



HALLIBURTON INVESTOR RELATIONS

## Don't Get Caught Unprepared: Twelve Steps to Stellar Conference Calls

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We've all heard our share of conference call horror stories:

The "bridge to nowhere" call, when one of the conference bridges was not connected to the actual event, so half of the lines dialing in remained on music hold instead of being connected into the teleconference. Unfortunately, the Webcast line was one also connected to this bridge.

The "conference call where nobody came," when a typo in the press release announcing the call resulted in participants dialing into the wrong teleconference number.

The "TMI" call, when management's line unfortunately remained open instead of being disconnected at the conclusion of the conference call. Let's just say that the comments that investors heard were not part of the scripted remarks.

The real horror of these situations is that they could have been prevented with proper planning and the right team of professionals coordinating the details. Preparation is a key part of the conference call process, and by following the 12 steps below, you'll be well-positioned for a flawless teleconference.

1. Determine the message to be communicated. Compile investor feedback that you've collected, along with key questions from recent IR meetings, to determine the topics of interest to analysts and investors.
2. Select the best date. Check to see when peers are holding their conference calls to avoid conflicts with key companies in your industry.
3. Choose a high-quality service provider. Sometimes you get what you pay for. So, price should not be the primary consideration when choosing a teleconference partner. Select an established company with a good track record of success. Check references for some current clients and listen to some of the firm's previous calls.

4. Limit the number of vendors involved in the call. Don't patch together three or four service providers and expect a flawless call. You're just asking for technical trouble. If you can identify one or two high-quality service providers to handle the audio and Webcast portions of the call, you'll be in a better position to avoid a technical disaster.
5. Set up teleconference protocols in advance and make sure your conference call provider can meet your expectations. You should request senior-level operators and announcers with several years of experience and polished enunciation skills.
6. Double and triple check the conference call information you send out. It's common sense to carefully proofread the press release/invitation announcing the call and to double-check the numbers, but companies often neglect to check the published dial-in number by the original reservation confirmation sent to them by the conference call provider.
7. Notify the Street well in advance of the call—at least two or more weeks ahead of time. Then remind investors a week before the call and include the conference call information in your earnings release. Since analysts and fund managers have to juggle numerous calls during earnings season, you'll want to get your event on their calendars as early as possible.
8. Script management's opening remarks or at least prepare a detailed outline for presenters to follow. Then host a prep session with management to work on tone and delivery.
9. Prepare for Q & A by drafting a list of anticipated questions, and review the questions and answers with management a day or so in advance of the call.

For example: Senior officers of Commercial Metals Company—Murray McClean, Chairman, President, and CEO, and Bill Larson, Senior Vice President and CFO—hold a review session before each quarterly conference call. “A few days before our earnings call, we hold a worldwide teleconference called ‘Stump the Cs’ with the heads of each of our divisions,” Larson said. “We send out a list of the most likely questions to be asked, compile the divisions’ written answers and then talk through them. With their discussion in hand combined with our own knowledge, we feel well prepared for any questions that our analysts and investors will have on our quarterly call.”

10. Review teleconference protocols in advance. At least 30 minutes before the call, confirm all details with the operator, including difficult-to-pronounce names of participants. Remind the operator that you want to avoid any dead air following management's opening remarks or between questioners. Also ask the operator to review his or her script for the call.
11. Disconnect the line immediately following management's closing remarks. Don't take a chance on leaking management's post conference discussion while the line is still open.
12. After the call, follow up with key participants to canvass their feedback, and ask for their suggestions on content, delivery and the technical aspects of the call.

It's better to be fully prepared than to fall flat on delivering a successful quarterly conference calls. The old adage is true, the devil is in the detail. So avoid getting burned by making sure you, your service provider and your management team are on top of their game. Don't let your teleconference be a statistic in the annals of conference call horror stories.

#### About Halliburton Investor Relations (HIR)

HIR was formed in 1990 to provide a superior caliber of investor relations representation to publicly traded companies. The firm's team of experienced professionals develops strategic communications programs designed to produce maximum results. Over the last twenty years, numerous clients have benefited from HIR's expertise in investor relations, financial communications, corporate governance and disclosure issues. HIR's strategic programs for clients have resulted in broadened share ownership, enhanced trading volume and, over time, an improved stock price. HIR was recently selected as one of the *Dallas Business Journal's* Best Places to Work for 2009. For more information on the company, visit [www.HalliburtonIR.com](http://www.HalliburtonIR.com).

Geralyn Maher DeBusk, President of Halliburton Investor Relations, is responsible for corporate strategic planning, client relations and business development for the firm. Before joining the company in 1992, She was Director of Investor Relations for Kaneb Services, Inc. (now Furmanite Corporation, NYSE: FRM), a large industrial services company with international operations, and for its subsidiary, Kaneb Pipe Line Partners. Geralyn graduated from Southern Methodist University with a B.F.A. in Journalism and is a member of the National Investor Relations Institute (NIRI).