



Simplifying and Transforming Service Delivery in Government

Citizen Interaction Centers

White Paper
October 2007

Copyright

Copyright © 2007 Mitel Networks Corporation. This document is unpublished and the following notice is affixed to protect Mitel Networks Corporation in the event of inadvertent publication: All rights reserved. No part of this document may be reproduced in any form, including photocopying or transmission electronically to any computer, without prior written consent of Mitel Networks Corporation.

Trademarks

Product names mentioned in this document may be trademarks or registered trademarks of their respective companies and are hereby acknowledged.

Table of Contents

Overview	1
How Citizens Interact with Government	1
Simplified Call Answering for Government	3
Call Centers versus Contact Centers	4
Service Transformation: Citizens First	4
IP Telephony for Government: Flexible, Simple	4
Government Contact Centers and IP Telephony	5
Measuring Results	6
Automatic Call Distribution	7
Mitel Citizen Contact Center Management Suite	7
Citizen Service Delivery—Getting it Right	7
Government Walk-In Service Centers	9
Multimedia Management	9
Integration of Citizen Profiles	11
Effective Citizen Care Through Integration	12
Integrated Citizen Care: The Mitel Approach	12
Virtual Contact Centers	13
Business Continuity / Continuity of Operations Planning	13
Shared Services	14
A Future Government Service Delivery Model?	14

Overview

Public service delivery is a fact of life for government. Citizens and businesses alike expect convenient access to government services and information through multiple channels—the phone, the Internet, via email, or by visiting a government office location in person. The choice of channel depends heavily on the nature of the request. In some cases this can be a roundabout journey for residents, leaving many frustrated or feeling marginalized. This situation is further complicated when government employees find themselves negotiating their way through many processes in order to address a problem both internally and externally.

Many government agencies have traditionally functioned as separate business units, resulting in complex and disjointed communications. This leads to inefficiencies and service ineffectiveness, which serves to drive up costs. Meeting increasing service demands with fewer resources under constrained budgets is a major challenge for most governments. What are some ways for government to “do more with less”? A growing trend involves joining up services or sharing services with other levels of government. This would allow governments at all levels to present a one stop shop—that is a single and simple means to extend services to citizens and serve them through a united front.

Needless to say, as the primary provider of services to constituents, government agencies are expected to ensure a high quality of services and responsiveness at all times—from addressing day-to-day inquiries to handling public high call volume when unexpected events might arise in the community. Improving service quality is not simply about the investment—it’s about the people, processes, and technology.

How Citizens Interact with Government

Residents typically interact with government through a variety of channels and for a variety of reasons. One might initially visit the government website to seek out general information and follow up using another channel, such as the phone, when a problem needs to be solved.

According to USA Services, over 45 percent of transactions with government involve more than one channel.¹ Indeed with modern access to technology, citizens’ expectations are trending toward reducing the telephone and in-person channel requirements, but not toward eliminating them.² Simply put, citizens do not want the telephone or walk-in locations to go away. It seems then that Government is expected to provide universal access across all segments.

¹ USA Services; Agency Advocate / Partner Meeting; June 7, 2007

² USA Services; Agency Advocate / Partner Meeting; June 7, 2007

About 40 percent of government patrons who had some interaction with government in the past year used the telephone and it was a circuitous journey for many of them. Slightly more than half (52 percent) had to make more than one call before finding the appropriate person, while 46 percent said that they only had to make one call.³

A Pew Internet study highlights that even with the variety of channels to choose from today, citizens' preferences continue to lie with the phone; largely because it is still considered to be a reliable and convenient communications tool. Moreover, some transactions are fundamentally unsuited to delivery via the Web (or via interactive voice response (IVR) or short message service (SMS) for that matter)—creating the basis for a customer's preference for the phone.

Means of Contacting Government

	Method of last contact	Preferred means of contact
Telephone	42%	40%
Website	29%	24%
In Person	20%	13%
Email	18%	11%
Letter	17%	10%

Source: Pew Internet & American Life Project survey, July 2003; n=1,657 for Government Patrons. Margin of error is ± 3%. How Americans Get in Touch With Government, May 24, 2004; John B. Horrigan, Senior Research Specialist; Pew Internet & American Life Project; www.pewinternet.org

The leading problem for those who contact the government by telephone is time; 36 percent say they do not have enough time to stay on the phone or make repeated calls to government agencies and 31 percent say they get put on hold for extended periods of time.⁴ Voice communications therefore should be central to any plan to improve citizen access to services. This has equal, if not more applicability in the delivery of services by government agencies

Based on such findings, it is reasonable to conclude citizens, when interacting with government, still expect to use or at least have access to all channels now and in the future. While a self-service and online approach is increasingly gaining appeal, making government services available simply through these channels will not deliver more accessible government services on its own. One thing remains clear—government agencies must provide universal access and equal care across all channels. If we are to bring about more efficient government services with citizen-centricity as its focal point, then it's important first to understand how citizens interact with their city or local governments, what channels citizen groups prefer and for what transactions.

³ How Americans Get in Touch With Government; May 24, 2004; John B. Horrigan, Senior Research Specialist; Pew Internet & American Life Project; www.pewinternet.org

⁴ Pew Internet & American Life

With this information, government agencies can take a holistic approach that incorporates appropriate staffing resources, processes, and technology to better manage change. A multi-channel strategy offers government agencies the ideal opportunity to provide faster, more personalized, and more comprehensive citizen services—making their communities more attractive places to live and work.

Considerations

- How to modernize government services without breaking the bank?
- How to make interaction with government simpler?
- How to generate new efficiencies? Free up resources and time to concentrate on more value-added activities?
- How to ensure organizational and cultural readiness?
- How to better engage citizens in the process = citizen consultation?

Simplified Call Answering for Government

Many local governments lack a central or even simple means of answering calls. In many cases, local governments do not provide a single-number dialing system that is easy for citizens to use. A single-number dialing system has performed impressively for fire and emergency services and has equal application for local government. Yet many local government agencies have multiple numbers corresponding to the services that are provided which can lead to public frustration when trying to reach a contact.

Local governments provide a variety of services across multiple disciplines, from property tax collection to fielding calls about newly discovered potholes along city roads. This means that government departments are complex, often acting as discrete business units using disparate systems. What this leads to is high numbers of transfers between departments coupled with repeated explanations, as they attempt to address a citizen's inquiry at the point of contact. This means that the ability to answer calls efficiently can be a serious challenge for all points of contact into a local government organization. Especially when citizens expect a single point of initial contact with government and do not want to be passed around.

Contact Centers are the natural choice for state and local government agencies as they offer the best means to address the issue of connecting a citizen to the right person and the right department with first contact resolution possibilities.

Call Centers versus Contact Centers

Call Centers, customer care centers, and contact centers are all variations on the same concept—their function is to provide the ability to centrally manage contact between local government and its citizens. The difference between a call center and a contact center lies in the ability to blend together inbound communications from a variety of sources. With a call center, you manage only one channel of contact, the telephone. The contact center enables you to address multiple channels of contact; voice, Web, fax, and email through a single point of contact.

As each input comes into the contact center through its individual channel, a routing decision is taken based on the subject matter. This requires email messages to be analyzed, and telephone integration to be used. Providing a common level of service for all channels of communication is the key difference between a call center and a contact center. To keep things simple, contact centers will be the term used throughout this document.

A contact center is a meaningful way to both simplify and centralize the management of inquiries made into the local government and respond to routine questions from citizens. More personalized queries can then be directed back to the respective service area. To understand the contact center and its deployment in your operations, contact center technology must be considered in the broader context of communications technology. It is important to understand the advances in communications technology and how they can help you. Technology on its own is not a magic cure-all. It is a tool to aid in bringing about positive change to better service and communicate with citizens.

Service Transformation: Citizens First

IP Telephony for Government: Flexible, Simple

A new means of delivering voice communications is now being deployed. IP telephony provides for voice communications to be delivered over the same network as data, using the data transport mechanisms associated with the Internet, called transmission control protocol / Internet protocol (TCP/IP). A separate voice network is no longer necessary with IP telephony. Instead, voice becomes another application on your network allowing the true integration of voice with data applications. Making voice an application on a network means that communicating in brand new ways becomes possible.

The greatest challenge in implementing an IP telephony system is meeting the very high standard set for voice quality by the traditional PSTN system. However, reliability and quality of service advances in codecs, gateways, and network-planning tools have

made IP telephony truly reliable. Now voice packets can be prioritized so voice traffic is transmitted ahead of other traffic. The best way to ensure voice quality is to have enough bandwidth at the network access point. Ultimately, a robust network infrastructure capable of carrying voice traffic is required.

For this reason Mitel has established strategic partnerships with data network vendors such as HP to ensure optimal delivery of voice communications in a data environment. Mitel's communications portfolio is built upon the philosophy of open standards whereby interoperability with major network vendors such as Cisco, Sun Microsystems, and ProCurve Networking by HP, is the cornerstone of product development.

Government Contact Centers and IP Telephony

By changing to an IP-based telephone network, contact centers can move away from the "megacenter—single site" approach in favor of partially or even fully distributed contact centers.

Instead, with IP telephony, voice becomes an application on your network. Meaning you can set up virtual contact centers, simply by running IP phones remotely from your main phone system over the network to any branch office connected to your network. Opening up contact center facilities anywhere becomes a real possibility and directly complements business continuity planning strategies. Government now has the flexibility to deliver essential services when unexpected events impact their communities, simply by relaying calls to disparate locations—locations once isolated and now, with IP telephony, connected in real time to day-to-day operations.

This flexibility means governments can easily set up and tear down new agent desks quickly in the event of an emergency such as a fire or flooding. Which translates easily into general government administration, where new agents and / or applications can be added when the government sees fit and when budgets are secured. Government agencies are no longer restricted by fixed physical space.

Moreover, IP telephony offers contact centers advanced applications such as; a speech-enabled attendant, SMS text messaging, and remote agents. It also can be used in both a TDM and IP environment, which is a key criterion for those government agencies not yet quite ready to deploy IP.

How easily a contact center can be deployed, is just one example of the flexibility that IP telephony offers. IP contact centers are easy to implement, as well they offer increased flexibility, which can yield a more affordable contact center model than a traditional fixed-facility approach.

Workforce management is the art of having the right number of skilled people and supporting resources in place at the right times to handle and accurately forecast workload at service level with quality.

Measuring Results

Before any technology can be deployed, you need to be able to measure its effectiveness. Information technology has been derided for its failures, largely as a result of the failure to implement the appropriate tools to understand its performance.

The key to a great contact center is its people. Understandably, as well, people represent the greatest overhead for a contact center. It has been shown that over 60 percent of costs for an efficiently run contact center are attributed to human resources.⁵

Consequently, measuring the efficiency of a contact center can help to minimize overhead. As a general rule, a contact center should be converting at least two-thirds of its payroll hours (including paid breaks) into production time (actual engagement with customers).⁶

There are a number of common areas to look at when maximizing efficiency. Some questions that need to be asked when analyzing your contact center include:

- How is your contact management system designed? Does it analyze the quality of your contact center?
- How are your agents organized? Do you have dedicated agents or do they multitask?
- How are work shifts scheduled? How do you handle peaks in call traffic?
- How is staff trained to minimize engagement time and close a call at first point of contact?
- How do you analyze the effectiveness of your walk-in facility?

The management of a contact center is a complex operation. Its delivery can be made easier through software that not only automates call distribution but also automates the tough job of analyzing how it is performing.

Mitel offers a modular suite of applications that make it possible for customer queries to be adeptly managed and to arm you with the tools you need to understand how well your contact center is performing.

⁵ The 10 keys to a Successful Call Center, by John Chetwynd

⁶ 10 keys to a Successful Call Center

Automatic Call Distribution

Automatic call distribution (ACD) is a function of a telephone system that manages incoming calls and routes them to the appropriate queue and then to the longest idle agent within that queue. ACD delivers the power and performance required in the most demanding contact center environments by providing:

- Cost-effective use of pooled resources
- Improved customer service by delivering consistent process and service
- Call distribution based on the caller's need
- Even distribution of the workload
- Reduction in communications costs

With Mitel, ACD is fully integrated with our communications platforms providing the capabilities for:

- Routing calls to the most appropriate group(s)
- Queuing and prioritizing of callers
- Distributing calls fairly within a group – longest idle or highest skilled
- Automatically rerouting or expanding the availability of agents based on current queue conditions
- Networking multiple contact centers together
- In queue messaging
- Controlling after hours service

By supporting a flexible range of robust ACD functionality, Mitel's contact center management suite can provide you with features such as basic call routing to the first available agent, skills-based routing, and fully networked ACD among multiple contact center sites. This customizable ACD approach provides you with the flexibility to meet your specific needs. With Mitel there is no one size fits all.

Mitel Citizen Contact Center Management Suite

Citizen Service Delivery—Getting it Right

The contact center management suite provides you with a modular set of Web-based applications for historical reporting, real-time monitoring, and forecasting agents' requirements in both centralized and multisite environments, from the single-agent level to center-wide activities – all via a Web browser from any desktop.

The suite is designed to allow you to integrate increasingly sophisticated capabilities as your needs change and grow. You can enhance your contact center operations with applications for multimedia management and for providing queue options for callers

when you feel there is sufficient demand for it. Now you can use tools to track contact center activities including citizen contacts by agent, time, and contact type to report on contact center performance levels while allowing you to share this information with management or the public. City planners for example, can incorporate the captured data to develop future community service strategies.

The historical reporting module enables you to view, generate, schedule, and share over 250 different report types across all contact center elements over any date and time horizon. You can set the parameters to enable supervisors to see the big picture as well as granular details of contact center performance.

This module allows you to run a report on abandoned calls to help you identify periods throughout the day where calls are lost due to insufficient agent coverage. This will enable you to better analyze call volumes and determine at what times you need to reallocate and / or reschedule staff breaks to ensure sufficient coverage throughout the day.

You may discover that you do not have enough agents to handle peak call volumes. By running a report, you can gain a clear understanding of the number of agents you require to handle peaks on an average day. As the sample rate increases, so does the accuracy of the forecast.

Events like an unexpected power outage or serious flooding are likely to increase call activity in a municipal or county contact center as the public tries to secure important safety information or evacuation instructions. Being able to respond to fluctuations on the spot is vital in these cases. With real-time monitoring your contact center manager has the ability to perform live monitoring of contact center activities, including queue and agent status, average wait times, and real-time queue statistics. Now you can respond to changing contact center volume levels as they occur to ensure the highest level of service is maintained.

What this means is that your contact center manager can switch an inactive agent to a busier ACD queue, place an agent in "Make Busy" or "Do Not Disturb", and schedule a queue to open at a specific time—all via simple point-and-click operations from any desktop. The forecasting module allows you to conduct performance analysis based on historical activity and when used with Mitel Contact Center Scheduling provides, supervisors with powerful forecasting and scheduling capabilities to optimize skill and labor requirements to better align with their call traffic. Mitel Contact Center Schedule Adherence, an add-on application to Contact Center Scheduling, compares daily schedules to real-time information and informs managers in real time of agents adherence to their schedules, a great asset for a busy contact center manager.

Government Walk-In Service Centers

The skill-based routing approach described earlier can equally be applied to a walk-in government center. For many citizens, a walk-in center has typically been associated with inefficient service requiring long waits and enduring long queues to complete a face-to-face transaction. For local governments seeking to reduce multiple office sites and costs, the ACD approach can help offset negative public perceptions when seeking to consolidate service offerings and raise efficiencies.

The technology can track when the peaks and valleys occur, record the average duration of the visit, along with capturing any special requirements a citizen might request (disabled access, language). This allows staff to adjust from a full-time complement to part-timers with specific skill sets. For example, in a growing number of communities, an influx of new citizens whose first language is not English is placing new challenges on local governments to better serve their new residents. The built-in historical reporting and tracking allows managers to optimize the use of queue and agent resources to better track, report, and measure, while ensuring the highest level of service is achieved for walk-in facilities.

One government customer for example, is benefiting from IP telephony by connecting their walk-in center and their call center. When staff in the walk-in center are free, they simply login at their desk and remotely support the call center leading to enhanced efficiencies and productivity.

In addition, government agencies are increasingly considering the benefits of joining up or shared services with other levels of government to realize greater service and cost efficiencies. Local government walk-in facilities for example, could be utilized to offer up multi-jurisdictional service through the participation of other levels of government to streamline costs and remove redundancies. Though clearly a complex undertaking for government agencies, it would provide citizens with greater access to all government services from a single point of contact and potentially save the various levels of government costs associated with real estate and staffing.

Multimedia Management

While increasing access to online services is a key target of any online or e-government strategy, many governments have found it difficult to deliver online customer service effectively.

As local government agencies seek to offer increased access to services via the Web and email, it is important to integrate these channels into the contact center. Failing to respond to email inquiries can prove to have very negative consequences. Poor email

customer service drives up costs and alienates citizens whose expectations are not being met in a timely manner. When email expectations are not met, citizens often initiate a second contact, often by another channel which creates a negative impression of how customer service is handled by government.

To evolve your service into a full contact center operation, Mitel offers a multimedia module that integrates with Microsoft® Exchange Server and Microsoft® Outlook® to support automatic email routing, historical reporting, and real-time monitoring of all contact types. This enables the contact center agent to manage all customer contacts in the same consistent manner across multiple mediums, ensuring citizens are treated the same way regardless of how they choose to communicate.

Multimedia customer service can be taken to the next level with the addition of Web call back when you have to handle more calls than your contact center can manage—this is especially true when unexpected emergencies arise in your community. Waiting on hold can be a negative experience for any caller. Time is of critical importance to busy residents, particularly for callers who are contacting the government during work breaks or on personal time. To mitigate the negative consequences of making callers wait on hold, Mitel provides an application that puts the control back in the hands of the citizen.

With the Mitel Intelligent Queue application, contact centers can offer callers prerecorded announcement capabilities that:

- Keep constituents informed of their call status
- Manage caller expectations
- Match callers with the most appropriate agent
- Provide callers with a flexible contact alternative to waiting

Callers can avoid long wait times by leaving their contact information and having the next available agent call them back. The benefit to the agent is that they don't need to dial the number, this is an automated process.

This eliminates the feeling of powerlessness that a caller often experiences while waiting on hold and provides them with an alternative to waiting. This reduces the number of calls waiting in the queue, and reduces the number of lines tied up.

These are just the highlights of some of the tools available from Mitel for contact center management. With these tools you can fully understand the performance of your government contact center. This will arm you with the information you need to control agent and queue states instantly and easily, enabling immediate response to changing call volumes—thereby meeting service levels and satisfying citizens expectations.

The modular approach allows you to take more sophisticated components on board as you evolve your contact center. This means that you can start with a simple call center and grow into a fully integrated contact center that handles all channels of contact from your citizens.

Integration of Citizen Profiles

Over and above the flexibility that an IP contact center can offer, it can also improve the quality of care you can deliver to constituents through your contact center, as a more complete and efficient integration of customer profiles is achievable. This is important because in order for contact centers to provide timely, personalized response to callers, it is necessary to access a caller's profile.

This is achievable by taking advantage of the Mitel Agent Portal. The Agent Portal enables contact center agents to not only personalize the experience for resident callers, but reduces the time spent on each call, allowing agents to be more efficient. Agents have access to real-time information on incoming calls through PC screen pops that display caller information from the contact center database on the agent desktop before answering—allowing agents to answer each call with the personal and knowledgeable response customers crave.

In addition, the Mitel Agent Portal application can integrate and share data with the following applications:

- Text editor (call pad)
- Outlook dynamic data exchange (DDE), such as Microsoft® Excel®
- Active server page (ASP) scripts – the Agent Portal client application can be used to send data to a third-party application that supports ASP
- Command-line arguments – the Agent Portal client application can be used to send data to a third-party application that supports command-line arguments

This means that contact center agents can perform outbound dialing operations from the keypad or from Outlook simply by grabbing the number and dialing. The ability to 'grab and dial' increases productivity by several seconds per call and reduces dialing errors.

The Agent Portal is a tool designed to help the contact center agent perform more efficiently and to offer a more personalized experience to the caller, an asset to any contact center operation.

Effective Citizen Care Through Integration

As the Agent Portal demonstrates, the quality of customer care delivered by contact centers can be significantly improved by integrating the customer database to allow agents to have ready access to customer profiles.

The next level of integration involves the integration of the contact center to the back office. Integrated information in service delivery is critical to providing modernized public services and driving transformation in services. However, managing the information flow between citizens and the local or county government and its numerous service areas is a major undertaking.

By introducing an issue management process you can ensure that all incoming requests from citizens are centrally managed by the contact center. In this way, all citizen requests receive the same standard of care through a simple customer care management system.

Ensuring centralized communications exist between the contact center and departmental services is a must for a local government contact center. In order for local governments to address citizen calls efficiently and to manage citizen requests effectively into the government, the front and back office must fully understand each other—that is talk to one another.

Integrated Citizen Care: The Mitel Approach

- Solutions are tailored to the goals of government
- Designed with people first, then processes, then technology
- Extensive contact center experience and award-winning solutions
- Integration with legacy back office systems
- Scalable solutions for managed roll-out

Integration of the front and back office is a critical path to successful issue management in government. However, integration is not something that can be achieved overnight. Local and state agencies must engage in managing the cultural change that needs to occur to successfully integrate the front and back office. In some cases, the concept of a front office will be new to local government employees, many of whom will not be used to a public facing role.

The implementation of customer relationship management (CRM) technology is intended to help businesses and governments alike to better manage their customer

interactions. For its true value to be realized in government, CRM systems should be integrated into your contact center.

Commercial CRM systems are often not suitable for governments and normally require extensive consultation particularly in communities where local government agencies have acted as discrete business units with data often collected into separate systems.

Mitel's CRM integration approach enables contact center agents to be immediately presented with call-related customer historical information, thus allowing agents to resolve an incoming call quickly and efficiently, and allowing agents to make direct notes regarding that call into the CRM application. Integration can be performed into an off-the-shelf recognized third-party application, a unique legacy system, or a customized application. Mitel CRM is tightly integrated with other elements of the portfolio, such as Agent Portal and Mitel IVR applications.

A 'citizen first' philosophy should be part of any government CRM integration agenda.

Virtual Contact Centers

Business Continuity / Continuity of Operations Planning

County and local governments dealing with events such as hurricanes, fires, floods, or simply poor weather may be forced to relocate their operations for a short or extended period of time. Government employees may be prevented from reaching the office, forcing these employees to work remotely for some time and to become part of the mobile workforce.

As stated earlier, the flexibility of IP also means government agencies no longer have to dedicate a facility to operate a contact center, particularly during unexpected disruptions. IP contact centers offer government agencies the ability to quickly and easily set up operations anywhere, creating "virtual call centers" while leveraging part-time or dispersed staff who can work from a safe location or home using teleworking technology to continue delivering and supporting essential services. A dispersed model provides flexibility in government emergency planning while allowing it to respond more rapidly to citizens concerns.

In addition, a virtual model allows government to extend hours of operation of the call center without requiring staff to come to a fixed location. It's an innovative way to support remote working by using the Mitel Teleworker Solution, which has ACD functionality, to provide seamless integration to the "virtual" call center. This helps improve for example, the worklife of disabled government employees.

Moreover, with looming retirements in the public sector, this virtual approach has the capability to enhance the quality of worklife for hard-to-recruit call center employees, thereby helping to keep skilled staff.

Shared Services

A Future Government Service Delivery Model?

A new idea is growing among governments and constituents alike, that there should be more partnering between the different levels of government to better integrate government services offered. Shared or joined up services typically involve the consolidation of administrative or support functions such as human resources, finance, information technology, and procurement from several departments or agencies into a single entity in order to provide services as efficiently and effectively as possible. Externally, this also presents a one-stop shopping experience for constituents, eliminating the circuitous journey typically associated with completing transactions with different levels of government, thereby making it easier to interact with government. Of course, shared or joined up services require careful planning given the inherent complexities of trying to manage the needs and challenges of different levels of government while developing a consolidated strategy, let alone identifying the budgetary requirement. Shared services, where it has been deployed, has resulted in reduced costs and has achieved greater efficiency in certain areas.⁷

The need to do more with less is driving a trend towards shared services in the public sector. As governments refocus staff and resources on providing core services, they are looking for innovative ways to deliver business functions such as human resources, grants management, and procurement. By sharing services, agencies can cooperatively purchase and manage technology in order to benefit from efficiencies of scale, as well as best practices and standard processes.

Source: Shared Services and the Future of Technology Adoption in Government; Datamoniter

Governments are under pressure today to do more with less and for this reason, the carefully coordinated implementation and operation of a government contact or call center can ultimately deliver cost efficiencies to government and improve public satisfaction with their services as residents receive a more personalized and prompt response.

⁷ The Government Executive Series Driving High Performance in Government: Maximizing the Value of Public-Sector Shared Services; Accenture

MITEL
it's about **YOU**

Companies don't make decisions, people do. That is why Mitel is leading the way toward a new and more personalized approach to communications for enterprise and small business. Our innovative solutions, applications and desktop appliances enable you to access, process and control your communications and information naturally, simply and efficiently.

Our solutions allow you to collaborate over distance and time and to interact with your customers, colleagues and partners as never before. By combining the power of voice, data and video over converged high speed networks, Mitel provides you with flexible and personalized tools that let you leverage the latest advances for personal and organizational advantage.

**Americas Headquarters
Corporate Headquarters**

Tel: +1 613-592-2122
Fax: +1 613-592-4784

**Europe, Middle East and
Africa Headquarters**

Tel: +44 (0) 1291 430000
Fax: +44 (0) 1291 430400

**Asia Pacific
Headquarters**

Tel: +852 2508 9780
Fax: +852 2508 9232

For more information on our worldwide office locations, visit our website at www.mitel.com/offices

www.mitel.com



THIS DOCUMENT IS PROVIDED TO YOU FOR INFORMATIONAL PURPOSES ONLY. The information furnished in this document, believed by Mitel to be accurate as of the date of its publication, is subject to change without notice. Mitel assumes no responsibility for any errors or omissions in this document and shall have no obligation to you as a result of having made this document available to you or based upon the information it contains.

M MITEL (design) is a registered trademark of Mitel Networks Corporation. All other products and services are the registered trademarks of their respective holders.

© Copyright 2007, Mitel Networks Corporation. All Rights Reserved.

GD 152_473