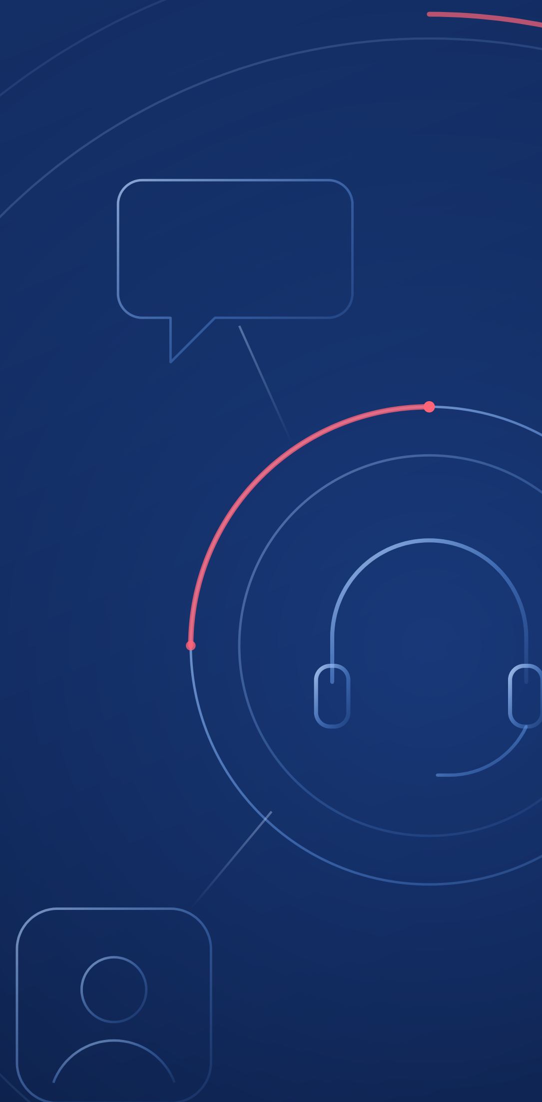
CONTACT CENTER OUTSOURCING · PHILIPPINES

Every channel, one queue: the executive economics of contact center outsourcing to the Philippines.



An analysis of channel-mix economics, blended-agent concurrency, deflection design, and vendor-selection discipline for companies replacing channel-siloed support with one omnichannel operation.

AUTHORS

John Maczynski — Chief Executive Officer
Ralf Ellspermann — Chief Strategy Officer

JULY 2026
MANILA · ESTABLISHED 2001

Contents

– About the authors 03

01 Executive summary 04

02 The channel mix: what a resolution really costs on voice, chat, email, and social 05

03 The blended floor: concurrency, deflection, and the utilization dividend 06

04 Cost and performance: role-band economics and top-tier benchmarks 07

05 Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to omnichannel CX 08

06 Case study: a 60-seat omnichannel consolidation, reconstructed 09

07 The executive playbook: governance for the first 180 days 10

– Methodology & notes 11

ABOUT THIS SERIES — VOLUME 2

Volume 1 priced the phone call; this volume prices everything else. Where WP-01 examined the economics of the voice floor, WP-02 examines what happens when voice, chat, email, and social stop being four operations and become one — and why the buyers who capture that consolidation are, once again, the ones who select their provider on evidence. The full series lives at piton-global.com.

THE PITON-GLOBAL LEADERSHIP TEAM

About the authors

John Maczynski
Chief Executive Officer

Before advising buyers, John sat where the reader sits: three decades signing off on outsourced CX budgets for major US corporations, including the years when "the call center" splintered into chat queues, email backlogs, and social escalations. He has bought omnichannel well and watched others buy it badly — the difference, in his experience, is decided before the contract is signed. He brings that buyer's judgment to every PITON-Global engagement, personally, from first scoping call to certified launch.

j.maczynski@piton-global.com
+1 402-598-8740

Ralf Ellspermann
Chief Strategy Officer

Ralf ran Manila floors through the industry's omnichannel turn — the years when chat concurrency, universal queues, and blended rosters went from experiments to operating doctrine. The programs he built and directed across two decades in the Philippines served millions of customers on every channel this paper prices, and the concurrency and deflection benchmarks in Section 3 come from operating instrumentation he helped design. Few advisors anywhere read an omnichannel floor faster.

r.ellspermann@piton-global.com
Manila, Philippines

PITON Global

ABOUT PITON-GLOBAL

Manila-based since 2001, PITON-Global occupies a deliberately narrow position in the outsourcing industry: it advises buyers, only buyers, and only on the Philippines. A quarter century of continuous market presence — recognized with a long run of industry awards — has produced the firm's working asset: a living map of more than 1,000 Philippine providers, maintained through site visits, audits, and live engagements. Companies including Tripadvisor, TSYS, Garmin, HealthPartners, Yetipay, Workrise, and Norman Disney & Young have used that map to find the handful of vendors genuinely built for their work.

SECTION 01

Executive summary

−62%	2.4×	+12 pts	5.7×
Blended cost per resolution vs. US onshore	Chat concurrency sustained at vetted floors without CSAT loss	Occupancy gain from a universal queue vs. channel silos	First-year ROI, reconstructed omnichannel case (Section 6)

Most companies did not choose their channel architecture; their customers chose it for them. A phone line became a chat widget, then a support inbox, then a social handle — each bolted on under a different manager, staffed as its own team, measured on its own metrics. The result is the channel-siloed operation: voice agents idle at 62% occupancy while the chat queue drowns, email answered in days because it competes with nothing, and the same customer asking the same question twice on two channels — billed as two contacts.

The Philippine market's top contact center operators dissolved those silos years ago. Their instrument is the universal queue — one blended, cross-trained floor answering every channel by priority, concurrency doing on digital channels what no voice floor can do, deflection moving contacts to the cheapest channel that still resolves them. Five findings for the executive reader:

1. **Price resolutions, not minutes.** Channel-siloed buyers compare per-minute voice rates; omnichannel buyers compare cost per resolution across the mix. Section 2 prices all four channels honestly — including the concurrency effect that makes chat structurally cheaper and the double-contact tax silos hide.

2. **The universal queue is worth ~12 occupancy points.** Blending channels on one roster smooths every channel's peaks against the others' troughs. That utilization dividend — headcount you don't hire — stacks on top of the rate arbitrage, and only floors engineered for blending collect it.

3. **Deflection is design, not deterrence.** Done well, deflection routes each contact to the cheapest channel that genuinely resolves it; done badly, it hides the phone number and calls the resulting silence success. Vetted operators instrument deflection with resolution and CSAT checks, not contact suppression.

4. **AI takes the floor's bottom tier, humans take its judgment.** Bots now absorb password resets and order-status lookups credibly; what remains for agents is harder, longer, and higher-stakes per contact.

That shifts the buying question from "cheapest seat" to "strongest floor" — and widens the gap between average and vetted providers.

5 **True omnichannel floors are a minority of a large market.** Of the 1,000+ contact center and BPO operations PITON-Global maps in the Philippines, those running genuine universal queues — blended rosters, concurrency instrumentation, deflection governance — number a few dozen. Every provider sells "omnichannel"; far fewer operate it.

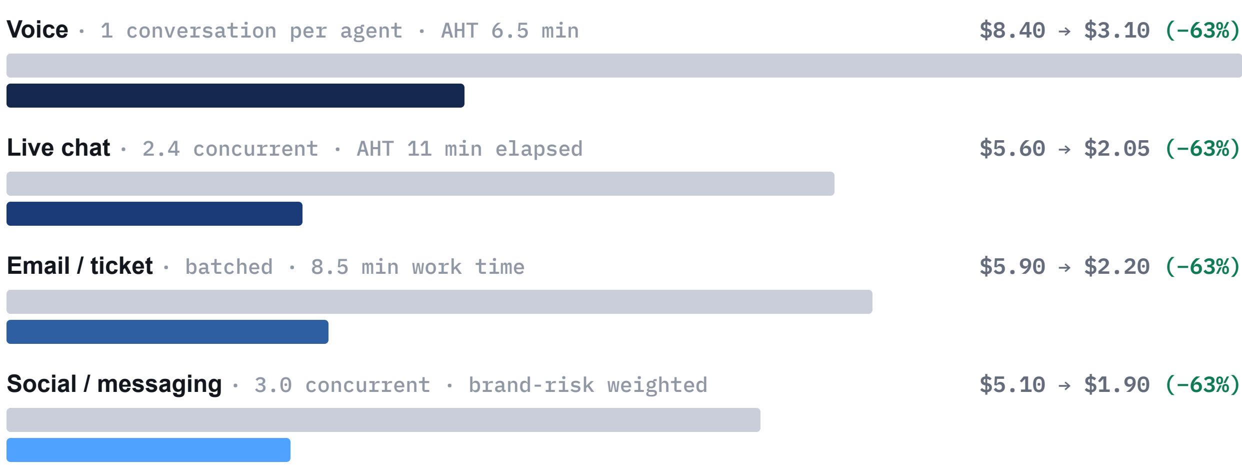
The intended reader owns CX, operations, or finance at a company whose support has sprawled across channels — and budgets. Sections 2–4 supply the evidence; sections 5–7, the method and the proof.

SECTION 02

The channel mix: what a resolution really costs on voice, chat, email, and social

Figure 1 prices the four channels the way an operator does — per resolution, fully loaded, with concurrency and handle-time differences carried through. The delta column is the reason channel mix, not headline rate, decides an omnichannel program's economics.

FIG. 1 — COST PER RESOLUTION BY CHANNEL, US ONSHORE VS. MANILA VETTED FLOOR (US$, 2026)



Gray = US onshore; blue = Manila vetted floor. Fully loaded, net of shrinkage; concurrency and AHT from PITON-Global engagement instrumentation 2025–26.

Two readings matter more than any single bar. **First, the mix is a lever:** at the blended volumes typical of a 60-seat program, shifting fifteen points of volume from voice to chat and email — where resolution genuinely survives the shift — is worth roughly as much as three points of rate negotiation. Buyers who arrive with a designed channel mix negotiate a different contract than buyers who arrive with last year's call volume.

Second, the double-contact tax is real money. In channel-siloed operations PITON-Global audits, 8–14% of contacts are the same customer, same issue, on a second channel — invisible when each silo reports separately, fully priced when one floor owns the customer's thread. A universal queue with a unified customer view collapses those duplicates; Section 3 shows how the top floors engineer it.

SECTION 03

The blended floor: concurrency, deflection, and the utilization dividend

Figure 2 contrasts the two operating architectures. The silo model staffs each channel to its own peak; the universal queue staffs one floor to the blended peak — which is always lower than the sum of the parts.

FIG. 2 — CHANNEL SILOS VS. THE UNIVERSAL QUEUE, 60-SEAT-EQUIVALENT PROGRAM

SILOED · FOUR TEAMS, FOUR PEAKS

VOICE · 28 FTE · 62% OCC

CHAT · 16 FTE · 71% OCC

EMAIL · 14 FTE · SLA 26h

SOCIAL · 6 FTE · AD HOC

64 FTE total. Each team staffed to its own peak; idle capacity in one silo can't answer the backlog in another; duplicate contacts uncounted.

→

BLENDED · ONE QUEUE, ONE PEAK

54 FTE BLENDED

74% OCC

EMAIL SLA 4H

ONE CUSTOMER THREAD

Priority routing fills chat/email troughs with voice overflow and vice versa; ~10 FTE of peak-staffing waste never hired; duplicates collapsed into one thread.

−16%
FTE requirement at identical volumes and SLAs

+12 pts
Blended occupancy vs. siloed weighted average

26h→4h
Email SLA when it competes inside the queue

−9 pts
Duplicate-contact rate with one customer thread

Composite of PITON-Global omnichannel engagements 2024–26; 60-seat-equivalent volumes, identical SLAs both architectures.

The blend has rules, and diligence checks them. **Concurrency has a ceiling:** vetted floors cap chat at 2–3 concurrent sessions and social at 3, because the fourth conversation is where errors and CSAT losses start; a provider quoting 4+ concurrency is quoting a quality problem. **Blending needs engineering:** skills-based routing, channel-specific QA rubrics, and schedules built on blended-Erlang math — not the same roster with more tabs open. And **deflection is governed:** every deflected contact carries a resolution check, so the mix shifts only where the cheaper channel actually closes the issue. Floors with those three disciplines collect the dividend; floors without them redistribute the backlog.

SECTION 04

Cost and performance: role-band economics and top-tier benchmarks

TABLE 1 — FULLY-LOADED COST PER PRODUCTIVE HOUR BY ROLE BAND (US$, 2026)

Role band	US onshore / hr	Manila vetted / hr	Difference
Blended omnichannel representative (voice + digital certified)	$29.40	$11.10	−62%
Digital-first specialist (chat/social concurrency roles)	$27.10	$10.30	−62%
Escalation / senior resolution desk (Tier 2, retention-adjacent)	$36.80	$14.20	−61%
Blended 60-seat omnichannel program	$30.10	$11.40	−62%

Basis: PITON-Global omnichannel engagement pricing 2025–26 vs. US metro contact-center labor, fully loaded. 24/7 at flat rates.

TABLE 2 — OMNICHANNEL OPERATING BENCHMARKS, VETTED VS. BASELINE (2025–26)			
METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
First-contact resolution, cross-channel	**78–84%**	62–70%	One thread, one answer
CSAT variance across channels	**±2 pts**	±7–10 pts	The brand sounds the same everywhere
Blended occupancy	**72–78%**	58–66%	The utilization dividend, collected
Chat concurrency without CSAT loss	**2.4×**	1.6× or 4×+	Discipline, not bravado
Annual attrition, omnichannel programs	**22–30%**	45–65%	Varied work keeps agents longer

Source: PITON-Global omnichannel engagement data 2025–26; baseline = channel-siloed operations pre-consolidation.

Underneath the benchmarks run two engines specific to omnichannel work: **channel-certified training** — agents earn each channel separately, with writing-quality gates for digital channels that voice hiring never tested — and **blended workforce management**, the Erlang-plus-concurrency scheduling craft that decides whether the universal queue is a dividend or a pileup. Both are Step 3 and Step 5 diligence items; both separate the operators who run omnichannel from those who merely quote it.

SECTION 05

Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to omnichannel CX

Omnichannel diligence has one test the brochure can't fake: the live floor read — watching the universal queue route a real Tuesday afternoon, concurrency dashboards open, QA rubrics per channel on the table. The funnel below is representative of a 40–100-seat omnichannel search.

FIG. 3 — THE 7-STEP FRAMEWORK AS AN OMNICHANNEL FUNNEL			
	STEP	WHAT IT ELIMINATES IN AN OMNICHANNEL SEARCH	FIELD REMAINING
1	**Requirements definition**	Inherited channel mixes: rebuilds the mix from contact data — volume, intent, and revenue stakes per channel and hour — and designs the deflection map before any vendor sees it	1,000+
2	**Market mapping**	Voice-only floors and providers outside the right scale band for a 40–100-seat blended program	~60
3	**Capability screening**	Brochure omnichannel: universal-queue routing, per-channel QA rubrics, digital writing gates, blended-WFM craft — evidenced, not asserted	~18
4	**Compliance & security audit**	Weak posture for a program whose digital channels carry payment data and PII in writing: PCI DSS scope, SOC 2 on the delivery unit, data handling across every channel's tooling	~12
5	**Operational diligence**	The live floor read: concurrency dashboards sampled in production, occupancy and FCR exports pulled, deflection governance traced contact by contact, attrition cohorts read	6–9
6	**Competitive RFP & negotiation**	Per-minute quotes that hide the blend: finalists bid cost per resolution by channel, with concurrency caps, FCR floors, and cross-channel CSAT parity carrying credits	2–3
7	**Transition & launch governance**	Big-bang channel cutovers: channels migrate one at a time on certification gates, PITON-Global embedded buyer-side until the blended floor holds its numbers	1

Field-remaining counts represent a 40–100-seat omnichannel search, PITON-Global engagements 2024–26.

The standing guarantees apply unchanged: **vendor neutrality** — PITON-Global sells no capacity, takes no placement economics, and reads every floor blind; **right-sizing** — the framework surfaces operators for whom a 60-seat blended program is a flagship, not a rounding error. Six to nine genuinely qualified providers, delivered within 48–72 hours, free to the buyer, competing through a fully transparent, fair, comprehensive, and highly competitive RFP.

SECTION 06 · ANONYMIZED CASE STUDY

Four silos, one floor: a 60-seat omnichannel consolidation, reconstructed

Engagement CC-021 is a US subscription-commerce company — roughly $480 million in revenue, 2.1 million active subscribers — running exactly the architecture Section 3 describes: an onshore voice team, a chat vendor added in 2021, an email queue worked by the voice team "between calls," and a marketing intern answering social. Email SLA had drifted to 29 hours; 11% of contacts were duplicates; the four channels reported to three departments. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8, INCL. LIVE FLOOR READS)

Requirements rebuilt the channel mix from ten months of contact data: a designed 38% voice / 34% chat / 20% email / 8% social blend with a governed deflection map. Mapping yielded 57 claimants; capability screening on universal-queue evidence left 16; the PCI-and-SOC-2 audit left 11. Live floor reads — concurrency dashboards in production, deflection traces, QA calibration — produced a shortlist of 7. A Manila omnichannel specialist won at $11.40 blended, with FCR floors and cross-channel CSAT parity carrying credits.

TRANSITION (MONTHS 3–7, CHANNEL BY CHANNEL)

Channels migrated one at a time on certification gates — email first (the bleeding wound), then chat, then voice, social last — each channel certified on its own QA rubric before its incumbent stood down. The universal queue switched on in month 5 once three channels shared the roster; the deflection map activated in month 6 with resolution checks live. PITON-Global chaired buyer-side governance until the blended floor held its numbers for two consecutive months, then handed over on documented criteria.

TABLE 3 — CC-021 FIRST-YEAR VALUE BUILD-UP (US$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the blended program	$2.09M	112k productive hrs × ($30.10 − $11.40)
Utilization dividend (universal queue, ~10 FTE never hired)	$0.24M	FTE avoidance at Manila blended rate, net of ramp
Duplicate-contact collapse (11% → 2.4%)	$0.19M	Avoided second-channel contacts × blended cost per resolution
Churn effect of service recovery (email SLA 29h → 4h; FCR +14 pts)	$0.26M	Subscriber-retention delta in support-contacting cohort, margin basis, holdout-adjusted
Gross value created	**$2.78M**	
Less: engagement & transition costs	($0.49M)	Five-month channel-by-channel migration, dual-running, tooling unification, governance overlay; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	5.7×	$2.78M ÷ $0.49M

Figures rounded; dividend, duplicate, and churn effects conservatively factored. Method in Methodology & notes.

Seventy-five percent arbitrage, twenty-five percent operational value — the series law again — and again the operational lines trace to selection: the utilization dividend to blended-WFM craft screened in Step 3, the duplicate collapse to universal-queue architecture verified in Step 5, the churn effect to FCR floors the RFP made contractible. The CX director's summary at handover: "We didn't add channels. We finally subtracted the walls between them."

SECTION 07

The executive playbook: governance for the first 180 days

Omnichannel consolidations succeed channel by channel or not at all. The cadence below assumes that sequence — client in command throughout.

DAYS 0–30

Contract the blend, sequence the channels

Put the designed channel mix in the contract — cost per resolution by channel, concurrency caps, FCR floors, cross-channel CSAT parity, all carrying credits. Sequence migration worst-SLA-first. Unify the customer thread before any volume moves: one ticketing spine is the consolidation's foundation.

DAYS 30–90

Migrate on gates, blend when three channels share a roster

Certify each channel on its own QA rubric before its incumbent retires; switch on the universal queue only when the roster is genuinely cross-trained. Publish the per-channel dashboard — occupancy, FCR, CSAT variance — from the first migrated channel; it is the program's public conscience.

DAYS 90–180

Activate deflection, tune the mix, collect the dividend

Turn on the deflection map with resolution checks live — never before. Tune the channel mix against reality as customers vote with their thumbs; retire the FTE cushion the silos once required. Certify steady state on two clean months; hand over on documented criteria; keep the quarterly floor read standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Buying "omnichannel" off a brochure instead of a floor read · comparing per-minute rates when the product is resolutions · accepting 4× concurrency quotes that mortgage CSAT · blending channels before the roster is cross-trained · deflecting contacts without resolution checks and calling the silence success. All five are settled at selection and design.

The omnichannel argument compresses to one sentence: customers already treat your brand as one conversation — the only question is whether your operation does. A consolidated Philippine floor answers at 62% below onshore cost, with a utilization dividend on top and a single thread the customer never has to repeat — available to buyers who read floors instead of brochures, migrate on gates, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. The walls between your channels are optional. The evidence for removing them is not.

METHODOLOGY & NOTES

How the numbers were built

Operating benchmarks (FCR, CSAT variance, occupancy, concurrency, attrition) derive from PITON-Global omnichannel engagements active 2025–26, measured on CX-platform and WFM instrumentation, validated in client governance. Baselines reflect channel-siloed operations as found at engagement start.

Cost figures are fully loaded — wages, benefits and statutory charges, facilities, technology and security stack, management and QA overhead, attrition-driven recruiting and ramp — net of shrinkage, at flat rates across 24/7 coverage. Cost per resolution carries channel AHT, concurrency, and resolution rates through to the unit level; US comparators reflect metro contact-center labor on the same basis.

The case study (CC-021) is anonymized under NDA; volumes, mix, and dates are generalized, figures rounded. Value factors are conservative: the utilization dividend counts only FTEs demonstrably avoided at identical SLAs; the duplicate collapse counts only verified same-issue second contacts; the churn effect is holdout-adjusted and taken at margin. ROI = net first-year value ÷ all engagement-related client costs. PITON-Global's advisory fee is provider-paid and appears at $0 in the client cost base; neutrality safeguards are documented at piton-global.com.

Market context draws on IBPAP reporting and PITON-Global's proprietary provider mapping (1,000+ operations; omnichannel capabilities re-verified June 2026). Estimates and projections are PITON-Global analysis and should be cited as such. The full series is available at piton-global.com.

Which omnichannel floors belong on your shortlist?

Thirty minutes with John will tell you. Free to buyers, strictly vendor-neutral — a floor-read-verified shortlist within two to three business days.

j.maczynski@piton-global.com
+1 402-598-8740