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Strategic Consultants & Thought Leaders

# **Using WebEx to Revolutionize Business Communications**

How MediaTone™ Delivers  
the Next Best Thing to Being There

*By Geoffrey E. Bock  
April 2002*

*Prepared for WebEx Communications, Inc.*

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# Using WebEx to Revolutionize Business Communications

How MediaTone™ Delivers the Next Best Thing to Being There

*By Geoffrey E. Bock, Senior Consultant, Patricia Seybold Group, Inc.  
Prepared for WebEx Communications, Inc.*

## Executive Summary

For many years now, we have come to take ordinary telephone communications for granted when working in business environments. We are used to depending on industrial-strength, carrier grade telephony. It should come as no surprise that, with the emergence of the Internet as a world-wide network, we now have similar expectations for real-time, visually-oriented, multimedia communications.

WebEx Communications has developed the information-technology industry's premier live-multimedia communications switching technology and has deployed a high-bandwidth, global network to deliver business-centric communications services. WebEx now provides a world-wide perspective for real-time, multimedia business communications. It has invested in the underlying network to ensure secure and consistent live-meeting experiences from any Internet-accessible venue around the world.

In April 2002, WebEx introduced its third generation of multimedia switching platform with its MediaTone™ technology. Utilizing this infrastructure, WebEx is now delivering a broad range of live, multimedia meeting services for interactive discussions, presentation-style business events, one-on-one remote product support, and interactive training. Meeting participants can rapidly share any kind of digitized content over the network—including presentations with animations and transitions, streaming motion from live video, live applications, and interactive experiences—from either standard Webtops (Web browsers running on industry-standard platforms) or graphical wireless devices. WebEx also features extensive recording and playback capabilities and can be tightly integrated into enterprise environments. WebEx delivers four separate functionally-organized communication services—Meeting Center for interactive meeting, Event Center for large group events, Support Center for meeting the needs of online support representatives, and Training Center for live training sessions.

WebEx is incorporating live-meeting activities into the structure of intra-enterprise and inter-enterprise business processes. It is finally bringing our expectations of the telephony revolution into the age of digitized, multimedia, real-time communications.

## The Promises and Pitfalls of Live Business Communications

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### Meeting Customers' Expectations

For many years now, we have come to take ordinary telephone communications for granted. We pick up a phone, hear a dial tone, and call somebody else anywhere in the world. We participate in small group meetings or join large-scale events by connecting through conference calls and listening to the conversations. We are used to depending on industrial-strength, carrier-grade telephony. It is always on. It is global in scope. It is reliable and secure. It is economical and affordable. As a result, voice-based communications are part of the fabric of our everyday business information interchanges.

It should come as no surprise that, with the emergence of the Internet as a world-wide network, we now have similar expectations for real-time, visually-oriented, multimedia communications. We would like to rely on a carrier-grade conduit to support live business meetings—ranging from one-on-one discussions to multi-person events. We would like to do more than hear and speak with one another. We would also like to share visual experiences—such as images, presentations, data, business applications, live video streams, and other kinds of digitized content—as easily and as reliably as when we make telephone calls. In short, we would like to meet online with the same rich interactions that we have when we meet in person.

Meeting our expectations, however, is easier said than done.

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### Beyond Store-and-Fetch Information Sharing

To be sure, the Web provides various opportunities for visual, real-time application sharing. First generation solutions have used the basic communications protocols of the Internet and the Web (TCP/IP, HTTP, and HTML) to access a common conferencing environment running on a network-accessible server. One person can upload a presentation to a shared server, which others then view and annotate from their own Webtops (which are the desktop devices running Web browsers). The group convenes around a “whiteboard event” by adding a voice channel, which is usually provided by dialing into a conference call. Everybody has the experience of sitting in the same virtual conference room, hearing the same conversations, and seeing the same page all at the same time.

But this store-and-fetch approach raises three serious issues for effective live collaboration: security, reliability, and functionality.

**SECURITY.** Uploading and storing company-proprietary information to a shared server over the Internet is a problem for many large firms. They have explicit policies and procedures in place that restricts or forbids storing sensitive information outside their firewalls. As a result, store-and-fetch conferencing is only acceptable for public events. When executives and managers need to work together at a distance and conduct serious company business in real time, they need a secure solution that can meet their corporate information security requirements.

**RELIABILITY.** The reliability of the underlying communications network is a second issue. For each meeting participant, the quality of the experience is only as good as the weakest network link. When everybody connects to the same shared server, individual

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participants' experiences can vary depending upon the reliability of their specific network connections.

For instance, if three people, located respectively in Los Angeles, New York, and London, join a meeting and use a shared server located in California, all three will have different experiences about the responsiveness of their network connections. Each requires a different number of Internet hops to connect the shared server; each will experience varying degree of service quality. The public Internet, per se, does not yet make any provision for guaranteeing the real-time quality of the network connections.

As businesses come to use live multimedia communications capabilities like the telephone, they also expect highly-reliable connections and hassle-free interactive experiences.

**FUNCTIONALITY.** The third issue is functionality of the multimedia communications. Enterprises use far more than PowerPoint presentations in daily business activities. People expect to share not only documents and spreadsheets, but also interactive experiences. Thus, it is very restrictive when document sharing is limited to one document type in live multimedia communications.

In short, database-centric, store-and-fetch information-sharing environments have inherent limitations as enterprise-wide solutions for supporting sales, customer service, training, and engineering activities, as well as internal meetings, contract negotiations, and the like. By relying on the server-centric approach, we are hard pressed to meet our expectations as business customers for secure, reliable, and easy-to-use business communication services. More often than not, we find that these store-and-fetch live-meeting experiences are unpredictable and unsatisfying. They sound great in theory but, ultimately, are not worth the time, money, and effort.

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## The Need for a Carrier-grade Solution

When push comes to shove, we need more than a shared, server-centric environment. We actually need a next-generation, carrier-grade solution that is as effective as the telephone system. We are looking for real-time, multimedia communications services that encompass both small-group, team-oriented meetings and large-group, event-style situations. In addition to simply talking to one another and viewing a common PowerPoint presentation over the Internet, we need to be able to actually do things together. We need to share any type of documents, applications, still images, or video-oriented visual experiences in real time, in a predictable and reliable fashion, based on an industrial-strength communications network that provides the quality-of-service that businesses can depend on.

We have a simple objective. We must be able to securely and reliably communicate with one another in real time. This means that:

- The live information that any one person presents is immediately, securely, and reliably communicated to all other participants in a meeting and recorded (if we so desire) for time-shifted access.

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- We can set-up the live connections on-the-fly, make joining as easy as placing a phone call, integrate the video and audio links into a single task, and thus share any kind of live digitized content within the context of our ongoing work activities.
- For security purposes, we cannot store any of the shared business information on central servers; rather, the content simply flows through the network.
- Finally, when we are done, we need to be able to account for the use of these services, much the same way that we now track our telephone expenses.

In essence, we are looking for the “dial-tone” of multimedia communications.

## Delivering Effective Business Services for Multimedia Communications

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### **Delivering a Carrier-Grade Experience**

It turns out that sustaining a rich, interactive experience begins with access to a secure and reliable global network—not unlike the telephone network for voice communications. This multimedia network builds upon the core capabilities of high-bandwidth connectivity by adding a rich set of communications-oriented business services.

WebEx Communications has developed the information technology industry’s premier live, multimedia, communications-switching technology and is deploying a high-bandwidth, global network to deliver business-centric communications services.

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### **A World-Wide Perspective**

WebEx thus provides a world-wide perspective for real-time, multimedia business communications. It has invested in the underlying network to ensure consistent, live-meeting experiences from any Internet-accessible venue around the world. Utilizing this infrastructure, it is now delivering a broad range of live, multimedia meeting services for interactive discussions, presentation-style business events, one-on-one remote product support, and interactive training.

WebEx supports a variety of Webtops and telephone links. It works with both tethered and mobile systems, including wireless PDAs and tablets with high-quality, video-oriented displays. It supports both the public switched telephone network (PSTN) and voice-over-IP (VoIP) for voice connections. Capable of operating within a truly multi-national, multi-cultural environment, WebEx provides simultaneous support for multiple natural languages and character sets within a single meeting or business event.

WebEx delivers its MediaTone™-enabled experiences that are the next best thing to being there. In fact, working together over the Web is often far more productive than taking the time to travel from one place to another and meeting face to face. Live WebEx meetings blend the robust infrastructure of the WebEx Switch-based Network with the feature-rich, WebEx MediaTone technology to deliver WebEx Communication Services.

## *The WebEx Switch-Based Network*

### **A Privately-Managed Subnet**

The WebEx Switch-based Network is a privately-managed subnet within the public Internet, optimized for live meetings. It provides world-wide connectivity with multiple geographical points-of-presence.

The WebEx Switch-based Network is designed to support secure, reliable, scalable, high-bandwidth communications among globally accessible communications switches.

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### **The WebEx Information Switch**

WebEx develops and deploys the WebEx Information Switch to support the flow of live information through its network. This switch, in turn, includes three specialized components:

- A Multimedia Switch
- A Telephony Switch
- A Web Server

Each of these three components fulfills a specific set of functions within the communications infrastructure.

**MULTIMEDIA SWITCH.** An individual Multimedia Switch simultaneously manages the session-layer data, the presentation-layer data, and the application-layer data that are flowing through the network. A Multimedia Switch passes multimedia data streams from one point to another through the network using the real-time session-control capabilities based on the T.120 protocols.

As a result, multimedia data are never stored within switches on the network. Rather the live data flow through the network and are automatically switched from the originating node to the multiple end points in a transparent, frictionless fashion. The live data arrive at the receiving nodes on the network and are then presented to the meeting participants.

**TELEPHONY SWITCH.** A Telephony Switch functions in parallel with a Multimedia Switch to transmit voice data through the network. A Telephony Switch provides transparent connections to the PSTN or establishes the VoIP links among all of the network nodes participating a live meeting.

**WEB SERVER.** Finally, the WebEx Information Switch includes a Web server to manage all of the persistent data associated with individual live meetings (e.g., the host, length of the meeting, how to access the meeting) but not any contents of the actual communications (e.g., the “conversation”). The Web server also provides the links to integrate live-meeting activities with enterprise computing environments.

The Web server supports HTTP connections and rich Web-page displays to set up the links to the Multimedia and Telephony Switches and thus to organize participation for individual meetings. In so doing, the Web server maintains the meeting lists, addresses, phone numbers, access permissions, session-control information, and management-related databases necessary for creating individual meetings and tracking usage.

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The Web server provides the capabilities for integrating with enterprise computing environments. This includes front-end integration capabilities for facilitating live-meeting participation, as well as back-end integration capabilities for managing and accounting for usage. For instance, people join a meeting by simply clicking on a link to a Web server and then authenticating themselves; log-on procedures can be directly integrated with an enterprise security architecture and feature single sign-on access.

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## **Predictable Quality of Service**

WebEx aggregates collections of WebEx Information Switches into individual zones, and specific zones into separate domains, in order to create the WebEx Network. This privately-managed subnet provides guaranteed quality of service that is worldwide in scope and continually extensible.

Live-meeting participants connect to the WebEx Network through their individual ISPs. WebEx thus manages the entire communications experience with the exception of “the last mile” routing from a meeting participant’s end node to a closely co-located entry point on the WebEx Network.

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## *The WebEx MediaTone Technology*

## **Participant- Oriented Multimedia Environments**

Based on this privately managed subnet, WebEx develops and delivers a multimedia environment for compelling, live-meeting experiences. As an integral part of its WebEx MediaTone technology, WebEx has introduced its Universal Communications Format™ (UCF), an innovative data-file format, specially optimized for communicating live, multimedia content of any kind through WebEx Switch-based Network.

Using WebEx, individual people can directly join a meeting from their Webtops. And with WebEx MediaTone technology, they can establish both the video and telephony links through a single sequence of events. They can then view, hear, and interact with the multimedia content within the context of their everyday work activities.

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## **Full-Fidelity Interactivity**

Meeting participants use MediaTone switching capabilities to rapidly share any kind of digitized content over the network, presented and displayed for full fidelity interactivity. WebEx readily communicates the contents, actions, and interactions of many different kinds of digitized content.

Specifically, meeting participants can present PowerPoint slides that include animations, transitions, live streaming motion, 3-D CAD objects with full manipulation capabilities, Macromedia Flashcontent, and stored video clips. Using WebEx’s high performance “Presentation Mode,” and based on the underlying capabilities of UCF, meeting participants can easily create and view experiences that combine all of these interactions as a single PowerPoint-centric presentation.

Meeting participants can easily share documents, applications, and interactive experiences in real time and in a natural, intuitive manner. For instance:

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- One person can edit a Word document that is running on another person's system; two or more people can work together to debug an application that is running on a remote server. One person can make modifications, which all can then immediately view.
- When desired, participants can pass control from one person to another.
- The presenter of an interactive experience can pause a video clip or rotate a 3-D image for all attendees.
- Participants can view live video events and/or see one another using multi-point full-motion streaming video produced by network-linked digicams.

Full-fidelity interactivity thus dissolves time and space. WebEx MediaTone provides a rich set of multimedia visual services that extends the relatively limited capabilities of a telephone-based voice channel. The combined visual and audio channels transform live meetings into rich electronic experiences where people can communicate cost-effectively with one another at a distance.

Thus, WebEx delivers unique, industry-leading capabilities for producing live multimedia experiences in a natural and intuitive manner. Meeting participants simply communicate with one another over the network and share all kinds of visual and audio information. All of this information is presented rapidly, without delay, and in its full fidelity, as if meeting participants are co-located in the same place.

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### **Access Anywhere**

In addition to the multimedia capabilities, WebEx MediaTone also allows meeting participants to bring unattended computers into their meetings. Since the WebEx switching platform bridges the Internet with the telephone network, people can access their accounts on remote systems using their cellular phones.

WebEx can automatically call a predetermined number to authenticate access to an account on a remote system. Once meeting participants have authenticated themselves, they can access their remote files and applications through their WebEx connections. This allows people to securely access remotely-stored information without having to upload content to a shared intermediate server.

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### **Support for Multiple Digital Devices**

The WebEx MediaTone technology also ensures cross-platform information sharing, with anyone, anywhere—up to the capabilities of the digital device. Meeting participants can use either standard Webtops (running standard Web browsers on Windows, Mac/OS, Unix, or Linux systems) or graphical wireless devices (including hand-helds and tablets running Windows CE or Palm O/S).

As a result, people can participate in live meetings either from their offices or on the road. MediaTone dynamically adapts to the data-transfer rates and screen geometries of various digital devices and thus optimizes the sessions for satisfactory customer experiences.

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## **Recording and Playback**

WebEx includes extensive recording and playback capabilities. Authorized meeting participants can easily record individual sessions—including both the visual presentations and the associated voice channel—on their own systems. Others can then view the recorded file on their own time. MediaTone technology is designed for secure communications, and no content is stored on intermediate systems. Only the people who have prior permission (from the meeting manager) to record the session at their end nodes can do so.

Moreover, end users can modify the recorded files. WebEx provides multimedia editing capabilities, including the ability to step through recorded streams, as well as to cut and paste sequences within the meeting. As a result, meeting organizers can do more than simply provide asynchronous access to the playback files. Individuals can also edit the sequences and can create short segments to highlight particular discussions or presentations. Organizers can thus create focused multimedia segments of individual meetings and events. These recording and editing capabilities are extremely important for large multinational enterprises.

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## **Seamless Business Processes**

The WebEx MediaTone technology supports seamless business processes for scheduling and joining meetings beforehand and then accounting for participation afterwards. The platform includes a rich set of APIs for integrating live meetings with the workflows within enterprise applications.

Microsoft Outlook users can directly schedule WebEx meetings through their Outlook calendars and manage participants through their global address books and contact lists. WebEx is easily integrated with a firm's underlying enterprise security architecture via industry-standard directory services. The platform supports both LDAP directories and ADS.

Furthermore, application developers can use the WebEx APIs to create customized meeting environments, tailored to specific business processes. For instance, WebEx can be tightly integrated with a CRM system. A product-support engineer relying on WebEx for customer support can automatically retrieve the customer's background information from a CRM system before joining a live support session, and she can then fill out a CRM report when concluding the session. The end result is a seamless set of activities that blend CRM access, tracking, and reporting functions with a live support session.

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## *WebEx Communication Services*

### **Four Offerings that Solve Specific Business Problems**

Using its carrier-grade infrastructure and platform technologies, WebEx delivers four separate functionally-organized communication services—Meeting Center, Event Center, Support Center, and Training Center. Each solution provides the MediaTone for multimedia communications by packaging WebEx capabilities to solve specific business problems.

**WEBEX MEETING CENTER.** Meeting Center provides a comprehensive suite of services for interactive meetings. In addition to the new MediaTone capabilities, this

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includes presentation and document sharing, the ability to remotely control applications or documents over the network, record/playback features, file transfer, support for streaming video, and online polling. WebEx can customize Meeting Center to create a branded experience that has the look-and-feel of a company's overall computing environment.

**WEBEX EVENT CENTER (ONSTAGE).** Event Center is designed for large group events where hundreds or thousands of people are joining an organized event. In addition to presentation sharing, document sharing, streaming video, and record/playback capabilities, Event Center includes capabilities for inviting and enrolling attendees, queuing questions and answers, polling participants, and generating reports afterwards. Animations, Flash support, and other MediaTone streaming capabilities make individual online events even more engaging. Event Center also bundles VoIP functions that allow an audio channel to be streamed over the Internet, thus reducing the cost of hosting a live event.

**WEBEX SUPPORT CENTER (ONCALL).** Support Center adapts the capabilities of the WebEx Interactive Platform to the needs of online support representatives. Support Center ensures that customer support representatives can easily access customers' systems once customers themselves have explicitly granted permission. In addition to text-messaging, desktop-sharing, and application-sharing features, Support Center features session-recording, call-tracking, and call-escalation capabilities so that live-support activities can be easily integrated with a company's CRM system.

**WEBEX TRAINING CENTER.** Training Center creates a comprehensive environment for supporting live training sessions. It blends real-time training delivery with a range of courseware development and training-management capabilities. Individual sessions combine essential functions of the WebEx Interactive Platform—including full-fidelity interactivity, support for multiple Webtops, integrated VoIP, and feature-rich recording, playback, and editing. Presenters can easily mix recorded video segments with live presentations. Courseware developers can edit a previously-recorded training session and create a focused experience suitable for on-demand delivery over the Web. Furthermore, training managers can organize break-out sessions, create tests to assess skills, and manage registration, attendance, and performance assessments through the Training Center Web server. This is a compelling service for WebEx's eLearning partners and will enable them to provide more complete solutions to their customers.

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### Business Benefits

The business benefits from these four solutions extend well beyond basic network connections and information sharing. Certainly people can begin to communicate and coordinate with one another, exchanging knowledge and insights in real time, by sharing the contents of multimedia screen displays. But network connectivity is only a means to an end. There is more involved than simply faster communications, additional information, and reduced travel costs.

Rather, the WebEx MediaTone technology changes the way things get done. People working together at a distance can depend upon live communications links, anywhere and anytime, as a reliable set of extended network services. As a result, business team

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members working in different locations can readily convene for a live group discussion and then adjourn. A geographically-dispersed group can meet together with an expert trainer for a little while during a day and then return to their own work activities where they can immediately put their newly-acquired information (and skills) to good use. Without leaving his office, a skilled support specialist can trouble-shoot a customized enterprise application, running on a remote system in another locale. Similar to the way telephone service for voice communications is used throughout a business, WebEx Communication Services are used across sales, marketing, training, support, engineering, and other functional groups.

### The Impact of Live Meetings on Business Activities

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#### **Expanding into New Markets**

What are the consequences of the WebEx communication services in practice? Suppose we are trying to manage marketing, training, and product-support activities for a hypothetical robotics manufacturing firm, Panda Atlantic.<sup>1</sup> Headquartered in Glasgow, the company operates separate product-development centers in Oxford (England) and Stockholm and has an extensive customer support organization in the Far East to support its customers in Japan and Singapore.

Panda Atlantic is now planning to introduce its line of robots into the North American market. It needs to quickly bring together a product launch team to develop a comprehensive plan and then build market momentum through a series of live events and ongoing customer experiences. The company executives, product-support engineers, marketers, and sales executives involved in this team are based in many different locations and cannot readily get together at the same place for their ongoing planning and decision-making activities. Rather, they have to rely on WebEx Communication Services to facilitate their live meetings and then to launch their initiative.

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#### **Relying on Meeting Center**

The team uses Meeting Center for live communications and decision-making. Effective communication, coordination, and collaboration are essential. Team members schedule appointments through their Outlook calendars and then click on the WebEx links to join a meeting at the right time. Access to WebEx meetings is completely integrated with the company-wide electronic messaging and document management environments—team members can immediately view the most up-to-date launch plans and action item lists when they start their meetings. Making the connections is fully globalized—Japanese-, Swedish-, and English-speaking team members are each prompted for information in their native languages.

Meeting Center readily adapts to the requirements of peripatetic members. One key marketing manager often connects while in transit at various airports using his wireless

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<sup>1</sup> This scenario is based on in-depth interviews with WebEx customers as well as ongoing research by the Patricia Seybold Group.

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tablet display. Design engineers in Stockholm easily demonstrate the latest features and functions of product enhancements by running remote applications over the network. A support engineer in Singapore shows how the company's robots are working by presenting a live video of a newly-designed production line. Team members can readily share documents and presentations and interactively record their action items. After the meeting, one team member edits the recording and extracts the highlights so that others who have missed the meeting can connect on their own time to see what has happened.

Often, marketing and sales executives need to meet with leading customers to discuss their expectations for new features and functions. WebEx meetings are invaluable for supporting live, ad hoc interactions and remote sales calls.

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### **Managing a Launch Event**

Panda Atlantic relies on Event Center to launch its new line of robots in the United States and Canadian markets. Days prior the meeting, the Event Center sends invitations to the launch via e-mail. With a single click, potential customers register for the event. On the day prior to the launch, Event Center automatically sends each customer a reminder. From this message, the customer can connect to the live event online through an embedded link. Event organizers then track registrants as they join the conference.

The launch team builds an interactive solutions-oriented event for delivery over the Internet, combining information-oriented presentations with live software demos and real-time videos of the robots in operations. All attendees can immediately view the content in real time and can also ask questions (via an associated chat-box) during the event.

Afterwards, Panda Atlantic can edit the session and post a focused version of the event highlights for other potential customers to view on their own time. These people, in turn, can scan the session to view (and hear) only those segments of particular interest.

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### **Delivering Remote Training and Support**

As it builds its presence in the North American market, Panda Atlantic needs to expand the reach of its customer-support specialists, most of whom are based in Europe, Japan, and Singapore. WebEx creates a flexible environment to deliver both remote training and live support over the network.

Training Center provides a venue for managing live training sessions that can also be recorded and played back at a later time. Company experts create a hands-on training event, providing step-by-step instruction about how to set up a robot and program its movement. The experts develop an extensive PowerPoint presentation (including animations and transitions for emphasis), supplemented by streaming videos of the robots in operations. They then deliver the training session to a live, distributed audience over the network. (To economize on the cost of international phone calls, the company combines the multimedia video stream with VoIP audio, relying exclusively on the WebEx Network.) Training Center manages the enrollment and access to the session and also records the entire event—including students' questions and experts' answers. After the live event, a Panda Atlantic trainer edits the recorded session and publishes an edited version on the company's site for on-demand training.

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Support Center ensures effective live support, delivered at a distance. When a local support engineer cannot resolve a problem at a customer's site, he can automatically connect to a skilled specialist over the WebEx Network. This person can access the customer's system remotely, analyze the problem, and implement steps for a solution. Once granted appropriate permission by the customer, the remote expert can upload a patch to the system or change the operating parameters of an application as if he was co-located with the support engineer. Using Support Center and the WebEx Network, Panda Atlantic can thus cost-effectively rely on European-based technical specialists to back up local field engineering staff as it accelerates its entry into the North American market.

## Augmenting Live-Meeting Experiences in an Era of Global Connections

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### **Towards a Sustainable Value Proposition**

While a snapshot of a firm of the future, we believe that Panda Atlantic's experiences are hardly going to be unique. WebEx is now delivering its MediaTone technology-based multimedia communications services that, like the telephone, we will rapidly incorporate into the fabric of our daily work activities.

Three factors are driving this trend towards ubiquitous multimedia business communications: easy-to-use services delivered like ordinary telephone communications, increased reliability, and low cost. WebEx now offers world-wide connectivity and predictable quality of service for live multimedia exchanges. It has introduced and now manages a carrier-grade subnet optimized for interactive, real-time meetings of any size. Its MediaTone capabilities create unmatched, online meeting experience with animations, streaming media, and remote computer access.

WebEx is continuing to enhance the capabilities of its switching platform to deliver ever more valuable business services for small meetings, large events, online training, and remote support. It is incorporating live-meeting activities into the structure of intra-enterprise and inter-enterprise business processes so that multimedia experiences are as routine—and as cost-effective—as organizing face-to-face meetings or making telephone calls.

Moreover, WebEx is investing upfront in its network-centric solutions. It is building a critical mass of customers—comprised of organizations large and small—to deliver its services over the network. WebEx is creating market momentum where its customers benefit from the network effects of rising demand and expanding capacity, delivered over the network at reduced marginal costs.

Certainly, WebEx communication services augment the interpersonal experiences for in-person meetings. WebEx is finally bringing our expectations of the telephony revolution into the age of digitized, multimedia, real-time communications. In so doing, WebEx creates a sustainable value proposition by expanding the bandwidth connections for live meetings while lowering the costs, time, and effort required for us to communicate effectively with one another, thus allowing us to conduct business much more efficiently.