REAL ESTATE & PROPERTY MANAGEMENT · PHILIPPINES

The always-open office: the executive economics of real estate outsourcing to the Philippines.

An analysis of speed-to-lead economics, 24/7 maintenance coordination, resident services, transaction support, and vendor-selection discipline for property managers, brokerages, and PropTech platforms sourcing in the Philippines.

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Contents

ABOUT THIS SERIES

Outsourcing succeeds or fails on facts that rarely reach the buyer: what the work truly costs once loaded, what the best operators actually sustain, and how few of a thousand providers can do a given job at benchmark. Each volume of this series publishes those facts for one service line or industry, from the engagement files of a quarter century of buyer-side advisory in the Philippines.

THE PITON-GLOBAL LEADERSHIP TEAM

About the authors

John Maczynski

Chief Executive Officer

John learned the outsourcing business the way owners learn buildings — by carrying the consequences. Across a thirty-plus-year corporate career he owned the performance of large outsourced operations for major US enterprises, which is why his advisory method reads like an operator's checklist rather than a consultant's framework. He leads every engagement personally, from the first scoping conversation to the day the program provably performs.

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Two decades and counting in Manila have given Ralf something no market report can substitute: a working memory of how the Philippine provider landscape actually behaves — through boom cycles, platform shifts, and the property-services wave of the past decade that put leasing desks and maintenance lines offshore at scale. The benchmark models and provider dossiers behind this series are his, maintained engagement by engagement.

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PITON Global

ABOUT PITON-GLOBAL

Some firms sell outsourcing; PITON-Global referees it. Working from Manila since 2001 — and repeatedly recognized by the industry it scrutinizes — the firm acts solely for buyers: translating their requirements into vetting criteria, testing a thousand-plus-provider market against them, and running the competitive process that puts the six to ten genuine qualifiers head-to-head on transparent terms. It stays engaged, hands-on, until the client's program reaches certified steady state. Tripadvisor, TSYS, Garmin, HealthPartners, Yetipay, Workrise, and Norman Disney & Young are among the companies that have built Philippine teams this way.

SECTION 01

Executive summary

-63% Fully-loaded cost vs. US onshore, blended program	**<5 min** Leasing lead response, 24/7 (vs. ~3 hrs business-hours-only)	**33%** Lead-to-tour conversion (vs. ~21% baseline)	**5.6×** First-year ROI, reconstructed multifamily case (Section 6)

Real estate is an asset business run on a service business's plumbing. Net operating income — the number every valuation stands on — is assembled from thousands of small operational moments: the leasing lead answered before a competitor answers it, the 2 a.m. water leak triaged correctly, the delinquent account contacted early and respectfully, the lease abstracted accurately enough to bill what the document actually says. Property operators know this; their staffing models just refuse to admit it, because the moments cluster in evenings, weekends, and turnover seasons that onshore payrolls cannot economically cover.

The Philippine market has spent the past decade becoming the property industry's answer: leasing desks, maintenance coordination lines, resident services, transaction coordination, and lease administration delivered around the clock on the industry's own platforms — Yardi, AppFolio, RealPage, Buildium, and the brokerage stacks beside them. The time-zone geometry documented across this series applies with special force: America's after-hours are Manila's business day, and after-hours is when property revenue is won and lost. Five findings frame the volume:

1. **Speed-to-lead is the industry's cheapest NOI lever.** A lead answered inside five minutes converts to a tour at multiples of one answered in hours — and most leads arrive when leasing offices are closed. A 24/7 offshore leasing desk monetizes marketing spend the onshore model wastes.

2. **Maintenance is a triage business.** The cost of a maintenance operation is set less by call volume than by dispatch quality: every avoidable truck roll is $85–150, every missed emergency is a claim. Section 3's discipline is where vetted providers separate from answering services.

3. **Retention compounds like rent.** Resident-services quality moves renewal rates, and each avoided turn saves $2,500–4,000 in make-ready and vacancy. The service desk is a retention instrument wearing a cost-center badge.

4. **The back office scales doors without scaling headcount.** Transaction coordination, lease abstraction, CAM support, and AP/AR for property portfolios ride the same per-transaction economics documented in WP-09 — at accuracy levels (98%+ audited) that onshore turnover cannot hold.

5. **Property fluency is the scarce input.** Of 1,000+ Philippine operations, PITON-Global's mapping confirms genuine real-estate practices — platform benches, triage playbooks, fair-housing-trained communication — at roughly twenty-five. The rest can answer a phone; they cannot run a portfolio's front door.

The intended reader operates multifamily or single-family rental portfolios, runs a brokerage or title operation, or builds PropTech that promises service its headcount cannot deliver. Sections 2–4 supply the evidence; sections 5–7, the method and the proof.

SECTION 02

NOI is made after hours: the work that moves, and the speed-to-lead economics

Figure 1 maps the outsourced work along the property lifecycle; Figure 2 prices the lifecycle's single most leveraged moment — the arrival of a leasing lead.

FIG. 1 — THE OUTSOURCED PROPERTY LIFECYCLE

LEASE IT

24/7 lead response, tour scheduling, application processing, screening support

Protects: occupancy & marketing spend

→

RUN IT

Maintenance triage & dispatch, resident services, amenity & access requests

Protects: the asset & the review score

→

COLLECT & KEEP IT

Rent reminders, early delinquency contact, renewal campaigns, move-out coordination

Protects: collections & renewals

→

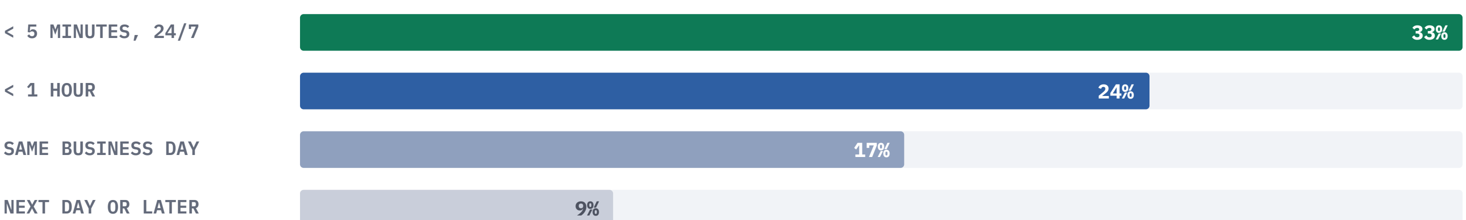
ACCOUNT FOR IT

Lease abstraction, CAM support, portfolio AP/AR, transaction coordination (brokerage & title)

Protects: billing integrity & closings

Composite of PITON-Global real estate engagements, 2024–26, across multifamily, SFR, brokerage, and PropTech clients.

FIG. 2 — SPEED-TO-LEAD: RESPONSE TIME VS. TOUR CONVERSION (PITON-GLOBAL ENGAGEMENT DATA, 2024–26)



Lead-to-tour conversion by first-response time; ~55% of leads in the engagement base arrive outside leasing-office hours.

The chart's executive translation: an operator spending $300 per generated lead and answering half of them the next morning is burning marketing budget to subsidize competitors with faster phones. A Manila leasing desk answers the 9 p.m. inquiry inside five minutes, schedules the tour, chases the application, and hands the morning team a calendar instead of a voicemail queue — at $10.70 an hour, fully loaded. Nothing else in property operations converts spend to signed leases at that ratio.

SECTION 03

The maintenance desk: triage discipline and the cost of a wrong dispatch

Every maintenance call ends in one of four outcomes, and the money is in choosing correctly at speed. Figure 3 shows the triage discipline a vetted desk runs — with the unit economics of getting each branch right.

FIG. 3 — THE TRIAGE TREE: FOUR OUTCOMES, FOUR ECONOMICS

INBOUND REQUEST
scripted diagnostic + photo/video capture

→

EMERGENCY · ~6%	Leak, no-heat, lockout with risk — dispatch now, wake whoever must be woken	Miss cost: claim + unit damage
URGENT · ~22%	Function lost, no danger — scheduled dispatch inside 24h with parts confirmed first	Wrong-parts roll: $85–150
ROUTINE · ~51%	Work order batched to route density; resident told when, then told again	Batching saves 20–30% of rolls
SELF-RESOLVE · ~21%	Breaker, disposal reset, filter — guided fix on the call, no truck at all	Full roll avoided: $85–150

Outcome shares and unit costs from PITON-Global property engagements, 2024–26. First-call triage accuracy at vetted desks: 94%.

The desk's value compounds through documentation: photo capture at intake means the tech arrives with the right part; structured cause codes feed the owner's capex planning; and every interaction writes to the platform of record, so the 8 a.m. property manager opens a completed narrative instead of a mystery. Vetted providers train fair-housing-safe communication as rigorously as diagnostics — in this vertical, a careless sentence is a legal exposure, and Step 5's QA calibration checks for exactly that.

Around the triage core sit the quieter money functions: early-delinquency contact that treats residents as customers in difficulty rather than debtors (promise-kept rates track WP-57's collections findings), renewal campaigns run 90 days out, and move-out coordination that compresses turn time — each measurable, each contractible, each part of the benchmark table that follows.

SECTION 04

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

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

US ONSHORE / HR · MANILA VETTED / HR

	US	MANILA	
Leasing / resident services representative	$28.80	$10.70	−63%
Maintenance coordinator (triage-certified)	$31.20	$11.60	−63%
Transaction coordinator / lease analyst	$36.40	$13.30	−63%
Blended 45-seat multifamily program	$31.60	$11.80	−63%

Basis: PITON-Global real estate engagement pricing 2025–26; fully loaded and net of shrinkage, as defined in Methodology & notes. 24/7 coverage at flat rates.

TABLE 2 — REAL ESTATE OPERATING BENCHMARKS, VETTED VS. BASELINE (2025–26)

METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Lead response time (median, 24/7)	<5 min	~3 hrs	Marketing spend, monetized
Lead-to-tour conversion	33%	~21%	Occupancy built at the phone
First-call triage accuracy (audited)	94%	~78%	Truck rolls and claims contained
Truck rolls avoided (self-resolve + batching)	~30%	~10%	$85–150 per avoided roll
Lease-abstraction accuracy (audited)	98.4%	~94%	Bill what the lease says
Annual attrition, real estate programs	20–28%	40–55%	Portfolio knowledge stays in seat

Source: PITON-Global real estate engagement data 2025–26; baseline = client pre-engagement and onshore/commodity-offshore averages.

The benchmark machinery follows the series pattern — calibrated QA at double market density, certification gates before live queues, tenure economics — with two property-specific disciplines: **platform depth** (Yardi, AppFolio, RealPage, Buildium benches maintained ahead of demand, so onboarding a new portfolio is configuration rather than education) and **portfolio immersion** — floor plans, amenity rules, vendor rosters, and community quirks documented per property, because "the pool gate code" is a real ticket and a wrong answer is a review. Both are Step 3 and Step 5 diligence items; neither appears on a rate card.

SECTION 05

Sourcing discipline: the 7-Step Vendor Vetting Framework, applied to real estate

The discriminating test in a real-estate search is the 2 a.m. transcript: ask every bidder for anonymized recordings of an after-hours emergency call and a delinquency conversation. Providers with genuine property practices produce them in a day; the rest produce excuses. The funnel below is representative of a mid-market portfolio search.

FIG. 4 — THE 7-STEP FRAMEWORK AS A REAL ESTATE FUNNEL

	STEP	WHAT IT ELIMINATES IN A REAL ESTATE SEARCH	FIELD REMAINING
1	**Requirements definition**	Vague scopes: fixes portfolio profile, volumes by function and hour, platforms (Yardi, AppFolio, RealPage), triage authority, escalation owners, quality targets	1,000+
2	**Market mapping**	Providers without 24/7 delivery models or property-services floors in the required scale band	~75
3	**Capability screening**	No genuine property practice: platform benches, triage playbooks, fair-housing training records, leasing-conversion evidence	~25
4	**Compliance & security audit**	Weak handling of resident PII and payment data (SOC 2 on the unit, PCI where rent payments touch), no BCP for an operation that cannot close	~14
5	**Operational diligence**	The 2 a.m. transcript test; triage accuracy nobody audits; attrition that churns portfolio knowledge; references that hedge on emergencies	6–10
6	**Competitive RFP & negotiation**	Per-door teaser pricing that hides hourly reality; finalists bid per productive hour with conversion, triage-accuracy, and response-time credits	2–3
7	**Transition & launch governance**	Launching into a turnover season unproven: PITON-Global stays embedded buyer-side through the first peak leasing cycle, then hands over	1

Field-remaining counts represent a mid-market real estate search (20–80 seats), PITON-Global engagements 2024–26.

The practice's guarantees hold. **Vendor neutrality:** PITON-Global sells no capacity and takes no placement economics — the transcript test outranks the sales dinner. **Right-sizing:** a 45-seat portfolio program inside a telco-scale BPO is an afterthought with a hold queue; the framework surfaces property-specialist mid-sizers for whom the portfolio is a flagship account with named, tenured teams. Six to ten best-qualified providers, within 48–72 hours, free to the buyer, competing through a fully transparent, fair, comprehensive, and highly competitive RFP.

SECTION 06 · ANONYMIZED CASE STUDY

Every lead answered, every leak triaged: a 45-seat multifamily program, reconstructed

Engagement RE-038 is a US multifamily operator — roughly 24,000 units across 70 communities in the Southeast and Texas — whose site teams were doing four jobs badly instead of one job well: leasing agents doubling as call centers, assistant managers chasing delinquency between tours, an after-hours answering service that dispatched a plumber for every drip, and lead-response times the operator stopped publishing internally. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8)

Requirements fixed a 45-seat, 24/7 scope — 18 leasing and resident services, 15 maintenance coordination, 12 delinquency contact and back-office — on the operator's Yardi stack, with triage authority documented branch-by-branch and the 2 a.m. transcript test written into diligence. Mapping yielded 71 claimants; property-practice screening left 21; the audit left 12. Diligence produced a shortlist of 7; a three-round RFP concluded with a Manila property-services specialist at $11.80 per productive hour, with response-time, conversion, and triage-accuracy credits.

TRANSITION (WEEKS 9–24)

The leasing desk launched first — portfolio immersion built community-by-community — followed by maintenance triage with two weeks of parallel dispatch against the old answering service. The delinquency pod certified in last, on fair-housing-reviewed scripts. By week 20 median lead response was 4 minutes around the clock and the answering service was retired. PITON-Global chaired buyer-side governance through the summer leasing peak, then handed over on documented criteria in month 7.

TABLE 3 — RE-038 FIRST-YEAR VALUE BUILD-UP (US$)

VALUE COMPONENT	YEAR 1	BASIS
Labor & overhead arbitrage (incl. answering service retired)	$1.66M	84k productive hrs × ($31.60 – $11.80)
Leasing conversion lift (21%→32% lead-to-tour)	$0.44M	Incremental signed leases × first-year margin, vacancy-adjusted
Delinquency improvement (30+ day balances −18%)	$0.26M	Early-contact cure lift × balances at risk, conservatively factored
Truck rolls avoided (triage + batching, ~9,800 rolls)	$0.21M	Avoided dispatches × blended roll cost, net of guided-fix time
Gross value created	**$2.57M**	
Less: engagement & transition costs	($0.46M)	Transition, portfolio-immersion build, parallel dispatch, governance overlay; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	5.6×	$2.57M ÷ $0.46M

Figures rounded; revenue and avoidance effects conservatively factored. Method in Methodology & notes.

Sixty-five percent arbitrage, thirty-five percent operational value — and the operational lines are the ones the asset managers noticed, because they read as occupancy, collections, and controllable expense: the three levers every quarterly review interrogates. The selection origin of each is by now this series' refrain: the conversion lift traces to leasing-evidence screening in Step 3, the triage savings to the transcript test in Step 5, the delinquency cure to scripts vetted in Step 1. The site teams, for their part, got their jobs back —

one community manager's review comment survives in the engagement file: "I toured eleven apartments today. I haven't done that since 2023."

SECTION 07

The executive playbook: governance for the first 180 days

Property programs should launch against the leasing calendar: live before the season, proven during it. The governance below assumes exactly that — client in command, advisor ensuring the machinery exists before the summer does.

DAYS 0–30

Contract the moments that make NOI

Put response time, conversion, and triage accuracy in the contract with credits behind them. Document triage authority branch-by-branch and name the escalation owners. Build the portfolio-immersion file per community before the first call — it is the difference between a desk and a directory.

DAYS 30–90

Parallel-run the risk paths

Run maintenance triage in parallel with the incumbent until audited accuracy clears the gate; certify delinquency scripts through fair-housing review before a single contact. Stand up the weekly loop — lead sources, cause codes, contact drivers — as a contractual deliverable feeding operations and capex planning.

DAYS 90–180

Prove the season, then widen the scope

Govern the leasing peak from a daily dashboard; hold the retro within a week of season's end. With the front door stable, move the second wave — lease abstraction, CAM support, portfolio AP/AR — on the same gated pattern. Certify steady state; hand over on dated criteria.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Buying an answering service and expecting a leasing desk · granting triage authority nobody documented · skipping fair-housing review on scripts that will be quoted back in a complaint · pricing per door and discovering the hourly truth in month three · launching untested into July. All five are settled before signature in a disciplined process.

Real estate rewards owners who treat operations as part of the asset. The Philippine market offers the purest expression of that principle available in 2026: a front door that never closes, staffed at 63% below onshore cost by teams that convert leads, triage leaks, and keep residents — while the industry's own data shows fewer than thirty providers can genuinely deliver it. The method is this series' constant: define the moments that make NOI, demand the transcripts, run the competition, and govern through the first season. The building never sleeps; its operation no longer has to either.

METHODOLOGY & NOTES

How the numbers were built

Operating benchmarks (lead response, lead-to-tour conversion, triage accuracy, roll avoidance, abstraction accuracy, attrition) derive from PITON-Global real estate engagements active 2025–26, measured on provider telephony, property-management platforms, and QA systems, validated in client governance. Baselines combine client pre-engagement data with onshore and commodity-offshore averages.

Cost figures are fully loaded — wages, benefits and statutory charges, facilities, technology and security stack, management and QA overhead, attrition-driven recruiting and ramp — net of shrinkage, at flat rates across 24/7 coverage. US baselines reflect Tier-2 metro property-operations labor including after-hours premiums; Manila figures reflect 2025–26 engagement pricing.

The case study (RE-038) is anonymized under NDA; unit counts, geographies, and volumes are generalized, figures rounded. Value factors are conservative: leasing lift counts incremental signed leases at first-year margin with a vacancy adjustment; delinquency improvement counts cured balances only; roll avoidance counts dispatches actually redirected, net of coordinator time. 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; real estate capabilities re-verified June 2026). Estimates and projections are PITON-Global analysis and should be cited as such.

Which real estate BPOs belong on your shortlist?

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

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