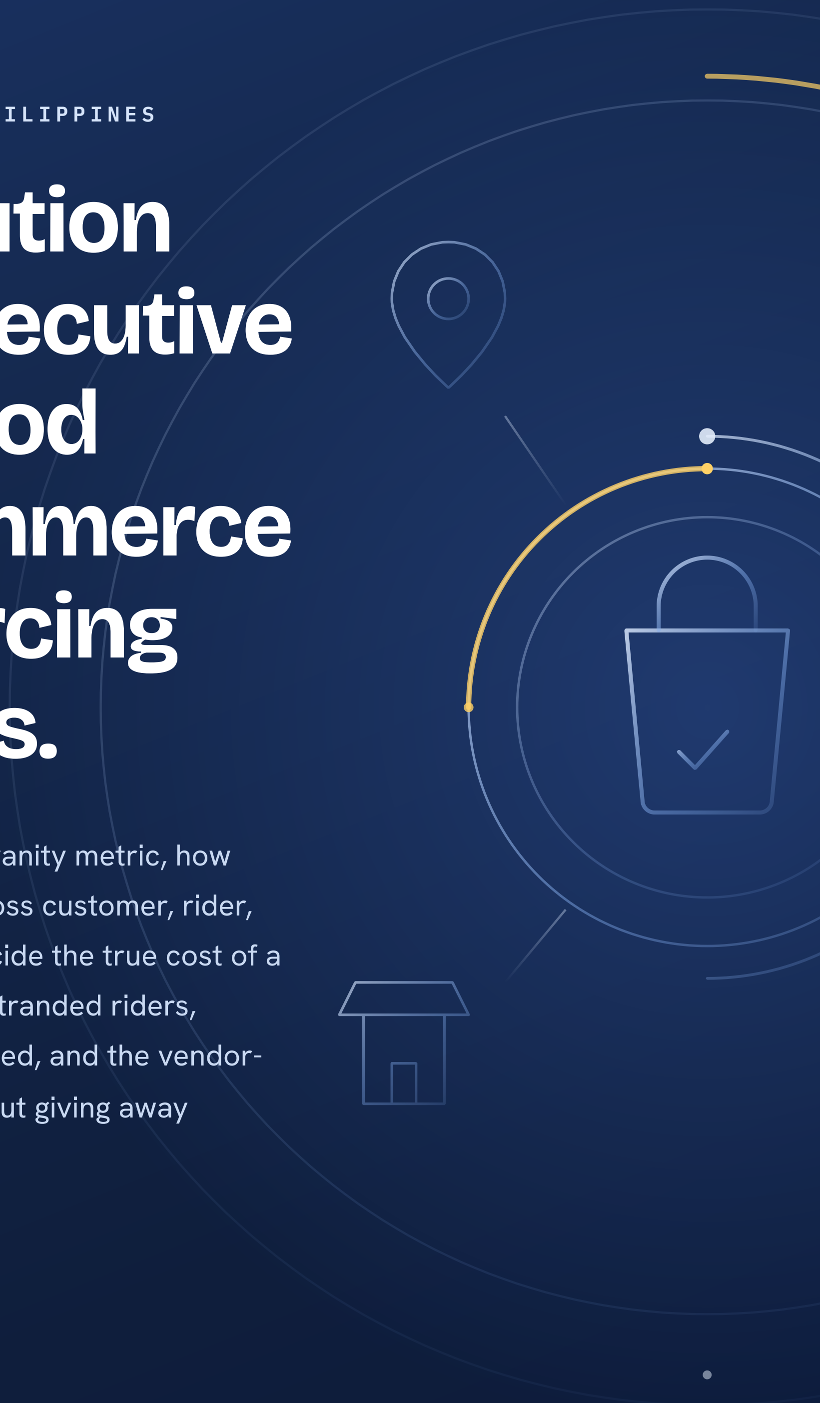
FOOD DELIVERY & Q-COMMERCE SUPPORT · PHILIPPINES

The order-resolution standard: the executive economics of food delivery & q-commerce support outsourcing to the Philippines.



An analysis of why contacts handled is a volume vanity metric, how live-order resolution and three-sided fairness across customer, rider, and merchant — never contact throughput — decide the true cost of a delivery-support operation once wrong refunds, stranded riders, merchant disputes, and repeat contacts are counted, and the vendor-selection discipline that saves the live order without giving away the margin.

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ABOUT THIS SERIES — VOLUME 77

Every delivery-support proposal is priced per contact handled, because volume is easy to count. This volume is about the outcome a marketplace's unit economics actually depend on and a cheap contract quietly trades away: the live-order incident resolved in the minutes it is still hot — fairly across the customer who is hungry, the rider who is stranded, and the merchant whose rating is on the line — without reflexively refunding away the margin. The gap between handling a contact and resolving the order is where refund leakage, rider churn, and repeat contacts 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 marketplace-support capacity for three decades, and learned that the fast operation that handles every contact and refunds its way out of them is the most expensive one a delivery platform can hire — because a reflexive refund leaks the margin, a stranded rider quits the platform, and a mishandled merchant dispute loses a restaurant. His standing question ignores the contacts-per-hour report: of the live orders you touched, how many were actually resolved — fairly to all three sides — without giving away the economics? Applied at PITON-Global, that question is what clients get on every delivery-support sourcing decision — personally, with no account layer in between.

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Ralf Ellspermann

Chief Strategy Officer

Ralf has spent twenty-five years running Philippine marketplace-support floors, and he judges a delivery team by its live-order resolution and refund-accuracy, not its contacts-per-day: whether the order was saved and all three sides kept whole, or refunded away and left to churn. The resolution contract in Section 3 codifies what he learned rebuilding teams that cleared contacts fast and leaked the margin. He now reads delivery-support providers the way he once ran them — from the refund-leakage log and the rider-and-merchant satisfaction record 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 delivery team's real live-order resolution and refund-accuracy 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%
Fully-loaded cost per correctly-resolved order incident vs. US onshore

92%+
Live-order resolution on vetted teams, up from 66–78%

-47%
Reduction in refund leakage (over-refunding) on vetted teams

6.4×
First-year ROI, reconstructed case (Section 6)

A delivery-support engagement is bought on the price per contact and paid for on the live orders it fails to save and the margin it refunds away. The vendor reports millions of contacts handled at a fraction of the onshore cost; the platform finds the orders that were refunded instead of resolved — leaking margin on every one; the riders left stranded at a closed restaurant with no re-route; the merchants hit with wrong chargebacks who pull off the platform; and a support-cost-per-order climbing while the contact count looked healthy. The operation cleared its queues and the platform inherited a refund-leakage problem, a rider-churn problem, and a merchant-trust problem it never priced. The gap between handling a contact and resolving the live order — fairly, in the minutes it is still hot — is where the real cost of cheap delivery support hides, because an unresolved or over-refunded order is not throughput delivered; it is margin gone, a rider lost, and a customer who still had a bad night.

The Philippines — English-fluent, empathetic, fast on mobile-first tooling, with a deep marketplace-support pool — is where delivery operations are delivered with the most live-order-resolution discipline, because that pool, properly trained on the three-sided playbook, can run the real-time problem-solving, refund-decision rigor, and rider/merchant fairness that a durable marketplace demands.
Five findings:

1. **Contacts handled is the industry's most flattering number.** Any floor can log a chat and issue a refund. Vetted teams are measured on outcome: live-order resolution, refund accuracy, and three-sided satisfaction. Weak providers quote a low per-contact price the platform repays in leaked margin, rider churn, and merchant loss. Section 2 shows the gap.

2. **The resolved live order, not the handled contact, is the product.** Saving an order in the minutes it is still hot — re-routing the rider, calling the merchant, fixing the address — protects all three sides at once; a reflexive refund fails all three later. Teams that resolve live close the incident once; teams that refund-and-run leak margin and generate repeat contacts that cost more than the order.

3. **Refunds cut both ways — over-refund and under-refund.** Over-refund and the margin leaks and fraud learns the pattern; under-refund and the customer churns and disputes. Vetted teams hold refund accuracy tight precisely because both tails cost — the margin given away and the customer driven off — and only accurate, policy-grounded decisions protect the unit economics.

4. **Refund leakage and rider/merchant churn, not the per-contact rate, are what cost.** An order refunded instead of resolved costs the leaked margin, the repeat contact, the churned rider, and the lost merchant — many times the per-contact saving. Teams that resolve live protect margin and keep supply on the platform, and that protected margin and retained supply — not the offshore rate alone — is where the case study's return is built.

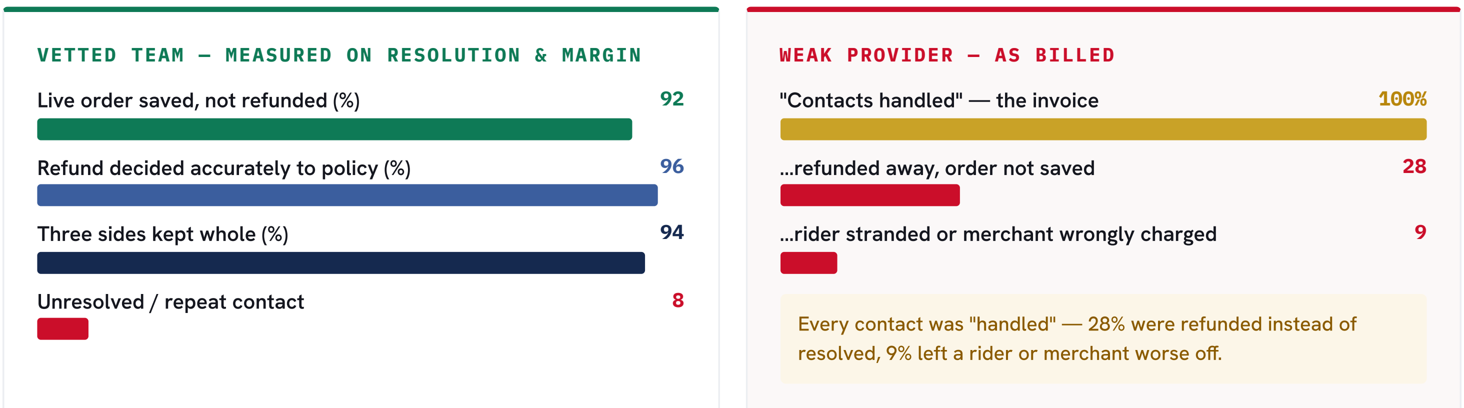
5. **Contract on the resolved order, not the handled contact.** The contracting failure of delivery support is paying per contact and hoping orders are saved and margin protected. Vetted deals price against live-order-resolution floors, refund-accuracy targets, and three-sided-satisfaction standards, making resolution and margin the team's problem, which is where they belong.

The intended reader is a VP of operations, head of CX, or COO at a food-delivery or q-commerce marketplace buying support per contact and paying for it in refund leakage, rider churn, and merchant loss. Sections 2–4 separate the teams that resolve live orders from the teams that clear contacts; Sections 5–7, the method and the proof.

The volume mirage: contacts handled versus order incidents resolved

Figure 1 shows one shift of a marketplace's live-order incidents two ways: as the contacts-handled report a weak vendor bills, and as the resolution-and-margin reality the refund ledger, the rider app, and the merchant dashboard experience. The contacts-handled number is engineered to look like output while refund leakage, rider churn, and repeat contacts accumulate underneath.

FIG. 1 — ONE SHIFT OF LIVE-ORDER INCIDENTS: RESOLUTION-AND-MARGIN QUALITY VS. REPORTED VOLUME



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

The economics follow the resolution and the margin, not the contact count. On the left, ninety-two percent of live orders are saved rather than refunded and all three sides are kept whole, so margin holds and supply stays on the platform; on the right, a cheap per-contact price refunds twenty-eight percent away and leaves a rider or merchant worse off on nine, paying in leaked margin, rider churn, and repeat contacts at once. A low per-contact price that refunds its way out of every problem is not a saving; it is margin leakage and a supply base quietly eroding. The resolution-and-margin audit — live-order resolution, refund accuracy, three-sided satisfaction — is the cheapest due-diligence instrument in this paper.

SECTION 03

The resolution contract: resolve the live order, protect the margin, keep three sides whole

Figure 2 lays out the three clauses of a working delivery-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

RESOLVE THE LIVE ORDER

The incident is solved while the order is still hot — re-route the rider, call the merchant, correct the address, split the reorder — not deferred into a ticket or closed with a reflexive refund. A saved order is one the customer still receives and all three sides walk away from intact.

PROTECT THE MARGIN

Refunds, credits, and goodwill are decided to policy on the evidence — order value, fault, fraud signal, customer history — so compensation is fair without leaking margin or teaching fraud a pattern. The refund decision is made right, so the unit economics survive the incident.

KEEP THREE SIDES WHOLE

The customer, the rider, and the merchant are each treated fairly — the rider not blamed for a merchant delay, the merchant not charged for a customer error — with a resolution report the platform can read. Three-sided fairness is what keeps supply on the platform, which is the outcome the marketplace's growth actually feels.

↓ yields ↓

THE RESOLVED, FAIR ORDER 92%+ LIVE-ORDER RESOLUTION | MARGIN PROTECTED | THREE SIDES WHOLE

Orders are saved live, refunds are decided to policy, and customer, rider, and merchant are each kept whole — so margin stops leaking, supply stays on the platform, and repeat contacts fall. The operation gets cheaper per resolved order and healthier across the marketplace at the same time, which is the entire promise of outsourcing delivery support to people who measure resolution and margin, not contacts handled.

Operating parameters from PITON-Global food-delivery & q-commerce engagements, 2025–26. Refund decisions are operated to each platform's own compensation policy.

In diligence, the contract is tested from all three sides: pull handled incidents and check the repeat-contact log for orders that were refunded rather than saved; re-audit a refund sample against the compensation policy for leakage; and read the rider and merchant satisfaction records for the sides a customer-only view never sees. 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, fair orders, not contacts handled.

SECTION 04

Cost and performance: cost-per-resolved-order-incident economics and benchmarks

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

OPERATING MODEL	COST / INCIDENT	VS. US BASELINE
US onshore in-house delivery support	$8.60	baseline
Low-cost offshore contact mill (per-contact)	$5.90	−31%
Vetted Manila team — resolved, margin-safe, fair	**$3.61**	**−58%**

Basis: PITON-Global engagement pricing 2025–26; cost per correctly-resolved order incident = fully-loaded operating cost (plus refund leakage carried) divided by incidents resolved live, margin-safe, and fair (refunded-away, unresolved, and repeat excluded); the contact mill looks cheap per contact but refund leakage, rider churn, and repeat contacts lift its true cost per resolved incident; US comparator fully-loaded in-house cost.

TABLE 2 — DELIVERY-SUPPORT BENCHMARKS, VETTED VS. BASELINE (2025–26)			
METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Live-order resolution rate	92%+	66–78%	The only support number the P&L follows
Refund accuracy (to policy)	96%+	78–88%	Margin protected, or leaked
Repeat-contact rate vs. baseline	−59%	baseline	"Resolve the live order" — held or not
Rider & merchant satisfaction	90%+	64–76%	Supply stays, or churns off
Customer CSAT	91%+	70–80%	Reorders, or uninstalls

Source: PITON-Global food-delivery & q-commerce engagement data 2025–26; baseline = typical pre-engagement operations billed on contacts handled.

The strategic read: the contact mill's −31% per contact is a false economy — refund leakage, rider churn, and repeat contacts lift its true cost per resolved incident far above the per-contact gap, and margin refunded away never comes back. The vetted Manila team's −58% is real because it is measured where the value is: the order saved live, the refund decided to policy, all three sides kept whole. Buy on contacts handled and you buy the right column of Figure 1; buy on cost-per-resolved-order-incident and you buy resolution and margin — 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 delivery support

Delivery-support diligence adds one hard requirement to every step: a per-contact price is real only when the live-order resolution and refund accuracy behind it survive a repeat-contact audit and a refund-leakage re-audit. The funnel below is representative of an 80–160-seat marketplace-support search.

FIG. 3 — THE 7-STEP FRAMEWORK AS A DELIVERY-SUPPORT FUNNEL

	STEP	WHAT IT ELIMINATES IN A DELIVERY-SUPPORT SEARCH	FIELD REMAINING
1	**Requirements definition**	Throughput-first scoping: fixes the live-order-resolution floor, the refund-accuracy target, the three-sided-satisfaction standard, and the CSAT threshold the operation must meet by incident type	1,000+
2	**Market mapping**	Contact mills: operations that bill contact volume, refund reflexively, and treat leakage and rider churn as the client's problem, and generalist floors with no marketplace or three-sided depth	~47
3	**Capability screening**	Teams without the machinery: audited live-order resolution, a refund-decision framework, rider/merchant-side workflows, real-time tooling proficiency, and coverage across your incident and geo mix	~14
4	**Compliance & security audit**	Weak governance: customer/rider PII protection, payment-and-refund controls, fraud-pattern discipline, platform-tooling access controls, SOC 2 scope covering the support stack	~8
5	**Operational diligence**	The resolution-and-margin read: audit repeat-contact logs for refunded-away orders; re-check a refund sample for leakage; read rider/merchant satisfaction; interview on a live double-order-with-late-rider incident	4–6
6	**Competitive RFP & negotiation**	Per-contact pricing: finalists bid against live-order-resolution floors, refund-accuracy targets, and three-sided-satisfaction standards — all carrying credits for refunded-away orders and leakage	2–3
7	**Transition & launch governance**	Cold cutover: the team calibrates against your incident types, compensation policy, and tooling on a sample before it owns the live queue, with the resolution floor and refund accuracy certified before steady state, PITON-Global embedded buyer-side	1

Field-remaining counts represent an 80–160-seat marketplace-support 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 margin 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 live-order resolution: a 110-seat delivery-support rebuild, reconstructed

Engagement FD-082 is a US food-delivery and q-commerce marketplace — handling roughly 34,000,000 support contacts a year across customer, rider, and merchant channels — that had offshored support to a per-contact mill. The contact price was excellent; the resolution and margin were not: live-order resolution sat near 71%, agents refunded reflexively so margin was leaking, riders were churning after being blamed for merchant delays, merchants were pulling off after wrong chargebacks, and CSAT was sliding. The VP of operations wanted the arbitrage without the refund leakage and the supply churn. Identifying details are anonymized under NDA.

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

Requirements fixed a 92% live-order-resolution floor, a 96% refund-accuracy target, a three-sided-satisfaction standard, and a CSAT threshold. Mapping produced 47 claimants; the machinery screen — audited resolution, refund-decision framework, rider/merchant workflows, real-time tooling — left 14; the compliance-and-fraud audit left 8. Repeat-contact audits, refund-leakage re-checks, and a live double-order drill shortlisted 5. A Manila team won priced against resolution and margin, with both written into the reporting spec.

TRANSITION (MONTHS 2–7, CALIBRATED FIRST)

The team calibrated against the marketplace's incident types, compensation policy, and tooling on a sample before owning the live queue; the resolution floor and refund accuracy were certified in month 3, and the three-sided playbook ran from day one. The resolution-and-QA loop fed agent coaching continuously. By month 7 live-order resolution reached 92.3%, refund leakage fell 47%, repeat contacts fell 59%, rider and merchant satisfaction reached 90%, and CSAT reached 91%. PITON-Global chaired the resolution-and-margin review board to steady state.

TABLE 3 — FD-082 FIRST-YEAR VALUE BUILD-UP (US$)

VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 110-seat operation	$2.75M	206.3k productive hrs × ($22.80 – $9.50)
Refund leakage recovered (accurate decisions)	$0.92M	Margin retained by policy-grounded refunds
Rider & merchant retention value	$0.46M	Supply churn avoided by three-sided fairness
Repeat-contact volume removed	$0.24M	Repeat contacts eliminated at resolution floor
Gross value created	**$4.37M**	
Less: engagement & transition costs	($0.68M)	Calibration, three-sided-playbook build, tooling integration; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.4×	$4.37M ÷ $0.68M

Figures rounded; resolution, refund, and satisfaction effects audit-verified. Method in Methodology & notes.

Sixty-three percent arbitrage, thirty-seven percent from recovered refund leakage, retained supply, and removed repeat contacts — a typical split for the series, earned because the operation was re-based on live-order resolution rather than contact volume. Every line traces to a diligence step: the resolution floor and refund target to Step 1, the resolution-and-margin pricing to Step 6, the three-sided playbook to Step 3's contract. The VP's line at the year-one review: "The contact price barely moved. What moved is that we stopped refunding away the margin — and my riders and restaurants stopped leaving."

SECTION 07

The executive playbook: governance for the first 180 days

A delivery-support transition succeeds when the team is measured and paid on live-order resolution and refund accuracy — client in command throughout.

DAYS 0–30

Define resolution & margin, contract on them

Set the live-order-resolution floor, the refund-accuracy target, the three-sided-satisfaction standard, and the CSAT threshold with operations leadership before launch, and document the refund-decision framework by incident type. Contract against resolution and margin — never per contact alone — with floors carrying credits and refund leakage a defined breach. Stand up the repeat-contact audit and the refund-leakage re-audit as the program's arbiters of truth.

DAYS 30–90

Calibrate, run the three-sided playbook

Calibrate the team against your incident types, compensation policy, and tooling on a sample before it owns the live queue; certify the resolution floor and refund accuracy, and run the customer/rider/merchant playbook. Switch on the resolution-and-QA loop from day one. Publish the operations dashboard: live-order resolution, refund accuracy, repeat-contact rate, rider/merchant satisfaction, CSAT.

DAYS 90–180

Own the queue, certify steady state

Hand the live queue to the team only after it holds the resolution floor and refund accuracy. Review the board monthly with the refund-leakage and rider/merchant-satisfaction trends on the table. Certify steady state on two months at floor including a peak-demand surge (holiday, weather); hand over on documented criteria; keep the repeat-contact and refund-leakage audits standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per contact while live orders go unsaved · refunding reflexively instead of resolving · leaking margin on over-refunds and teaching fraud a pattern · blaming the rider or wrongly charging the merchant · owning the queue before resolution and margin are proven. All five are settled at selection and contract.

The delivery-support argument, in one sentence: a handled contact is activity and a resolved, fair order is margin protected and supply retained across all three sides, and a vetted Philippine team delivers −58% cost per resolved incident with 92%+ live-order resolution, refund leakage cut by nearly half, and repeat contacts down almost two-thirds — for buyers who audit resolution and refund accuracy 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 saves the order without giving away the margin.

METHODOLOGY & NOTES

How the numbers were built

Resolution and margin figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global food-delivery & q-commerce engagements, 2025–26. Live-order resolution is measured against the repeat-contact log; refund accuracy by re-audit against the compensation policy; three-sided satisfaction 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-order-incident figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and platform tooling, management and QA overhead, refund leakage carried, and attrition-driven recruiting — divided by incidents resolved live, margin-safe, and fair, with refunded-away, unresolved, or repeat contacts excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A correctly-resolved order incident is saved live, refunded to policy, and fair to all three sides.

The case study (FD-082) is anonymized under NDA; volumes and dates are generalized, figures rounded. Resolution, refund, and satisfaction effects are audit-verified; the refund-leakage-recovered line reflects margin retained, and the retention 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; live-order resolution and refund-accuracy performance re-verified May 2026). Refund decisions are operated to each platform's own compensation policy. 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-margin audit?

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

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