

## EXECUTIVE SUMMARY

Informatica Research has reports the results of its 3-year study of contact centres including management and employee interviews, on-site visits and documented policies. The findings speak for themselves:

1. 9 out of 10 contact centres have experienced at least one significant privacy breach in the past 6 months falling out of compliance with local privacy legislation.
2. Technology issues impacted productivity for over 94% of cases, leading to an average paid downtime of 47 minutes per week. In some cases exceeding 6000 hours per month in downtime. Associated costs were not available.
3. For over 80% of employees, the method of coping with traditional autocratic corporate culture is to systematically reduce the quality of their work and increasingly use their sick-time; even when a year-end payout for accumulated sick-time was an option. More than 60% of absenteeism is caused by stress in the workplace.
4. Information security issues ranging from unauthorized use of equipment to data theft was found in all cases, with over 95% opting to address the issue in-house and forego breach disclosure or investigation.
5. 7 out of every 10 contact centres lose money and have a high turnover rate. The primary cause identified is autocratic management.
6. 63% of the offshore business process outsourcing component of the \$11.4 billion U.S. call centre industry is in India.

### Conclusions:

Capability gaps in contact centre management account for the majority of effectiveness, privacy and security issues. In successful cases, a standard approach that embraces best practices, project management methodologies, enterprise risk management and enforced policies contributes to a working environment that reduces stress, increases productivity, decreases absenteeism.

In cases involving serious compliance, security and confidentiality issues, an improvement of over 80% was noted over the 6 month period following the adoption of management and employee education, shared policies, improved monitoring and effective control implementations.

As a result of this study and with the assistance of experienced contact centre managers, Informatica Research has created the Contact Centre Management Model (CCMM or C<sup>2</sup>M<sup>2</sup>), a standards-driven library of high level best practices, control objectives and activities designed to specifically address current and emerging risk while vastly reducing incident management costs.

Call centre executives, boards of directors and project managers have taken notice, inviting our consultants to speak in confidence. Informatica Research welcomes media interview requests. Management presentations that answer key questions related to efficiency, compliance and profitability should be directed to [info@InformaticaResearch.com](mailto:info@InformaticaResearch.com).