

TECHNOLOGY SUPPORT • PHILIPPINES

The resolution-assurance standard: the executive economics of technology support outsourcing to the Philippines.

An analysis of why tickets resolved is a volume vanity metric, how diagnostic accuracy and SLA attainment — never ticket throughput — decide the true cost of a technology support operation once misdiagnoses, SLA breaches, unnecessary escalations, and repeat tickets are counted, and the vendor-selection discipline that diagnoses the fault right and resolves it inside the SLA the first time.

AUTHORS

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

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ABOUT THIS SERIES – VOLUME 67

Every technology-support proposal is priced per ticket, because volume is easy to count. This volume is about the only support outcome an enterprise's uptime and its customers' trust actually depend on: the fault diagnosed correctly, resolved inside the SLA, and prevented from recurring — not closed fast and reopened tomorrow. The gap between resolving a ticket and fixing the fault is where SLA penalties, escalation cost, and repeat tickets live. The full series lives at piton-global.com.

About the authors



John Maczynski
Chief Executive Officer

John has bought technology-support capacity for three decades, and learned that the fast desk that closes every ticket and diagnoses the fault wrong is the most expensive one an enterprise can hire — because a misdiagnosis is a repeat ticket, a breached SLA is a penalty and a renewal at risk, and an unnecessary escalation burns a senior engineer on a problem tier 1 should have owned. His standing question ignores the tickets-per-hour report: of the tickets you closed, how many were diagnosed right, resolved inside SLA, and never reopened? Applied at PITON-Global, that question is what clients get on every tech-support sourcing decision — personally, with no account layer in between.

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



Ralf Ellspermann
Chief Strategy Officer

Ralf has spent twenty-five years running Philippine technology-support floors, and he judges a support team by its diagnostic accuracy and SLA attainment, not its tickets-per-day: whether the fault was fixed the first time and the SLA held, or the ticket closed and reopened. The support contract in Section 3 codifies what he learned rebuilding desks that cleared tickets fast and left faults live. He now reads tech-support providers the way he once ran them — from the reopen log and the SLA-breach report backward.

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



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 tech-support team's real diagnostic accuracy and SLA attainment rather than its tickets-per-day 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

-58%

Fully-loaded cost per correctly-resolved ticket vs. US onshore

95%+

Diagnostic accuracy on vetted teams, up from 78-88%

98%+

SLA attainment on vetted teams, up from 80-90%

6.4×

First-year ROI, reconstructed case (Section 6)

A technology-support engagement is bought on the price per ticket and paid for on the faults it fails to fix. The vendor reports millions of tickets resolved at a fraction of the onshore cost; the enterprise finds the misdiagnoses that closed the ticket and reopened it tomorrow, the SLA breaches drawing penalties and jeopardizing renewals, the tier-1 tickets escalated to expensive senior engineers because the desk could not resolve them, and a customer-satisfaction score sliding while the ticket count looked healthy. The desk cleared its queue and the enterprise inherited a reopen problem, an SLA-penalty problem, and an escalation bill it never priced. The gap between resolving a ticket and fixing the fault is where the real cost of cheap tech support hides, because a misdiagnosed or breached ticket is not throughput delivered; it is a repeat ticket, a penalty, and a customer moving toward the exit.

The Philippines — English-fluent, technically deep, with a mature enterprise-support and IT talent pool — is where technology support is delivered with the most resolution-assurance discipline, because that pool, properly trained and tooled, can run the accurate diagnosis, SLA management, and root-cause prevention that a dependable support operation demands. Five findings:

- 1 Tickets resolved is the industry's most flattering number.** Any desk can close a ticket at speed. Vetted teams are measured on outcome: diagnostic accuracy, SLA attainment, and repeat-ticket rate. Weak providers quote a low per-ticket price the enterprise repays in reopens, SLA penalties, and escalation cost. Section 2 shows the gap.
- 2 The fixed fault, not the closed ticket, is the product.** A resolution that protects uptime comes from diagnosing the fault to root cause and fixing it inside the SLA, not from clearing a queue. Teams that diagnose accurately close the fault once; teams that close loosely generate reopens and escalations that cost far more than the ticket.
- 3 An SLA breach cuts both ways — penalty and renewal risk.** A missed SLA triggers a contractual credit today and puts the renewal in question tomorrow; a chronic-breach account churns. Vetted teams hold SLA attainment above 98% precisely because both tails cost — the penalty paid and the contract lost.
- 4 Reopens and escalations, not the per-ticket rate, are what cost.** A ticket diagnosed wrong costs the repeat contact, the senior-engineer escalation, the SLA credit, and the churn risk — many times the per-ticket saving. Teams that diagnose accurately cut reopens and keep resolution at tier 1, and that deflected escalation cost and protected renewal — not the offshore rate alone — is where the case study's return is built.
- 5 Contract on the correctly-resolved ticket, not the closed one.** The contracting failure of tech support is paying per ticket and hoping faults are fixed and SLAs held. Vetted deals price against diagnostic-accuracy floors, SLA-attainment targets, and repeat-ticket ceilings, making resolution assurance the team's problem, which is where it belongs.

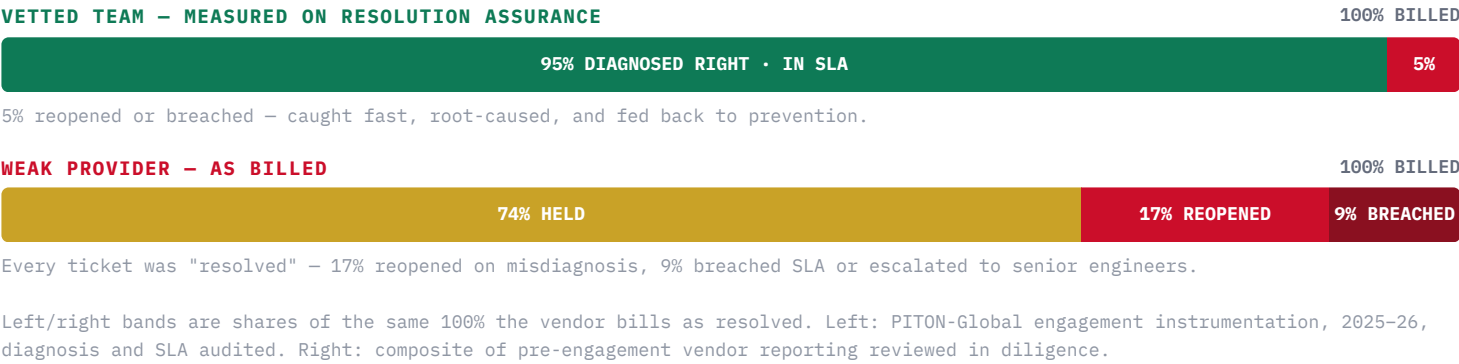
The intended reader is a VP of support, chief customer officer, or COO at a technology company buying support per ticket and paying for it in reopens, SLA penalties, and escalation cost. Sections 2-4 separate the teams that assure resolution from the teams that clear tickets; Sections 5-7, the method and the proof.

SECTION 02

The volume mirage: tickets resolved versus faults correctly fixed

Figure 1 reads one month of a support desk's tickets as an SLA-attainment ribbon: the full bar is everything the weak vendor bills as resolved; the shaded bands are what actually held — diagnosed right, resolved in SLA, and never reopened — versus what came back. The tickets-resolved headline is engineered to look like output while reopens, SLA breaches, and escalations accumulate underneath.

FIG. 1 – ONE MONTH OF TICKETS: THE SLA-ATTAINMENT RIBBON



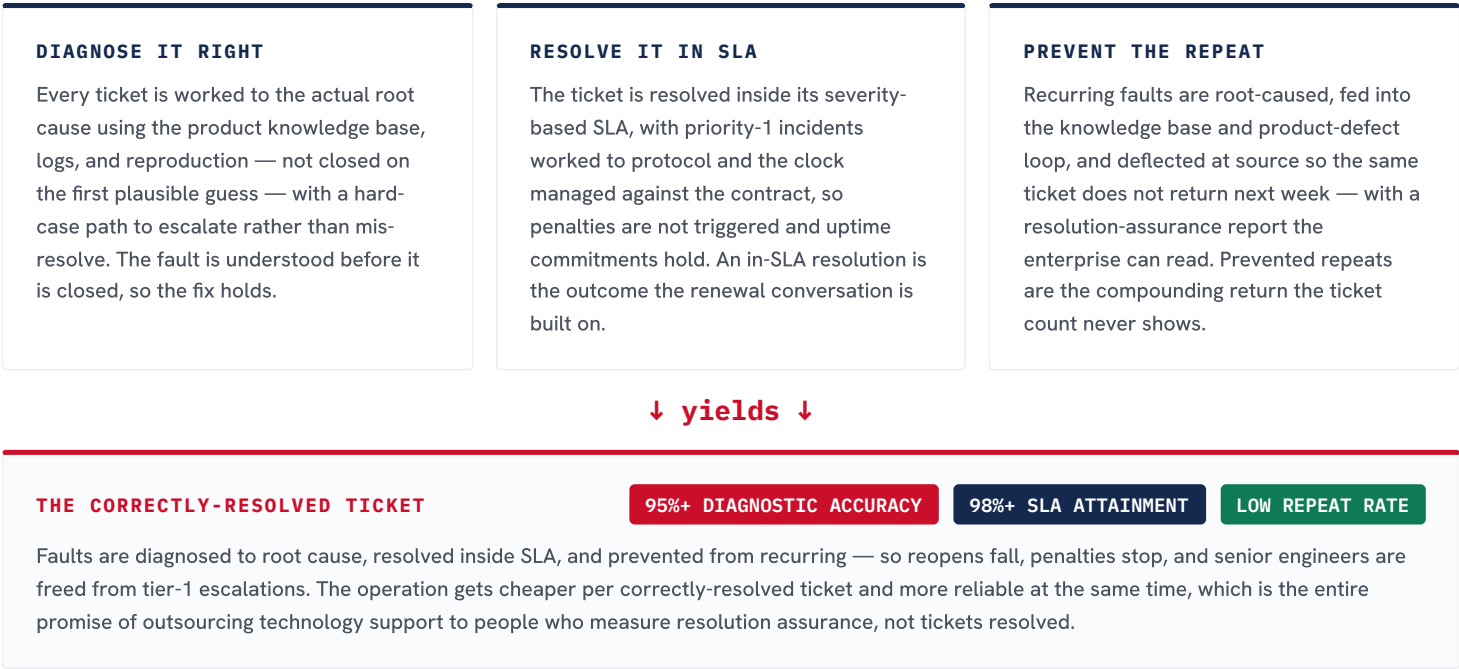
The economics follow the resolution assurance, not the ticket count. On the top ribbon, ninety-five percent of tickets are diagnosed right and resolved in SLA, so faults stay fixed and senior engineers stay free; on the bottom, a cheap per-ticket price reopens seventeen percent on misdiagnosis and breaches or escalates nine, paying in repeat tickets, SLA penalties, and senior-engineer time at once. A low per-ticket price that leaves faults live is not a saving; it is a reopen treadmill and a penalty meter running. The resolution-assurance audit — diagnostic accuracy, SLA attainment, repeat-ticket rate — is the cheapest due-diligence instrument in this paper.

SECTION 03

The support contract: diagnose it right, resolve it in SLA, prevent the repeat

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

FIG. 2 – THE SUPPORT CONTRACT, AS OPERATED ON VETTED TEAMS



Operating parameters from PITON-Global technology-support engagements, 2025-26. SLAs are operated to each client's severity matrix.

In diligence, the contract is tested from the customer's and the queue's side: pull resolved tickets and check the reopen log for faults that came back; audit SLA attainment against the severity matrix; and review the escalation rate to see how much tier 1 pushed to senior engineers — because a desk that reopens and escalates fails the engagement whatever its close rate says. 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 correctly-resolved tickets, not tickets resolved.

SECTION 04

Cost and performance: cost-per-correctly-resolved-ticket economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER CORRECTLY-RESOLVED TICKET: THREE OPERATING MODELS (2026)		
OPERATING MODEL	COST / TICKET	VS. US BASELINE
US onshore in-house tech support	\$22.50	baseline
Low-cost offshore ticket mill (per-ticket)	\$15.30	-32%
Vetted Manila team — diagnosed, in-SLA, prevented	\$9.45	-58%

Basis: PITON-Global engagement pricing 2025-26; cost per correctly-resolved ticket = fully-loaded operating cost divided by tickets diagnosed right, resolved in SLA, and not reopened (reopened, breached, and escalated excluded); the ticket mill looks cheap per ticket but reopens, SLA penalties, and senior-engineer escalations lift its true cost per resolved ticket; US comparator fully-loaded in-house cost.

TABLE 2 — TECHNOLOGY-SUPPORT BENCHMARKS, VETTED VS. BASELINE (2025-26)			
METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Diagnostic accuracy	95%+	78-88%	The only support number uptime follows
SLA attainment	98%+	80-90%	Penalty avoided, or credit paid
Repeat-ticket rate vs. baseline	-62%	baseline	"Diagnose it right" — held or not
Escalation rate to senior engineers	<8%	18-28%	Resolved at tier 1, or bumped up
Customer satisfaction (CSAT)	92%+	74-84%	Renewal protected, or at risk

Source: PITON-Global technology-support engagement data 2025-26; baseline = typical pre-engagement operations billed on tickets resolved.

The strategic read: the ticket mill's -32% per ticket is a false economy — reopens, SLA penalties, and senior-engineer escalations lift its true cost per resolved ticket far above the per-ticket gap, and a churned enterprise account is a cost no rate recovers. The vetted Manila team's -58% is real because it is measured where the value is: the fault diagnosed right, resolved in SLA, and prevented from returning. Buy on tickets resolved and you buy the bottom ribbon of Figure 1; buy on cost-per-correctly-resolved-ticket and you buy resolution assurance — the same discipline every volume in this series keeps arriving at from a different door.

Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to technology support

Technology-support diligence adds one hard requirement to every step: a per-ticket price is real only when the diagnostic accuracy and SLA attainment behind it survive a reopen-and-SLA audit. The funnel below is representative of a 60–150-seat technology-support search.

FIG. 3 – THE 7-STEP FRAMEWORK AS A TECHNOLOGY-SUPPORT FUNNEL

STEP	WHAT IT ELIMINATES IN A TECHNOLOGY-SUPPORT SEARCH	FIELD REMAINING
1 Requirements definition	Throughput-first scoping: fixes the diagnostic-accuracy floor, the SLA-attainment target, the repeat-ticket ceiling, and the escalation-rate standard the operation must meet by product and severity	1,000+
2 Market mapping	Ticket mills: operations that bill ticket volume and treat reopens and breaches as the client's problem, and generalist floors with no product-support depth or engineering-escalation discipline	~46
3 Capability screening	Teams without the machinery: audited diagnostic-accuracy history, ITIL/SLA management, a knowledge-base and root-cause workflow, and coverage across your product stack and ticket-severity mix	~13
4 Compliance & security audit	Weak governance: customer-data protection, secure remote-access controls, business-continuity for incident surge, SOC 2 scope covering the support and tooling stack	~8
5 Operational diligence	The reopen-and-SLA read: audit reopen logs for misdiagnosed tickets; check SLA attainment against the severity matrix; review escalation rate; interview on how they work a hard priority-1 incident	4–6
6 Competitive RFP & negotiation	Per-ticket pricing: finalists bid against diagnostic-accuracy floors, SLA-attainment targets, and repeat-ticket ceilings — all carrying credits for reopened tickets and breaches	2–3
7 Transition & launch governance	Cold cutover: the team calibrates against your product stack, knowledge base, and severity matrix on a sample before it owns the live queue, with the accuracy floor and SLA attainment certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent a 60–150-seat technology-support search, PITON-Global engagements 2024–26.

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no support floors, works no tickets, and takes no placement economics, so the shortlist reflects audited diagnostic-accuracy and SLA 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.

Re-basing the operation on resolution assurance: a 100-seat technology support rebuild, reconstructed

Engagement TS-093 is a US enterprise-software company — handling roughly 3,100,000 support tickets a year across a multi-product B2B stack — that had offshored technology support to a per-ticket mill. The ticket price was excellent; the resolution assurance was not: diagnostic accuracy sat near 82%, reopens were high, SLA attainment hovered around 86% and drawing penalty credits, one in four tickets escalated to senior engineers, and CSAT was sliding on key enterprise accounts. The VP of support wanted the arbitrage without the reopens and the SLA penalties. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0-8, REOPEN + SLA READS)

Requirements fixed a 95% diagnostic-accuracy floor, a 98% SLA-attainment target, a repeat-ticket ceiling, and an escalation-rate standard. Mapping produced 46 claimants; the machinery screen — audited accuracy, ITIL/SLA management, knowledge-base and root-cause workflow, product-stack coverage — left 13; the compliance-and-continuity audit left 8. Reopen-log audits, SLA re-checks against the severity matrix, and a hard priority-1 interview shortlisted 5. A Manila team won priced against diagnostic accuracy and SLA attainment, with both written into the reporting spec.

TRANSITION (MONTHS 2-7, CALIBRATED FIRST)

The team calibrated against the company's product stack, knowledge base, and severity matrix on a sample before owning the live queue; the accuracy floor and SLA attainment were certified in month 3, and the root-cause loop stood up from day one. The diagnostic-QA loop fed engineer coaching continuously. By month 7 diagnostic accuracy reached 95.3%, reopens fell 62%, SLA attainment hit 98%, escalations dropped below 8%, and CSAT reached 92%. PITON-Global chaired the resolution-assurance review board to steady state.

TABLE 3 — TS-093 FIRST-YEAR VALUE BUILD-UP (US\$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 100-seat operation	\$2.72M	187.5k productive hrs × (\$24.00 – \$9.50)
Reopen & escalation volume removed	\$0.90M	Repeat tickets + senior-engineer escalations cut
SLA penalties avoided	\$0.46M	Contractual credits eliminated at 98% attainment
Renewal & CSAT value protected	\$0.26M	Churn risk removed on key enterprise accounts
Gross value created	\$4.34M	
Less: engagement & transition costs	(\$0.68M)	Calibration, knowledge-base build, tooling integration; advisory fee \$0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.4×	\$4.34M ÷ \$0.68M

Figures rounded; diagnostic, SLA, and reopen effects audit-verified. Method in Methodology & notes.

Sixty-three percent arbitrage, thirty-seven percent from removed reopens and escalations, avoided SLA penalties, and protected renewals — a typical split for the series, earned because the operation was re-based on resolution assurance rather than ticket volume. Every line traces to a diligence step: the accuracy floor and SLA target to Step 1, the resolution-assurance pricing to Step 6, the root-cause loop to Step 3's contract. The VP's line at the year-one review: "The ticket price barely moved. What moved is that tickets stopped coming back — and the SLA-credit line went to zero."

The executive playbook: governance for the first 180 days

A technology-support transition succeeds when the team is measured and paid on diagnostic accuracy and SLA attainment — client in command throughout.

DAYS 0–30

Define resolution assurance, contract on it

Set the diagnostic-accuracy floor, the SLA-attainment target, and the repeat-ticket and escalation-rate thresholds with support leadership before launch, and document the severity matrix and escalation path by product. Contract against diagnostic accuracy and SLA attainment — never per ticket alone — with floors and targets carrying credits. Stand up the reopen-and-SLA audit as the program's arbiter of truth.

DAYS 30–90

Calibrate, build the knowledge base

Calibrate the team against your product stack, knowledge base, and severity matrix on a sample before it owns the live queue; certify the accuracy floor and SLA attainment. Switch on the root-cause and diagnostic-QA loop from day one. Publish the support dashboard: diagnostic accuracy, SLA attainment, repeat-ticket rate, escalation rate, CSAT.

DAYS 90–180

Own the queue, certify steady state

Hand the live queue to the team only after it holds the accuracy floor and SLA-attainment target. Review the board monthly with the reopen and SLA-breach trends on the table. Certify steady state on two months at floor including a major-incident or release surge; hand over on documented criteria; keep the reopen-and-SLA audit standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per ticket while faults go unfixed · closing tickets instead of diagnosing to root cause · breaching SLAs and paying credits · escalating tier-1 tickets to burn senior engineers · owning the queue before diagnostic accuracy and SLA attainment are proven. All five are settled at selection and contract.

The technology-support argument, in one sentence: a resolved ticket is activity and a correctly-resolved ticket is a fault fixed, an SLA held, and a renewal protected, and a vetted Philippine team delivers –58% cost per correctly-resolved ticket with 95%+ diagnostic accuracy, 98%+ SLA attainment, and repeat tickets cut by nearly two-thirds — for buyers who audit reopens and SLA instead of counting tickets resolved, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. Anyone can resolve a ticket. We make sure you buy the team that fixes the fault and holds the SLA.

METHODOLOGY & NOTES

How the numbers were built

Resolution and SLA figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global technology-support engagements, 2025–26. Diagnostic accuracy is measured against the reopen log; SLA attainment against the client's severity matrix; repeat-ticket rate, escalation rate, and CSAT 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-correctly-resolved-ticket figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and tooling, management and QA overhead including diagnostic-QA leads, and attrition-driven recruiting — divided by tickets diagnosed right, resolved in SLA, and not reopened, with reopened, breached, or escalated tickets excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A correctly-resolved ticket is diagnosed to root cause, resolved inside SLA, and does not reopen.

The case study (TS-093) is anonymized under NDA; volumes and dates are generalized, figures rounded. Diagnostic, SLA, and reopen effects are audit-verified; the reopen-and-escalation-removed line reflects eliminated repeat tickets and escalations, and the renewal-protected 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; diagnostic-accuracy and SLA-attainment performance re-verified May 2026). SLAs are operated to each client's severity matrix. 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 ticket price survive a reopen-and-SLA audit?

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

j.maczynski@piton-global.com

+1 402-598-8740