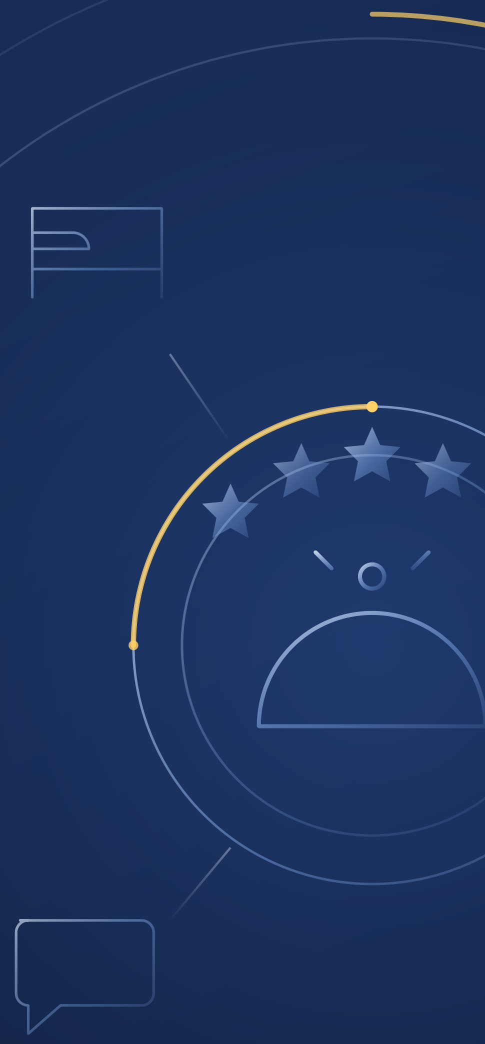
HOSPITALITY · PHILIPPINES

The guest-experience standard: the executive economics of hospitality outsourcing to the Philippines.



An analysis of why interactions handled is a volume vanity metric, how guest-experience quality and revenue protection — never contact throughput — decide the true cost of a hospitality support operation once mishandled bookings, service-recovery failures, review damage, and rebooking loss are counted, and the vendor-selection discipline that resolves the guest and protects the revenue.

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ABOUT THIS SERIES — VOLUME 78

Every hospitality-support proposal is priced per interaction handled, because contacts are easy to count. This volume is about the only outcome a hotel, airline, or travel brand's revenue and reputation actually depend on: the guest whose issue is resolved, whose booking and revenue are protected, and whose experience is lifted enough to return and recommend. The gap between handling a contact and resolving the guest is where cancellations, one-star reviews, and lost rebookings 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 hospitality-support capacity for three decades, and learned that the fast operation that answers every call and leaves the guest unhappy is the most expensive one a travel brand can hire — because a mishandled booking is a cancellation, a botched service recovery is a one-star review, and a guest who leaves unresolved never rebooks. His standing question ignores the contacts-handled report: of the guests you served, how many left resolved, retained, and likely to return? Applied at PITON-Global, that question is what clients get on every hospitality 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 hospitality-support floors, and he judges a team by its guest-experience scores and revenue protection, not its contacts-per-hour: whether the guest was resolved and the booking saved, or churned and refunded. The guest contract in Section 3 codifies what he learned rebuilding teams that answered fast and left guests unhappy. He now reads hospitality providers the way he once ran them — from the CSAT trend and the rebooking-loss log 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 hospitality team's real guest-experience scores and revenue-protection record rather than its contacts-per-hour 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%	**4.7/5**	**+34%**	**6.3×**
Fully-loaded cost per resolved guest interaction vs. US onshore	Guest CSAT on vetted teams, up from 3.8–4.1	Bookings saved through service recovery vs. baseline	First-year ROI, reconstructed case (Section 6)

A hospitality-support engagement is bought on the price per interaction and paid for on the guests it fails to resolve. The vendor reports millions of contacts handled at a fraction of the onshore cost; the travel brand finds the mishandled bookings that turned into cancellations, the service-recovery failures that became one-star reviews, the guests refunded rather than retained, and the rebookings lost to a rival because nobody saved the stay. The operation cleared its contacts and the brand inherited a reputation problem, a refund line, and guests who never came back. The gap between handling a contact and resolving the guest is where the real cost of cheap hospitality support hides, because an unresolved guest is not throughput delivered — it is revenue lost and a review that costs the next booking.

The Philippines — English-fluent, warm and service-oriented by cultural reputation, with a deep hospitality and travel-support talent pool — is where hospitality support is delivered with the most guest-experience discipline, because that pool can run the genuine resolution, service recovery, and revenue protection guest experience demands. Five findings:

1. **Interactions handled is the industry's most flattering number.** Any floor can answer a contact and close it. Vetted teams are measured on outcome: guest resolution, CSAT, and revenue protected. Weak providers quote a low per-contact price the brand repays in cancellations, bad reviews, and lost rebookings. Section 2 shows the gap.

2. **The resolved, retained guest, not the fast answer, is the product.** A guest who returns and recommends comes from genuine resolution, real service recovery, and protecting the booking — not from closing a ticket. Teams that resolve guests build loyalty; teams that clear contacts refund revenue and ship reviews that cost more than the interaction.

3. **A mishandled guest cuts both ways — revenue now and reputation later.** A botched booking loses tonight's revenue; a public one-star review loses a share of every future booking that reads it. Vetted

teams hold CSAT above 4.5 precisely because both tails cost — the stay refunded and the reputation that quietly suppresses demand.

4 **Lost rebookings and review damage, not the per-contact rate, are what cost.** An unresolved guest costs the refunded stay, the suppressed future bookings, and the loyalty never earned — many times the per-contact saving. Teams that resolve and recover protect revenue and lift reviews, and that protected revenue — not the offshore rate alone — is where the case study's return is built.

5 **Contract on the resolved guest, not the handled contact.** The contracting failure of hospitality is paying per interaction and hoping the guest left happy. Vetted deals price against CSAT floors, resolution targets, and revenue-protection standards, making the resolved, retained guest the team's problem, which is where it belongs.

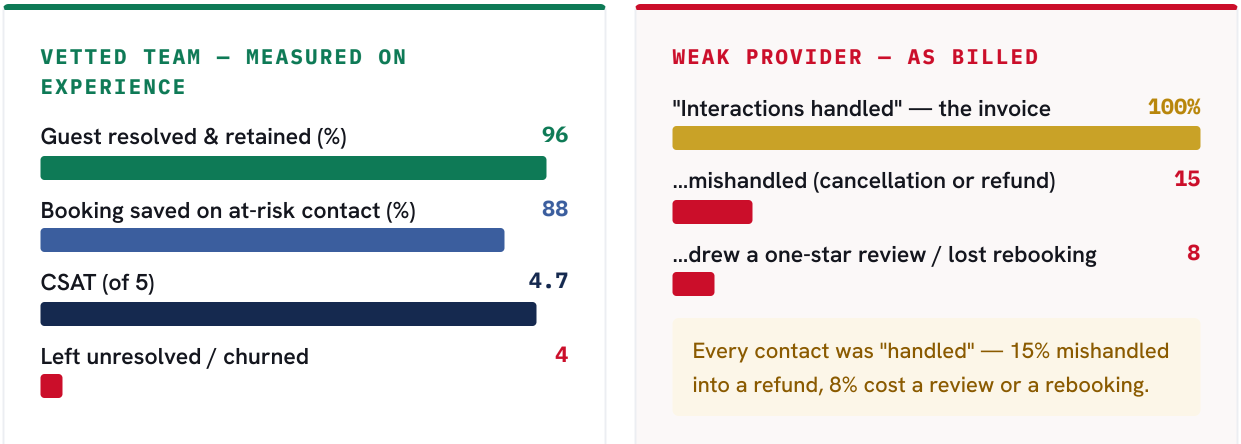
The intended reader is a VP of guest experience, hospitality COO, or head of reservations buying support per interaction and paying for it in cancellations, bad reviews, and lost rebookings. Sections 2–4 separate the teams that resolve guests from the teams that handle contacts; Sections 5–7, the method and the proof.

SECTION 02

The volume mirage: interactions handled versus guests resolved

Figure 1 shows one month of a brand's guest contacts two ways: as the contacts-handled report a weak vendor bills, and as the guest-experience reality the CSAT trend, the review feed, and the rebooking line experience. The interactions-handled number is identical in spirit to a chatbot's containment rate — a figure engineered to look like output while cancellations, bad reviews, and lost rebookings accumulate underneath.

FIG. 1 — ONE MONTH OF GUEST CONTACTS: EXPERIENCE QUALITY VS. REPORTED VOLUME



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

The economics follow the guest experience, not the contact count. On the left, ninety-six percent of guests are resolved and retained and CSAT sits at 4.7, so revenue holds and reviews stay strong; on the right, a cheap per-contact price mishandles fifteen percent into refunds and sends eight to a bad review or a rival, paying in lost revenue, reputation damage, and forfeited rebookings at once. A low per-contact price that churns guests is not a saving; it is revenue lost and reputation eroded, delayed and compounding. The guest-experience audit — resolution, CSAT, revenue protected — is the cheapest due-diligence instrument in this paper.

SECTION 03

The guest contract: resolve the guest, protect the revenue, lift the experience

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

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

RESOLVE THE GUEST

Every contact is worked to genuine resolution on the first touch where possible — booking fixed, question answered, problem owned end to end — with empowered agents who can act rather than transfer. The guest leaves whole, which is where loyalty and the next booking begin.

PROTECT THE REVENUE

At-risk bookings are saved through real service recovery — rebooking, upgrade, or make-good instead of a reflexive refund — and cancellations are turned into retained stays wherever the guest can be won back. The booking is protected, so revenue that a mill would refund away stays on the books.

LIFT THE EXPERIENCE

Interactions are handled warmly and on-brand so the guest rates the stay highly and leaves a review that earns the next booking — with a CSAT-and-review report the brand can read. A lifted experience is the marketing a mill can never buy, which is the only outcome reputation actually feels.

↓ yields ↓

THE RESOLVED, RETAINED GUEST 4.7/5 CSAT | REVENUE PROTECTED | LIKELY TO RETURN

Guests are resolved on first touch, at-risk bookings are saved, and experiences are lifted — so cancellations and refunds fall, reviews climb, and rebookings and loyalty grow. The operation gets cheaper per resolved guest and more valuable per booking at the same time, which is the entire promise of outsourcing hospitality to people who measure guest experience, not interactions handled.

Operating parameters from PITON-Global hospitality-support engagements, 2025–26.

In diligence, the contract is tested from the guest's side: pull handled contacts and re-score a sample for genuine resolution and CSAT; audit the service-recovery and rebooking logs for saved vs. refunded bookings; read the review feed for what guests actually said. 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 guest experience, not interactions handled.

SECTION 04

Cost and performance: cost-per-resolved-guest economics and benchmarks

TABLE 1 — FULLY-LOADED COST PER RESOLVED GUEST INTERACTION: THREE OPERATING MODELS (2026)

OPERATING MODEL	COST / RESOLVED	VS. US BASELINE
US onshore in-house guest-support team	$8.60	baseline
Low-cost offshore contact mill (per-interaction)	$5.95	–31%
Vetted Manila team — resolved, revenue-protecting	**$3.61**	**–58%**

Basis: PITON-Global engagement pricing 2025–26; cost per resolved guest interaction = fully-loaded operating cost divided by interactions that leave the guest resolved and the booking protected (mishandled and churned excluded); the contact mill looks cheap per interaction but refunds, review damage, and lost rebookings lift its true cost per resolved guest; US comparator fully-loaded in-house cost.

TABLE 2 — HOSPITALITY-SUPPORT BENCHMARKS, VETTED VS. BASELINE (2025–26)

METRIC	VETTED TOP TIER	BASELINE	EXECUTIVE READING
Guest CSAT (of 5)	4.7	3.8–4.1	The only hospitality number loyalty follows
Booking-save rate (at-risk contacts)	88%	54–66%	Recovered, or refunded away
First-contact resolution vs. baseline	+29%	baseline	"Resolve the guest" — held or not
Positive-review lift vs. baseline	+41%	baseline	Reputation earned, or eroded
Repeat-booking rate vs. baseline	+22%	baseline	Returned, or lost to a rival

Source: PITON-Global hospitality-support engagement data 2025–26; baseline = typical pre-engagement operations billed on interactions handled.

The strategic read: the contact mill's –31% per interaction is a false economy — refunds, review damage, and lost rebookings lift its true cost per resolved guest far above the per-contact gap, and a reputation eroded by one-star reviews is a cost no rate recovers. The vetted Manila team's –58% is real because it is measured where the value is: the guest resolved, the booking protected, the experience lifted. Buy on interactions handled and you buy the right column of Figure 1; buy on cost-per-resolved-guest and you buy guest experience — 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 hospitality

Hospitality diligence adds one hard requirement to every step: a per-contact price is real only when the guest experience behind it survives a re-score of resolution, CSAT, and revenue protection against the outcomes. The funnel below is representative of a 60–150-seat hospitality-support search.

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

	STEP	WHAT IT ELIMINATES IN A HOSPITALITY SEARCH	FIELD REMAINING
1	**Requirements definition**	Throughput-first scoping: fixes the CSAT floor, the booking-save target, the resolution standard, and the revenue-protection metric the operation must meet by channel and brand tier	1,000+
2	**Market mapping**	Contact mills: operations that bill handled volume and treat refunds and bad reviews as the client's problem, and generalist floors with no hospitality or service-recovery depth	~47
3	**Capability screening**	Teams without the machinery: audited CSAT history, service-recovery and booking-save capability, brand-voice training, and coverage across your channels, PMS/GDS systems, and languages	~14
4	**Compliance & security audit**	Weak data governance: guest-PII and payment protection, PCI-DSS scope on booking and payment flows, access controls on the reservation systems, SOC 2 scope covering the support stack	~8
5	**Operational diligence**	The experience re-score: re-score handled contacts for genuine resolution and CSAT; audit the service-recovery and rebooking logs; interview on how they save an at-risk booking	4–6
6	**Competitive RFP & negotiation**	Per-contact pricing: finalists bid against CSAT floors, booking-save targets, and resolution standards — all carrying credits for guests who churn or leave a one-star review	2–3
7	**Transition & launch governance**	Cold cutover: the team calibrates against your brand voice, channels, and reservation systems on a sample before it owns live guest contact, with the CSAT floor certified before steady state, PITON-Global embedded buyer-side	1

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

The standing guarantees hold: **vendor neutrality** — PITON-Global operates no support floors, handles no guest contacts, and takes no placement economics, so the shortlist reflects audited guest-experience 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 guest experience: a 90-seat hospitality-support rebuild, reconstructed

Engagement HS-073 is a US hotel and travel brand — handling roughly 4,400,000 guest contacts a year across reservations, service, and post-stay — that had offshored guest support to a per-interaction mill. The contact price was excellent; the guest experience was not: CSAT sat near 3.9, at-risk bookings were refunded rather than saved, one-star reviews were climbing, and repeat bookings were slipping. The VP of guest experience wanted the arbitrage without the churn and the reputation damage. Identifying details are anonymized under NDA.

SELECTION (WEEKS 0–8, EXPERIENCE RE-SCORES)

Requirements fixed a 4.6 CSAT floor, an 85% booking-save target, and a resolution standard, with a mandatory service-recovery and brand-voice workflow. Mapping produced 47 claimants; the machinery screen — audited CSAT, service-recovery capability, brand-voice training, channel and PMS/GDS coverage — left 14; the PCI-and-security audit left 8. Experience re-scores of each finalist's handled contacts against the outcomes shortlisted 5. A Manila team won priced against CSAT and booking save, with a re-score written into the reporting spec.

TRANSITION (MONTHS 2–7, CALIBRATED FIRST)

The team calibrated against the brand's voice, channels, and reservation systems on sample contacts before owning live guest contact; the CSAT floor was certified in month 3. The service-recovery-and-coaching loop fed agent feedback from day one. By month 7 CSAT reached 4.7, booking save hit 88%, positive reviews rose 41%, and repeat bookings rose 22%. PITON-Global chaired the guest-experience review board to steady state.

TABLE 3 — HS-073 FIRST-YEAR VALUE BUILD-UP (US$)		
VALUE COMPONENT	YEAR 1	BASIS
Labor arbitrage on the 90-seat support operation	$2.14M	168.8k productive hrs × ($22.20 – $9.50)
Revenue protected (bookings saved)	$0.98M	At-risk bookings recovered vs. refunded away
Repeat-booking & loyalty lift	$0.42M	Incremental revenue from higher repeat rate
Reputation & acquisition value	$0.20M	Review-lift effect on new-booking conversion
Gross value created	**$3.74M**	
Less: engagement & transition costs	($0.59M)	Calibration, brand-voice training, systems integration; advisory fee $0 (provider-paid model)
Net value ÷ cost = first-year ROI	6.3×	$3.74M ÷ $0.59M

Figures rounded; CSAT, booking-save, and repeat effects audit-verified. Method in Methodology & notes.

Fifty-seven percent arbitrage, forty-three percent from protected revenue, loyalty lift, and reputation value — a typical split for the series, earned because the operation was re-based on guest experience rather than contact volume. Every line traces to a diligence step: the CSAT floor to Step 1, the experience-based pricing to Step 6, the service-recovery workflow to Step 3's contract. The VP of guest experience's line at the year-one review: "The contact price barely moved. What moved is that guests leave happy, book again — and the reviews are working for us now."

SECTION 07

The executive playbook: governance for the first 180 days

A hospitality transition succeeds when the team is measured and paid on guest experience and revenue protection — client in command throughout.

DAYS 0–30

Define experience, contract on it

Set the CSAT floor, the booking-save target, and the resolution and revenue-protection thresholds with guest-experience leadership before launch, and document the service-recovery and brand-voice playbook by channel. Contract against guest experience and revenue protection — never per contact alone — with floors and targets carrying credits. Stand up the experience re-score as the program's arbiter of truth.

DAYS 30–90

Calibrate the team, stand up recovery

Calibrate the team against your brand voice, channels, and reservation systems on sample contacts before it owns live guest contact; certify the CSAT floor and service-recovery playbook. Switch on the coaching-and-QA loop from day one. Publish the guest dashboard: CSAT, booking-save rate, first-contact resolution, review lift, repeat-booking rate.

DAYS 90–180

Own guest contact, certify steady state

Hand live guest contact to the team only after it holds the CSAT floor and booking-save target. Review the guest board monthly with the review feed and rebooking-loss trend on the table. Certify steady state on two months at floor including a peak-season surge; hand over on documented criteria; keep the quarterly experience re-score standing.

THE FIVE FAILURE MODES WE ARE HIRED TO PREVENT

Paying per contact while guests churn · handling contacts instead of resolving guests · refunding at-risk bookings instead of saving them · letting one-star reviews accumulate unanswered · owning live guest contact before CSAT is proven. All five are settled at selection and contract.

The hospitality argument, in one sentence: a handled contact is activity and a resolved guest is revenue protected, a review earned, and a booking that comes back, and a vetted Philippine team delivers –58% cost per resolved guest with 4.7/5 CSAT, an 88% booking-save rate, and repeat bookings up more than a fifth — for buyers who re-score the experience instead of counting interactions 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 guest and protects the revenue.

METHODOLOGY & NOTES

How the numbers were built

Experience and revenue figures (Fig. 1, Table 2) derive from engagement instrumentation in PITON-Global hospitality-support engagements, 2025–26. Guest resolution and CSAT are measured by re-scoring a sample of handled contacts against the outcomes; booking-save rate, first-contact resolution, review lift, and repeat-booking rate are measured 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-guest figures (Table 1) are fully loaded — wages, benefits and statutory charges, facilities, technology and contact-platform tooling, management and QA overhead including service-recovery specialists and quality coaches, attrition-driven recruiting — divided by interactions that leave the guest resolved and the booking protected, with mishandled or churned interactions excluded from the denominator; US comparators reflect fully-loaded in-house cost on the same basis. A resolved guest interaction leaves the guest resolved, the booking protected, and the experience lifted.

The case study (HS-073) is anonymized under NDA; volumes and dates are generalized, figures rounded. CSAT, booking-save, and repeat effects are audit-verified; the revenue-protected line reflects at-risk bookings recovered, and the reputation 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; guest-experience and revenue-protection performance re-verified May 2026). 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 an experience re-score?

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

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