2545 Hybrid Delivery

Product Book · https://kb.jeffreysummers.com/docs/2545-hybrid-delivery/

Most independent operators are running both first-party and third-party delivery simultaneously. They did not decide to. The market decided for them.

A Guest asked for delivery. The operator signed up for DoorDash to capture the order. Another Guest asked to order direct. The operator built a solution. Now both are running. That is hybrid — not a strategy, a reaction. Two different channels, two different cost structures, two different authority-responsibility breaks, running in parallel, managed by an operation that was not designed for either one.

The hybrid operator has the most complex delivery problem of the three. They are managing driver economics on the first-party side while managing platform economics on the third-party side. They are splitting Guest data between two systems. They are paying a platform commission on some orders and a driver cost on others. They are maintaining two Guest relationship tracks simultaneously — one direct, one mediated.

The operators who run hybrid well are the ones who treat it as a deliberate architecture, not an accumulation. First-party for the Guest segment they want to own directly. Third-party for the acquisition channel that brings in Guests they haven't reached yet. A conversion strategy that moves third-party Guests toward direct relationship over time.

The operators who run hybrid poorly are the ones who let both channels grow without a strategy connecting them — who end up paying for reach they never convert and managing a driver program that turns over faster than they can hire.

Hybrid is not a problem to solve. It is a condition to manage. The difference is intention.