companies each, indicating emerging or declining trends in specialized areas in corporate leadership.

Discussion

The findings suggest a significant evolution in the role of CCOs, with a clear trend towards hybrid roles that encompass additional strategic functions. This evolution has implications for how companies structure their leadership teams and how they prioritize communications within their overall strategy.

The Evolution and Expansion of the CCO Role

The role of Chief Communications Officers (CCOs) has undergone both evolution and expansion, yet the distinction between these two concepts has often been overlooked in the field.

Role Evolution: Evolution refers to a fundamental shift in the role, where the nature of the CCO's responsibilities changes to meet new strategic demands, often blending with other functions. For instance, a CCO might evolve into a Chief Communications and Strategy Officer, integrating communications with overall corporate strategy. If the CCO role evolves into a more integrated position, such as a Chief Communications and Strategy Officer, it implies a full commitment to blending these functions (potentially 100%, 100%, 100% for three functions). This evolution often requires a deeper integration of responsibilities, leading to a more cohesive and strategically aligned role within the organization.

Role Expansion: On the other hand, expansion involves adding new responsibilities to the CCO role without altering its core function. For example, a CCO might take on additional duties such as overseeing corporate affairs or social impact initiatives. This expansion broadens the role's focus to cover more areas, often in response to immediate organizational needs. When a CCO takes on additional responsibilities (e.g., overseeing corporate affairs or social impact), the concern is whether these new duties are fully integrated into the CCO's workload (100%, 100%, 100%) or if they are merely added alongside existing duties without a proportional increase in resources or attention (33%, 33%, 33%). This could affect the effectiveness of the role and the CCO's ability to manage these functions.

This distinction between evolution and expansion is crucial, as each has different implications for how companies structure their leadership teams and prioritize communications within their overall strategy.

1. **Clarifies Role Dynamics:** It distinguishes between the concepts of evolution and expansion, which are often conflated. This distinction helps to clarify how the CCO role is changing in the corporate landscape.
2. **Informs Strategic Decision-Making:** By understanding whether a CCO role is evolving or simply expanding, organizations can make more informed decisions about how to structure their leadership teams and prioritize communications within their overall strategy.
3. **Implications for Leadership Structure:** The section highlights that evolution and expansion have different implications for leadership and organizational strategy, making it essential for companies to recognize these differences when adapting to changes in the CCO role.

Visibility and Influence

Title Recognition

Visibility on leadership pages serves as a critical indicator of the strategic importance of CCO roles within organizations. When "communications" is explicitly included in a title, it signals the role's importance at the highest organizational level, potentially increasing its influence in strategic decision-making and ensuring it receives adequate resources and attention.

Function Without Title

Conversely, when communications responsibilities are embedded within broader roles without specific title recognition, there is an assumption that these functions may receive fewer resources and less strategic focus. However, whether the absence of a "communications" title correlates directly with diminished influence or resource allocation remains an empirical question that the field needs to answer. Understanding this relationship is crucial for developing more evidence-based insights into the effectiveness of communications strategies.

Career Advancement and Internal Perception

The lack of public recognition for communications roles could also hinder internal career advancement, as they may be perceived as less critical to the company's strategic direction. Without clear titles and visibility, communication professionals might struggle to advance within the organization, impacting their job satisfaction and long-term career growth. This can create a cycle where communications roles are continually under-resourced and under-prioritized, further diminishing their impact.

Impact on Talent Acquisition and Retention

High-level professionals in communications may avoid companies where these roles lack visible leadership representation, impacting the company's ability to attract and retain top talent. The perception that communications is undervalued, as indicated by the absence of visible titles, can deter top candidates who are seeking roles with clear strategic importance. This issue extends to retention, as existing employees may feel their roles are not recognized or valued, leading to dissatisfaction and turnover.

External Stakeholder Evaluations and Market Signals

As the role of CCOs expands, ensuring their visibility on leadership pages becomes increasingly important. Roles like communications may be vital internally but can be perceived as less important if they lack public visibility. Not showcasing these roles publicly is a missed opportunity to demonstrate a company's commitment to stakeholder engagement, transparency, and listening to feedback.

Having dedicated titles for communications signals to investors, partners, and other stakeholders that the company values communication and stakeholder engagement, enhancing trust and corporate reputation. Conversely, the lack of clear title recognition may lead to mixed signals about the company's commitment to these areas, potentially affecting stakeholder evaluations and trust.

Strategic Integration and Cross-Functional Leadership

Integration with Key Functions

The rise of CCO-plus roles underscores the importance of integrating communications with other key functions such as Marketing, Human Resources, and Investor Relations. This integration is essential for driving strategic initiatives and managing stakeholder relationships effectively. The high number of co-listed roles with Marketing and HR suggests a deliberate effort to combine communications with functions that directly influence brand management, employee engagement, and organizational culture.

Investor Relations Link

The connection between communications and Investor Relations highlights the expanded role of CCOs in shaping investor evaluations and ensuring transparent financial communication. This strategic integration not only enhances corporate credibility but also aligns communication strategies with broader financial goals.

Challenges and the Decline in DEI Integration

While many functions are being integrated into the CCO role, there is a noticeable decline in Diversity, Equity, and Inclusion (DEI) being co-listed with communications. This trend may indicate a restructuring in how companies manage DEI, potentially moving it to areas like corporate affairs or sustainability. It could also reflect a shift towards embedding DEI across all functions, or possibly a de-emphasis on DEI within corporate strategy.

Emerging Trends and Niche Roles

As companies continue to expand the CCO role, they are experimenting with unique combinations of communications and other responsibilities, customizing these roles to meet specific strategic needs. Some of these roles are at the cutting edge of new trends, representing specialized areas that could shape the future of corporate leadership. These roles blend innovation, experimentation, and strategic adaptation, signaling potential directions for the evolution and expansion of communications roles. However, these combinations remain rare and are often experimental, unproven, or specific to certain industries. As companies adapt their leadership structures to stay agile in a fast-changing environment, these unconventional roles could break from tradition and significantly influence the future of corporate communications.

Career Pathways and Professional Development

Leaders with communications in their titles are more likely to have dedicated teams and resources, reflecting a commitment to these areas. This can lead to more robust strategies and initiatives. Moreover, clear titles help define career paths for professionals, making it easier for companies to attract and retain top talent. Without clear titles, communication professionals may struggle to advance, or may be viewed as generalists, impacting job satisfaction and long-term career growth.

For companies, the value of this insight lies in reflecting on how they structure their leadership teams and recognizing the potential consequences of not formally acknowledging communications in job titles. By not explicitly including communications in titles, organizations might be unintentionally deprioritizing this function, leading to a lack of focus and resources in a strategic area that requires more attention. This realization could prompt companies to more intentionally structure their leadership roles, ensuring that communications is given the prominence it deserves within the broader corporate strategy.

For current or aspiring CCOs, the concern that title recognition could influence their ability to secure resources and drive strategy is a realistic one. In many organizations, a CCO's influence is shaped not just by their expertise and strategic vision, but also by their formal positioning within the company. Without explicit title recognition, CCOs may find it challenging to assert their strategic importance, secure necessary resources, or gain visibility in decision-making processes. Moreover, companies that fail to clearly define and recognize the role of communications in their leadership structure may struggle to attract top-tier talent for these roles, as potential candidates might perceive a lack of organizational commitment to communications as a strategic function.

Recommendations

Based on the findings and analysis presented in this report, the following recommendations are suggested to help organizations effectively navigate the evolving landscape of the CCO and CCO-plus roles.

1. Assess the Effectiveness of CCO-plus Roles

- **Impact Evaluation:** Before integrating CCO roles with other strategic functions, conduct a thorough evaluation of the effectiveness of existing CCO-plus roles within your industry. Measure outcomes in areas such as strategic alignment, stakeholder engagement, and overall corporate performance.
- **Benchmarking:** Compare the performance of CCO-plus roles against traditional CCO roles and other senior leadership positions to determine their impact on organizational goals. Use this data to inform decisions on whether to expand or modify the role.

2. Enhance Public Visibility and Recognition of Communications Roles

- **Leadership Page Inclusion:** Ensure that CCOs and CCO-plus roles are prominently featured on leadership pages. This visibility signals to external stakeholders the importance the company places on communications and helps establish trust and credibility.
- **Title Clarity:** Clearly define and label communications roles to reflect their strategic importance. This clarity aids in talent attraction, career progression, and external stakeholder evaluations.

3. Develop Specialized Training and Development Programs

- **Cross-Functional Skill Building:** Implement training programs that equip communication leaders with skills in strategic functions such as finance, HR, and sustainability. This prepares them for expanded roles and ensures they are capable of handling the broader responsibilities of a CCO-plus.
- **Leadership Development:** Foster leadership skills specific to managing cross-departmental collaborations and driving integrated strategies across different functions.

4. Evaluate and Adjust Resource Allocation

- **Budget and Resource Alignment:** Review and adjust the budget and resources allocated to communications functions in line with their expanded roles and strategic importance. Ensure that CCOs have the necessary support to execute their responsibilities effectively, particularly in CCO-plus roles.
- **Team Expansion:** Consider expanding the communications team to support the broader scope of responsibilities associated with CCO-plus roles, ensuring that all strategic functions are adequately covered.

5. Monitor and Adapt to Emerging Trends

- **Innovation and Experimentation:** Encourage experimentation with unique combinations of communications and other strategic roles to meet evolving business needs. Monitor the effectiveness and sustainability of these experimental roles, adjusting strategies as necessary.
- **Niche Roles:** Stay alert to emerging niche roles that blend communications with specialized areas like DEI, sustainability, and corporate affairs. Explore the potential for these roles within your organization and consider integrating them into your leadership structure if they align with your strategic goals.

6. Reassess the Role of DEI in Communications

- **DEI Strategy:** Evaluate the current placement and management of Diversity, Equity, and Inclusion (DEI) within your organization. Consider whether DEI should be embedded across all functions or maintained within communications, depending on the company's overall strategic emphasis on DEI.
- **Potential Restructuring:** If DEI is moving away from communications, ensure that it remains a strategic priority within other key functions like corporate affairs or sustainability.

7. Enhance External Stakeholder Engagement

- **Communication of Corporate Values:** Use the CCO and CCO-plus roles to actively communicate the company's commitment to transparency, stakeholder engagement, and corporate responsibility. This can be a powerful tool for building and maintaining trust with investors, partners, and the broader public.
- **Consistent Messaging:** Ensure that the messaging across different functions, especially those integrated with communications, is consistent and aligns with the company's overall strategic direction.

8. Future-Proof the CCO Role

- **Scenario Planning:** Engage in scenario planning to anticipate how the CCO role might continue to evolve in response to emerging trends and challenges. Prepare for the next wave of evolution by identifying potential new responsibilities and areas of influence for CCOs.
- **Ongoing Research:** Commit to ongoing research to track the impact of CCO-plus roles on organizational performance, ensuring that the role continues to add value as business environments change.

By implementing these recommendations, companies can better evaluate the effectiveness of the CCO and CCO-plus roles and make informed decisions on their integration and expansion, ensuring that communications leaders are positioned to drive key outcomes and adapt to the ever-evolving corporate landscape.

Future Research

As organizations increasingly adopt the CCO-plus model, it is crucial to understand how these roles differ from traditional CCO roles in terms of their performance and outcomes. Whether this research is undertaken by the broader field to advance industry knowledge or by a single company for its own strategic understanding, the goal is to assess the effectiveness and impact of CCO-plus roles compared to traditional CCOs.

Operational Impacts

- **Budget Allocation:** Investigate whether CCO-plus roles command higher budgets than traditional CCOs and if this correlates with greater organizational focus and strategic importance.
- **Reporting Structure:** Examine if CCO-plus roles are more likely to report directly to the CEO or other senior executives, and how this impacts their influence and integration into corporate strategy.
- **Headcount:** Analyze the size of communications teams under CCO-plus roles versus traditional CCOs, and how team size correlates with the perceived importance of communications within the organization.
- **Inclusion in Strategic Planning:** Assess whether CCO-plus roles are more frequently involved in key strategic initiatives, such as crisis management, social impact, and investor relations, indicating a more integrated and influential role.
- **Performance Metrics:** Compare the performance metrics used for CCO-plus roles with those used for traditional CCOs, particularly KPIs related to reputation management, brand equity, and stakeholder engagement.
- **Public Presence:** Evaluate the visibility of CCO-plus roles in public forums, such as industry events and media appearances, and how this visibility correlates with the role's strategic importance.

Strategic Outcomes

- **Reputation Management:** Investigate whether CCO-plus roles are more effective in strengthening public trust and credibility compared to traditional CCOs.
- **Crisis Response:** Compare the effectiveness of CCO-plus roles in minimizing crisis impact and accelerating recovery relative to traditional CCOs.
- **Stakeholder Relationships:** Explore whether CCO-plus roles lead to stronger engagement and loyalty from stakeholders.
- **Brand Equity:** Assess whether the expanded scope of CCO-plus roles results in a more significant boost to brand perception and competitiveness.
- **Cross-Department Alignment:** Determine if CCO-plus roles lead to more unified, cohesive strategies across departments and enhance overall strategic direction.
- **Policy Influence:** Examine the effectiveness of CCO-plus roles in advocating for and influencing public policy compared to traditional CCOs.
- **Employee Engagement:** Evaluate whether CCO-plus roles are more successful in increasing employee satisfaction and retention through strong internal communications.
- **Market Leadership:** Investigate if companies with CCO-plus roles are more likely to lead industry trends by prioritizing communications.

By exploring these areas, future research—whether conducted at the industry level or within a single organization—can provide valuable insights into the distinct contributions and effectiveness of CCO-plus roles. This understanding will help companies make informed decisions about their leadership structures and the strategic integration of communications roles, ultimately enhancing their competitive positioning and organizational success.

Conclusion

The expansion and evolution of the CCO role, particularly with the emergence of CCO-plus positions, reflect broader trends toward integrating communications with other strategic functions. As companies continue to adapt their leadership models to meet new challenges, the visibility, influence, and strategic importance of communications will be key factors in determining the future of corporate leadership.

Call to Action

The findings of this report highlight a pivotal moment in the evolution and expansion of the Chief Communications Officer (CCO) role, particularly with the emergence of CCO-plus positions. These roles are not only redefining the boundaries of traditional communications functions but also signaling a broader integration with strategic initiatives that drive organizational success.

For leaders and decision-makers:

The time is now to critically assess the structure and impact of your communications leadership. The expansion of the CCO role into CCO-plus positions represents a significant opportunity to enhance strategic alignment, stakeholder engagement, and overall corporate performance. However, this evolution requires careful consideration, data-driven evaluations, and a commitment to ongoing adaptation.

Take the following steps:

1. **Evaluate Your Current Leadership Structure:** Examine the effectiveness of your current CCO or CCO-plus roles. Are they driving the desired strategic outcomes? How do they compare with industry benchmarks?
2. **Enhance Visibility and Influence:** Ensure that your communications leaders are visible both internally and externally. Publicly recognize their strategic importance on leadership pages and within the broader corporate narrative.
3. **Invest in Development:** Equip your communications leaders with the cross-functional skills needed to thrive in expanded roles. Leadership development programs should be tailored to address the unique challenges of CCO-plus positions.
4. **Commit to Future Research:** Whether at the industry level or within your own organization, support ongoing research to better understand the differential impacts of CCO and CCO-plus roles. Use these insights to inform future leadership strategies.

For the broader industry:

This report calls on the communications field to take the lead in furthering our understanding of CCO-plus roles. The effectiveness and outcomes of these roles need to be rigorously evaluated, with a focus on operational impacts, strategic outcomes, and their influence on organizational success. The insights gained will not only benefit individual companies but also advance the entire field of corporate communications.

Act now. The future of corporate communications leadership is being shaped today. Make informed, strategic decisions that will position your organization—and your communications leaders—at the forefront of this evolution. The time to embrace and understand the CCO-plus model is now.

Next Steps

For more in-depth insights and resources on the evolving role of Chief Communications Officers, visit the Observatory on Corporate Reputation (OCR) website at ocrnetwork.com . Explore our offerings designed to support your organization's strategic communication and executive education needs:

1. **Custom Research Reports:** Dive deeper into specific areas of interest with tailored research reports that address the unique challenges and opportunities facing your organization.
2. **Strategic Consulting Services:** Leverage OCR's expertise to refine your communication strategies, enhance stakeholder engagement, and align your leadership structure with your corporate goals.
3. **Workshops and Training Programs:** Equip your team with the skills and knowledge needed to navigate the complexities of modern corporate communications. Our customized workshops and training sessions are designed to prepare your leaders for the demands of CCO and CCO-plus roles.
4. **Thought Leadership Content:** Stay informed with our latest articles, white papers, and case studies on emerging trends and best practices in corporate communications and reputation management.

Connect with us on LinkedIn and subscribe to our newsletter for the latest updates from Dr. Craig Carroll and the OCR team. Discover how OCR can help you achieve excellence in corporate communications and its connection to other business functions in today's competitive landscape.

Questions, comments or feedback?

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About the Observatory on Corporate Reputation

The Observatory on Corporate Reputation (OCR) is a leading research and consulting organization dedicated to advancing the understanding and practice of corporate communications, reputation management, and corporate affairs. With a focus on the intersection of communication strategy and organizational leadership, OCR provides cutting-edge insights and data-driven analyses to help companies navigate the complexities of reputation management in today's dynamic business environment.

OCR collaborates with Fortune 500 and Forbes Global 2000 companies to deliver actionable research that informs leadership decisions, enhances stakeholder engagement, and drives corporate success. Through its pioneering studies and strategic frameworks, OCR empowers organizations to strengthen their communication functions and align them with broader corporate goals.

Committed to fostering innovation in corporate communications, OCR continues to explore emerging trends, develop new methodologies, and share best practices that shape the future of the field. Whether through thought leadership, bespoke research, or strategic consulting, OCR is the go-to resource for organizations seeking to excel in the areas of corporate reputation and communication.

About the Principal Investigator

Dr. Craig Carroll is a distinguished expert in corporate communications, reputation management, and corporate affairs. As the founder of the Observatory on Corporate Reputation (OCR), Dr. Carroll has led groundbreaking research that has profoundly influenced the understanding and practice of communication strategies within Fortune 500 and Forbes Global 2000 companies.

Dr. Carroll is the editor of several seminal works in the field, including *The SAGE Encyclopedia of Corporate Reputation*, *The Handbook of Communication and Corporate Reputation*, and *Corporate Reputation and the News Media*. His research delves into the impact of communication and media in driving social change within and around organizations, providing invaluable insights to corporate leaders navigating today's complex business landscape.

In addition to his research, Dr. Carroll has held prestigious academic roles at the University of Southern California and the University of North Carolina at Chapel Hill, and he continues to educate and mentor the next generation of communication leaders globally. Through his leadership at OCR, Dr. Carroll remains at the forefront of corporate communication research, continually exploring emerging trends and developing innovative frameworks that empower organizations to succeed.