

BT Conferencing Inc.



Ten Questions

to ask when choosing a conferencing solution

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Ten Questions

to ask when choosing a conferencing solution

Empowering a mobilized workforce

Organizations worldwide face monumental changes in the way they conduct business, particularly in the way that communication is handled across an increasingly mobile workforce. Those changes, coupled with increases in travel expenses, have induced many organizations to rely on audio and web conferencing to give presentations, hold collaborative meetings, address shareholders, answer customer questions, train staff members, and make announcements. Simultaneously, the market for conferencing services is undergoing rapid evolution. At one end of the spectrum, large telecommunications firms are adapting existing hardware architectures and moving into the conferencing market. At the other end, scores of smaller firms are leveraging the Internet to provide inexpensive though limited automated conferencing.

The trend toward an increasingly remote, mobile workforce changes the way companies approach communication. Ben Macklin, eMarketer Senior Analyst and author of *The Remote Worker*, commented,

Teleworking is not a new phenomenon but advances in technology have made it possible for a vastly greater number of people. The US mobile and remote workforce is growing at twice the rate of the overall workforce, according to International Data Corporation (IDC), and organizations need to plan and build for this change.

Without careful consideration and an understanding of the differences between conferencing providers, organizations can easily make a choice that does not meet their goals or requirements. A well-designed conferencing solution delivers productivity, efficiency and cost savings across a broad operational framework. An ill-conceived solution can damage a company's reputation, hamper productivity and fail to provide anticipated cost savings. Selecting the right conferencing provider requires asking the right questions. Beneath the superficial considerations of cost and service features, a host of other factors can have a major impact on the success of the solution — architecture issues, depth of support, versatility, security, global reach, account handling, education and training, customizable options, and other factors should all influence your ultimate selection. This white paper offers ten questions that you should ask any prospective conferencing provider to ensure that you select a solution that meets your organization's needs.

Framing the ten questions

The explosion in low-end conferencing services shows that in many ways these services are becoming a commodity offering. To differentiate their solutions and provide added value to organizations, forward-looking conferencing providers go beyond basic services and offer innovative capabilities and custom-tailored approaches to conferencing. Understanding the difference between the one-size-fits-all approach to conferencing and a solution that genuinely fits the needs of an organization is a vital concern for organizations that want to optimize their audio, video, and web communication.

The key decision makers in today's organizations — including executives, IT directors, and technology managers — encounter a daunting array of choices when selecting a conferencing solution. Many choices involve tradeoffs, such as:

- Solutions that appear inexpensive and relatively easy to implement, but fail to provide a comprehensive support network in case of problems
- Global telecommunication giants that provide solid conferencing support but are handicapped by earlier, less flexible hardware platforms
- Solutions engineered for domestic applications that don't scale well to enterprise requirements at the international level
- Conferencing providers that look promising at first glance, but turn out to lack rigorous security, sufficient flexibility, or some other characteristic essential to an organization's requirements

Wainhouse Research clearly sees strong growth trends and a bull market for conferencing worldwide, as indicated in this assessment from a recent industry report,

Smart enterprises have swarmed to conferencing service providers in the last year, driving usage up over 40 percent versus the prior year. Increasingly, organizations see the value in teleconferencing as business operations have expanded globally, resources have become constrained, and staff has more to do than ever before. While outsourcing telecommunication services has long been a practice of most businesses, it becomes more, important now that technologies and applications are changing so rapidly—especially in collaboration and conferencing.

The following 10 questions should be asked of any company that you might hire to provide this mission-critical application.

1. What experience and expertise does the conferencing provider bring to the solution?

Ask any potential conferencing provider what their core business is — if conferencing is only part of their business model, you may not be getting the expertise needed for a best-of-breed solution. The stakes are high in an industry that is changing dramatically through convergence and rapid growth. Wainhouse Research predicts that this industry, which generated \$2.9 billion in revenues in 2003, will exceed \$4.3 billion by 2008.

Competitors less focused on conferencing technology may lack the expertise to deliver leading-edge solutions. BT Conferencing dedicates 100 percent of their business efforts toward delivering optimal conferencing solutions to a wide range of customers.

This focus and dedication to one line of business results in solutions that are crafted to the highest industry standards and built from a deep understanding of current technologies and worldwide infrastructures. With decades of experience and a lengthy telecommunications track record, parent company BT Group plc provides a strong, supporting foundation and the technical framework for building high quality conferencing solutions.

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2. What qualities should I look for in a conferencing provider?

The qualities that characterize excellence in a conferencing provider include:

- **Level of support:** Commodity-level conferencing solutions rarely provide in-depth support. This can lead to serious problems during important meetings or high-visibility conferences. Look at how a provider resolves the types of problems that arise during a conference and whether an operator is available when required. Levels of support vary significantly among conferencing providers, and you need assurance that your support needs will be met promptly and thoroughly.
- **Flexibility:** Your conferencing requirements may change on a daily basis. To support everyday activities, a conferencing provider should have operators and support staff available to accommodate custom features, last-minute changes, and other concerns. A live help desk to resolve end-user problems as they arise is another component of a responsible conferencing provider.
- **Superior account management:** The caliber of account management is another useful gauge to differentiate a quality conferencing provider from less sterling competitors. Dedicated account teams can make an impact on the quality of service.

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3. Can the conferencing solution meet your unique requirements?

Flexibility and experience meeting diverse customer requirements are key factors in the conferencing provider selection process. Canned, out-of-the-box solutions may be appropriate in narrow circumstances, but they fall short when trying to meet more demanding requirements.

Commodity solutions can be inexpensive, but typically cannot be customized or custom tailored to an organization's needs. Look beyond price to consider the range of additional services that can ultimately be equally (or more) important. The value-added aspects — such as web-based registration and customized education and training programs — may merit the additional cost in many circumstances.

BT Conferencing has worked with some of the world's largest organizations to craft solutions that set up remote meetings based on the customer's priorities. In some cases, this means developing a custom solution using whatever components best suit the challenge. In other cases, existing solutions can be re-engineered to fit the new parameters.

As an example, a major high-end hotel chain needed a time- and cost-saving solution to replace their existing in-person training program. They were spending too much money flying their general managers to a central location to conduct training sessions. The BT Conferencing development team worked directly with the hotel management group to design an effective means to conduct this training through web conferencing. In addition to providing the web conferencing solution, BT Conferencing developed an online calendar system, which allowed managers to register for online training sessions, across the country, and view current training schedules in real time. The solution was well received and the hotel has enjoyed significant savings in travel associated with training.

Additionally, the hotel's training department has begun to use web conferencing for many other aspects of their training, saving even more money and time. An inexpensive web conferencing solution could have provided the basic conferencing services, but not the well-supported, managed training events driven by a custom calendar system and database developed by BT Conferencing.

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4. Does the solution meet the security demands of our organization?

As conferencing technologies expand, so will the security considerations associated with them. Reservationless conferencing is the most widely-used method of communicating for a good reason; it's convenient and easy-to-use. Reservationless audio and web accounts allow the same passcode for every call, letting participants and hosts meet with minimal coordination. But what if you have a highly sensitive subject to discuss?

Security consulting is big business these days, and experts will say it's not a question of if your systems will be hacked, but when they will be hacked. Companies face a dilemma: how will they increase their conferencing security measures while maintaining ease-of-use, a critical requirement if companies want to encourage collaboration. The key components of web conferencing — application sharing and file transfer — entail information exchange between shared computers, and the very nature of the application means there is little protection against abuse. The primary defense is to make sure that the chairperson is aware of their company's security policies and the importance of compliance. Additionally, it is critical that the chairperson knows exactly who is in the virtual meeting room at all times. Simple ways of doing this are one-time passcodes, roll calls, dial-outs, conference lock, and online call management.

BT Conferencing has incorporated these methods into many of our products. BT MeetMe, our reservationless audio service, has an optional web portion that gives a visual representation of the virtual meeting. Everyone on the call is represented by an icon that shows each participant's name, role, and status in the meeting. As well as providing a visual representation of the meeting which can be used for introductions and speaker identification, the web control option enables complete visibility to all audio and web connections participating in the meeting.

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5. How can our organization boost employee productivity through conferencing?

The current business climate pressures companies to accomplish more with fewer resources. Conferencing solutions provide employees with the tools required to increase their productivity by saving time, reducing travel and collaborating more easily.

Productivity gains result from meeting organizational goals and improving communication and business processes. If a prospective conferencing provider tries to convince you that their one single approach is the ultimate productivity tool, be wary. The solution must be shaped to the customer, rather than trying to shoehorn a customer into an inappropriate solution.

BT Conferencing leverages the full range of current conferencing technologies backed by the resources of BT Group plc, a world-class telecommunications company. One area of value that BT Conferencing offers customers is the care and attention to defining and crafting a solution that meets a customer's situation. In some cases, productivity may be increased by adding convenience to scheduling and automated conferencing. In other cases, productivity may require that global meetings be established within very short timeframes. In all cases, BT Conferencing determines the best approach that fits the customer and helps boost productivity.

If a prospective conferencing provider tries to convince you that their one single approach is the ultimate productivity tool, be wary.

6. How difficult will it be to make the transition to a new or different conferencing provider?

Organizations sometimes feel locked into an existing conference provider that may not be an ideal fit because of the perception that the transition to a new conferencing solution will be too disruptive. Disruptions usually occur because of lack of planning and inadequate attention to core details of the solution. Depending on the internal requirements of the organization, implementing a conferencing solution may require:

- Budget discussions
- Integration with enterprise servers and existing scheduling systems
- Planning sessions with the information technology (IT) department
- Discussions on the scope and volume of conferencing needs
- Identification of unique organizational requirements
- Strategic roll-out planning

The implementation phase of a conferencing solution can go easily or it can become an unpredictable, time-consuming morass, depending on the attention given to crucial aspects of the deployment and the expertise of those staff members assigned to plan and implement the solution.

In discussing a major network upgrade at Booz Allen Hamilton, Daniel Gasparro, the chief technologist, said,

We had more problems with the teleconferencing than we did with the data systems. The one thing that you don't want to screw up — which is perceived to be a no-brainer — is the voice services. We switched our teleconferencing services from Genesys to AT&T. That involved extensive end user retraining. That's an area where we didn't think we were going to slip on the banana peel and we did. (*Network World Fusion™*, November 22, 2004)

Initial discussions with a prospective conferencing provider should give some indications to how difficult the transition will be. Make sure that the selected provider addresses each of the important areas of planning and implementation, and devotes experienced staff members to resolving key issues during the planning stages. BT Conferencing offers programs that are customized to be consistent with each individual organization's internal communications stream, and help to develop an ongoing remote meeting strategy that organizations can use indefinitely.

These programs help ensure that the implementation and roll-out of a solution minimizes disruptions and keeps employees productive during the early stages of use. Personalized employee training and ongoing communications, proactive launch planning, sound integration strategies, flexible cost options, and availability of knowledgeable system architects all contribute to minimal disruptions.

7. Can you offer assistance in educating and training end users?

Productivity doesn't improve within an organization if end users have difficulty adapting to a new conferencing system or have problems scheduling or conducting conferences. Ask any prospective conferencing provider whether they offer training and education to equip end users to effectively utilize the conferencing tools. Inadequate training can create problems and sap productivity, particularly when switching from one conferencing provider to another.

Companies should offer a variety of training approaches to accommodate different requirements, ranging from self-service training modules on the web to on-site classes, which quickly familiarize end users with conferencing tools. An in-house creative services agency at BT Conferencing develops all the training, communications, and educational programs for end users. These programs are developed for both large and small customers, devoting considerable effort to providing customer satisfaction. BT Conferencing uses follow-up surveys and frequent customer contact to ensure that conferencing tools are doing the job or to arrange for introduction of new products. The education process is ongoing as part of a carefully nurtured long-term relationship. If a prospective conferencing provider does not offer a similar level of education and training, you may be disappointed and end users may be frustrated using a new system.

BT Conferencing end user communications lifecycle

| Pre-launch | Days 1-60 | Days 60+ | | |
|---------------------------------|---|--------------------------------------|---|-------------------------------|
| Define → | Welcome → | Remind → | Thank → | Elicit feedback |
| Campaign objectives | Welcome email | Non and lapsed user emails | Product upgrade email | Customer satisfaction surveys |
| Target group(s) | Welcome package (User guide, wallet card, letter) | "Education" emails (i.e. Fraud, Q&A) | New solutions emails and call campaigns | |
| Key messages | Mini website (overview, account set up, FAQs, etc.) | Outbound calling campaigns | First time user "Thank you" | |
| Creative elements | Training (on-site, webinars, online tutorials) | Reminder emails | Thank you program after year one | |
| Branding & corporate guidelines | Technology days | On-desk awareness builders | Refer a colleague | |
| Language support | Vanity bridge & help desk numbers | | | |
| Key timing | Data sheets | | | |
| | | | | |

BT Conferencing develops integrated education and training programs that include a series of end-user communications.

8. How important is global conferencing to your corporate mission?

Companies that want to stay competitive in an increasingly global marketplace need a solid communication infrastructure in place. The complexities of worldwide conferencing introduce new variables and unique challenges, particularly to conferencing providers that are not well equipped to operate globally. A prospective provider should be able to deliver seamless, uninterrupted conferencing services internationally. Many providers — both large and small — are poorly equipped to handle the intricacies and support issues associated with global conferencing.

BT Conferencing's global capabilities distinguish it in the industry. As a subsidiary of British Telecommunications, a leading international telecommunications company, BT Conferencing leverages the extensive worldwide network and resources of BT, in addition to maintaining a number of international centers. BT Conferencing has the experience and resources to extend your conferencing capabilities throughout the world.

If your organization plans to stake out a presence in the international marketplace, strong global conferencing capabilities are an essential requirement.

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9. What is the underlying architecture supporting the service?

In an industry undergoing rapid change, some conferencing providers still use last year's technology, trying to leverage their investments beyond their useful lifespan. Past-generation proprietary hardware platforms do not provide the cost savings and development flexibility of current-generation, open-standards platforms. Ask each prospective conferencing provider to describe the architecture used to support their solution and what tools and technologies constitute the platform.

The reliance on web services as a foundation for conferencing improves access to real-time information, a key element of the billing and provisioning system. This technological infrastructure should be highly scalable, capable of handling the large transaction volumes generated by enterprises, government organizations, and educational institutions.

Successful development efforts to accommodate particular customer requirements can be reconfigured and reused in a variety of ways, affording customers access to a custom library of possible solutions for those circumstances where an existing solution model doesn't quite fit. By using agile, adaptable development tools, reusable components, and the latest open-standards hardware platform, companies will be well positioned to fulfill diverse customer needs.

Phil Kenny, Global CIO and architect for many of the BT Conferencing systems, said,

Our systems have been developed within the last two years, so they are based on newer, web-based technologies built from the ground up. Our approach is not a web veneer on top of a legacy system; it is actually web — through and through. The technology we use," Kenny continued, "includes Java™, J2EE™, on top of Linux-based operating systems using Oracle® as a database. We make heavy use of XML as a data transport mechanism and HTTP. These open-architecture systems enable many of our key differentiators in the market and provide an adaptable framework for our customized services.

By using agile, adaptable development tools, reusable components, and the latest open-standards hardware platform, companies will be well positioned to fulfill diverse customer needs.

10. Is VoIP important in my decision for selecting a conference provider?

The real issue is more than the availability of Voice over Internet Protocol (VoIP). IP offers an inexpensive transport alternative to public telephone networks, but the most common public IP network — the Internet — lacks reliability from a dependability perspective. Large numbers of Fortune 2500 companies circumvent performance issues by constructing their own private IP network, and this approach provides more robust transport of voice communications. For these customers, BT Conferencing can provide interconnectivity and integration into their private IP networks. This provides an effective return on investment (ROI) justification for the continued build-out of IP infrastructure. In some cases, the transport element is reduced to a half cent or less.

A more important point from an IP perspective is convergence. The convergence of conferencing and collaborative services — bringing together audio, video, and web across a common infrastructure — promises substantial productivity gains for companies. Rather than audio, video, and web being treated as different offerings, supported differently and subject to separate pricing factors, these communication components will be part of a single product, a fully integrated, cost-effective set of services.

As Jack Blaeser, VP of Sales at BT Conferencing, points out, BT Conferencing places significant importance on advancing convergence as a communication vehicle.

From a BT Conferencing perspective, we have already taken the steps to converge audio and web. As a first step toward convergence, we've integrated key audio and web components through our web tools that provide a secure web-based interface for controlling and viewing all aspects of the call, thereby allowing for increased ease of use, greater functionality and enhanced security benefits.

Furthermore, BT Conferencing enables single sign-on, management, support, and billing through a seamless web-based platform that drives efficiencies and increased productivity for its customers. BT Conferencing also offers a strong industry leadership position and roadmap for its customers through the power of its brand and partnerships with organizations such as Microsoft, WebEx, Cisco®, MIT and BT Conferencing's own R&D group, BT Exact™. We have the partners, the financial strength, and the desire to drive the IP convergence market in audio, video, and web communication.”

Ultimately, using new technologies, BT Conferencing expects to be able to identify where people are and rapidly establish and convene conferences through a wide variety of devices — mobile computers, cell phones, handheld devices, instant messaging on a desktop machine, and so on. This notion of presence — linking prospective conference participants across a range of devices and geographies — factors heavily in the future of conferencing.

Case Study

A worldwide shipping firm adopts a custom secure conferencing solution

Business challenge

Faced with rocketing growth and the pressures of sustaining a worldwide business, a major worldwide shipping firm set out to cut costs, improve employee productivity, and improve communication within a highly security-conscious environment. Conferencing was an essential component of their business communication strategy, but employees within this firm were handicapped by a variety of fragmented and disparate conferencing systems. Employees in Asia or Australia might use one access number and one passcode. Then, when traveling in Europe or the Americas, different access numbers and passcodes would be in effect. The conferencing system lacked unity and coherence, and, because of this, productivity suffered.

Involved in this development project from the start, Jack Blaeser, VP of Sales at BT Conferencing, summarized the existing situation in these terms, “There were four key objectives the shipping company had as a business (that were not necessarily conferencing-oriented):

1. As a business, they were focused on **cost reduction**, which included very strict travel restrictions.
2. As a global company, they have key **global expansion** plans and objectives from a revenue and expansion perspective. Clearly, they are looking at continuing to grow globally and they see their market opportunity as a global business.
3. **Security** is a top priority within the organization. From the CEO down, this company emphasizes security in everything that they do. Security is a business objective—not strictly a conferencing opportunity.
4. For the key business initiatives that this company engages in, there is a need and desire to be able to **measure their effectiveness**. Conferencing had some significant visibility and it was a key initiative of the organization.”

Meeting these objectives required intense planning during the development cycle. Blaeser continued, “Conferencing very directly relates to the first two objectives. Conferencing allows companies to reduce costs by doing things over the phone rather than traveling. From a global expansion plan, the ability to be more productive with people’s time and do it on a worldwide basis so that it is easy to utilize is also key. This is a solution area where BT Conferencing differentiates itself from competitors. Only BT Conferencing provides conferencing around the world—from the perspective that we own local numbers. We own the

transport—the points of presence—for each participant on the call. This extends all the way back to the bridge. Truly, BT Conferencing has a better approach to global conferencing. There are very few (if any) providers that offer local numbers. Others provide International Toll-Free Numbers (ITFNs), which are 800-type numbers.”

The BT Conferencing Solution

From a fragmented, disconnected network of conferencing providers, this shipping firm chose BT Conferencing because of their ability to build a customized solution to meet the organization’s specific needs. The company worked closely with BT Conferencing to create a flexible and custom communication solution that leveraged convergence within a secure, unified conferencing framework with built-in cost monitoring. Early indications suggest that this solution will contribute substantial savings—due to high-volume discounts at the global scale—and employees are already enjoying productivity gains through an approach that integrates scheduling of audio and web conferencing at the same time.

Security figured heavily into the custom solution developed for the shipping firm. As an aggressive competitor in the challenging shipping sector, the firm needed an approach to conferencing that would provide positive, multi-factor authentication for all conference participants. The solution utilized a combination of employee LDAP directory listings and the passwords associated with those listings. Applicable billing codes and a personal security question added an additional measure of authentication into the process. Because employees cannot always be assured access to the web to schedule conferences, the process also allows setting up conferences through the help desk by phone, if the caller provides the necessary credentials. A security question — such as “what is your favorite color?”— is used in addition to the LDAP account data and password.

The shipping firm also needed a mechanism to track the cost savings of conferencing. As they register, conference participants identify the airport that is nearest to their home office. When the meeting takes place, the conferencing solution calculates the cost savings achieved by avoiding the travel expenses, based on the current airline fares at conference time. The shipping firm receives cost savings data by means of email messages and periodic data distributions, which can then be aggregated in enterprise applications to determine total savings.

Because of the global presence of the parent company, BT Conferencing can provide local access numbers worldwide. Internal training costs are reduced — employees only need to learn a single conferencing system, rather than a multitude of different systems. The management of the conferencing system and visibility into the business processes involved is also more effective, due to the availability of real-time conferencing data and a unified framework that applies to the conferencing tools.

Benefits and improvements

Staff member feedback at the shipping firm during the period following the introduction of the new conferencing system has been invariably positive. Employees speak highly of the streamlined registration process, the ease of scheduling and booking conferences, and the feedback generated by the cost-savings email messages. As the initial roll-out is fully implemented throughout the hundreds of locations, the organization fully expects to realize cost-saving goals and enhance employee productivity.

To calculate approximate cost savings, consider this rule-of-thumb guide: a typical conference call involves 5 or 6 persons for an hour with a cost around \$50. Assume that 5 of the 6 individuals participating in the meeting would have had to fly to join in otherwise. The average domestic flight cost is approximately \$500. For an organization that conducts 200 conferences a year, this results in airfare savings of \$440,000. Of course, there are additional cost savings beyond the airfare costs—lodging, meals, time lost during travel, and so on. However, this rough guide to savings (as shown in the following table) can be instructive to organizations intent on measuring the success of cost savings initiatives.

| Annual savings potential through conferencing | | | | |
|---|-----------------|--------------------------|----------------------|------------------|
| | Cost per person | Average no. of attendees | Conferences per year | Total |
| Conference call | \$50 | 6 | 200 | \$60,000 |
| Airfare travel to conference | \$500 | 5 | 200 | \$500,000 |
| Savings | \$450 | | | \$440,000 |

By providing a single number to call and a consistent infrastructure, the BT Conferencing solution also improved customer service. The support group can answer questions and resolve problems efficiently and effectively. A single global support team stands behind the service, rather than many disparate companies with different teams. The shipping firm now enjoys seamless global access to conferencing and full international support.

Summary

Audio and web conferencing have become essential communications tools within many organizations, gaining a stature comparable to email for improving productivity while holding the line on expenses. As discussed in this paper, the options available for remote conferencing cover vast strata, from minimalist automated services to operator-mediated custom solutions. No single set of criteria can meet every organization's requirements, which makes it vital that a conferencing solution be flexible, scalable, and appropriate to the intended uses within the organization. If all you need is a simple, highly automated solution, go with a provider that has demonstrated success in this area. BT Conferencing offers a number of cost-effective conferencing solutions to accommodate this area of the market. However, if you need a solution that requires custom components, an active support presence, and near-100 percent availability, BT Conferencing is also well equipped to deliver the optimal solution. Some providers do well offering inexpensive automated solutions, others can provide high-end, enterprise-caliber solutions; BT Conferencing spans both ends of the spectrum and provides a variety of options in between. A commitment to operational excellence is visible in every aspect of BT Conferencing services — from the smallest to the largest accounts. Ask the right questions when choosing a provider and dig deeply enough to be sure a solution satisfies every aspect of your organization's conferencing requirements.

With industry-proven conferencing solutions deployed globally and an infrastructure grounded in one of the world's largest telecommunications firms — BT Group plc — BT Conferencing offers solutions that have won accolades from large and small companies alike.

For more information, visit <http://www.btconferencing.com>



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