Jobtech Alliance

GoodayOn

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

Learning study

Contents

1

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

TL;DR

For many job-matching platforms in emerging markets, the simple lead generation model often fails due to low match rates, poor quality control, and pricing issues. The Ethiopian platform GoodayOn experienced this firsthand, with a low ~29% match rate and an 80% provider drop-off rate during price negotiations.

To solve this, GoodayOn successfully transitioned to a full-service model, where the platform manages the entire service delivery process. They started with a small, geographically-focused pilot to test the new approach, which featured:

- **Standardizing services** into quantifiable "products" with fixed, upfront pricing, which eliminated the negotiation process that was the primary point of failure.

- **High-quality delivery** through rigorous provider vetting, background checks, and training.

- **A fair matching algorithm** to intelligently manage schedules and ensure equitable job distribution.

- **A human oversight layer** to manage customer support, safeguard workers, and gather constant feedback to tune the system.

The results of the switch were transformative. Within one year, GoodayOn achieved a tripling of provider earnings and platform revenue, boosted the match rate to 95%, and secured 90% retention for both customers and service providers.

The below learning study details GoodayOn's experience and learnings, in order to create an actionable toolkit for platforms looking to switch from a lead-generation to a full-service model.

2

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

Blue collar gig matching: a primer

The way in which a platform's matching model is designed has a deep impact on both its performance and its service providers' earnings. This learning study details the experience of GoodayOn, an Ethiopian blue-collar matching jobtech platform, which chose to transition from a lead generation model to a full-service one, after a successful pilot, Project Alsam, launched after two years of market testing and is now fully operational as Etalem.

The matching model dilemma

Blue-collar matching platforms connect service providers such as cooks, house cleaners, and plumbers with customers. Examples include Urban Company in India, Taskrabbit and Thumbtack in the US, and SweepSouth and Kandua in South Africa, and Eden in Nigeria.

Most matching platforms in jobtech face one dilemma that dictates many of their subsequent decisions—whether to use a lead generation or a full-service model to match service providers and gigs. For example, blue collar matching platforms Thumbtack and Kandua operate a lead generation model, providing leads to customers with specific requests, leaving the customer and service provider to finalize on pricing and delivery of the job. Conversely, Urban Company and SweepSouth offer an end-to-end solution by providing workers for standard services, usually at set prices,with payment going through the platform.

Lead generation models	Full-service models
k: kandua	handy sweepsouth
Thumbtack ®	
Airtasker	UC Urban Company taskrabbit
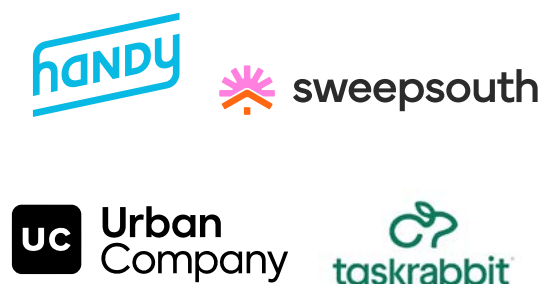
- **Lead generation models** focus on solving the problem of information asymmetry, providing the service buyer with a number of longlisted or shortlisted options ("leads"), which the customer then can pick from, negotiate price with, and manage the service. This model has lower upfront costs, is operationally lighter, seemingly more scalable and flexible, but it can result in lower matching rates (the percentage of requests that actually get matched to a service provider and result in a completed job), lack of quality control, pricing issues, high cancellation and customer churn rates, as well as lower margins.

3

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

- **Full-service models** make the platform responsible for the entire delivery process, usually with standard pricing. It is common for payments to go through the platform as well, with additional responsibilities like account management, training and quality control.This model offers higher quality control, convenience, quicker turnaround, platform data ownership, pricing control and higher margins, but it comes with operational complexities, higher onboarding costs, and increased overheads.

	Lead generation	Full-service
Upfront investment and overheads	✅ lower	❌ higher
Operational complexity/scalability	✅ lower	❌ higher
Match rates (% of requests / orders that actually result in a completed job)	❌ lower	✅ higher
Quality and pricing control	❌ lower	✅ higher
Customer churn rates	❌ higher	✅ lower
Earnings and inclusivity (gender and age)	❌ lower	✅ higher
Revenue growth	❌ lower	✅ higher

A platform's choice of a matching model takes into account not only the above trade-offs, but also its own value proposition, market dynamics (including cultural context) and available infrastructure. For example, while Thumbtack in the US could scale a lead generation model in a fairly efficient labour market for blue collar labour, platforms such as UrbanCompany in India had to transition from lead generation to full-service models to cater to customers' needs for confirmed fulfillment, transparency, reliability and quality work, given the relatively low standards existing in the blue collar sector.

A shift from lead generation to full service is common across emerging markets, including in Africa. More importantly, it can have a transformational impact on the bottom line, and on service providers' earnings, as Ethiopia's GoodayOn demonstrated.

GoodayOn's switch

The main reason for the shift from lead generation to full-service models in emerging markets is because these markets tend to face significantly more labour market failures than just information asymmetry. Service providers often lack the requisite technical and soft skills. By prioritizing quantity—aiming for broad coverage and availability—at the expense of lead quality, the lead generation model yields only marginal value and can undermine client confidence, an issue that transcends service deficiencies.

Service buyers can also be unreliable, failing to follow through on commitments and payments. The Jobtech Alliance's previous blog on the experiences of Kenyan blue collar gigmatching platform, Lynk, explains this phenomenon—detailing the opportunity to address issues by bringing standardized service delivery, improving quality, ensuring fair compensation, and significantly enhancing customer and partner satisfaction.

As Alem Abreha, the founder of GoodayOn put it,

> Customers need to be provided with at least 4 times more value versus the status quo to force a change in customer behavior. So if you want them to be using a mobile application every time they need a blue collar service delivered, you need to offer them more than just leads. They want transparent pricing, fulfillment surety, quality services.

There is another, cultural and context-specific layer to this equation. A lead generation model in a market like Ethiopia simply mimics the existing, vibrant informal market.

As Alem found,

> being informal, there is beauty in it […] it's embedded into the social fabric, so it works. Providing a butchered version of what already exists can be a wasted effort. Simply digitizing the existing informal process adds no significant value, it's like digitizing the posters [for household services] that are already plastered on every street corner.

5

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

The Etalem experiment

Below we detail our experience supporting one Ethiopian blue collar gig-matching platform, GoodayOn, to experiment in switching from a lead generation to a full-service model. GoodayOn is a gig platform that intermediates manual work services, largely domestic help and home repairs. Additionally, the platform offers on-demand temporary placement to small businesses for roles like office and sales assistants, cleaners, and waiters.

Its Etalem pilot demonstrated how full-service platforms can significantly improve service provider earnings, customer experience and retention, as well as remove bottlenecks unique to women service providers. Before the Etalem pilot, GoodayOn's lead generation model averaged only ~29% successful matches in the cleaning and cooking categories. Furthermore, ~80% of service providers would walk away from the job at the negotiation stage, primarily due to pricing issues. A primary reason behind this is the inherent power asymmetry that enables employers to dictate terms, undermining the collaborative process required for a mutually agreeable, equitable outcome.

This particularly affected young women, whose ability to negotiate is constrained by cultural and socio-economic factors. The lead-generation model often reproduces and even amplifies gender biases found in offline labor markets, disproportionately harming the earning potential of female service providers. Research has consistently shown that women are often socially penalized for assertive negotiation and may be conditioned to ask for lower pay than men for the same work. In contrast, a full-service platform makes quality of service and availability—rather than bargaining prowess—the primary determinants of success, creating a more equitable ecosystem.

Recognizing the need for a more streamlined and user-friendly approach, the platform reimagined the entire service delivery for three services to start with: cooking, cleaning and childcare. Its initial pilot—the Etalem experiment—targeted two specific apartment complexes in Addis Ababa, aiming to simplify and standardize the process, increase transparency, and ultimately, enhance customer satisfaction and in turn service provider income. The model has since been replicated to over 50 apartment complexes, villas and mansionettes across various neighbourhoods within Addis Ababa, and expanded to tutoring and plumbing services.

What is behind the Etalem experiment

GoodayOn started off with a lead generation model whereby:

- Customers would use the app / call GoodayOn to request for a service provider.
- GoodayOn would charge a "connection fee", look for a suitable service provider, and then share the request details with the customer and the service provider.
- The customer and service provider would discuss the requirements and negotiate the price.
- If they reach an agreement, the service provider would then go to the customer's house and perform the agreed on service.
- GoodayOn would then follow up and close the ticket after the service has been completed
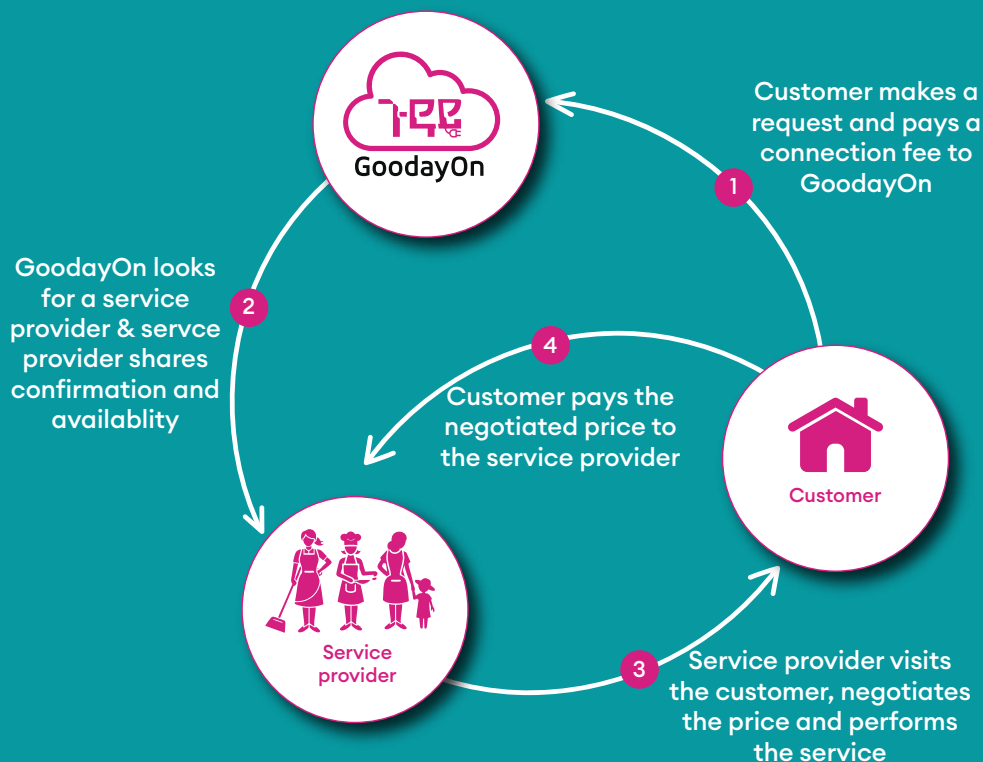
Service providers often lose interest in pursuing jobs through the platform as most failed to find a match initially, and so stopped picking up further calls from the GoodayOn team. Those who did respond and agree to the service would often disappear after the negotiation stage (likely driven by unexpressed dissatisfaction with the agreed price and/or working hours), thereby increasing the lead time for a match as GoodayOn searched for a replacement.

Moreover, GoodayOn lost out on subsequent revenue since the connection fee (~$2.5) was a one-time fee, whereas services could be recurring. A service request could take a total of 6-7 days to get fulfilled, with a lot of back and forth between GoodayOn and the two parties, while only earning the platform $5.

7

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

How Etalem was operationalised

In effecting the model switch, GoodayOn implemented three sets of changes:

1. **Standardisation:**

   - Customers could now ask for the service through the shortcode, web form, app or Telegram bot. The customer would fill a standard form that details the service request—e.g. number of house rooms or hours of childcare. This information would then determine the price of the service.

   - A GoodayOn representative would communicate the standardized pricing for the service, determined on the above parameters and historical pricing data.

   - The customer pays the entire service charge upfront, inclusive of GoodayOn's commission, similarly to the previous model.

   - All service providers are vetted and trained, to ensure consistent, standardised service quality.

2. **Account management:**

   - GoodayOn would send the most suitable vetted service provider profile to the customer through Telegram or Whatsapp for verification. If the customer is satisfied, the service provider would receive the customer information and proceed to perform the service.

   - Special attention is given to customers who are non-Amharic speakers to aid with language challenges. If this is the case, GoodayOn account manager and vetted service provider would visit the customer's house together for the initial inspection, after which the account manager leaves the service provider to complete the service.

   - Post-service, the account manager would follow up with both the customer and the service provider for feedback.

3. **Payment:**

   - GoodayOn would collect earnings on behalf of the service providers. It would then disburse each service provider's earnings to their bank account on a monthly basis, based on completed jobs.

To effect this transition, GoodayOn invested in Etalem-specific account managers, quality assurance specialists and customer service agents, including dedicated English-speaking ones. Additionally, GoodayOn also automated processes to ease the operational load, including a platform (Jira) to manage service providers' schedules, which provided visibility over individual schedules and levels of utilisation—two notable bottlenecks in the previous model.

Why make the switch

When facing the matching model dilemma, blue-collar service matching platforms across Africa should consider that **lead generation models often struggle**. While they may work in labor markets with information symmetry and adequate supply of well-trained service providers, in developing markets they can struggle without predictable pricing and established standard of delivery. Solving for information asymmetry alone does not address the entire constellation of these issues.

Based on our deep dive into GoodayOn's Etalem pilot, we found that full-service models can deliver more for:

- **Service providers:** Enable higher income and better terms of work, instead of encouraging a race to the bottom, which is often the case with lead generation models. The standardized pricing also results in more strictly regulated hours and conditions due to oversight from the platform (e.g. through account managers), which—as outlined above—is particularly beneficial to women service providers.

- **Customers:** Enhance access, convenience and overall experience, given upfront pricing, expectation setting, and account manager support.

- **The platform:** Achieve higher match rates, primarily due to standardized pricing and service scoping, whereby both customers and service providers know what they are signing up for. In turn, this can translate as higher retention, and more revenue. Full service models are much more complex to launch and manage, but they do give platforms an opportunity to capture more revenue and make the business more sustainable. They also are more likely to be genuinely job creating—as opposed to just intermediating—as they tend to be improving the quality, costing and/or availability of service provision.

9

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

A significant KPI boost

GoodayOn launched the Etalem experiment to streamline the matching process, as well as to capture recurring revenue from repeat customers. Within one year of its launch, as of April 2025, Etalem had achieved:

- **>3x match rate:** The match rate reached 95%, compared to the previous model's ~29%. This has a material implication for service providers' time— they do not spend time quoting for jobs or going to interviews for jobs that they may not get.

- **3x growth in earnings for users:** The monthly service price increased from an average of 3,000 birr ($22.5) in the old model prior to establishment of Etalem, to 12,000 birr ($90) when GoodayOn managed the pricing under the full-service model.

- **90% service provider retention:** In the previous model, GoodayOn had no effective way to track service provider retention, as it did not get involved in service delivery; matches were typically for one-time services, rather than recurring subscriptions. After the switch, 500 Etalem service providers were onboarded, with only 6 resignations and 40 disqualifications, resulting in a 90.8% retention rate. The limited attrition is largely due to disqualifications for quality or compliance issues, rather than voluntary exits.

- **90% customer retention:** ~64% of service requests during the experiment were made by previous customers, indicating that the model led to repeat requests from returning customers. In contrast, the previous model saw only ~28% of requests from returning customers. Currently, the churn is mainly caused by relocation of customers and demand for live-in service providers.

- **84.7% customer satisfaction score (CSAT)**, which was an important new metric introduced as part of the experiment.

All of this translated to tripled revenue for GoodayOn over the one year period.

> *~64% of service requests during the experiment were made by previous customers, indicating that the model led to repeat requests from returning customers.*

A better experience for all

To understand the impact of the model switch with more nuance, we also spoke to customers, service providers, and the GoodayOn team. Beyond the commercial results outlined above, our conversation revealed a promising picture.

Customers: easier access to better services

- **Enhanced convenience:** Customers appreciated the convenience of the standardised process. One customer, who previously relied on personal recommendations, found the full-service model offered by GoodayOn much more reliable and time-efficient: "With the new model, I just had to make a call and they gave a standard price. I did not need to worry about negotiation or uncertainty around fair pricing"

- **Improved quality and trust:** Multiple customers pointed out that the Etalem service providers were better trained and capable. In addition to its standardized training, the platform encouraged peer-to-peer learning to improve quality of service. Customers also appreciated that GoodayOn had already vetted—including police background verification—the service provider. By offering a standard service with high utilization of workers, it made sense for GoodayOn to invest in vetting and training to an extent that was not possible previously.

- **Streamlined communication:** Customers, especially non-Amharic speakers, appreciated the ease of booking and executing services through English-speaking account managers. This made communication with service providers simpler and ensured feedback was promptly addressed. The presence of an account manager improved service quality and led to repeat bookings.

Service providers: better pay and terms

- **Increased income:** All service providers reported a significant increase in their income. For example, a cleaning service provider reported that she earned Birr 3,000 per month, working 11 hours a day for 6 days a week previously. Currently she earns 6,000 birr per month but working for 4 hours a day for 6 days a week, a 100% increase in income, with half the working hours. She could work for two customers in a day, and further increase her earnings. Some service providers reported that previously they would accept jobs that were priced lower, in case they did not have enough jobs. With the full-service model, this was not an issue due to the steady flow of jobs at standardized prices.

11

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

- **Better terms, especially for women service providers.** Women users are likely to be some of the biggest beneficiaries of full-service models, because traditionally they tend to shy away from negotiations. GoodayOn demonstrated that they are able to secure better:

  - **Hours:** Within the lead generation model, service providers would often find themselves working additional hours at no added pay, as employers requested more work off platform. This was particularly challenging for young women service providers, who would find it difficult to push back. As part of the full-service model, it is the account manager who tackles such issues and checks on the service providers after the scheduled hours—thereby reducing instances of unpaid overtime

  - **Price:** Service providers indicated that standardized prices ensured that customers (the price setters in a lead generation model) do not take advantage of them. Much like in the case of extra work, young women indicated that they felt shy negotiating with customers and would give in to what the customer proposed.

  - **Safety:** Since the account manager visited the house on the day of the initial job assignment and regularly sought feedback from both parties, service providers indicated that they felt safer in accepting jobs from people they did not know.

Platform: more efficiency and better margins

- **Scope for higher revenue:** While platforms' involvement as an end-to-end intermediary does increase overheads and complexities, GoodayOn hopes to build automations to tackle this, which can in turn enable platforms to create a more sustainable business. Speaking on this, Alem, the founder of GoodayOn, said the platform can now capture revenue better (repeat business vs. one-time connection fee) and control the quality of service, which attracts more customers.

- **Increased operational efficiency:** GoodayOn's team reported that there were significant improvements in operational elements such as: ability to manage workload for service providers due to calendar visibility; successful match time of <2 days vs 4-7 days under the lead generation model; streamlined quality control as part of end-to-end management.

> *Alem, the founder of GoodayOn, said the platform can now capture revenue better (repeat business vs. one-time connection fee) and control the quality of service, which attracts more customers.*

In considering a potential switch of the matching model, platforms should consider that:

- **Certain service categories are easier to standardize than others.** Cooking, cleaning, and similar services that do not require specialized equipment and have lower variability in requests lend themselves well to the full-service model. On the other hand, services such as repairs and maintenance can be relatively difficult to standardize and can require substantial operational backend—with wide variability in customer demands, need for specialized tools, and technical training.

- **Iterative experimentation is key when pivoting to a new model.** The Etalem pilot focused on two apartment blocks but has now scaled to over 50 apartment complexes, villas and condominiums across various neighbourhoods within Addis Ababa, adding tutoring and plumbing services. GoodayOn kept iterating to make the model as optimal as possible. At the moment, the platform is working towards expanding this model to other service lines. Platforms looking to switch their matching model are better placed to devise replicable pilots at first, so they can deploy the model, learn from it, and iterate as needed.

13

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

When to make the switch

Deciding on the right moment to pivot from a lead generation model to a full-service one is a critical, context-dependent decision. The experience of GoodayOn suggests that the switch is not about a single event, but rather the culmination of a phase of intense learning that exposes the limitations of the lead generation model, while simultaneously building the necessary capabilities and insights to support an operationally more complex one.

GoodayOn experienced a failure to monetize via a lead generation model fairly early on. The most telling sign was the market's reaction to even a small "connection" fee. After operating a free listing service, GoodayOn introduced a small charge for connections. Then the customer base lost interest. "If customers are not willing to pay that for your service, then it means there is no value in it," Alem concluded, terming this moment a clear "reality kick" that the lead generation model was not viable for GoodayOn.

> 💬 *The experience of GoodayOn suggests that the switch is not about a single event, but rather the culmination of a phase of intense learning that exposes the limitations of the lead generation model...*

And yet, starting with a full-service model might not have been so productive. GoodayOn's initial two years were spent testing the lead generation model, which, while ultimately unsuccessful, provided invaluable data and insights. The leadership team found that the timing of their matching model transition was deeply and meaningfully informed by a period of learning, even if that period might have felt wasteful in retrospect.

This learning phase helped GoodayOn conclude that the real market gap was not in lead generation but in addressing a lack of qualified talent. They observed high demand for domestic services like cooking and cleaning but were unable to fulfill more than 20% of the requests they were getting. This signaled that the core problem was supply-side quality, not just connections. Data analysis and market signals eventually pointed them away from repairs and maintenance towards domestic help as the key opportunity.

But a full-service model is operationally intensive and requires a set of capabilities that a simple listing platform does not. Attempting the switch without a foundational understanding of the market is risky; GoodayOn saw how other platforms that tried a managed model from the getgo ultimately did not succeed because they had not built institutional knowledge, memory and capability.

Before the switch, GoodayOn had already evolved in its data discipline: away from using spreadsheets to a proper system of monitoring of traffic and tracking the customer journey. This discipline around data was a foundational element that enabled them to understand market signals and later manage the complexities of a full-service model. While GoodayOn had gathered data, its leadership was interpreting it with their own biases. The Jobtech Alliance was able to provide a more objective perspective GoodayOn helped them interpret the data and focus on the right market segment.

The best time to make the switch, therefore, lies at a convergence point when: the failure of the old model is undeniable, a rich phase of data gathering has provided clear direction, and the foundational capabilities—in data, systems, and expertise—are in place to execute a more demanding but ultimately more valuable business model.

> *The best time to make the switch, therefore, lies at a convergence point when: the failure of the old model is undeniable, a rich phase of data gathering has provided clear direction...*

15

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

How to make the switch

Below we provide a step-by-step toolkit for platforms looking at potentially switching their matching model:
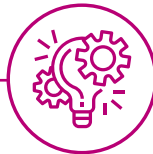
Phase 1: Experiment

- Step 1: Select standardisable pilot verticals
- Step 2: Define a feasible scope
- Step 3: Define success

Phase 2: Operationalise

- Step 1: Embed standardisation into the customer experience
- Step 2: Ensure high-quality delivery
- Step 3: Develop a fair matching algorithm
- Step 4: Build the customer support infrastructure
- Step 5: Configure the payments backend
- Step 6: Create the right feedback loops

Phase 1: Experiment

The transition from a lead generation to a full-service model has considerable operational and financial implications. A "big bang" approach can be risky and unnecessary. The best path is one of iterative experimentation, a principle demonstrated by GoodayOn's Etalem pilot. The goal of this initial phase is to test the new model on a small scale to validate assumptions, gather data, and refine processes before a full-scale rollout.

Step 1: Select standardisable pilot verticals

The key is to begin with services that are easiest to standardize. GoodayOn wisely chose cooking, cleaning, and childcare for its initial pilot, as these services generally have lower variability in customer requests and do not require the platform to manage complex supply chains for specialized equipment.

A standardisation potential matrix can help in this selection process, visually mapping service categories, based on variability and specialization:

High variability, low specialisation (tools & training)	High variability, high specialisation (tools & training)
Low variability, low specialisation (tools & training)	Low variability, high specialisation (tools & training)

Services in the Low/Low quadrant (e.g., standard home cleaning, basic meal preparation) are ideal candidates for a pilot. They are relatively easy to scope, price, and train for. Services in the High/High quadrant (e.g., custom furniture making, complex electrical repairs) introduce significant operational complexity and should be deferred until the model is mature.

> *GoodayOn wisely chose cooking, cleaning, and childcare for its initial pilot, as these services generally have lower variability in customer requests*

17

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

Step 2: Define a feasible scope

To minimize logistical complexity and enable focused learning, the pilot should be constrained. GoodayOn's initial targeting of just two apartment complexes in Addis Ababa provides a solid template. A geographically concentrated pilot reduces provider travel time, simplifies the logistics for worker supply, and creates a dense network effect within a small community, which can accelerate learning and word-of-mouth adoption.

Step 3: Define success

Before launching, platforms should define clear KPIs to measure the new model's performance against the old one, allowing a data-driven basis for a potential decision to scale, for example:

	Metric	Baseline (Lead generation)	Target (Full-service)	Example: GoodayOn's results from model switch
Matching efficiency	Match rate (%)	29%	>80%	95%
Provider value	Avg. earnings per worker per month ($)	$22	>2x baseline	3x growth
	Provider retention (%)	Not measured	>90%	90.8%
Customer value	Customer retention (%)	28%	>75%	90%
	Customer satisfaction (CSAT, %)	Not measured	>80%	84.7%
Platform performance	Platform revenue growth (%)	2%	>2x baseline	3x growth

Phase 2: Operationalize

Once the pilot is designed, the focus shifts to operationalizing delivery. This might involve a complete redo of the service process around three core pillars, as implemented by GoodayOn, to transform the platform from a simple connector to a trusted service guarantor.

Step 1: Embed standardisation into the customer experience

Standardization is the bedrock of the full-service model. It removes ambiguity, eliminates friction, and creates a predictable, repeatable experience for both customers and providers through:

- **Service scoping:** The first step is to deconstruct services into quantifiable units. Instead of vague requests like "clean my house," the platform must restructure services into products. For cleaning, this could be the number of rooms and bathrooms; for childcare, the number of hours and children.

- **Pricing and negotiation elimination:** With standardized products or scopes, the platform can develop a standardized pricing matrix. This matrix uses the captured parameters and historical data to generate a fixed, upfront price for every job. This single change eliminates the negotiation process—which was the primary point of failure (80% provider drop-off) in GoodayOn's lead-gen model.

- **Process streamlining:** The entire customer journey must be standardized. GoodayOn enabled requests through multiple, accessible channels (shortcode, web form, app, Telegram bot) to lower the barrier to entry. The process then flows predictably: the customer fills out the standard form, receives a standard price, and pays the entire service charge upfront, inclusive of the platform's commission. This secures the booking and ensures the provider is guaranteed payment upon completion.

> *Instead of vague requests like "clean my house," the platform must restructure services into products. For cleaning, this could be the number of rooms and bathrooms; for childcare, the number of hours and children.*

19

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

Step 2: Ensure high-quality delivery

In order to deliver the above, a full-service platform's brand is built on the promise of quality, which is in turn premised on:

- **Recruitment:** It is worth recognizing that the users/workers in a full-service model might look different from previous users. Because workers are assigned to standardized products, there is less variability. This can mean that it appeals to more junior or less experienced people, who do not need to manage the same levels of variability. Some workers might also not want to operate on a fixed fee model. Therefore as part of this move, it is critical to re-evaluate the 'target user', communicate clearly with existing users about shifts, and/or recruit suitable users for the new model.

- **Vetting and mapping products to providers:** A rigorous provider vetting process is non-negotiable. This goes beyond simple profile creation and must include identity verification, skills assessment, and, crucially for in-home services, background checks. GoodayOn's inclusion of police background verification was a key factor in building customer trust. Alternatives include the use of digital KYC platforms such as Smile ID and Dojah. Beyond the KYC aspect, providers can/should be vetted for their ability to deliver services and products beyond the generic (see below). The new productized model also means that different products might also require different skillsets (e.g., toilet vs boiler repair), meaning mapping of products to providers needs to be considered in vetting. This structured data constitutes the input for the entire system.
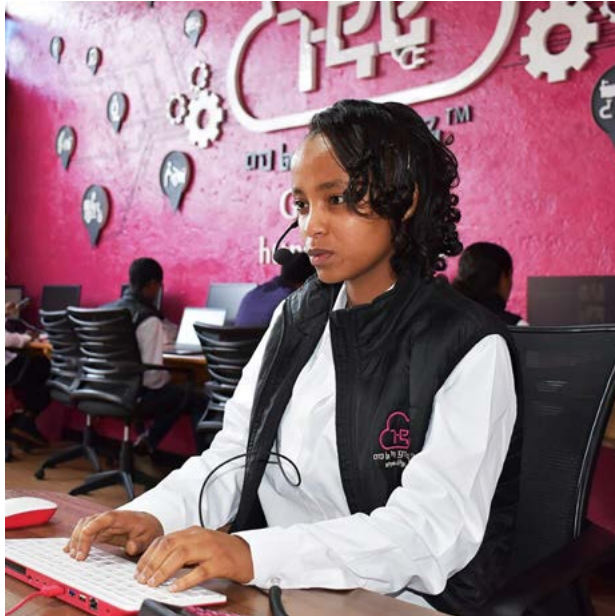
- **Training:** The platform must invest in training its service providers to ensure consistent service delivery. This training should cover not only the required technical skills for the job but also essential soft skills, such as professionalism, communication, and customer service protocols. On the technical front, differentiation of skills beyond the generic—e.g., dry removal, chemical knowledge, material-specific cleaning (stainless steel, wood surfaces), tool proficiency—is critical, but also resource-intensive. This investment creates a powerful, positive flywheel. In a lead-gen model, the platform has little incentive to train providers, as it doesn't directly capture the value of their improved performance. In a full-service model, the platform earns a commission on every job. Better-trained providers deliver higher-quality service, which leads to higher customer satisfaction and retention, as seen in GoodayOn's 90% retention rate. This increase in repeat business and customer lifetime value generates more revenue for the platform, which in turn justifies further investment in training.

- **Resources for standardization:** To ensure consistency and quality of service, platforms might need to go beyond skill verification. GoodayOn is currently developing its own certification, implementing standards for appearance (included branded uniforms) and personal hygiene. While this could involve setting standards and expectations (e.g., defining appropriate materials and/or brands for use in a service), it could require needing to manage supply chain, peripherals, tools, outfits or protective equipment for users. This can be a significant operational undertaking.

21

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

Step 3: Develop a fair matching algorithm

Transitioning to a full-service platform requires a sophisticated matching algorithm. This algorithm is the core engine for assigning work, and its design must balance platform efficiency with worker welfare, through:

- **Intelligent scheduling:** A primary function is to move beyond passive listings and actively manage provider schedules to maximize their paid, billable hours. This requires a resource management tool that can map out worker availability and minimize unpaid downtime. GoodayOn's use of Jira, a project management platform, is an excellent example of a lean, low-cost solution for this. The investment in scheduling technology might be perceived as another administrative overhead, but it is actually a direct, critical driver of provider income and loyalty. The tripling of provider earnings on GoodayOn was not just due to higher prices, it was a function of dramatically increased utilization from being routed to confirmed, pre-paid jobs.

- **Geographic availability:** Unlike other gig workers who are constantly mobile, many blue-collar professionals are anchored to a home base. The algorithm must account for this by incorporating geographic segmentation, often dividing cities into specific zones or segments. To be effective, this goes beyond chopping a city up into equal boxes—focusing instead on the real-world ability and cost of travel for the worker. Crucially, the system must be designed to prevent geographic poverty, ensuring that workers in certain areas are not unintentionally penalized with fewer opportunities or forced to accept jobs with unprofitable travel times. This can be a challenging balance to maintain.

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- **Efficient matching:** The algorithm must quickly identify the right worker for the right job. This goes beyond simple availability and should incorporate worker performance metrics. Factors like historical speed of response, customer ratings, and job completion rates can be used to prioritize reliable, high-quality workers, ensuring a better experience for the customer and rewarding dependable providers. The matching model needs to consider how best to reach workers, particularly if they do not consistently keep data on. While it has proven difficult in Africa to ensure that blue collar workers are consistently available on apps, SMS can be used to accept/reject jobs. A strong middle ground used by some platforms is an SMS to prompt about the availability of a job, with a redirect into an app or web app to review and accept a job.

- **Equitable distribution of work:** To build a loyal and stable workforce, the algorithm must ensure an equitable distribution of opportunities. A system that consistently favors the same top 5% of workers will cause the rest to leave the platform. As we've written about previously, matching algorithms need to consider how to overcome winner-takes-all outcomes, including by overcoming the cold start problem to enable new users to quickly get jobs. Moreover, strong use of metrics and hands-on oversight of distribution of work will be critical to maintaining engagement of workers, strengthening the platform's overall capacity and reducing worker churn. This enhanced income and steady workflow are powerful incentives that lock in the best providers, as GoodayOn's metrics clearly demonstrate.

4 Step 4: Build the customer support infrastructure

To deliver a standardized, reliable service, a platform needs a very well functioning customer support infrastructure. This is the human layer that bridges the digital promise with the physical reality of service delivery, providing for:

- **Service standards:** The designated team handles critical functions like customer onboarding, job verification, and managing the feedback loop. When a service does not meet the platform's promised standard, they intervene to resolve the issue, upholding the quality guarantee.

- **Worker safeguarding:** A crucial role of this support system is to handle complaints and protect workers. For example, if a customer demands unpaid overtime, the provider is no longer

23

Lead Gen or Full Service? Lessons on Blue Collar Gig Matching from GoodayOn

> 💬 *Efficient, real-time communication is vital for coordinating between the platform, customers, and providers.*

in the difficult position of having to push back alone. Instead, the platform's support team intervenes to enforce the agreed-upon scope and hours. This was an especially valued feature for GoodayOn, where women service providers previously felt pressured to work extra hours for free.

- **Communication:** Efficient, real-time communication is vital for coordinating between the platform, customers, and providers. While a custom in-app chat function is a great long-term goal, startups can begin with widely adopted, low-cost tools. Using Telegram or WhatsApp for sending job details, confirming schedules, and general communication constituted GoodayOn's pragmatic way to leverage existing infrastructure before building a custom solution.

Step 5: Configure the payments backend

With a matching switch, the financial model must shift from capturing a small, one-time connection fee to managing the full transaction value, and sometimes even beyond that—loans, savings groups and supply chain payments. There are two crucial components of getting this right:

- **Upfront collection:** This is the payment gateway capable of collecting the full, standardized service charge from the customer at the time of booking. This payment should include the service cost and the platform's commission.

- **Provider payouts:** This entails a reliable system for disbursing accumulated earnings to service providers. GoodayOn implemented a system of monthly disbursements directly to providers' bank accounts based on all completed jobs in that period. This provides a predictable income stream for workers. To ensure clarity and mutual understanding, it is imperative to establish and communicate all policies related to performance and payment during the onboarding process—including for situations such as lateness or absenteeism—making these guidelines readily available for future reference. AI automation has become critical to driving efficiency in this workstream.

Step 6: Create the right feedback loops

Launching the technology and processes outlined above is just the beginning. A full-service model is a dynamic system, not a static product. The initial shift requires incredibly hands-on management to ensure the model works in practice as intended on paper. Algorithms are powerful tools for efficiency, but they lack context and can create unintended negative consequences if left unmonitored.

This "final" step is about creating the human oversight layer that constantly tunes, corrects, and improves the system based on real-world data and feedback through:

- **Algorithmic auditing:** A dedicated team should be able to constantly look at the output data, not just the high-level business metrics. This means asking critical questions: Is work truly being distributed equitably, or is a "winner-take-all" scenario emerging? Are providers in certain zones consistently earning less or spending more on travel? Are cancellation rates spiking for specific job types or at certain times of day? This regular, hands-on audit is the primary defense against algorithmic bias and ensures the platform is achieving its goals of fairness and efficiency.

- **Qualitative feedback collection:** Dashboards show what is happening, but they rarely explain why. To solve for this, a platform should be proactively contacting providers and customers to understand their experience. For example, if a high-performing provider starts rejecting jobs, a phone call might reveal that the algorithm is underestimating travel time in their area, making those jobs unprofitable. If a customer is unhappy despite a completed service, a conversation might uncover a mismatch in expectations that the standardized service scope failed to capture.

- **Adaptive learning:** The providers who thrive in a full-service model may be different from those in a lead-gen one. Initial assumptions about provider behavior, technical literacy, or communication preferences might be wrong. The platform should be agile enough to respond. For example, if a platform discovers its new user base struggles with in-app communication but is highly responsive to SMS, then the operational workflow must shift to embrace that reality. This willingness to adapt based on the actual user profile—not the one you designed for—is the very foundation of retention and long-term success.