

October 1987

**TO: Executive Addressed**

**FR: James E. Lukaszewski, APR, Fellow PRSA Chairman**

**RE: Improving Analyst Presentations**

Analysts frequently criticize the style, substance, and structure of financial presentations. Their criticisms, however, reveal important tips for making these critical presentations more effective.

Poor financial presentations block communication and detract from the desired perceptions management is trying to achieve. Based on analyst comments and our own observations from conducting hundreds of analyst meetings, we have identified some important style, structure and substance guidelines that can help executives make more effective financial presentations.

- Show perspective: Step away from your topic and talk about it from the perception and context of your audience. Place your company and its performance in the context of the economy and the issues you face.
- Update key aspects of your story: Answer the question, "What drives future profits, cash flow and dividends?"
- Look beyond the present: Talk about direction, about thrust, about future focus.
- Know the critical issues: Do your homework, know how analysts perceive your company. Be prepared to respond to the vulnerabilities analysts already see.
- Know your own story: Be ready with three or four key reasons why someone should buy your stock.
- Point out/fox the potholes: Surprises mean mistakes. If you've been surprised, admit it. Talk about opinions, rationale and recommendations you will follow to solve problems.
- Make it interesting: Use anecdotes, stories and examples. These techniques will enable you to be non-technical, share appropriate information and get messages across in ways which help analysts write and talk about your key points.
- You are the visual: Use other aids to help tell your story. But no matter how good they are, remember, the audience is still looking at you.
- Prepare for the questions/rehearse: Make appropriate lists of questions. Write our answers, rehearse them out loud ahead of time. Executives who "wing-it" fail. Be aggressively prepared to get your message across. That means rehearsal.

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