DATA ANALYTICS · PHILIPPINES

The decision-impact standard: the executive economics of data analytics outsourcing to the Philippines.

An analysis of why dashboards shipped is a volume vanity metric, how insight validity and decision impact — never analytics throughput — decide the true cost of an analytics operation once wrong conclusions, unused reports, misread signals, and rework are counted, and the vendor-selection discipline that turns data into a decision that holds up.

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JUNE 2026
MANILA · ESTABLISHED 2001

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ABOUT THIS SERIES — VOLUME 43

Every analytics proposal is priced per dashboard or report shipped, because output is easy to count. This volume is about the only analytics outcome a business actually depends on: the analysis that is correct, answers the question that was asked, and drives a decision that holds up. The gap between shipping a dashboard and delivering a decision-grade insight is where wrong conclusions and unused reports live. The full series lives at piton-global.com.

THE PITON-GLOBAL LEADERSHIP TEAM

About the authors

John Maczynski

Chief Executive Officer

John has bought analytics capacity for three decades, and learned that the fast team that ships every dashboard and gets the analysis wrong is the most expensive one a business can hire — because a wrong conclusion drives a wrong decision, a misread signal sends a strategy the wrong way, and a report nobody trusts is a cost with no return. His standing question ignores the dashboards-shipped report: of the analyses you delivered, how many were correct, answered the real question, and actually drove a decision? Applied at PITON-Global, that question is what clients get on every analytics sourcing decision — personally, with no account layer in between.

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Ralf has spent twenty-five years running Philippine analytics floors, and he judges an analytics team by its insight validity and decision impact, not its dashboards-per-month: whether the analysis was correct and it changed a decision, or it was shipped and ignored. The analytics contract in Section 3 codifies what he learned rebuilding teams that shipped reports fast and got the analysis wrong. He now reads analytics providers the way he once ran them — from the wrong-conclusion log and the report-usage rate backward.

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ABOUT PITON-GLOBAL

PITON-Global is a buyer-side advisory practice, Manila-based since 2001, that has never operated a delivery floor or taken a placement commission. Its stock-in-trade is knowing the Philippine provider market at the operating level — 1,000+ mapped operations, re-verified continuously, including each analytics team's real insight validity and decision-impact record rather than its dashboards-per-month headline — and converting that knowledge into a shortlist of six to ten genuinely qualified partners per engagement. Buyers from Tripadvisor, Garmin, TSYS, HealthPartners, Yetipay, Workrise, and Norman Disney & Young have run their searches through the practice.

SECTION 01

Executive summary

-57%	98%+	-63%	6.3×
Fully-loaded cost per decision-grade insight vs. US onshore	Insight-validity rate on vetted teams, up from 82–90%	Reduction in wrong conclusions and analytics rework on vetted teams	First-year ROI, reconstructed case (Section 6)

An analytics engagement is bought on the price per report and paid for on the conclusions it gets wrong. The vendor reports hundreds of dashboards and reports shipped at a fraction of the onshore cost; the business finds the analysis built on a flawed method, the signal misread into the wrong strategy, the dashboard nobody opens because it never answered the question, and the decisions quietly made worse by numbers that looked authoritative. The operation hit its dashboards-shipped number and the business inherited wrong conclusions, unused reports, and a rework bill. The gap between shipping a dashboard and delivering a decision-grade insight is where the real cost of cheap analytics hides, because a wrong or unused analysis is not throughput delivered — it is a worse decision dressed as a chart.

The Philippines — English-fluent, quantitatively deep, with a mature analytics and business-intelligence talent pool — is where data analytics is delivered with the most insight-validity discipline, because that pool can run the correct analysis, business-context framing, and decision-focused delivery that analytics demands. Five findings:

1. **Dashboards shipped is the industry's most flattering number.** Any team can produce charts at volume. Vetted teams are measured on outcome: insight validity, question fit, and decision impact. Weak providers quote a low per-report price the business repays in wrong conclusions, unused reports, and rework. Section 2 shows the gap.

2. **The valid, decision-driving insight, not the shipped chart, is the product.** Analytics that helps comes from getting the analysis right, answering the question that was asked, and framing it so a decision follows — not from clearing a report queue. Teams that deliver validity change decisions; teams that ship loosely produce wrong conclusions and reports that die on the shelf, at a cost far above the per-report price.

3 **A bad analysis cuts both ways — wrong and unused.** An invalid analysis drives a wrong decision with false confidence; an analysis that never answers the question is ignored and the spend is wasted. Vetted teams hold insight validity above 98% precisely because both tails cost — the confident error and the report nobody uses.

4 **The wrong decision and the wasted report, not the chart, are what cost.** An analysis done wrong costs the decision it misdirects, the strategy it sends astray, and the rework to redo it — many times the per-report saving. Teams that deliver validity drive better decisions and get their work used, and that decision impact — not the offshore rate alone — is where the case study's return is built.

5 **Contract on the decision-grade insight, not the shipped dashboard.** The contracting failure of analytics is paying per report and hoping the analysis is valid and used. Vetted deals price against insight-validity floors, question-fit targets, and decision-impact measures, making decision-grade analytics the team's problem, which is where it belongs.

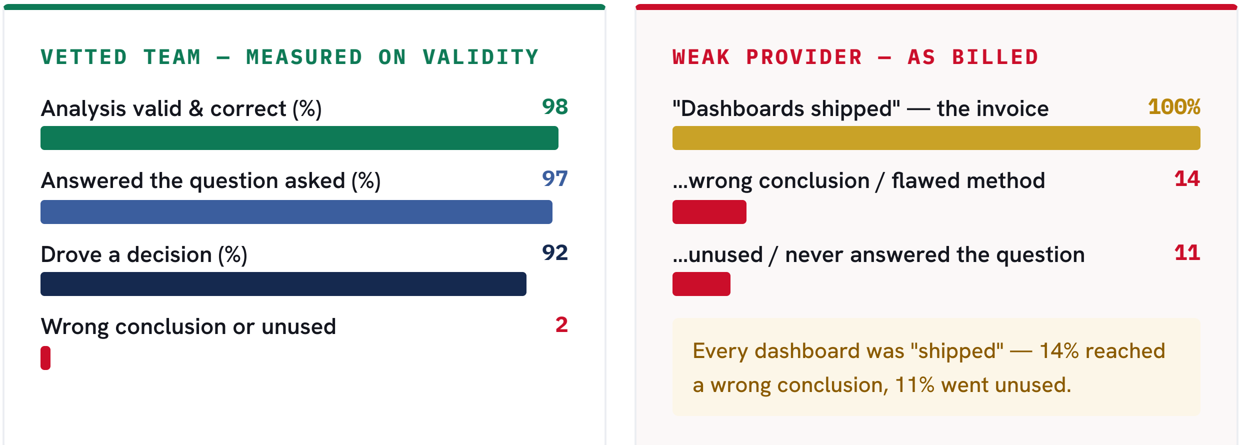
The intended reader is a chief data or analytics officer, head of BI, or COO buying analytics per report and paying for it in wrong conclusions, unused reports, and rework. Sections 2–4 separate the teams that deliver validity from the teams that ship dashboards; Sections 5–7, the method and the proof.

SECTION 02

The volume mirage: dashboards shipped versus decision-grade insight

Figure 1 shows one quarter of an analytics team's output two ways: as the dashboards-shipped report a weak vendor bills, and as the insight-validity reality the decisions and the analytics review experience. The dashboards-shipped number is identical in spirit to a chatbot's containment rate — a figure engineered to look like output while wrong conclusions, unused reports, and rework accumulate underneath.

FIG. 1 — ONE QUARTER OF OUTPUT: INSIGHT-VALIDITY QUALITY VS. REPORTED VOLUME



Left: PITON-Global engagement instrumentation, 2025–26, insight validity audited. Right: composite of pre-engagement vendor reporting reviewed in diligence.

The economics follow the insight validity, not the dashboards count. On the left, ninety-eight percent of analyses are valid and ninety-two percent drive a decision, so the spend changes outcomes; on the right, a cheap per-report price reaches a wrong conclusion on fourteen percent and ships eleven that go unused, paying in misdirected decisions, wasted reports, and rework at once. A low per-report price that produces wrong conclusions and unused dashboards is not a saving; it is misdirected decisions and wasted spend, delayed and compounding. The insight-validity audit — analysis correctness, question fit, decision impact — is the cheapest due-diligence instrument in this paper.

SECTION 03

The analytics contract: get the analysis right, answer the question, drive the decision

Figure 2 lays out the three clauses of a working analytics contract — the machinery a floor read verifies before any per-report price is believed.

FIG. 2 — THE ANALYTICS CONTRACT, AS OPERATED ON VETTED TEAMS

GET THE ANALYSIS RIGHT

The method is sound, the data behind it is fit-for-use, assumptions are stated and tested, and the result is peer-reviewed before it ships — with a caveat raised rather than a spurious correlation sold as a finding. The analysis is made correct at the source, so the decision rests on something true.

ANSWER THE QUESTION

The analysis is scoped to the business question that was actually asked, framed in the stakeholder's terms, and delivered so the answer is unmistakable — not a generic dashboard that leaves the reader to guess. Answering the real question is what turns a report from decoration into a tool.

DRIVE THE DECISION

The insight is delivered with a recommendation and the confidence around it, in time for the decision it serves, and its use is tracked so analytics stays accountable to impact — with a validity-and-usage report the business can read. Driving the decision is the only outcome the business actually feels.

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THE DECISION-GRADE INSIGHT

98%+ INSIGHT VALIDITY | ANSWERS THE QUESTION | DRIVES A DECISION

The analysis is correct, it answers the real question, and it drives the decision in time — so wrong conclusions disappear, reports get used, and analytics changes outcomes. The operation gets cheaper per decision-grade insight and more impactful at the same time, which is the entire promise of outsourcing analytics to people who measure insight validity, not dashboards shipped.

Operating parameters from PITON-Global analytics engagements, 2025–26.

In diligence, the contract is tested from the decision's side: pull delivered analyses and re-review a sample for method soundness and correctness; check question fit against the original brief; trace whether the insight actually drove a decision. Perhaps one team in ten survives it cleanly. Steps 3 and 5 of the framework exist to find that one before the contract does — because everything in Table 3 of Section 6 depends on insight validity, not dashboards shipped.

SECTION 04

Cost and performance: cost-per-decision-

grade-insight economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER DECISION-GRADE INSIGHT: THREE OPERATING MODELS (2026)

OPERATING MODEL	COST / INSIGHT	VS. US BASELINE
US onshore in-house analytics team	$430	baseline
Low-cost offshore dashboard mill (per-report)	$296	–31%
Vetted Manila team — valid, decision-driving	**$185**	**–57%**

Basis: PITON-Global engagement pricing 2025–26; cost per decision-grade insight = fully-loaded operating cost divided by analyses delivered valid, on-question, and decision-driving (wrong-conclusion and unused analyses excluded); the dashboard mill looks cheap per report but wrong conclusions, unused reports, and rework lift its true cost per decision-grade insight; US comparator fully-loaded in-house cost.

TABLE 2 — DATA-ANALYTICS BENCHMARKS, VETTED VS. BASELINE (2025–26)

METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Insight-validity rate	98%+	82–90%	The only analytics number decisions follow
Question-fit rate	97%+	75–86%	Answered, or admired and ignored
Wrong conclusions vs. baseline	–63%	baseline	"Get the analysis right" — held or not
Report-usage / decision-impact rate	92%+	55–72%	Used to decide, or shelved
Time-to-insight vs. baseline	–45%	baseline	In time to decide, or too late

Source: PITON-Global analytics engagement data 2025–26; baseline = typical pre-engagement operations billed on dashboards shipped.

The strategic read: the dashboard mill's –31% per report is a false economy — wrong conclusions, unused reports, and rework lift its true cost per decision-grade insight far above the per-report gap, and a strategy misdirected by a confident wrong number is a cost no rate recovers. The vetted Manila team's –57% is real because it is measured where the value is: the analysis that is correct, answers the question, and drives the decision. Buy on dashboards shipped and you buy the right column of Figure 1; buy on cost-per-decision-grade-insight and you buy insight validity — the same discipline every volume in this series keeps arriving at from a different door.

SECTION 05

Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to data analytics

Analytics diligence adds one hard requirement to every step: a per-report price is real only when the insight validity behind it survives a re-review of method and correctness against the business question. The funnel below is representative of a 25–60-seat analytics search.

FIG. 3 — THE 7-STEP FRAMEWORK AS A DATA-ANALYTICS FUNNEL

	STEP	WHAT IT ELIMINATES IN AN ANALYTICS SEARCH	FIELD REMAINING
1	**Requirements definition**	Throughput-first scoping: fixes the insight-validity floor, the question-fit target, the decision-impact measure, and the time-to-insight standard the operation must meet by analytics domain	1,000+
2	**Market mapping**	Dashboard mills: operations that bill report volume and treat wrong conclusions and unused reports as the client's problem, and generalist floors with no analytics or domain depth	~44
3	**Capability screening**	Teams without the machinery: quantitatively-trained analysts, audited validity history, a peer-review and method-QA workflow, business-context framing, and coverage across your analytics domains	~12
4	**Compliance & security audit**	Weak governance: data protection and residency, access controls on the analytics platform, model and query governance, breach discipline, SOC 2 scope covering the analytics stack	~8
5	**Operational diligence**	The re-review: re-review delivered analyses for method soundness and correctness; check question fit against the brief; trace decision impact; interview on how they handle an ambiguous or under-specified question	4–6
6	**Competitive RFP & negotiation**	Per-report pricing: finalists bid against insight-validity floors, question-fit targets, and decision-impact measures — all carrying credits for wrong conclusions or unused reports	2–3
7	**Transition & launch governance**	Cold start: the team calibrates against your analytics domains, question types, and platform on a sample before it owns delivery, with the validity floor certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent a 25–60-seat analytics search, PITON-Global engagements 2024–26.

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no analytics floors, ships no reports, and takes no placement economics, so the shortlist reflects audited insight-validity performance, not inventory; **right-sizing** — teams for whom your operation is a flagship account. Six to ten 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

Re-basing the operation on insight validity: a 45-seat analytics rebuild, reconstructed

Engagement DA-058 is a US enterprise — producing roughly 4,200 analyses and dashboards a year across marketing, operations, and finance analytics — that had offshored analytics to a per-report dashboard mill. The report price was excellent; the insight was not: insight validity sat near 86%, several analyses had reached wrong conclusions, many dashboards went unused because they never answered the question, and leadership had stopped trusting the numbers. The chief analytics officer wanted the capacity without the wrong conclusions and the shelfware. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8, RE-REVIEWS)

Requirements fixed a 98% insight-validity floor, a 97% question-fit target, and a decision-impact measure, with a mandatory peer-review and method-QA workflow. Mapping produced 44 claimants; the machinery screen — quantitatively-trained analysts, audited validity, peer review, domain coverage — left 12; the data-governance audit left 8. Blind re-reviews of each finalist's delivered analyses for method and correctness shortlisted 5. A Manila team won priced against insight validity and question fit, with a re-review written into the reporting spec.

TRANSITION (MONTHS 2–6, CALIBRATED FIRST)

The team calibrated against the enterprise's analytics domains, question types, and platform on sample briefs before owning delivery; the validity floor was certified in month 3. The peer-review-and-method-QA loop fed feedback from day one. By month 6 insight validity reached 98.2%, question fit hit 97%, wrong conclusions fell 63%, and report-usage rose to 92%. PITON-Global chaired the insight-validity review board to steady state.

TABLE 3 — DA-058 FIRST-YEAR VALUE BUILD-UP (US$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 45-seat analytics operation	$1.58M	84.4k productive hrs × ($28.60 – $9.90)
Better-decision value (valid insight)	$0.82M	Misdirected-decision cost avoided on correct analysis
Wasted-report spend recovered (used reports)	$0.30M	Shelfware eliminated as usage rose to 92%
Rework reduction	$0.16M	Re-analysis of wrong conclusions removed
Gross value created	**$2.86M**	
Less: engagement & transition costs	($0.45M)	Calibration, peer-review build, platform integration; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.3×	$2.86M ÷ $0.45M

Figures rounded; validity, question-fit, and usage effects audit-verified. Method in Methodology & notes.

Fifty-five percent arbitrage, forty-five percent from better decisions, recovered report spend, and less rework — a typical split for the series, earned because the operation was re-based on insight validity rather than dashboard volume. Every line traces to a diligence step: the validity floor to Step 1, the validity-and-question-fit pricing to Step 6, the peer-review workflow to Step 3's contract. The chief analytics officer's line at the year-one review: "The report price barely moved. What moved is that leadership trusts the analysis again — and the dashboards actually get used to decide."

SECTION 07

The executive playbook: governance for the first 180 days

An analytics transition succeeds when the team is measured and paid on insight validity and decision impact — client in command throughout.

DAYS 0–30
Define validity, contract on it

Set the insight-validity floor, the question-fit target, and the decision-impact and time-to-insight thresholds with analytics leadership before launch, and document the peer-review and method-QA workflow by domain. Contract against insight validity and decision impact — never per report alone — with floors and measures carrying credits. Stand up the re-review as the program's arbiter of truth.

DAYS 30–90
Calibrate, prove the floor

Calibrate the team against your analytics domains, question types, and platform on sample briefs before it owns delivery; certify the validity floor and peer-review loop. Switch on the method-QA-and-feedback loop from day one. Publish the analytics dashboard: insight validity, question fit, wrong-conclusion rate, report usage, time-to-insight.

DAYS 90–180
Own delivery, certify steady state

Hand delivery to the team only after it holds the validity floor and question-fit target. Review the analytics board monthly with the wrong-conclusion and report-usage trends on the table. Certify steady state on two months at floor including a planning-cycle peak; hand over on documented criteria; keep the quarterly re-review standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per report while conclusions are wrong · shipping dashboards instead of getting the analysis right · producing generic reports that never answer the question · delivering insight too late to decide · owning delivery before insight validity is proven. All five are settled at selection and contract.

The data-analytics argument, in one sentence: a shipped dashboard is activity and a decision-grade insight is a correct analysis that answers the question and drives the decision, and a vetted Philippine team delivers −57% cost per decision-grade insight with 98%+ insight validity, 97%+ question fit, and wrong conclusions cut by nearly two-thirds — for buyers who re-review the insight validity instead of counting dashboards shipped, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. Anyone can ship a dashboard. We make sure you buy the team whose analysis you can decide on.

METHODOLOGY & NOTES

How the numbers were built

Validity and usage figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global analytics engagements, 2025–26. Insight validity and question fit are measured by re-reviewing delivered analyses for method soundness and correctness against the brief; wrong-conclusion rate, report usage, and time-to-insight are measured against the client's pre-engagement baseline. The weak-provider column is a composite of pre-engagement vendor reporting reviewed in diligence, shown for contrast.

Cost-per-decision-grade-insight figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and analytics-platform tooling, management and QA overhead including peer reviewers and method-QA leads, attrition-driven recruiting — divided by analyses delivered valid, on-question, and decision-driving, with wrong-conclusion or unused analyses excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A decision-grade insight is correct, answers the question asked, and drives a decision.

The case study (DA-058) is anonymized under NDA; volumes and dates are generalized, figures rounded. Validity, question-fit, and usage effects are audit-verified; the better-decision line reflects misdirected-decision cost avoided, and the wasted-report line is a conservative estimate. 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; insight validity and decision impact re-verified May 2026). Estimates and projections are PITON-Global analysis and should be cited as such. The full series is available at piton-global.com.

Would your provider's report price survive an insight-validity re-review?

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

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