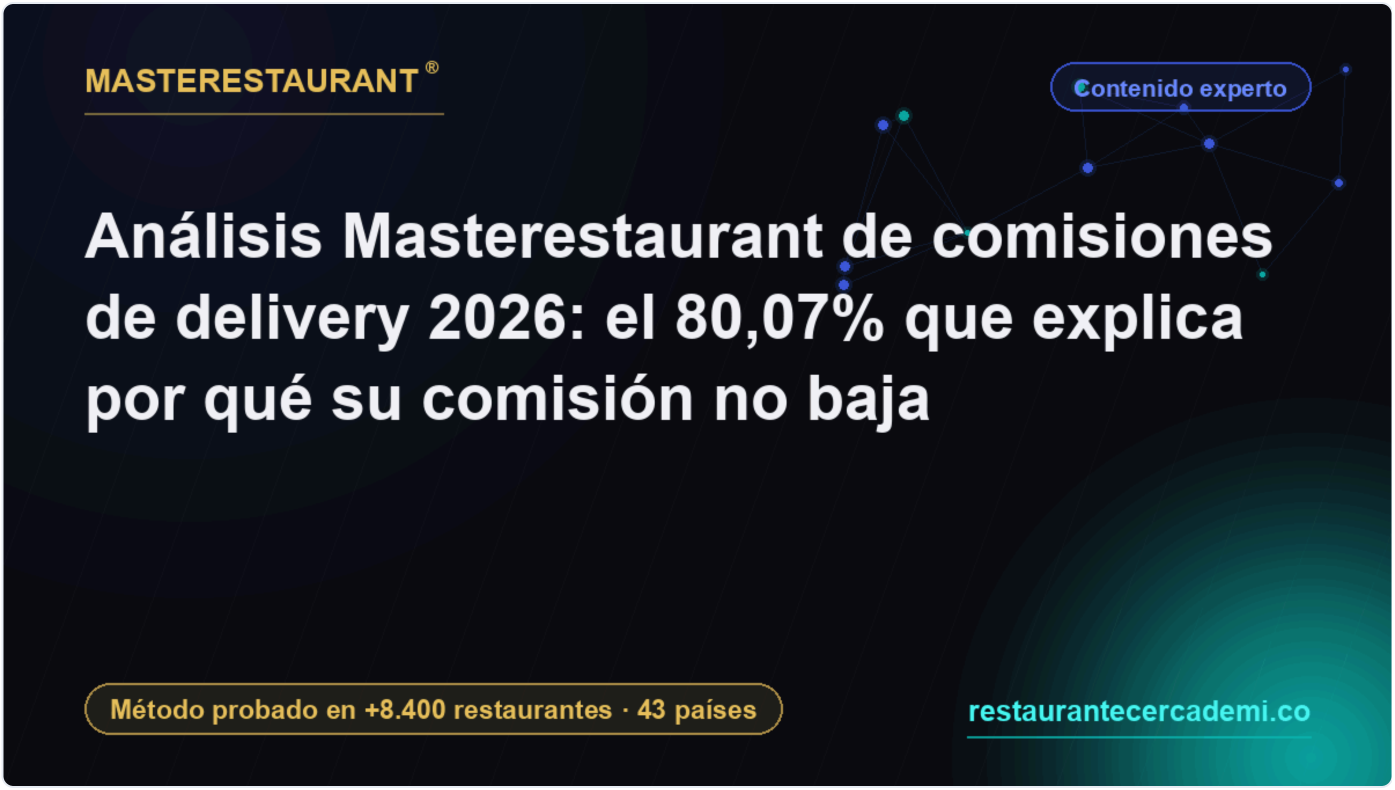
Original Research

# Masterestaurant Delivery Commission Analysis 2026: the *80.07%* that explains why your fee never drops

By **Diego F. Parra** · Updated 2026-09-04 · Dark Kitchens & Foodtech




QUICK VERDICT

**You will almost never cut delivery commissions by negotiating with the platform; what actually moves margin is replacing platform volume with your own channel and climbing the in-app ranking so you pay the same rate across more orders. The headline figure comes from Grand View Research (2025): the platform-to-consumer model captured 80.07% of Latin America's online food delivery revenue in 2024, within a regional market of USD 12,917.3 million growing at an 8.6% CAGR through 2030. When eight of every ten dollars in the channel flow through an intermediary that keeps growing, a single operator has no pricing power. What that operator has is MIX power, and that is the real lever.**

🔬 Masterestaurant Study / Sector Synthesis Expert synthesis · cited industry sources · 21 min read · 2026-09-04

A three-unit fast casual owner sends me his July platform statement with the usual question: how do I cut delivery commissions, who do I call, how big a discount can I ask for. The uncomfortable answer is that the pricing conversation was lost before it started, and the public market numbers explain why far better than any negotiation anecdote.

This document is an EXPERT SYNTHESIS of real public industry data — Grand View Research, Statista, the National Restaurant Association, Global Growth Insights, Verified Market Reports, Ken Research — read with a consultant's judgment. It is not primary research: there is no proprietary sample or survey behind it. The figures belong to the organizations cited; what Diego F. Parra and Masterestaurant add is the reading, the segment breakdown and the order of decisions.

The thesis, stated up front: commission is a MARKET PRICE, and market prices are not negotiated by email, they are sidestepped by changing your channel mix and diluted by raising ticket and frequency inside the expensive channel. Everything else — account manager templates, exit threats, indignation math — is noise that eats quarters.

SIDE-BY-SIDE COMPARISON

## Side-by-side comparison

| | LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE') | LOCAL DIGITAL ENGINE + DIRECT CHANNEL (REALITY) |
|---|---|---|
| **Channel concentration (LatAm, 2024)** | ✕ 80.07% of online delivery revenue runs through the platform-to-consumer model (Grand View Research, 2025) | ✓ The remaining 19.93% is the ground where the restaurant sets its own rules (Grand View Research, 2025) |
| **Size and growth of the counterparty market** | ✕ LatAm market of USD 12,917.3 million in 2024, 8.6% CAGR through 2030 (Grand View Research, 2025) | ✓ Global delivery market of USD 1.22 trillion in 2024: demand exists beyond one app (Statista Market Insights, 2024) |
| **Delivery penetration in limited service** | ✕ 65% of limited-service operators already offer delivery (National Restaurant Association, 2025) | ✓ That same 65% turns delivery into table stakes, so the edge moves to the listing and the ranking (National Restaurant Association, 2025) |
| **Declared digital marketing investment** | ✕ 63% of operators planned to invest in digital marketing in 2024 (National Restaurant Association, 2024) | ✓ Close to 70% of operators planned technology investment in the coming year (National Restaurant Association / Escoffier, 2024) |
| **Dining-room-free formats as a fee substitute** | ✕ Global dark kitchen market of USD 58,100 million in 2024 (Global Growth Insights, 2024) | ✓ Cloud kitchens at USD 80,300 million in 2025 and a projected USD 88,700 million in 2026, 12.6% CAGR (Grand View Research, 2025 and 2026) |

| | LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE') | LOCAL DIGITAL ENGINE + DIRECT CHANNEL (REALITY) |
|---|---|---|
| **Virtual brands as spare installed capacity** | ✕ 40% of new US restaurant licenses in 2023 went to ghost kitchen concepts (Statista, 2023) | ✓ Virtual restaurants and delivery: USD 66,300 million in 2024 heading to USD 140,400 million by 2033 (Verified Market Reports, 2024) |
| **Automation that lowers cost per order** | ✕ More than 25% of operators already use artificial intelligence (National Restaurant Association via Restaurant Dive, 2026) | ✓ Kitchen robotics and automation: USD 3,050 million in 2024 (Market Data Forecast, 2024; Inkwood Research, 2024) |

## Finding 1 — Why negotiating commission with the platform almost never lowers the cost

Negotiating the fee fails because the platform-to-consumer model concentrates 80.07% of Latin America's online delivery revenue in 2024 (Grand View Research 2025), and whoever controls eight of every ten orders in the channel has no reason to grant a discount point to a three-location operator. Against a regional market of USD 12,917.3 million in 2024 with a projected 8.6% CAGR through 2030 (Grand View Research 2025), your monthly statement is statistically invisible. That is the point almost nobody accepts while drafting the email to the account manager: you are not sitting across from a supplier, you are paying a MARKET PRICE set by the scale on the other side. Commission is not discussed; it gets bypassed by shifting the channel mix, or diluted by raising ticket size and frequency inside that same expensive channel. Before deciding anything, calculate your EFFECTIVE commission: total platform cost divided by the channel's gross sales, including base fee, in-app advertising and co-funded promotions.

## Finding 2 — Effective commission always runs higher than the contract fee

That third line is what breaks the reconciliation, because operators book it as marketing while the platform charges it on the very sale it already commissioned. With 65% of limited-service operators offering delivery according to the National Restaurant Association (2025), bidding for in-app visibility has turned into a requirement rather than a choice, and that surcharge never appears on the line you are negotiating. Diego F. Parra insists at Masterestaurant on opening two separate columns —contractual fee and total cost— because the gap between them usually explains the margin that quietly disappeared over an entire quarter without anyone flagging it. The lever that genuinely moves margin is pulling orders into your own channel, and the size of the prize shows up in the global figure: USD 1.22 trillion moved through food and grocery delivery in 2024 according to Statista Market Insights, with a virtual restaurant and delivery market of USD 66,300 million in 2024 that Verified Market Reports projects at USD 140,400 million by 2033.

## Finding 3 — Replacing platform volume with owned channel: the only lever with real headroom

Whoever negotiates best does not capture that growth; it goes to whoever builds proprietary demand while the app pays the bills during the ramp-up. An order migrated to your own site does not reduce commission: it ERASES it on that sale. There is an obvious tension here, since leaving the app cuts off new-customer discovery, and the resolution is asymmetric: the app buys the customer, your channel keeps them, and you should pay only for the first purchase. While you build the owned channel, the second decision is climbing position inside the app, because the percentage they charge is fixed but the denominator is not. With 63% of operators planning to invest in digital marketing in 2024 (National Restaurant Association) and close to 70% in technology that same year, competition for the aggregator's first screen tightened, and yet the mechanics stay mechanical: preparation times met, zero kitchen-side cancellations, decent photography, honest menu availability.

## Finding 4 — Climbing the in-app ranking pays the same fee across more orders

A location that climbs from the middle third to the top third of its category doubles orders at the SAME fee, and a 28% commission on twice the volume leaves more cash than a negotiated 25% on the previous volume. The discount you are chasing is worth less than the position you can actually win. The third move is arithmetic: if commission is a percentage, then contribution margin per order —price minus ingredient, packaging and commission— hinges on ticket size, and ticket size is yours to set. A dish at 30% food cost, already close to the 32% maximum anyone should tolerate, carrying a 28% effective commission, leaves barely 42 gross points for packaging, waste and structure; that same dish inside a two-person combo with a drink lifts the ticket 60% without moving delivery cost or the kitchen queue. Off-premises operations account for roughly 75% of traffic according to Circana, so the delivery menu deserves its own price engineering rather than being a dining-room carte with prices padded by eye, which is the lazy shortcut visible on most of them.

## Finding 5 — What happens when a location depends on one app for 70% of sales?

### Run the scenario all the way through:

a location with 70% dependence on the dominant app receives a unilateral three-point fee change, perfectly ordinary in a market where the platform-to-consumer model holds 80.07% of regional revenue (Grand View Research 2025). On sales of 100 it loses 2.1 margin points instantly, with no negotiation available, and if operating contribution hovered around 8% it just surrendered a quarter of the result through an email notification. Now suppose you cut that dependence to 40% by building direct orders over nine months: the same blow costs 1.2 points and the business survives. Channel dependence, measured as the dominant app's share of TOTAL business sales, is the indicator you should watch month after month, well ahead of the fee itself.

## Finding 6 — Dark kitchen and a second channel: when structure really does change the equation

For operations already billing heavy delivery volume, the structural exit runs through cutting the fixed cost per square meter instead of fighting the variable percentage, and the market backs it: global dark kitchens added up to USD 58,100 million in 2024 according to Global Growth Insights, while Grand View Research projects the cloud kitchen segment at USD 88,700 million by 2026 with a 12.6% CAGR through 2033. In the United States, 40% of new restaurant licenses in 2023 went to ghost kitchen concepts (Statista). I got this wrong for years by recommending negotiation first and structure second; the correct order is the reverse, because a kitchen without a dining room absorbs a 28% commission that a prime-location storefront never will. Sequence matters more than any isolated tactic: first measure effective commission and channel dependence, then redesign the delivery menu, next work the in-app ranking, and only at the end evaluate a dark kitchen structure or a partial exit from the channel.

## Finding 7 — The order of decisions, and what to do on Monday

Emailing the account manager belongs nowhere on that list. With more than 25% of operators already using artificial intelligence according to the National Restaurant Association (2026), the measurement work that used to eat a week of spreadsheets now gets solved by reading statements automatically, and that is the starting point

Masterestaurant installs before touching anything else. Open last month's statement, add the three platform line items, divide them by the channel's gross sales and write that number down: that figure, not the contract's, governs your margin. OPERATING DEFINITIONS, one line each, so the scorecard reads without ambiguity. Platform-to-consumer share: percentage of online delivery revenue billed through aggregator apps, in %, over total regional channel revenue. Effective commission: total platform cost divided by channel gross sales, in %, including base fee, in-app advertising and co-funded promotions. Contribution margin per order: selling price minus variable cost — ingredients, packaging, commission — in currency, per order.

## Finding 8 — Operating definitions and findings from the synthesis

Food cost: ingredient cost of a dish over its selling price, in %, excluding labor and rent. Channel dependency: dominant app's share of total business sales, in %. Channel average ticket: channel gross sales divided by order count. FINDING 1 — Concentration explains the pricing rigidity. Grand View Research (2025) reports that the platform-to-consumer model held 80.07% of Latin America's online delivery revenue in 2024, within a USD 12,917.3 million market growing 8.6% annually through 2030. The consultant's reading: in a channel this concentrated and this expansive, a single-unit operator contributes no meaningful marginal volume, so the fee behaves like a list price. Decision triggered: stop spending weeks asking for discounts and spend that time on channel mix instead. A one-unit fast casual billing 45% through apps that gets down to 30% moves more profit than any percentage point wrestled from the platform.

## Finding 9 — Operating definitions and findings from the synthesis — in practice

FINDING 2 — Delivery is table stakes now, and that shifts where the fight happens. The National Restaurant Association (2025) reports 65% of limited-service operators offering delivery. With two of every three competitors on the same app, your listing stops being a channel and becomes a shelf: whoever ranks higher in intra-app search and inside the delivery radius wins. Broken out by segment: in single-unit QSR, ranking hangs almost entirely on prep time and cancellation rate; across three to ten units, the catalog — photos, modifiers, availability — becomes the lever; in multi-unit groups, co-funded promotions dominate. The decision is simple. Audit your radius position before you touch price. FINDING 3 — The budget already exists, badly allocated. Per the National Restaurant Association (2024), 63% of operators planned digital marketing investment, and close to 70% planned technology investment for the coming year (National Restaurant Association / Escoffier, 2024). So the money is there.

## Finding 10 — Operating definitions and findings from the synthesis — key points

What I see misallocated is the destination: almost all of it goes to advertising INSIDE the app — commission dressed as media — and almost none to Google Business Profile, reviews and geotargeted spend pointed at direct ordering. I got this wrong for years, recommending the opposite, because in-app return shows up within 48 hours while the local engine takes a quarter. Fast return is not big return. FINDING 4 — The dining-room-free format is the structural substitute for commission. Global Growth Insights (2024) sizes the global dark kitchen market at USD 58,100 million in 2024, while Grand View Research (2025) measures cloud kitchens at USD 80,300 million and projects USD 88,700 million for 2026 at a 12.6% CAGR. Statista (2023) adds the figure I care about most: 40% of new US restaurant licenses in 2023 went to ghost kitchen concepts. The reading: the market is solving the commission problem from the FIXED COST side, not from the channel price side.

### Finding 11 — Operating definitions and findings from the synthesis — examples and figures

A dark kitchen from scratch, or a virtual brand mounted on your current kitchen, changes break-even, and a lower break-even tolerates a fee that used to sink you. FINDING 5 — Automation is starting to move cost per order. More than 25% of operators already use artificial intelligence, per the National Restaurant Association as reported by Restaurant Dive (2026), and the kitchen robotics and automation market reached USD 3,050 million in 2024 (Market Data Forecast, 2024; matching figure in Inkwood Research, 2024). Disaggregating: in one unit, the profitable AI today is demand-side — review responses, listing management, spend prioritization by zone; between three and ten units, purchasing forecasts start to pay; in multi-unit groups, station robotics finally pencils out. Decision: if you run a single location and someone sells you a robotic arm to cut delivery commissions, you are being sold another segment's solution. FINDING 6 — The direct channel has a real ceiling, and saying so matters.

### Finding 12 — Operating definitions and findings from the synthesis — what comes next

The very datum that supports the thesis also bounds it: with platforms holding 80.07% of LatAm channel revenue (Grand View Research, 2025), direct ordering will not replace them, it will BALANCE them. Verified Market Reports (2024) sizes virtual restaurants and delivery at USD 66,300 million in 2024 heading to USD 140,400 million by 2033, and Ken Research (2025) puts Spain's delivery and dark kitchen market near USD 5,000 million: the channel is growing, not fading. The firm Masterestaurant position: stay on the app, but never let the app exceed 30-35% of total sales. BENCHMARK, sources against each other. Statista Market Insights (2024) sizes global delivery — groceries plus meals — at USD 1.22 trillion in 2024, while Grand View Research (2025) bounds LatAm at USD 12,917.3 million; that scale gap warns that mature-market fees and practices do not transfer to the region unchanged.

### Finding 13 — Operating definitions and findings from the synthesis — in practice (5)

In kitchens without dining rooms, Global Growth Insights (2024) puts dark kitchens at USD 58,100 million and Grand View Research (2025) puts cloud kitchens at USD 80,300 million; the gap is definitional — what counts as a cloud kitchen — rather than contradictory, so the honest reference range is USD 58,000-80,000 million. Against that backdrop, the healthy range the Masterestaurant method applies is 25-35% dependency on the dominant app and delivery food cost under 32%. HOW TO POSITION YOURSELF. Single unit, up to roughly USD 30,000 monthly sales: target app dependency below 35% and a complete Google Business Profile with fresh reviews weekly; the 65% delivery penetration in limited service (National Restaurant Association, 2025) means that without a listing you do not exist inside the radius. Three to ten units: target 25-30% dependency, add a virtual brand on the existing kitchen riding the 12.6% annual cloud kitchen growth (Grand View Research, 2026), and run geotargeted spend by polygon.

### Finding 14 — Operating definitions and findings from the synthesis — key points (6)

Multi-unit groups: below 25% dependency, negotiate on aggregated volume — the only negotiation that actually moves a rate — and automate stations where the USD 3,050 million market (Market Data Forecast, 2024) already has serious vendors. LIMITATIONS, stated plainly. The sources synthesized here span different time windows — 2023 to 2026 — and use non-homogeneous definitions of 'cloud kitchen', 'dark kitchen' and 'virtual restaurant', so the market sizes are not directly additive. Geographic coverage is uneven: National Restaurant Association operator data is US-based while the platform concentration figure is Latin American, and transferring one to the other requires judgment. None of these sources publishes verified commission rates by platform and country, so this analysis discusses channel STRUCTURE and decisions rather than nominal fees. HOW TO CITE THIS ANALYSIS: Parra, D. F. (2026). Masterestaurant Delivery Commission Analysis 2026: myth vs reality. Masterestaurant.

### Finding 15 — Operating definitions and findings from the synthesis — examples and figures (7)

The figures cited belong to the organizations named at each mention — Grand View Research, Statista, National Restaurant Association, Global Growth Insights, Verified Market Reports, Ken Research, Market Data Forecast, Inkwood Research — and Masterestaurant's contribution is the synthesis, the segment breakdown and the decision reading.

POINT BY POINT

## A/B analysis: platform versus owned digital engine

### PRICING NEGOTIATION POWER

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

None for a single unit: the fee is a list price in a channel with 80.07% concentration (Grand View Research, 2025)

**B · MASTERESTAURANT** High over your own demand: direct ordering has no intermediary setting the price

**Verdict:** The owned channel wins because it is the only ground where you write the rules

### SPEED TO VISIBLE RESULT

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

Immediate: in-app advertising moves orders within 48 hours

**B · MASTERESTAURANT** Quarterly: the local listing and reviews mature over 90 days

**Verdict:** The app wins on speed, which is exactly why it gets abused; fast return is not big return

## EFFECT ON BREAK-EVEN

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

None: an app order does not change your fixed cost structure

**B · MASTERESTAURANT** Direct: a virtual brand or dark kitchen lowers fixed cost in a market projected at USD 88,700 million for 2026 (Grand View Research, 2026)

**Verdict:** The owned channel with a dining-room-free format wins, because it touches the denominator

## REACH INTO NEW DEMAND

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

Broad: the app brings traffic you did not generate, with delivery in 65% of limited-service operators (National Restaurant Association, 2025)

**B · MASTERESTAURANT** Limited to the local search radius and your repeat base

**Verdict:** The platform wins here without argument, which is why you balance it instead of leaving it

## MARGINAL COST PER ADDITIONAL ORDER

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

Flat: commission scales one to one with sales

**B · MASTERESTAURANT** Decreasing: the listing and reviews you already paid for serve every new order at no extra cost

**Verdict:** The owned channel wins on the margin, and that gap compounds quarter after quarter

## TERRITORY RISK AND DEPENDENCY

**A · LEANING ON THE PLATFORM (MYTH: 'I'LL NEGOTIATE THE FEE')**

High: an algorithm change or a pricing policy shift rewrites your P&L without warning

**B · MASTERESTAURANT** Moderate: dependency spread across dining room, direct and virtual brands

**Verdict:** Mix wins; the method's healthy range is 25-35% of sales on the dominant app

**SIDE-BY-SIDE COMPARISON**

### What owners think they are negotiating MYTH

- ✕ That the rate is a conversation variable rather than a list price with closed tiers by volume and category.
- ✕ That walking away is a credible threat when 80.07% of the channel's LatAm revenue flows through that model (Grand View Research, 2025).
- ✕ That the percentage is the problem, when in most badly costed menus the real problem is a per-dish contribution margin that never survived a double-digit fee.
- ✕ That the direct channel is just a website, with no worked Google Business Profile, no reviews and no geotargeted spend.
- ✕ That cutting delivery commissions is a one-month project, when mix substitution is measured in quarters.

### What genuinely moves channel margin MASTERESTAURANT

- ✓ Climbing the in-app ranking to pay the SAME rate across more orders: commission is a percentage, visibility is a multiplier.
- ✓ Raising channel average ticket with delivery-specific menu engineering, since fixed cost per order dilutes against a larger ticket.
- ✓ Building direct ordering on local SEO and Google Maps, which is where the 19.93% non-intermediated share becomes reachable (Grand View Research, 2025).
- ✓ Launching a virtual brand on the existing kitchen to sell another daypart without adding rent, in line with 2023's 40% ghost kitchen licensing share (Statista, 2023).
- ✓ Recosting the delivery menu against a 32% maximum food cost per dish, leaving labor and rent in the break-even calculation instead of loading them onto the plate.

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| **Size and growth of the counterparty market** | ✕ LatAm market of USD 12,917.3 million in 2024, 8.6% CAGR through 2030 (Grand View Research, 2025) | ✓ Global delivery market of USD 1.22 trillion in 2024: demand exists beyond one app (Statista Market Insights, 2024) |
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| **Declared digital marketing investment** | ✕ 63% of operators planned to invest in digital marketing in 2024 (National Restaurant Association, 2024) | ✓ Close to 70% of operators planned technology investment in the coming year (National Restaurant Association / Escoffier, 2024) |

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THE NUMBERS THAT MATTER

## The scorecard: external figures behind this analysis

**80.07 %**
of LatAm online delivery revenue flows through the platform-to-consumer model (2024)

**12917.3**
M USD
Latin American online delivery market in 2024, 8.6% CAGR through 2030

**65 %**
of limited-service operators offer delivery

**63 %**
of operators planned to invest in digital marketing in 2024

**40 %**
of new US restaurant licenses in 2023 were ghost kitchen concepts

**88.7**
BN USD
global cloud kitchen market projected for 2026, 12.6% CAGR

VISUALIZATION

## The numbers, visualized

of LatAm online delivery revenue flows through the platform-to-consumer model (2024)
**80.07%**

Latin American online delivery market in 2024, 8.6% CAGR through 2030
**12917.3**
M USD

of limited-service operators offer delivery
**65%**

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**63%**

of new US restaurant licenses in 2023 were ghost kitchen concepts
**40%**

global cloud kitchen market projected for 2026, 12.6% CAGR
**88.7**
BN USD

Sources: Grand View Research 2025 · National Restaurant Association 2025 · National Restaurant Association 2024 · Statista 2023 · Grand View Research 2026

Chart by masterestaurant.com

**REAL CASE**

*“We showed up with the statement in hand asking for a lower commission and were told the rate was our category's rate, full stop. With Masterestaurant we stopped fighting the percentage and attacked the mix instead: we rebuilt the Google Business Profile, went from 41 to 190 reviews in five months, launched a virtual breakfast brand on the same kitchen and brought the app down from 47% to 29% of total sales. The commission is identical, and delivery contribution margin rose because average ticket went from 9.40 to 13.10 dollars and direct orders now cover the morning payroll.”*

**— Owner of a 3-unit fast casual, Bogotá — Masterestaurant method client**

## How to position yourself and act: the four steps

1

**1. Measure effective commission and dependency before you opine**

Take three months of platform statements and divide total platform cost — base fee, in-app advertising, co-funded promotions — by channel gross sales. That number, not the one on the contract cover, is your effective commission. Then calculate dependency: dominant app sales over total sales. Above 35%, your problem is not pricing, it is structural. With the 80.07% regional concentration documented by Grand View Research (2025), assuming negotiation will fix anything means planning with someone else's data.

2

**2. Recost the delivery menu against a 32% maximum food cost**

Many delivery menus were built by copying dining room prices and adding packaging. Rebuild them dish by dish: ingredient food cost under 32% as the ceiling, packaging as an explicit variable cost, and step one's effective commission subtracted from price so you see true contribution margin per order. Labor and rent never load onto the plate, they belong in break-even. Dishes that cannot carry the fee leave the delivery catalog even when they perform in the dining room, because channel menu engineering is a different exercise.

3

**3. Turn on the local digital engine before in-app advertising**

Google Business Profile with the right primary category, hours, service attributes, current photos and a steady review flow; then geotargeted spend by delivery polygon pointed at direct ordering. That is the 19.93% non-intermediated ground (Grand View Research, 2025). It is also where the 63% of operators declaring digital marketing investment (National Restaurant Association, 2024) usually waste budget by pushing it inside the app, which is commission under another name. Always keep the physical menu in the dining room: the QR complements delivery and price updates, it never replaces control of the guest experience.

4

**4. Add capacity, not discounts: virtual brand or dark kitchen**

With the kitchen already paid for, a second virtual brand sells another daypart without adding rent and lowers break-even, which is the only real way to tolerate a double-digit fee. Market evidence backs the move: 40% of 2023's new US licenses were ghost kitchens (Statista, 2023) and cloud kitchens grow at 12.6% annually toward USD 88,700 million in 2026 (Grand View Research, 2026). Start with four high-margin SKUs and review at 90 days with cash numbers, not impressions.

FAQ

## Frequently asked questions about cutting delivery commissions

### Can you cut delivery commissions by negotiating with the platform?

Almost never as a one to three unit operator. The rate works as a list price by category and volume, and with the 80.07% platform-to-consumer concentration Grand View Research (2025) reports for LatAm, the power sits on the other side. Aggregated volume negotiation only starts to move rates for multi-unit groups.

### Should I leave Rappi or iFood to stop paying commission?

No. The channel grows 8.6% annually in Latin America through 2030 (Grand View Research, 2025) and 65% of limited-service operators are already there (National Restaurant Association, 2025). The right stance is to stay, keeping the app between 25% and 35% of total sales with the rest in direct ordering, dining room and virtual brands.

### Does increasing sales on Rappi lower the effective commission?

It lowers cost per order, not the percentage. Ranking higher makes you pay the same rate across more orders, and raising average ticket through delivery menu engineering dilutes fixed cost per transaction. Operators who win here work on prep time, catalog and reviews rather than negotiation templates.

### Does a dark kitchen from scratch solve the commission problem?

It solves the other side of the equation: it lowers fixed cost and with it break-even, which is what lets you tolerate a double-digit fee. The move has market backing — 40% of new US licenses in 2023 were ghost kitchens (Statista, 2023) — though dark kitchen vs brick and mortar restaurant is a real trade-off in owned traffic: without a local digital engine, a kitchen without a dining room stays invisible.

DATA & SOURCES

## Sector data 2026 (official sources)

Verifiable industry benchmarks from official, non-commercial sources (government, industry associations, market research) - not competitors.

| Metric | Benchmark 2026 | Source |
|---|---|---|
| Estructura de la industria de ghost kitchens (EE.UU.) | **tamaño y número de operaciones en informe de industria** | IBISWorld · Ghost Kitchens (US) |
| Mercado global cloud/ghost kitchen 2026 | **USD 88.7 mil millones en 2026; CAGR 12.6% (2026-2033)** | Grand View Research 2026 |
| Mercado cloud kitchen 2026 (proyección alterna) | **USD 83.5 mil millones en 2026; CAGR 9.7% al 2034** | Fortune Business Insights 2026 |

| Metric | Benchmark 2026 | Source |
|---|---|---|
| Cloud kitchen al 2035 | **USD 248.10 mil millones proyectados para 2035** | Precedence Research 2025 |
| Reparto de comida en línea mundial 2026 | **USD 1.51 billones en 2026; CAGR 6.24% (2026-2031)** | Statista 2026 |
| Reparto de comida en línea EE. UU. 2026 | **USD 473.49 mil millones en 2026** | Statista 2026 |



**Author:** Diego F. Parra · **Publisher:** MASTERESTAURANT®

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