ENERGY & UTILITIES CUSTOMER OPERATIONS · PHILIPPINES

The resolution-accuracy standard: the executive economics of energy & utilities customer operations outsourcing to the Philippines.

An analysis of why contacts handled is a volume vanity metric, how service-event resolution accuracy and safety-critical triage — never contact throughput — decide the true cost of a utility support operation once misrouted emergencies, unresolved service events, meter-to-cash errors, and repeat contacts are counted, and the vendor-selection discipline that resolves the event right and routes the dangerous one instantly.

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JULY 2026
MANILA · ESTABLISHED 2001

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ABOUT THIS SERIES — VOLUME 91

Every utility-support proposal is priced per contact handled, because volume is easy to count. This volume is about the two outcomes a utility's service reputation actually depends on and a cheap contract quietly trades away: the service event resolved accurately the first time, and the safety-critical call — the gas odor, the downed line — triaged and escalated in seconds. The gap between handling a contact and resolving the event is where repeat calls, unsafe delays, and meter-to-cash leakage 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 utility-support capacity for three decades, and learned that the fast operation that handles every contact and resolves the event wrong is the most expensive one a utility can hire — because an unresolved service event is a repeat call, a mishandled meter dispute is leaked revenue, and a mis-triaged gas-odor call is a safety incident no rate card can price. His standing question ignores the contacts-per-hour report: of the events you handled, how many were resolved right the first time, with every dangerous one routed in seconds? Applied at PITON-Global, that question is what clients get on every energy-support sourcing decision — personally, with no account layer in between.

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Ralf has spent twenty-five years running Philippine utility-support floors, and he judges an energy team by its first-contact resolution and its safety-triage discipline, not its contacts-per-day: whether the event was resolved and the emergency routed right, or logged and left to come back. The resolution contract in Section 3 codifies what he learned rebuilding teams that cleared contacts fast and left service events open. He now reads energy-support providers the way he once ran them — from the repeat-contact log and the safety-triage audit backward.

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PITON Global

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 energy team's real first-contact resolution and safety-triage record rather than its contacts-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%	**93%+**	**100%**	**6.3×**
Fully-loaded cost per correctly-resolved service event vs. US onshore	First-contact resolution on vetted teams, up from 68–80%	Safety-critical calls triaged & escalated to protocol, vetted teams	First-year ROI, reconstructed case (Section 6)

An energy-support engagement is bought on the price per contact and paid for on the service events it fails to resolve — and, once in a while, on the emergency it fails to route. The vendor reports millions of contacts handled at a fraction of the onshore cost; the utility finds the service events logged but not resolved, coming back as repeat calls; the meter-to-cash disputes closed wrong, leaking revenue and drawing regulator attention; the outage and emergency calls handled like ordinary tickets instead of triaged in seconds; and a satisfaction score sliding while the contact count looked healthy. The operation cleared its queues and the utility inherited a repeat-call problem, a billing-accuracy problem, and a safety exposure it never priced. The gap between handling a contact and resolving the service event — safely — is where the real cost of cheap energy support hides, because an unresolved or mis-triaged event is not throughput delivered; it is a customer who calls back, revenue that leaks, and, at the extreme, a hazard left in the field.

The Philippines — English-fluent, service-oriented, with a deep utility and meter-to-cash support pool — is where energy customer operations are delivered with the most resolution-and-safety discipline, because that pool, properly trained and supervised, can run the accurate resolution, meter-to-cash rigor, and safety-triage protocol that a dependable operation demands. Five findings:

1. **Contacts handled is the industry's most flattering number.** Any floor can log a contact and close a ticket. Vetted teams are measured on outcome: first-contact resolution, meter-to-cash accuracy, and flawless safety triage. Weak providers quote a low per-contact price the utility repays in repeat calls, leaked revenue, and safety risk. Section 2 shows the gap.

2. **The resolved service event, not the handled contact, is the product.** A resolution that protects the customer relationship comes from fixing the event — the outage report, the billing dispute, the move-in — the first time, not from clearing a queue. Teams that resolve accurately close the event once; teams that handle loosely generate repeat calls and revenue leakage that cost more than the contact.

3. **Safety triage is the one call where a single miss is catastrophic.** A gas-odor report, a downed line, a carbon-monoxide call must be recognized and escalated to the utility's emergency protocol in seconds — every time. Vetted teams hold safety triage at 100% to protocol precisely because the cost of the one missed emergency dwarfs every efficiency the contract could buy.

4. **Repeat calls and meter-to-cash leakage, not the per-contact rate, are what cost.** An event resolved wrong costs the repeat contact, the escalation, the corrected bill, and the regulatory attention — many times the per-contact saving. Teams that resolve accurately cut repeat calls and protect meter-to-cash revenue, and that protected revenue and reputation — not the offshore rate alone — is where the case study's return is built.

5. **Contract on the resolved event, not the handled contact.** The contracting failure of energy support is paying per contact and hoping events are resolved and emergencies routed. Vetted deals price against first-contact-resolution floors, meter-to-cash-accuracy targets, and a non-negotiable 100% safety-triage standard, making resolution and safety the team's problem, which is where they belong.

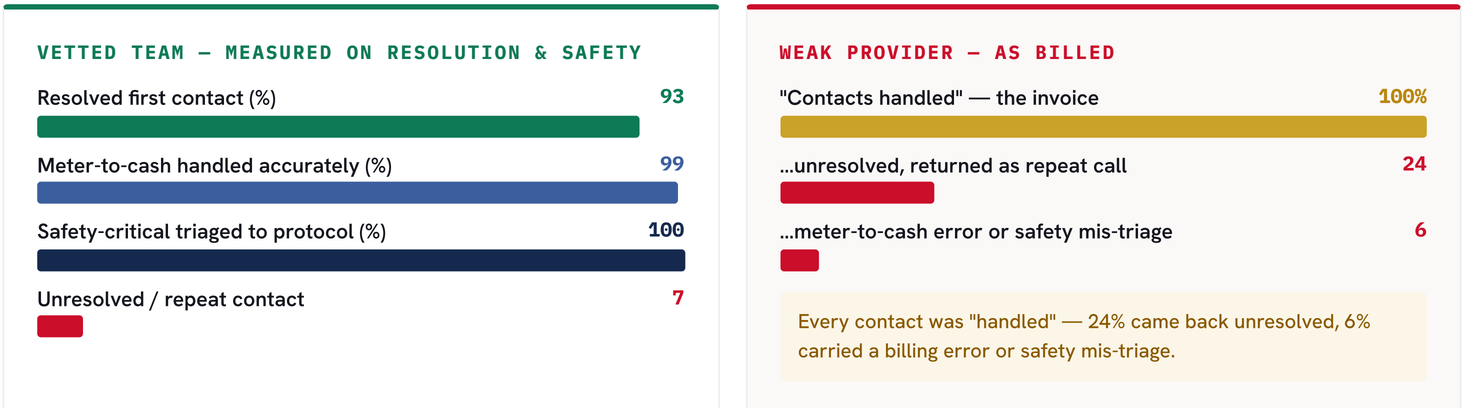
The intended reader is a VP of customer operations, chief customer officer, or COO at a utility or energy retailer buying support per contact and paying for it in repeat calls, meter-to-cash leakage, and safety exposure. Sections 2–4 separate the teams that resolve events safely from the teams that clear contacts; Sections 5–7, the method and the proof.

SECTION 02

The volume mirage: contacts handled versus service events resolved

Figure 1 shows one month of a utility's service contacts two ways: as the contacts-handled report a weak vendor bills, and as the resolution-and-safety reality the repeat-call log, the meter-to-cash ledger, and the safety audit experience. The contacts-handled number is engineered to look like output while repeat calls, billing leakage, and mis-triaged emergencies accumulate underneath.

FIG. 1 — ONE MONTH OF SERVICE CONTACTS: RESOLUTION-AND-SAFETY QUALITY VS. REPORTED VOLUME



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

The economics follow the resolution and the safety, not the contact count. On the left, ninety-three percent of events are resolved first contact and every safety-critical call is triaged to protocol, so customers do not call back and no hazard is missed; on the right, a cheap per-contact price leaves twenty-four percent unresolved and errs on billing or safety for six, paying in repeat calls, revenue leakage, and safety exposure at once. A low per-contact price that leaves events unresolved is not a saving; it is a repeat-call treadmill and a risk the utility carries. The resolution-and-safety audit — first-contact resolution, meter-to-cash accuracy, safety-triage compliance — is the cheapest due-diligence instrument in this paper.

SECTION 03

The resolution contract: triage it safely, resolve it accurately, settle the account clean

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

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

TRIAGE IT SAFELY

Every contact is screened for a safety-critical signal — gas odor, downed line, carbon monoxide, no-heat in extreme weather — and any such call is escalated to the utility's emergency protocol in seconds, never queued. Safety is the first gate, before efficiency ever enters the picture.

RESOLVE IT ACCURATELY

The service event — outage report, service request, move-in/move-out, high-bill inquiry — is resolved to the root cause on the first contact wherever the process allows, with field dispatch and back-office follow-through owned to closure. A resolved event is one the customer does not have to call about again.

SETTLE THE ACCOUNT CLEAN

Meter reads, billing adjustments, payment arrangements, and disputes are handled accurately and to regulatory standard, so meter-to-cash revenue is neither leaked nor wrongly charged — with a resolution report the utility can read. A clean account is the outcome the revenue line and the regulator both feel.

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THE RESOLVED, SAFE SERVICE EVENT

93%+ FIRST-CONTACT RESOLUTION | 100% SAFETY TRIAGE | CLEAN METER-TO-CASH

Events are resolved first contact, every emergency is routed to protocol, and accounts settle clean — so repeat calls fall, revenue stops leaking, and no hazard is missed. The operation gets cheaper per resolved event and safer at the same time, which is the entire promise of outsourcing energy support to people who measure resolution and safety, not contacts handled.

Operating parameters from PITON-Global energy & utilities engagements, 2025–26. Safety triage is operated to each utility's own emergency protocol.

In diligence, the contract is tested from the customer's and the field's side: pull handled contacts and check the repeat-call log for events that came back; re-audit a meter-to-cash sample against the source; and stress-test safety triage with scripted emergency scenarios — because a floor that misses one gas-odor call fails the whole engagement, whatever its efficiency stats say. 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 resolved, safe events, not contacts handled.

SECTION 04

Cost and performance: cost-per-resolved-service-event economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER CORRECTLY-RESOLVED SERVICE EVENT: THREE OPERATING MODELS (2026)

OPERATING MODEL	COST / EVENT	VS. US BASELINE
US onshore in-house utility support	$11.40	baseline
Low-cost offshore contact mill (per-contact)	$7.80	−32%
Vetted Manila team — resolved, safe, clean	**$4.79**	**−58%**

Basis: PITON-Global engagement pricing 2025–26; cost per correctly-resolved service event = fully-loaded operating cost divided by events resolved first contact, clean, and safely (unresolved, repeat, and mis-handled excluded); the contact mill looks cheap per contact but repeat calls, meter-to-cash leakage, and safety exposure lift its true cost per resolved event; US comparator fully-loaded in-house cost.

TABLE 2 — ENERGY-SUPPORT BENCHMARKS, VETTED VS. BASELINE (2025–26)			
METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
First-contact resolution	**93%+**	68–80%	The only support number reputation follows
Safety-critical triage compliance	**100%**	92–98%	Every emergency routed, or one missed
Repeat-contact rate vs. baseline	**−61%**	baseline	"Resolve it accurately" — held or not
Meter-to-cash accuracy	**99%+**	90–96%	Revenue billed right, or leaked
Customer satisfaction (CSAT)	**90%+**	72–82%	Trust kept, or eroded

Source: PITON-Global energy & utilities engagement data 2025–26; baseline = typical pre-engagement operations billed on contacts handled.

The strategic read: the contact mill's −32% per contact is a false economy — repeat calls, meter-to-cash leakage, and safety exposure lift its true cost per resolved event far above the per-contact gap, and a single missed emergency is a cost no rate recovers. The vetted Manila team's −58% is real because it is measured where the value is: the event resolved first contact, the account clean, the emergency routed. Buy on contacts handled and you buy the right column of Figure 1; buy on cost-per-resolved-service-event and you buy resolution and safety — 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 energy support

Energy-support diligence adds two hard requirements to every step: a per-contact price is real only when the first-contact resolution behind it survives a repeat-call audit, and only when the safety-triage protocol behind it survives scripted-emergency stress tests. The funnel below is representative of a 60–140-seat utility customer-operations search.

FIG. 3 — THE 7-STEP FRAMEWORK AS AN ENERGY-SUPPORT FUNNEL

	STEP	WHAT IT ELIMINATES IN AN ENERGY-SUPPORT SEARCH	FIELD REMAINING
1	Requirements definition	Throughput-first scoping: fixes the first-contact-resolution floor, the meter-to-cash-accuracy target, the CSAT standard, and the non-negotiable 100% safety-triage requirement by event type	1,000+
2	Market mapping	Contact mills: operations that bill contact volume and treat repeat calls and mis-triage as the client's problem, and generalist floors with no utility, meter-to-cash, or safety-protocol depth	~46
3	Capability screening	Teams without the machinery: audited FCR history, meter-to-cash and CIS-platform proficiency, a safety-triage protocol with drilled escalation, and coverage across your event and event-volume mix	~13
4	Compliance & security audit	Weak governance: customer-data protection, utility-regulatory alignment, access controls on CIS/billing systems, business-continuity for storm/outage surge, SOC 2 scope covering the support stack	~8
5	Operational diligence	The resolution-and-safety read: audit repeat-call logs for unresolved events; re-check a meter-to-cash sample; run scripted gas-odor and downed-line drills to test triage; interview on a complex high-bill dispute	4–6
6	Competitive RFP & negotiation	Per-contact pricing: finalists bid against FCR floors, meter-to-cash-accuracy targets, and the 100% safety-triage standard — all carrying credits for unresolved events and any triage miss	2–3
7	Transition & launch governance	Cold cutover: the team calibrates against your event types, CIS, and emergency protocol on a sample before it owns the live queue, with the FCR floor and safety triage certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent a 60–140-seat utility customer-operations search, PITON-Global engagements 2024–26.

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no support floors, handles no contacts, and takes no placement economics, so the shortlist reflects audited resolution and safety 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 resolution accuracy: a 90-seat utility customer-operations rebuild, reconstructed

Engagement EN-081 is a US multi-state energy utility — handling roughly 22,000,000 customer contacts a year across billing, service, outage, and move-in/move-out — that had offshored customer operations to a per-contact mill. The contact price was excellent; the resolution and safety were not: first-contact resolution sat near 74%, repeat calls were high, meter-to-cash disputes were leaking revenue, CSAT was sliding, and a mystery-shopper safety drill had found a mis-triaged gas-odor call. The VP of customer operations wanted the arbitrage without the repeat calls and the safety exposure. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8, RESOLUTION + SAFETY READS)

Requirements fixed a 93% first-contact-resolution floor, a 99% meter-to-cash-accuracy target, a CSAT standard, and a non-negotiable 100% safety-triage requirement. Mapping produced 46 claimants; the machinery screen — audited FCR, meter-to-cash/CIS proficiency, drilled safety-triage protocol, event coverage — left 13; the compliance-and-continuity audit left 8. Repeat-call audits, meter-to-cash re-checks, and scripted emergency drills shortlisted 5. A Manila team won priced against resolution and safety, with both written into the reporting spec.

TRANSITION (MONTHS 2–7, CALIBRATED FIRST)

The team calibrated against the utility's event types, CIS, and emergency protocol on a sample before owning the live queue; the FCR floor and safety triage were certified in month 3, and the emergency drill ran weekly from day one. The resolution-and-QA loop fed agent coaching continuously. By month 7 first-contact resolution reached 93.4%, repeat calls fell 61%, meter-to-cash accuracy hit 99%, CSAT reached 90%, and safety triage held at 100% across every drill. PITON-Global chaired the resolution-and-safety review board to steady state.

TABLE 3 — EN-081 FIRST-YEAR VALUE BUILD-UP (US$)

VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 90-seat operation	$2.30M	168.8k productive hrs × ($23.10 – $9.50)
Repeat-call volume removed (higher FCR)	$0.78M	Repeat contacts eliminated at resolution floor
Meter-to-cash revenue protected	$0.42M	Billing leakage recovered by accurate settlement
Safety, regulatory & CSAT exposure avoided	$0.24M	Mis-triage and complaint exposure removed
Gross value created	**$3.74M**	
Less: engagement & transition costs	($0.59M)	Calibration, safety-drill build, CIS integration; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	**6.3×**	$3.74M ÷ $0.59M

Figures rounded; resolution, meter-to-cash, and safety effects audit-verified. Method in Methodology & notes.

Sixty-one percent arbitrage, thirty-nine percent from removed repeat calls, protected meter-to-cash revenue, and avoided safety/CSAT exposure — a typical split for the series, earned because the operation was re-based on resolution and safety rather than contact volume. Every line traces to a diligence step: the FCR floor and safety standard to Step 1, the resolution-and-safety pricing to Step 6, the emergency-drill protocol to Step 3's contract. The VP's line at the year-one review: "The contact price barely moved. What moved is that customers stopped calling back — and I stopped worrying about the call we'd get wrong."

SECTION 07

The executive playbook: governance for the first 180 days

An energy-support transition succeeds when the team is measured and paid on first-contact resolution and safety triage — client in command throughout.

DAYS 0–30

Define resolution & safety, contract on them

Set the first-contact-resolution floor, the meter-to-cash-accuracy target, the CSAT standard, and the non-negotiable 100% safety-triage requirement with customer-operations leadership before launch, and document the emergency-escalation protocol by event type. Contract against resolution and safety — never per contact alone — with floors carrying credits and any triage miss a defined breach. Stand up the repeat-call audit and the emergency drill as the program's arbiters of truth.

DAYS 30–90

Calibrate, drill the emergency protocol

Calibrate the team against your event types, CIS, and emergency protocol on a sample before it owns the live queue; certify the FCR floor and run the safety-triage drill to 100%. Switch on the resolution-and-QA loop from day one. Publish the operations dashboard: first-contact resolution, repeat-contact rate, meter-to-cash accuracy, CSAT, safety-triage compliance.

DAYS 90–180

Own the queue, certify steady state

Hand the live queue to the team only after it holds the FCR floor and 100% safety triage. Review the board monthly with the repeat-call and safety-drill results on the table. Certify steady state on two months at floor including a storm or outage surge; hand over on documented criteria; keep the repeat-call audit and weekly emergency drill standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per contact while events go unresolved · clearing contacts instead of resolving events · treating a safety-critical call like an ordinary ticket · leaking meter-to-cash revenue on wrong settlements · owning the queue before resolution and safety are proven. All five are settled at selection and contract.

The energy-support argument, in one sentence: a handled contact is activity and a resolved, safe service event is a customer who does not call back and a hazard that never reached the field, and a vetted Philippine team delivers −58% cost per resolved event with 93%+ first-contact resolution, repeat calls cut by nearly two-thirds, and 100% safety triage — for buyers who audit resolution and drill safety instead of counting contacts handled, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. Anyone can handle a contact. We make sure you buy the team that resolves the event and routes the emergency.

METHODOLOGY & NOTES

How the numbers were built

Resolution and safety figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global energy & utilities engagements, 2025–26. First-contact resolution is measured against the repeat-call log; meter-to-cash accuracy by re-audit against the source; safety-triage compliance by scripted-emergency drills; repeat-contact 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-resolved-service-event figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and CIS/telephony tooling, management and QA overhead including safety-drill leads, and attrition-driven recruiting — divided by events resolved first contact, clean, and safely, with unresolved, repeat, or mis-handled contacts excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A correctly-resolved service event is resolved first contact, settled clean, and — where safety-critical — triaged to protocol.

The case study (EN-081) is anonymized under NDA; volumes and dates are generalized, figures rounded. Resolution, meter-to-cash, and safety effects are audit-verified; the repeat-call-removed line reflects eliminated repeat contacts, and the exposure-avoided 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; resolution and safety-triage performance re-verified May 2026). Safety triage is operated to each utility's own emergency protocol and is treated here as a non-negotiable operating fundamental. 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 contact price survive a resolution-and-safety audit?

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

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