

## Conference Call Workshop

### One of Our Assignments

A company that owns and manages shopping centers and industrial properties wanted to improve its performance in quarterly earnings conference calls. Typically, the CEO along with the CFO and two other VPs participate in those calls.

Our assignment began with a top-to-bottom assessment of the company's most recent call – focusing on both content and delivery. Then, during a workshop, we provided a general critique of the effectiveness of the messaging. We also provided each executive with specific feedback on his performance (prepared remarks and Q&A) during the call. We did this privately during one-hour sessions with each individual. Finally, using information for an upcoming conference call, we simulated a call – including prepared remarks and Q&A, followed by a critique. Follow-up included listening to the actual call that took place some weeks later, and providing the company's investor relations professional with an assessment of that call.