EXECUTIVE WHITE PAPER · WP-90

WATER & MULTI-UTILITY FIELD-SERVICE COORDINATION · PHILIPPINES

The first-visit standard: the executive economics of water & multi-utility field-service coordination outsourcing to the Philippines.

An analysis of why work orders dispatched is a volume vanity metric, how first-visit resolution and dispatch accuracy — never dispatch throughput — decide the true cost of a field-coordination operation once wrong truck rolls, repeat visits, mis-scheduled crews, and compliance-window misses are counted, and the vendor-selection discipline that scopes the job right and sends the right crew once.

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ABOUT THIS SERIES — VOLUME 90

Every field-coordination proposal is priced per work order dispatched, because volume is easy to count. This volume is about the only coordination outcome a water or multi-utility operator's cost base actually depends on: the job scoped right, the right crew and parts sent once, and the work order closed inside its regulatory window — not a truck rolled twice for a job that was mis-scoped the first time. The gap between dispatching an order and closing the job on the first visit is where wrong truck rolls and compliance penalties 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 field-coordination capacity for three decades, and learned that the fast desk that dispatches every work order and scopes them wrong is the most expensive one a utility can hire — because a mis-scoped order is a wasted truck roll, a wrong-skilled crew is a repeat visit, and a job closed outside its regulatory window is a penalty no dispatch rate can offset. His standing question ignores the orders-dispatched report: of the work orders you coordinated, how many closed right on the first visit, inside the window? Applied at PITON-Global, that question is what clients get on every field-coordination sourcing decision — personally, with no account layer in between.

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Chief Strategy Officer

Ralf has spent twenty-five years running Philippine utility back-office and dispatch floors, and he judges a coordination team by its first-visit resolution and compliance-window adherence, not its orders-per-day: whether the job was scoped and crewed right, or rolled twice. The coordination contract in Section 3 codifies what he learned rebuilding desks that dispatched fast and scoped loose. He now reads field-coordination providers the way he once ran them — from the repeat-visit log and the compliance-window report 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 coordination team's real first-visit resolution and compliance-window record rather than its orders-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%	92%+	99%+	6.3×
Fully-loaded cost per job closed first visit vs. US onshore	First-visit resolution on vetted teams, up from 66–78%	Regulatory compliance windows held, vetted teams	First-year ROI, reconstructed case (Section 6)

A field-coordination engagement is bought on the price per work order and paid for on the jobs it fails to close on the first visit. The vendor reports hundreds of thousands of work orders dispatched at a fraction of the onshore cost; the utility finds the orders mis-scoped, sending a crew without the right parts; the wrong-skilled technician rolled to a job needing a specialist; the appointments mis-scheduled against crew availability; and the regulatory service windows missed while the dispatch count looked healthy. The desk cleared its queue and the utility inherited a second truck roll, an idle crew, and a compliance penalty it never priced. The gap between dispatching an order and closing the job on the first visit is where the real cost of cheap field coordination hides, because a mis-scoped or mis-crewed order is not throughput delivered; it is a wasted truck roll, a repeat visit, and a window at risk.

The Philippines — English-fluent, process-disciplined, with a deep utility back-office and dispatch-coordination pool — is where field-service coordination is delivered with the most first-visit discipline, because that pool, properly trained and systems-integrated, can run the accurate scoping, right-crew dispatch, and compliance-window management that a dependable operation demands. Five findings:

1 **Work orders dispatched is the industry's most flattering number.** Any desk can push an order to a crew. Vetted teams are measured on outcome: first-visit resolution, dispatch accuracy, and compliance-window adherence. Weak providers quote a low per-order price the utility repays in wasted truck rolls, repeat visits, and penalties. Section 2 shows the gap.

2 **The job closed first visit, not the order dispatched, is the product.** A closure that protects the cost base comes from scoping the work right, sending the right crew with the right parts, and finishing inside the window — not from clearing a dispatch queue. Teams that coordinate accurately close once; teams that dispatch loosely roll the truck twice, at a cost far above the per-order price.

3 **A mis-scope cuts both ways — wasted roll and missed window.** Send the wrong crew or parts and the truck rolls again; miss the regulatory appointment window and the penalty lands regardless of how many orders were dispatched. Vetted teams hold first-visit resolution above 92% precisely because both tails cost — the roll repeated and the window blown.

4 **Repeat truck rolls and penalties, not the per-order rate, are what cost.** An order coordinated wrong costs the second dispatch, the idle-crew time, the escalation, and the compliance penalty — many times the per-order saving. Teams that coordinate accurately cut repeat rolls and hold the windows, and that avoided field cost and penalty exposure — not the offshore rate alone — is where the case study's return is built.

5 **Contract on the job closed first visit, not the order dispatched.** The contracting failure of field coordination is paying per order and hoping jobs close once and windows hold. Vetted deals price against first-visit-resolution floors, dispatch-accuracy targets, and compliance-window standards, making closure and compliance the team's problem, which is where they belong.

The intended reader is a VP of field operations, chief operating officer, or head of shared services at a water, gas, or multi-utility operator buying coordination per work order and paying for it in wasted truck rolls, repeat visits, and compliance penalties. Sections 2–4 separate the teams that close jobs first visit from the teams that clear dispatch queues; Sections 5–7, the method and the proof.

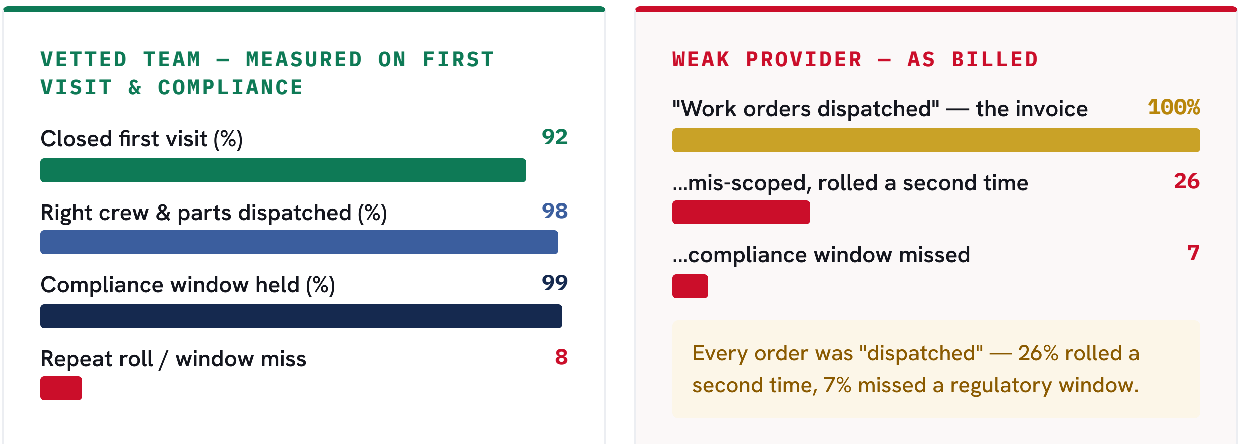
SECTION 02

The volume mirage: work orders

dispatched versus jobs closed first visit

Figure 1 shows one month of a utility's work orders two ways: as the orders-dispatched report a weak vendor bills, and as the first-visit-and-compliance reality the repeat-visit log, the crew-utilization ledger, and the regulatory-window report experience. The orders-dispatched number is engineered to look like output while wasted rolls, repeat visits, and blown windows accumulate underneath.

FIG. 1 — ONE MONTH OF WORK ORDERS: FIRST-VISIT-AND-COMPLIANCE QUALITY VS. REPORTED VOLUME



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

The economics follow the first-visit resolution and the compliance, not the order count. On the left, ninety-two percent of jobs close on the first visit and ninety-nine percent hold their window, so the truck rolls once and no penalty lands; on the right, a cheap per-order price mis-scopes twenty-six percent into a second roll and misses seven windows, paying in wasted field cost, idle crews, and penalties at once. A low per-order price that mis-scopes is not a saving; it is a repeat-roll treadmill and a penalty the utility carries. The first-visit-and-compliance audit — first-visit resolution, dispatch accuracy, window adherence — is the cheapest due-diligence instrument in this paper.

SECTION 03

The coordination contract: scope it right, dispatch it accurately, close it compliant

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

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

SCOPE IT RIGHT

Every work order is scoped from the customer report, asset history, and meter/GIS data so the fault, the skill needed, and the parts required are known before a crew is committed — with an ambiguous order clarified rather than pushed. The job is understood before the truck moves, so the first visit can actually finish it.

DISPATCH IT ACCURATELY

The right-skilled crew with the right parts is routed against real availability, geography, and appointment windows, so the truck that arrives can do the work. Accurate dispatch is the difference between one visit and two, and between a kept appointment and a missed one.

CLOSE IT COMPLIANT

The order is closed inside its regulatory window with complete field notes, asset updates, and evidence for the compliance record — with a first-visit-and-window report the utility can read. A compliant closure is the outcome the cost base and the regulator both feel.

↓ yields ↓

THE JOB CLOSED FIRST VISIT, COMPLIANT

92%+ FIRST-VISIT RESOLUTION | ACCURATE DISPATCH | WINDOW HELD

Jobs are scoped right, crewed right, and closed inside the window — so wasted truck rolls fall, repeat visits disappear, and no compliance window is missed. The operation gets cheaper per job closed first visit and more compliant at the same time, which is the entire promise of outsourcing field coordination to people who measure first-visit resolution and compliance, not orders dispatched.

Operating parameters from PITON-Global utility field-coordination engagements, 2025–26. Compliance windows are operated to each utility's regulatory obligations.

In diligence, the contract is tested from the field's side: pull dispatched orders and check the repeat-visit log for jobs that rolled twice; re-audit a sample for scoping and crew-match accuracy; and check the compliance-window report against the regulatory obligation — because a desk that misses windows fails the engagement whatever its dispatch 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 jobs closed first visit, not orders dispatched.

SECTION 04

Cost and performance: cost-per-job-closed-first-visit economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER JOB CLOSED FIRST VISIT: THREE OPERATING MODELS (2026)

OPERATING MODEL	COST / JOB	VS. US BASELINE
US onshore in-house dispatch desk	$13.10	baseline
Low-cost offshore dispatch mill (per-order)	$8.95	−32%
Vetted Manila team — scoped, crewed, compliant	**$5.50**	**−58%**

Basis: PITON-Global engagement pricing 2025–26; cost per job closed first visit = fully-loaded operating cost divided by jobs closed first visit, compliant (mis-scoped, repeat-rolled, and window-missed excluded); the dispatch mill looks cheap per order but repeat truck rolls, idle crews, and penalties lift its true cost per closed job; US comparator fully-loaded in-house cost.

TABLE 2 — FIELD-COORDINATION BENCHMARKS, VETTED VS. BASELINE (2025–26)

METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
First-visit resolution	92%+	66–78%	The only dispatch number cost follows
Dispatch accuracy (crew & parts)	98%+	80–90%	Right truck, or a wasted roll
Repeat-visit rate vs. baseline	−63%	baseline	"Scope it right" — held or not
Compliance-window adherence	99%+	88–95%	Window held, or a penalty
Crew utilization vs. baseline	+22%	baseline	Wrench time up, or windshield time

Source: PITON-Global utility field-coordination engagement data 2025–26; baseline = typical pre-engagement operations billed on orders dispatched.

The strategic read: the dispatch mill's –32% per order is a false economy — repeat truck rolls, idle crews, and compliance penalties lift its true cost per closed job far above the per-order gap, and a missed regulatory window is a cost no rate recovers. The vetted Manila team's –58% is real because it is measured where the value is: the job scoped right, crewed right, and closed inside the window. Buy on orders dispatched and you buy the right column of Figure 1; buy on cost-per-job-closed-first-visit and you buy first-visit resolution and compliance — 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 field coordination

Field-coordination diligence adds two hard requirements to every step: a per-order price is real only when the first-visit resolution behind it survives a repeat-visit audit, and only when the compliance-window record behind it survives a regulatory-obligation check. The funnel below is representative of a 50–120-seat utility field-coordination search.

FIG. 3 — THE 7-STEP FRAMEWORK AS A FIELD-COORDINATION FUNNEL

	STEP	WHAT IT ELIMINATES IN A FIELD-COORDINATION SEARCH	FIELD REMAINING
1	**Requirements definition**	Throughput-first scoping: fixes the first-visit-resolution floor, the dispatch-accuracy target, the crew-utilization standard, and the non-negotiable compliance-window requirement by order type	1,000+
2	**Market mapping**	Dispatch mills: operations that bill order volume and treat repeat rolls and window misses as the client's problem, and generalist floors with no utility, GIS/asset, or field-scheduling depth	~44
3	**Capability screening**	Teams without the machinery: audited first-visit-resolution history, FSM/GIS-platform proficiency, a scoping-and-crew-match workflow, and coverage across your order types and service territory	~13
4	**Compliance & security audit**	Weak governance: customer/asset-data protection, utility-regulatory alignment, access controls on FSM/GIS systems, storm/surge continuity, SOC 2 scope covering the coordination stack	~8
5	**Operational diligence**	The first-visit-and-compliance read: audit repeat-visit logs for mis-scoped rolls; re-check dispatch accuracy on a sample; verify the compliance-window report against the obligation; interview on a complex multi-trade order	4–6
6	**Competitive RFP & negotiation**	Per-order pricing: finalists bid against first-visit-resolution floors, dispatch-accuracy targets, and the compliance-window standard — all carrying credits for repeat rolls and window misses	2–3
7	**Transition & launch governance**	Cold cutover: the team calibrates against your order types, FSM/GIS, and compliance windows on a sample before it owns the live queue, with the first-visit floor and window adherence certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent a 50–120-seat utility field-coordination search, PITON-Global engagements 2024–26.

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no coordination floors, dispatches no crews, and takes no placement economics, so the shortlist reflects audited first-visit and compliance 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 first-visit resolution: an 80-seat utility field-coordination rebuild, reconstructed

Engagement UT-095 is a US regional water & multi-utility operator — coordinating roughly 1,400,000 field work orders a year across meter, service, leak, and connection jobs — that had offshored field coordination to a per-order dispatch mill. The order price was excellent; the first-visit resolution and compliance were not: first-visit resolution sat near 71%, repeat truck rolls were high, crew utilization was poor, and the operator had missed regulatory appointment windows carrying penalties. The VP of field operations wanted the arbitrage without the wasted rolls and the compliance exposure. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8, FIRST-VISIT + COMPLIANCE READS)

Requirements fixed a 92% first-visit-resolution floor, a 98% dispatch-accuracy target, a crew-utilization standard, and a non-negotiable 99% compliance-window requirement. Mapping produced 44 claimants; the machinery screen — audited first-visit history, FSM/GIS proficiency, scoping-and-crew-match workflow, order coverage — left 13; the compliance-and-continuity audit left 8. Repeat-visit audits, dispatch-accuracy re-checks, and window-report verification shortlisted 5. A Manila team won priced against first-visit resolution and compliance, with both written into the reporting spec.

TRANSITION (MONTHS 2–7, CALIBRATED FIRST)

The team calibrated against the operator's order types, FSM/GIS, and compliance windows on a sample before owning the live queue; the first-visit floor and window adherence were certified in month 3, and the scoping-and-crew-match loop fed dispatcher coaching from day one. By month 7 first-visit resolution reached 92.3%, repeat rolls fell 63%, dispatch accuracy hit 98%, compliance-window adherence reached 99%, and crew utilization rose 22%. PITON-Global chaired the first-visit-and-compliance review board to steady state.

TABLE 3 — UT-095 FIRST-YEAR VALUE BUILD-UP (US$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 80-seat operation	$2.04M	150.0k productive hrs × ($23.10 – $9.50)
Repeat truck rolls removed (higher first visit)	$0.94M	Second dispatches eliminated at resolution floor
Compliance penalties avoided	$0.34M	Regulatory window misses removed
Crew-utilization & overtime value	$0.22M	Wrench time recovered from windshield time
Gross value created	**$3.54M**	
Less: engagement & transition costs	($0.56M)	Calibration, FSM/GIS integration, window-report build; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.3×	$3.54M ÷ $0.56M

Figures rounded; first-visit, dispatch, and compliance effects audit-verified. Method in Methodology & notes.

Fifty-eight percent arbitrage, forty-two percent from removed repeat rolls, avoided compliance penalties, and recovered crew utilization — a typical split for the series, earned because the operation was re-based on first-visit resolution and compliance rather than order volume. Every line traces to a diligence step: the first-visit floor and compliance standard to Step 1, the first-visit-and-compliance pricing to Step 6, the scoping-and-crew-match workflow to Step 3's contract. The VP's line at the year-one review: "The order price barely moved. What moved is that the truck rolls once now — and we stopped paying penalties for windows we used to miss."

SECTION 07

The executive playbook: governance for the first 180 days

A field-coordination transition succeeds when the team is measured and paid on first-visit resolution and compliance-window adherence — client in command throughout.

DAYS 0–30

Define first visit & compliance, contract on them

Set the first-visit-resolution floor, the dispatch-accuracy target, the crew-utilization standard, and the non-negotiable compliance-window requirement with field-operations leadership before launch, and document the scoping and crew-match rules by order type. Contract against first-visit resolution and compliance — never per order alone — with floors carrying credits and any window miss a defined breach. Stand up the repeat-visit audit and the window report as the program's arbiters of truth.

DAYS 30–90

Calibrate, prove the first-visit floor

Calibrate the team against your order types, FSM/GIS, and compliance windows on a sample before it owns the live queue; certify the first-visit floor and the window-adherence process. Switch on the scoping-and-crew-match loop from day one. Publish the coordination dashboard: first-visit resolution, dispatch accuracy, repeat-visit rate, compliance-window adherence, crew utilization.

DAYS 90–180

Own the queue, certify steady state

Hand the live queue to the team only after it holds the first-visit floor and compliance-window standard. Review the board monthly with the repeat-visit and window-adherence results on the table. Certify steady state on two months at floor including a storm or peak-demand surge; hand over on documented criteria; keep the repeat-visit audit and window report standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per order while jobs roll twice · dispatching orders instead of scoping jobs · sending the wrong crew or parts · missing regulatory windows while the dispatch count looks healthy · owning the queue before first-visit resolution and compliance are proven. All five are settled at selection and contract.

The field-coordination argument, in one sentence: a dispatched order is activity and a job closed first visit is a truck that rolled once and a window that held, and a vetted Philippine team delivers –58% cost per job closed first visit with 92%+ first-visit resolution, repeat rolls cut by nearly two-thirds, and 99%+ compliance-window adherence — for buyers who audit first visit and check compliance instead of counting orders dispatched, and compete the finalists through a fully transparent, fair, comprehensive, and highly competitive RFP. Anyone can dispatch a work order. We make sure you buy the team that closes the job on the first visit.

METHODOLOGY & NOTES

How the numbers were built

First-visit and compliance figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global utility field-coordination engagements, 2025–26. First-visit resolution is measured against the repeat-visit log; dispatch accuracy by re-audit of crew-and-parts match; compliance-window adherence against the regulatory obligation; repeat-visit rate and crew utilization 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-job-closed-first-visit figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and FSM/GIS tooling, management and QA overhead including scoping and compliance leads, and attrition-driven recruiting — divided by jobs closed first visit and compliant, with mis-scoped, repeat-rolled, or window-missed orders excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A job closed first visit is scoped right, crewed right, and closed inside its regulatory window. Field-crew labor is the utility's own and is out of scope; figures reflect the coordination and dispatch function.

The case study (UT-095) is anonymized under NDA; volumes and dates are generalized, figures rounded. First-visit, dispatch, and compliance effects are audit-verified; the repeat-roll-removed line reflects eliminated second dispatches, and the penalties-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; first-visit and compliance-window performance re-verified May 2026). Compliance windows are operated to each utility's regulatory obligations and 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 order price survive a first-visit-and-compliance audit?

Forty-five minutes with John will tell you. Free to buyers, strictly vendor-neutral — a first-visit-and-compliance-verified shortlist within two to three business days.

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