

Communication Expert Weighs In on OpenAI's Advertising Shift

Mike Fruciano of Effective Presentations explains why leaders must clearly communicate what changed, why it changed, and what audiences should expect next.

LAKEWOOD, CO, UNITED STATES, September 9, 2026 /EINPresswire.com/ -- LAKEWOOD, Colo. Comments from OpenAI CFO Sarah Friar at this week's Goldman Sachs Communacopia + Technology Conference highlight a broader communication challenge that extends well beyond artificial intelligence: how leaders explain a change in strategy without losing the trust of people who remember what they said before.



Mike Fruciano, President of Effective Presentations, Inc.

Friar described ChatGPT's advertising opportunity as being like "if Google and Meta had a baby," combining the high intent associated with Google search with the personalization and context associated with Meta. Her comments follow OpenAI's August 31 announcement that ChatGPT Ads had reached a \$1 billion annualized revenue run rate, less than 200 days after launch.

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*Mike Fruciano, President,
Effective Presentations*

The shift is notable in part because of what OpenAI leadership said in the past. CEO Sam Altman called advertising combined with AI "uniquely unsettling" in 2024, though he also said at the time that he could see a place for ads if they became necessary to make AI broadly accessible. Two years and one major advertising rollout later, that early caution and the current business reality sit side by side.

Mike Fruciano, President of Effective Presentations, says the situation illustrates a challenge executives face whenever a company's direction changes.



Effective Presentations, Inc., corporate presentation skills and executive communication training.

"Changing your strategy is not necessarily a credibility problem. Failing to explain why it changed can become one," Fruciano said.

According to Fruciano, leaders sometimes become trapped by statements they made when circumstances were different. The temptation can be to ignore the previous position or to carefully word the new message so the difference is less noticeable.

"Neither approach builds much trust," he said. "Strong executive communication acknowledges the change directly. Tell the audience what you believed before, what you learned, what changed, and why the new direction makes sense now."

Fruciano says the larger lesson applies far beyond artificial intelligence. Executives routinely need to communicate changes involving pricing, restructuring, workplace policies, products, acquisitions, leadership decisions, and strategic priorities. In each case, audiences naturally compare the new message with what leadership has said previously.

"Audiences do not necessarily expect leaders to hold exactly the same position forever," Fruciano said. "They do expect consistency between what leaders say and what the organization does."

He recommends that executives structure major strategic changes around four questions.

What did we believe before?

What have we learned since then?

What is changing now?

What does this mean for our customers, employees, or other stakeholders?

"When the strategy changes, the story connecting the old position to the new one becomes extremely important," Fruciano said. "Without that bridge, people create their own explanation, and it usually is not the explanation leadership would choose."

Effective Presentations works with professionals and organizations on [presentation skills](#), executive communication, public speaking, and [message development](#). The company helps leaders organize complex ideas, communicate important decisions clearly, and deliver messages with greater confidence and credibility.

About Effective Presentations

Effective Presentations, Inc. is a Colorado based corporate training company specializing in

presentation skills, public speaking, executive communication, and business messaging. The company provides live, in-person, and virtual training for organizations and professionals across the United States.

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