

How we
think.



skype™

Hello you.

Yes, you reading this.

The evolution of Skype.TM

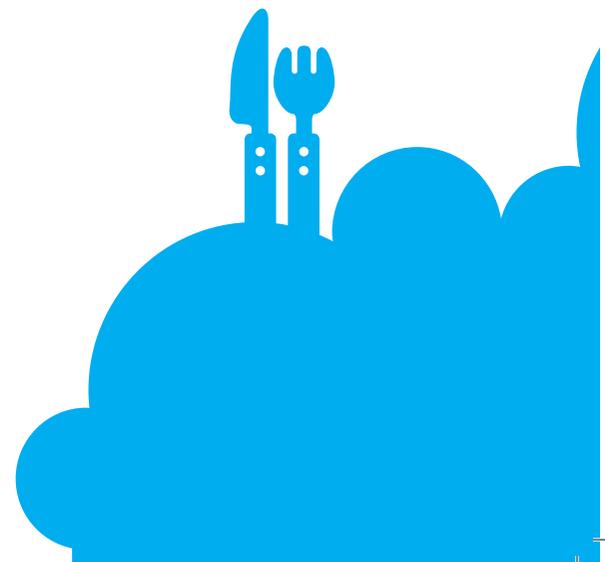
Perhaps you work at Skype, or anywhere at eBay Inc. for that matter.

Maybe you're a developer or partner, creating hardware that makes it nicer to use Skype.

Maybe you even have your own co-branded version of Skype, helping us reach millions of people we could not reach on our own.

Maybe you're one of the people supplying millions of SkypeOut™ minutes every week, or SkypeIn™ numbers across the world.

Who knows, maybe you're someone using Skype every day because it makes it possible, easier, cheaper or more fun to do what you want to do.



Either way, no matter who you are, Skype is here because of you.



Now let's stop, take a moment and think about what 'here' means for us at Skype.

How many people are using Skype right now?

Over 200 million. 200 million? Two hundred million people, that's how many. Imagine that. That's some mean feat. It's taken a lot of hard work, late nights, grey hairs to get here... and all in three and a bit years.



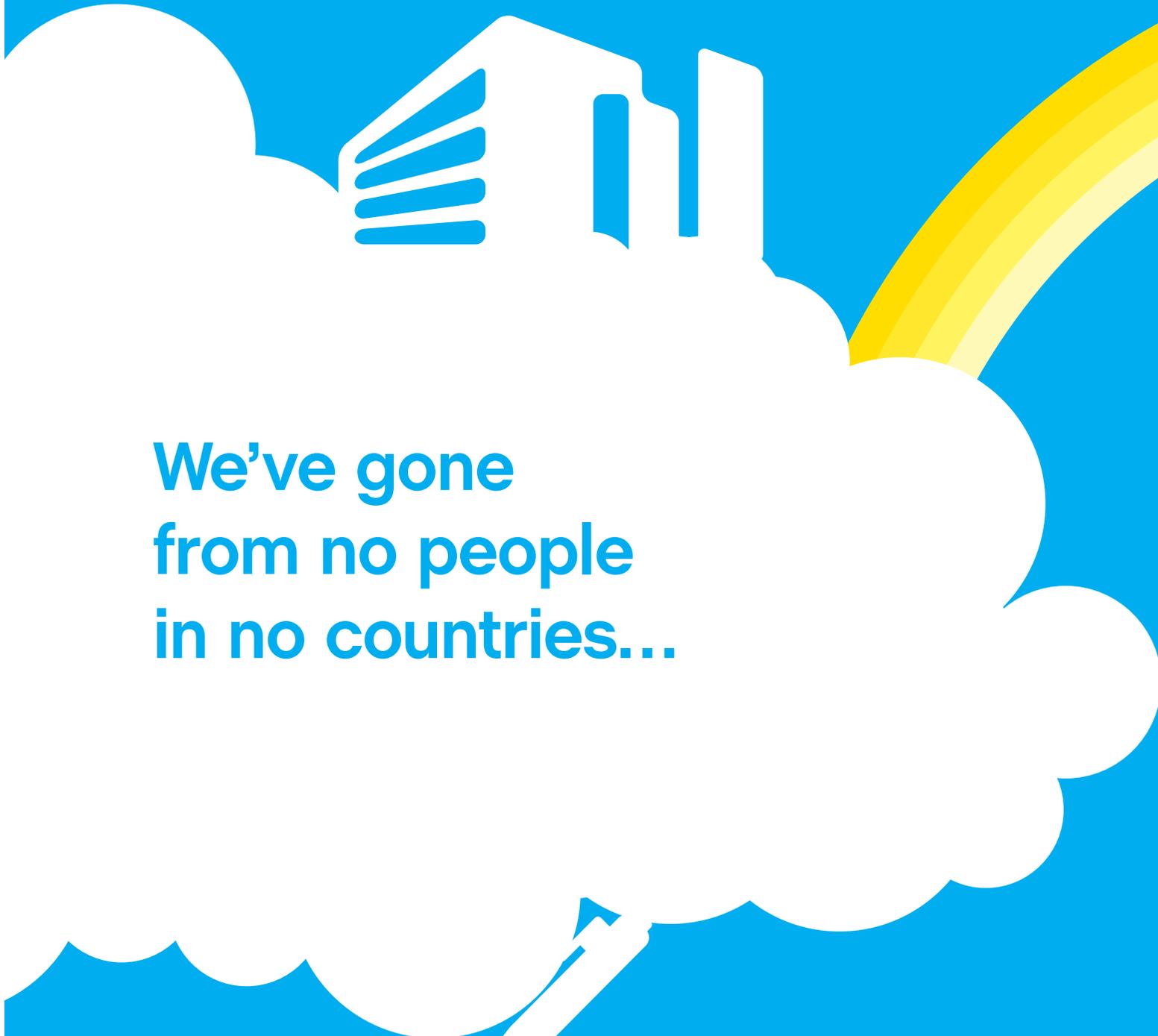
Maybe someone should open a window.

Looking around, it's obvious to see we've changed. We've grown from that log cabin company into something global.

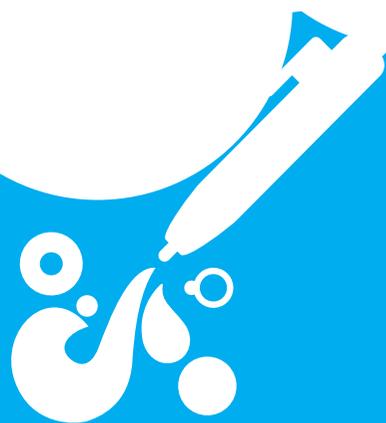
In the old days we wanted to revolutionise how people talk through the internet, making it nice, simple and something that works.

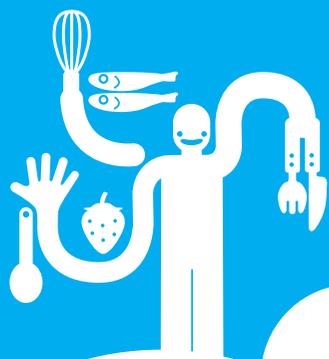
So we did.





**We've gone
from no people
in no countries...**





**...to 200 million in
more than 220
countries and regions.
In about 1,000 days.**



We gave the whole world the ability to make free, clear calls.

We also made many a boss at many a telco think twice about their pension. We probably even made a few of them think twice about their customers.

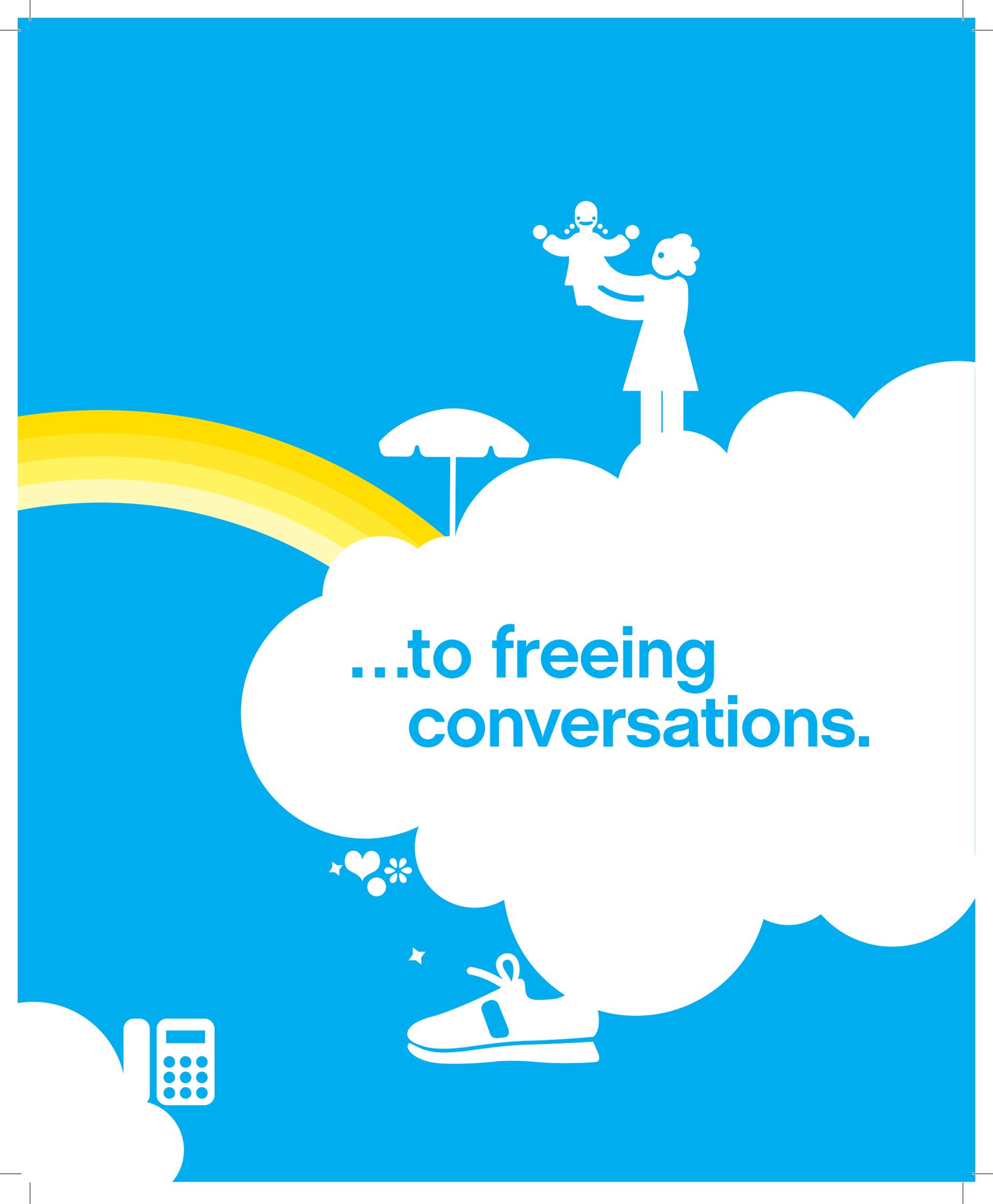
And as we did all that, we grew and evolved.

And now we're doing it again.





From free calls...



**...to freeing
conversations.**

We're about more than just 'free' and 'calls'.
We're about 'freeing' and 'conversations'.

Might be a subtle change of words, but the difference in meaning is great.

Whilst 'freeing' also means free, it stands for much more.

Freeing is about liberating.

It's about freeing people up from time and place, from taking the call right now, or from being stuck in Paris when you want to take a call in Rio.

Freeing is about being able to see that special someone on a video call instead of just hearing a voice.

Freeing is about being able to have a big old chat with all 58 lawyers in your group or exchanging information pertinent to the M&A, or to Mojito vs. cold, refreshing beer.

Freeing is stopping you from chasing around town trying to find the best dry-cleaner for your lucky woolly jumper by giving you a local, community-powered search right there in Skype.



Freeing is about making a phone number on a website into a button to click.





**A little thing?
Sure, but a very
useful little thing.**

You see, we're trying to free you up, by managing all that information going in and out from you, your computer and your brain, every single day.



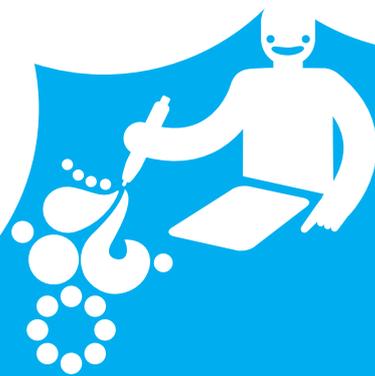
We're freeing people from being held to ransom by a hotel for making a local call.

We're freeing them by enabling them to send files to whoever they're talking to, or by hosting a large, free Skypecast with people all over the world who like the same things as you do.



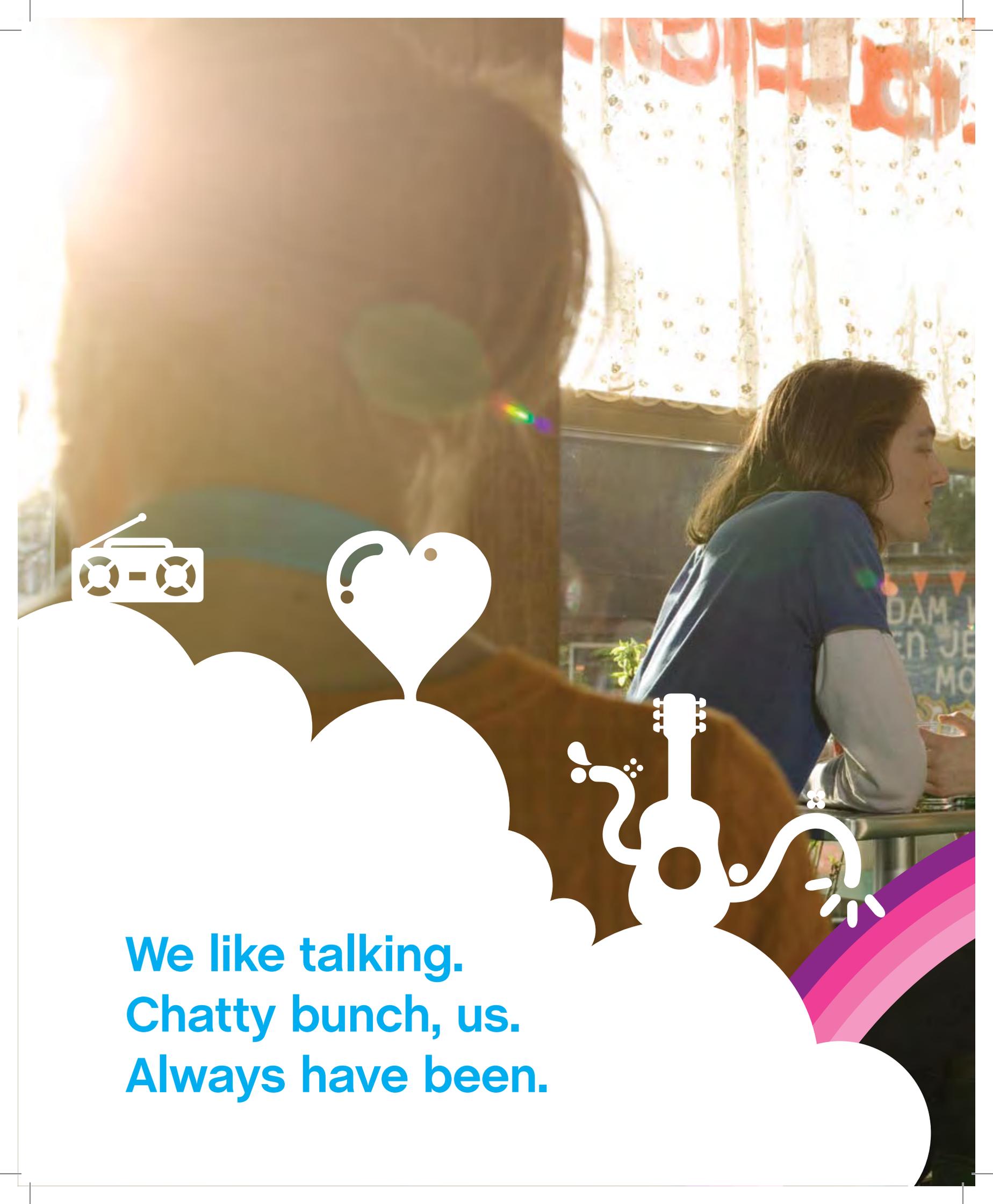
We're freeing conversations by letting our amazing developer community create tools and games that plug directly into Skype and help people use (or waste) a day doing worldwide backgammon or presentations to an audience in another country.





Talk

SkypeTM.



**We like talking.
Chatty bunch, us.
Always have been.**



Our tone of voice.

Straightforward:

Natural:

Pioneering:



“Skype is peer 2 peer technology that allows users to communicate via the internet for no cost. Users can also make telephone calls to landlines via SkypeOut for a fee.”

“SkypeIn is a phone number on which non-Skype users can call the Skype user at local rates. The Skype user can be logged on in any place and receive a call.”

“Skype has many features to personalise your presence. Buy an avatar, ringtones or wallpaper.”

honest, clear.

approachable, local, uncynical.

positive, idealistic.



→ “Set your conversations free with Skype. Free calls are just the start – talk, watch and share with anyone in the world without worrying about cost, distance or time.”

→ “SkypeIn is your own number for Skype. Family, friends and business contacts can call you from traditional phones, and you pick up the call in Skype, wherever you are.”

→ “Show your true Skype colours. Personalise your Skype with a bespoke mini-me avatar, ringtones or wallpaper. Don’t be shy.”

And when we talk, our voice is human.
We're approachable. We talk to people as
if they're individuals.

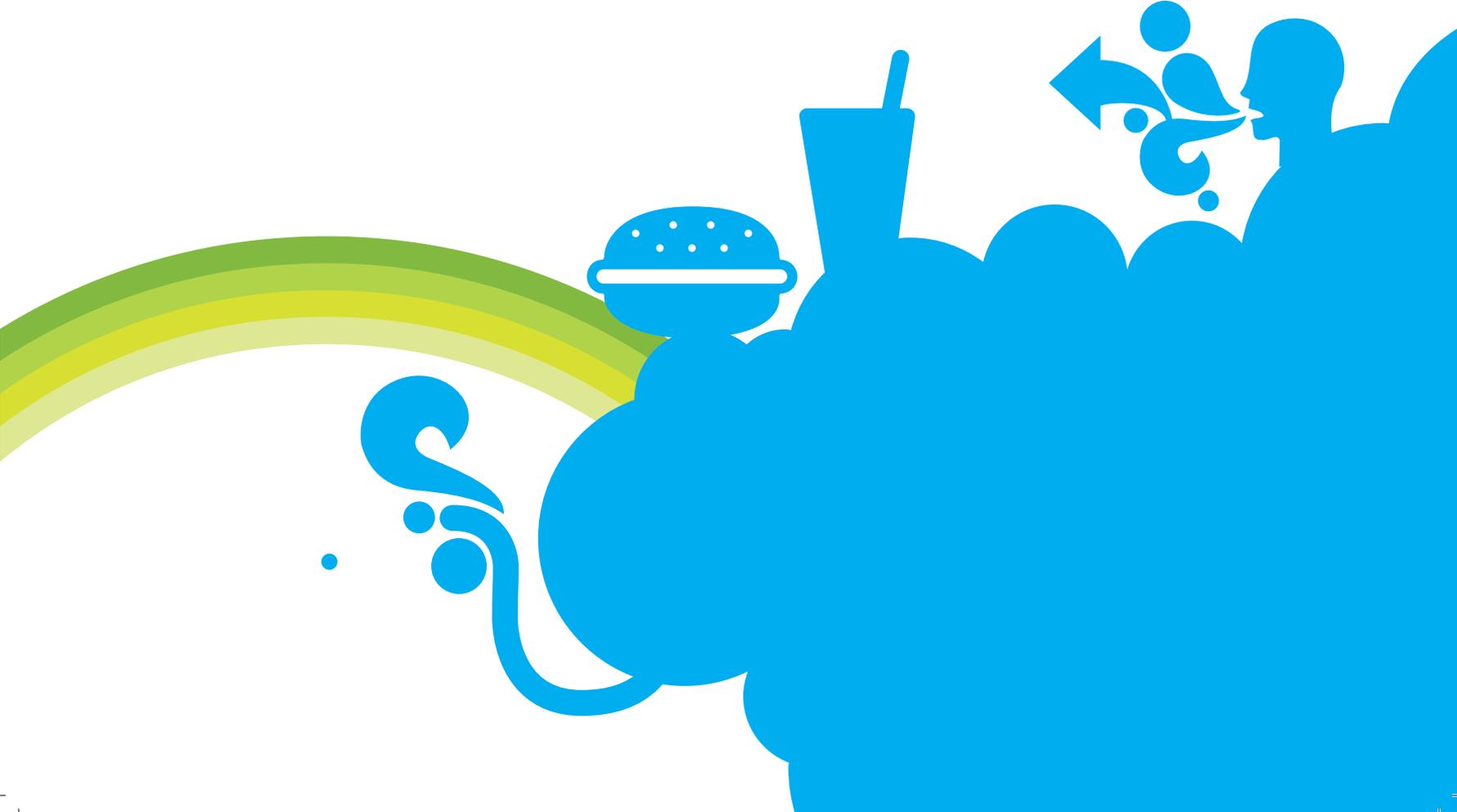
Because, guess what, they are. And that's no
matter if they're "consumers", "business" or
"developers". We here at Skype are at least two
of those, and we don't want to be talked down
to or sucked up to.

We want the straight fact in a nice and simple
way. No matter if you're writing marketing copy,
internal emails or variable names, think
about this.

The best test for copy is still 'Would my mother
understand this?'. If not, try again.



And we still have words we like and words we don't like.





**:-(Telephony.
Corporation.
VoIP.
Peer-to-peer.
Supercalifragilisticexpialidocious.**





**:-) Free.
Share.
Whole world.
Calls.
Local.**



Skype™. Take a deep breath™.

Take a deep breath.

Our strapline celebrates conversation.

It is a call to arms, a challenge on us all to take a deep breath of air before we move on, talk on, jump, laugh, cry, suggest, invent, leap into the unknown or just say hello...

Oh, and because (free) conversations are unlimited, you're going to need a big lungful of air before you start.

**Do things
with
passion
or
not at all.**

Do things that people can share.

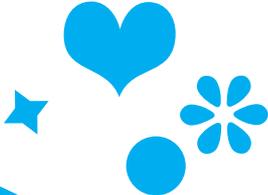
The more you share Skype, the more fun it gets. That makes word-of-mouth one of our best friends. Normal advertising is OK too, but we like ideas that people find and like so much, they want to talk about them.

Not because it's shocking or silly but because they think it's really nice, useful and adds something to their lives. We need to make more stuff for people to talk about.





**Do lots
of new
things.**



Isn't it about time someone re-invented the wheel?

Hey, how about making the wheel obsolete altogether?

Did you know *Hello!* was invented by Edison as a way to, well, say hello to someone when answering the phone? His rival, Bell, used *Ahoy-hoy!* (which is also cool).

They had invented a new way of communicating. They invented a new greeting to go with that.

How are we greeting people in Skype conversations? *Ping?*

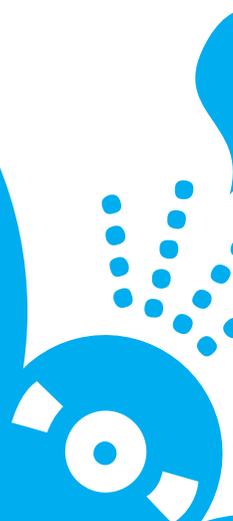
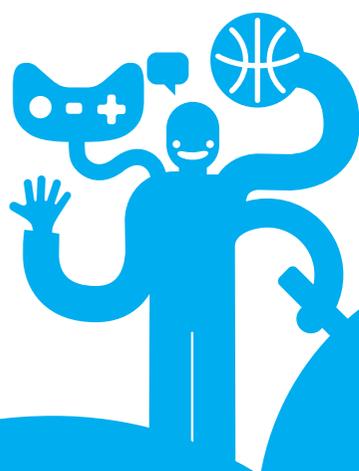


Do
things
Skype.™

In the early days, when we had to fight to get people to believe in our mission, a new way of doing things and 'The spirit of Skype' developed.

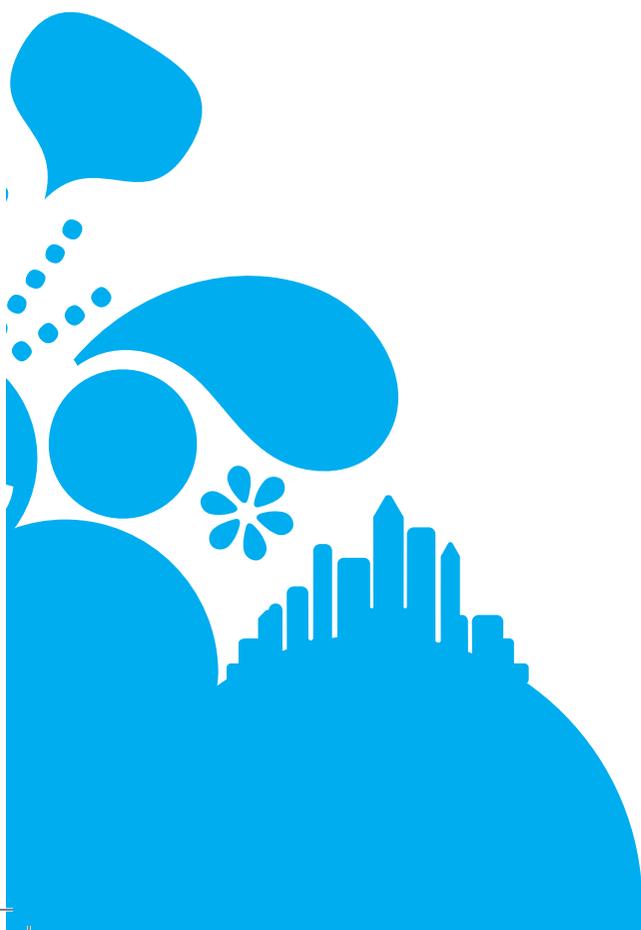
The spirit of Skype gives us energy.

We are passionate about what counts.



The spirit of Skype takes calculated risks and reaches for the stars, instead of safely staying earth-bound. It supports others when they need a hand instead of hiding. We change things and make them better and all it takes is a bit of hard work and ignoring the no-can-do voices. It happened. It worked. And it still does.

Everyone (no matter which of those people in the beginning you are) has the power to change things.



So if you're the guy coding those pages on skype.com where people go when they forget their password, or if you're the developer doing the backgammon game or if you're a lobbyist duking it out with Capitol Hill in Washington DC, we can promise you that plenty of people will tell you that it can't be done differently or better or maybe at all.

But you know it can, and it should.

And true to the Skype spirit, you will go ahead and get it done. Let's improve jitter buffering and customer-service response time and make the drop shadow on that button just right. Let's change how people say *Hello!*



All in a day's work at Skype.



**Be
different.**

Don't be like everyone else.

We've zigged when others have zagged.

Our very nature means being an alternative.



Our partners have taken our mission in their hands and made Skype live and breathe in new, exciting ways.

We have an ecosystem of devices and software that's been developed around us. Skype is on cordless phones, on mobile phones, on anything that extends the Skype experience.



**Be a
local.**



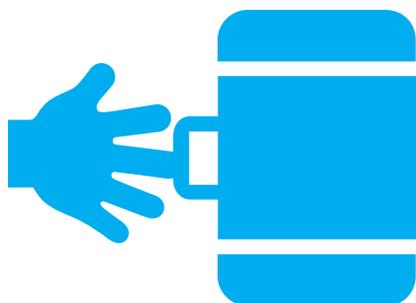
Let's find new ways of getting people to have a conversation across town or across the globe.

Local is having a business or home number in the same place as your customers or family.

Local is being able to pay for a purchase using a method and currency that is convenient to where you live.

Local is having competitive calling plans that you tell your friends and family about.

Local is hosting a conversation on the topic of “Bridge – playing a better game” with people from the other side of the world.

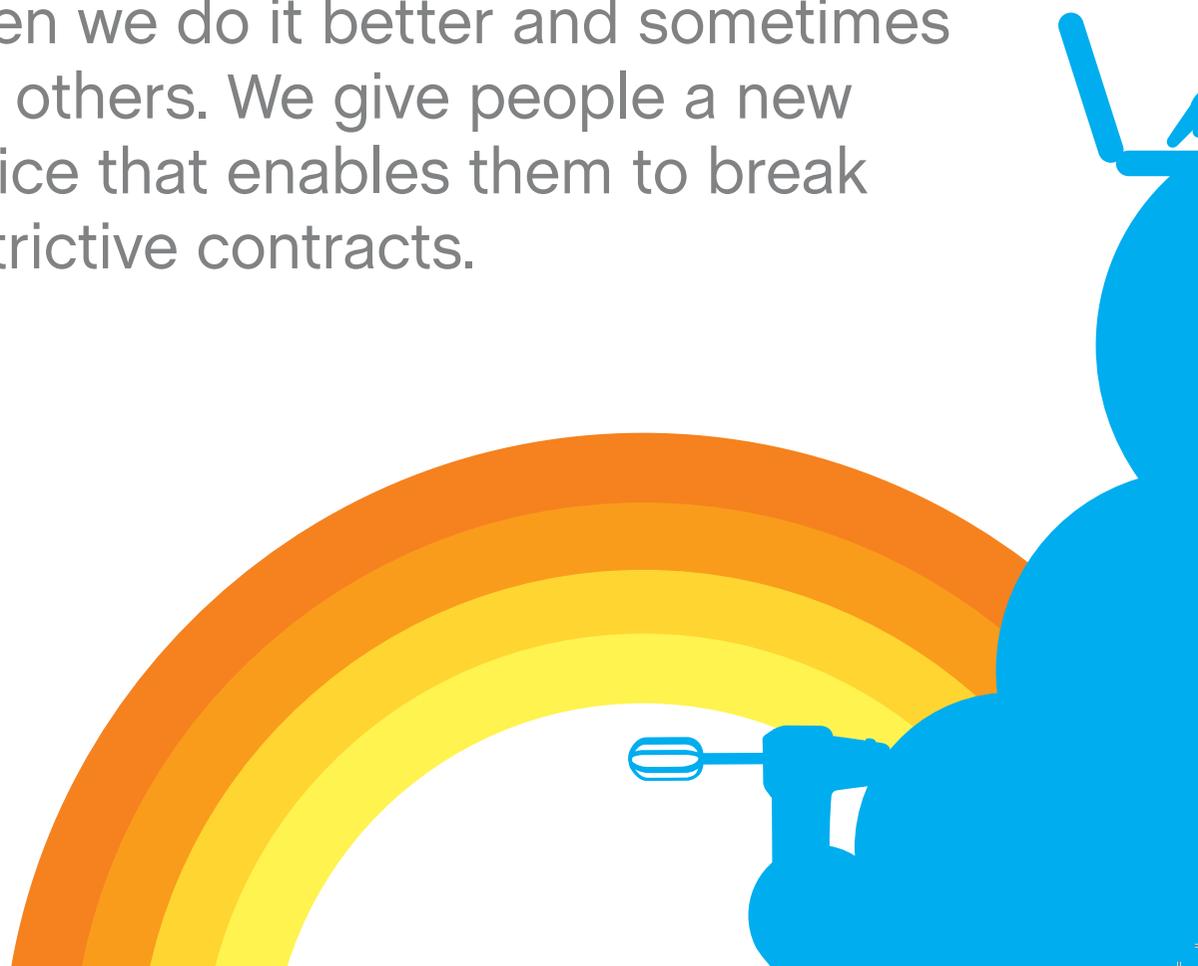


**Sell
stuff.**

Skype makes great products; products to be proud of. Some of those are free, and that's great and it's an important reason we're even here today.

Some products and services are not free – they cost a little to buy, use or subscribe to. And that is also great. It's an important reason we're here today and tomorrow.

We believe in our products because we're making great ones that help real people do real stuff and we're helping solve their needs. And quite often we do it better and sometimes cheaper than others. We give people a new choice, a choice that enables them to break free from restrictive contracts.



So to recap, we make something that people think is cool enough to pay for, we make some money, then we make some more cool stuff and we keep being able to make free stuff. Can you see the pattern?



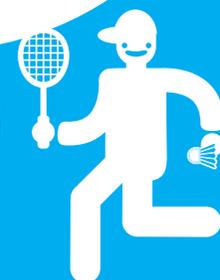
**Be a
leader.**

In what we do, we're now the thing. The boss, the new sheriff in town... el jefe. All that. We're no longer the underdog, we're the top dog. When did that happen?

Skype sets standards and leads the way. Companies, people, customers; they look to Skype for how and what to do. And when we get something wrong they fire a big cannon in our direction. Don't dodge the bullet, fix it.

We have a lot of responsibility to live up to. We have the responsibility to make products that work great, products that are great value for money, products that are not copy-paste versions of last century's communications tools. Really, it's as simple as continuing to make products that people talk to other people about.

And you should still try to talk to someone you don't know, at least once a day (even if they're really miserable-looking).



Now you know the recipe. So get cookin'.

