

Kiidu

 **Kiidu** kiidu.com



The Care Economy
Knowledge Hub

Profiling Businesses in the Care Economy

The care economy consists of paid and unpaid labor and services that support caregiving in all its forms. In Africa, Asia and Latin America, women spend between three to five times as many hours on unpaid care and domestic work as men. This represents 80 percent of a household's total hours devoted to unpaid care work.

Care economy businesses can help recognize, redistribute, reduce and reward – also known as the 4 Rs – unpaid and paid care and domestic work in the following ways:



Recognize: Initiatives that increase visibility and recognition of paid and unpaid care and domestic activity as "productive" work that creates real value and contributes to economies and societies.



Redistribute: Services and initiatives that redistribute care work from individuals to public and private sector entities, and redistribute care and domestic work within the household.



Reduce: Products and initiatives that reduce the time spent on and burden of unpaid care and domestic work.



Reward: Products, services and initiatives that ensure that care and domestic workers are paid fairly and have professional growth potential. This provides them with financial reward and security.

The Care Economy Knowledge Hub aims to address the knowledge gap around care businesses by showcasing various business models and creating a resource base for relevant stakeholders. It also aims to raise awareness and increase knowledge of the state of impact-driven care economy business models and attract a broad range of funders to invest in care economy solutions by showcasing opportunities. These business profiles are intended to showcase said potential investment opportunities. They have been created from information and data provided by the business itself.

This project is supported by Canada's International Development Research Center, in partnership with the Soros Economic Development Fund at the Open Society Foundations. Building on their track record and commitment to transforming the care economy and mobilizing finance for gender equality, they have jointly launched this action research program to help transform the care economy through impact business and investment.

Executive Summary



Kiidu is a for-profit enterprise based in Thailand that connects domestic and care workers, such as nannies, senior caregivers and nurses, with households using an online platform. While Kiidu is based in Thailand, it has also facilitated employment for domestic workers in other countries in Southeast Asia, Europe and the Middle East. Its model rewards domestic and care workers by enhancing their skills through training and providing access to decent work opportunities. It supports workers by facilitating formalized work contracts. The enterprise’s services reduce the time households spend on unpaid care work and domestic work by redistributing it to domestic workers and caregivers. Kiidu has provided 11,000 domestic and care workers with better job opportunities and facilitated access to domestic services for more than 10,000 families. Currently, the enterprise has 22 full-time and three part-time employees. In 2021, Kiidu’s revenue was between US\$ 250,000 to US\$ 500,000.



Company Contact

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[Linkedin Profile](#)

Women Owned/Led:*

- Founded by at least one woman.
- At least 30% women in senior leadership (executive level / C-suite positions)

*According to 2X “women entrepreneurship” and “women leadership” criteria: [2X Challenge Criteria](#)

1. About The Enterprise

1.1 Problem

Domestic and care workers are in high demand in Thailand and demand is expected to grow in the coming years. Research shows that the revenue from elderly care businesses in 2019 was valued at US\$ 26.3 million in Thailand and had grown by nearly 30% in the preceding three years.¹ This market is served by 70% local workers, 20% Burmese and the remaining 10% are from Laos and Cambodia.² However, domestic/care workers often lack the skills and experience to successfully work as domestic and care workers. Neither local nor Burmese workers have access to the required training.³

Furthermore, monitoring and law enforcement that is meant to protect care workers' rights is a huge challenge. Research suggests that only about 20% of employers actually comply with the regulations regarding domestic workers' rights.⁴ This results in unfair conditions, frequent job losses and employee exploitation. Moreover, the frequent dismissal of care workers emotionally affects children and the elderly, who are the most dependent on care workers.

1.2 Solution

Kiidu is Thailand's first online platform that matches domestic and care workers with households. This platform provides care and domestic workers with the opportunity to create personal profiles and describe their unique skills and experience to differentiate themselves in a highly fragmented marketplace so that they can find appropriate jobs.

Kiidu also provides care and domestic workers registered on their site the opportunity to improve their skills through both paid and free training courses at the Kiidu Academy. All training is offered in Thai to benefit the largest number of workers. The course duration is a maximum of 120 minutes and varies based on the topic. Upon completion, the training certificate can be added to their Kiidu profiles and to their resumes.

The enterprise also contributes to increasing awareness of domestic workers' rights and ensures they are enforced through a formal contract signed between the employer and the worker that covers aspects such as working hours and conditions. This contract empowers workers to seek assistance from the country's labor department in case of any grievances.

¹ Published by Hansa Manakitsomboon; 6, A. (2021, August 6). Thailand: Revenue of elder care businesses. Statista. Retrieved from <https://www.statista.com/statistics/1115411/thailand-revenue-of-elder-care-businesses/>

² Kiidu. (2022). This percentage split of nationalities is based on Kiidu's care and domestic workers.

³ Kiidu. (2022). This is based on Kiidu's analysis of domestic and care workers that seek employment through Kiidu.

⁴ Lephilibert, N., & Chenphuengpaw, B. S. (2019, June 19). *Respect Domestic Workers' rights - TDRI: Thailand Development Research Institute*. TDRI. Retrieved from <https://tdri.or.th/en/2019/06/respect-domestic-workers-rights/>

The platform enables households to easily search for, connect with, and select vetted domestic and care workers according to their needs. The enterprise also enables households to obtain nanny services at short notice. This on-demand service largely serves tourists, expats, and locals. The enterprise has collaborated with many hotels, travel agencies, schools, universities and recreational facilities to provide families with nanny services as well. Kiidu’s services can also be accessed from overseas households in Hong Kong, Europe and the Middle East.

Before the COVID-19 pandemic, 5% of care workers on Kiidu’s platform were employed overseas (in Hong Kong, Europe and the Middle East). However, now less than 1% are employed outside Thailand. Kiidu has also partnered with a company in the Philippines to recruit talent. The company carries out the in-person verification process on Kiidu’s behalf. Kiidu then places the verified workers in Thailand.

1.3 Customer Segment

Customer Segment	Product / Service Provided	Paid / Unpaid
Care/ Domestic Workers	<ul style="list-style-type: none"> • Placements: Kiidu allows care and domestic workers to create a profile and add their qualifications & skills on Kiidu’s online platform, enabling them to connect with households that need their services and find employment. • Training: Kiidu provides online and in-person training courses for domestic and care workers registered on the Kiidu platform. The enterprise offers paid and unpaid courses in Thai. Once the training is completed, the workers can add the course completion details to their profiles on the Kiidu platform. • Recognition: The enterprise requires a formal contract between the employer and worker that covers working hours and conditions. This contract empowers the domestic workers to seek assistance from the country’s labor department in case of any grievances. 	<p>Paid / Unpaid</p> <ul style="list-style-type: none"> • Placements: Kiidu receives a registration fee, placement fee and course fee from the care/domestic workers. The registration fee is a one-time fee. The enterprise also gets a placement fee once the care/domestic worker is placed in a household. This fee is 25% of the first month’s salary. • Training: The domestic workers or their employers can pay for the courses. The domestic workers can also access the free courses. • Recognition: There is no separate fee for the formal contract between the worker and the employer.

Customer Segment	Product / Service Provided	Paid / Unpaid
Households	Kiidu enables middle and upper-income households to find qualified personnel for their household care needs. This includes workers such as nurses, nannies, tutors, maids, chefs, drivers and care workers for the elderly. The enterprise also provides on-demand one-off services.	Paid Kiidu receives a subscription fee from the households. As part of the subscription fee, Kiidu provides households with replacement domestic/care workers and other assistance as needed during the subscription period. The households pay hired workers directly.

1.4 Team And Governance Structure

Kiidu has 22 full-time employees and three part-time employees. 91% of the full-time employees are women and 67% of the part-time employees are women. The senior leadership team consists of the CEO and the Operations Lead. Other full-time employees include eight recruiters, eight in customer service, two in marketing, one in human resources and one in accounting. Kiidu currently has one engineer and one developer supporting platform development and maintenance on a part-time basis. The third part-time employee does nanny training. The enterprise doesn't currently have a management or advisory board.

1.5 Enterprise Policies

Policy	Yes / No
Overall HR Policy	Yes
Equal pay for equivalent work policy	Yes
Non-discrimination / Equal employment opportunity / Diversity and inclusion policy (gender, LGBTQ, PWD, etc.)	Yes
Anti bullying and sexual harassment policy / Respectful workplaces	Yes
Whistleblower policy / Employee grievance mechanism	Yes

Policy	Yes / No
Maternity / Paternity leave policy	Yes
Safeguarding policies for vulnerable groups (children, elderly, PWDs)	Yes
Safeguarding policies for the environment or to reduce detrimental impact on the environment (covers reducing carbon footprint, reduced water consumption etc.)	No

2. Impact

2.1 Mission Statement

Kiidu's mission is to be Thailand's leading caregiver service provider by establishing trusting bonds that make peoples' lives easier.

2.2 Intended Impact

Kiidu's model has clear benefits for households and care workers:

- The enterprise **rewards** domestic workers and care workers in three ways. It requires a formal contract between the employer and worker that covers aspects such as working hours and conditions. The contract also empowers the domestic workers to seek assistance from the labor department in case of any grievances. It enables them to improve their skills and abilities through the training offered on its platform and provides them with opportunities to find jobs. As a result, Kiidy helps ensure fair pay and improved working conditions.
- It **redistributes** unpaid care work and domestic work to formal domestic and care workers.
- Kiidu's professional caregiving services **reduce** the time household members spend on unpaid care and domestic work.

2.3 Monitoring And Measurement

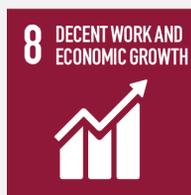
- Kiidu monitors its results in terms of the reach and the quality of services through the following indicators on a daily basis:
 - Number of registered domestic/care workers
 - Number of employed domestic/care workers
 - Number of interviews facilitated
 - Number of households registered
- Service quality is measured through online ratings and reviews. Households can share their rating and review of Kiidu's service on platforms such as Facebook and Google or send a testimonial directly to Kiidu. Kiidu typically receives these each month.

2.4 Results To Date

Direct impact:

- Number of domestic/care workers registered on the Kiidu's platform: More than 13,000
- Number of domestic/care workers employed: 11,000
- Number of matching interviews facilitated between households and domestic/care workers: more than 20,000
- Number of domestic/care workers who have taken one of the five available training courses: 50 (within one month of launch)
- Number of families provided with care/domestic workers: More than 12,000

Kiidu's work is aligned with the following Sustainable Development Goals (SDGs):



3. Financials

3.1 Financial Status

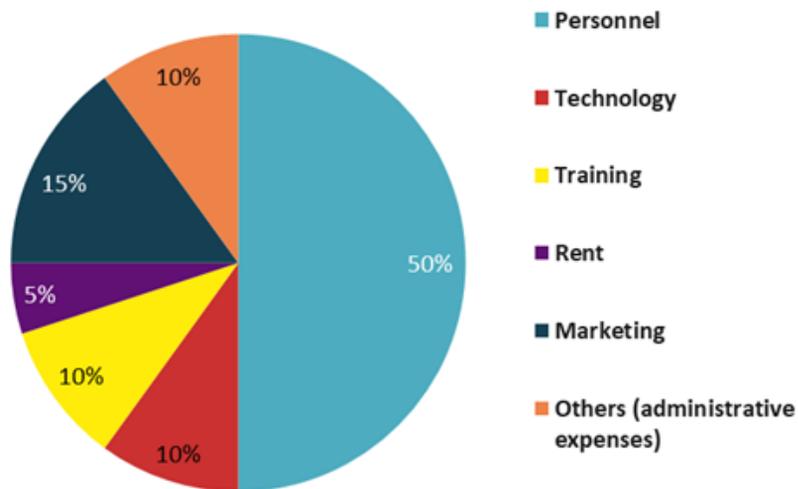
Kiidu reported revenue between US\$ 250,000 to US\$ 500,000 in 2021. The company can be contacted directly for further information.

3.1.1 Revenue Streams

All revenue is generated from service sales. In 2021, 40% of revenue came from nanny service requests, 25% from housekeeper service requests, 15% from senior caregiver service requests, 10% from tutor service requests, and 10% from driver service requests.

3.1.2 Expenses

The following pie-chart provides details of the enterprise's key expenditures in 2021.



3.2 External Funding Sources (Past and Current)

To date, Kiidu has been entirely financed by the founder. No external funding sources have been obtained

3.3 Challenges Faced In Accessing Capital

- **Low customer retention is considered unfavorable for investments:** Investors often put a high value on metrics like high customer retention rate. However, Kiidu provides several on-demand and one-off services, which naturally lowers their customer retention rate.
- **Lack of insurance coverage is a problem for foreign investors:** There are no regulations in Thailand that require households to provide insurance coverage to domestic workers in case of accidents and medical needs. For the same reason, insurance providers do not typically provide such coverage and, when available, households rarely opt for this coverage. The lack of insurance coverage dissuades foreign investors from investing in Kiidu because 1) domestic worker insurance coverage is fairly common in countries such as Singapore and Hong Kong where these investors are located, and 2) Kiidu's brand perception is at risk in the event of an unfortunate accident.

4. Path To Scalability

4.1 Potential Avenues For Growth

The enterprise has identified the following avenues for growth:

- **Geographic expansion within Thailand:** Kiidu aims to expand its operations in at least three more cities in Thailand. Currently, the enterprise has an office in Bangkok, and aims to set up offices in Phuket and Chiang Mai to increase service provision.
- **Geographic expansion to other countries:** The enterprise aims to expand its services to other neighboring countries in South-East Asia, such as the Philippines and Indonesia.
- **Expand on training courses:** The enterprise aims to expand its training program to include more advanced courses and provide more formal certification. Currently, the training is only available in Thai. Kiidu plans to offer these courses in languages such as English, Nepali and Burmese to reach a larger number of domestic and care workers.

4.2 Risks And Challenges

- **Operational (customers):** Customer management can be difficult: households sometimes let go of workers stating that they are unhappy with the service. Kiidu then has to handle the dissatisfied households and the domestic/care worker.

- **Operational (training materials):** The enterprise has at times found it challenging to tailor course materials to the varying needs of domestic workers and nannies. Furthermore, there is a need to provide domestic and care workers with certifications upon completing the training courses, which is operationally challenging.
- **Technology support:** Kiidu needs to improve the domestic and care workers platform user interface. Users often get confused between the different types of notifications, such as those for interviews versus jobs.
- **Competition:** There are several traditional domestic worker placement agencies in the market. Even though these competitors do not provide the same full range of services, it is easy for households to switch to a competitor.
- **Social Norms:**
 - **Households:** Some households are resistant to hire trained workers as these households perceive that trained domestic workers and nannies will demand higher salaries for these roles, which are traditionally undervalued.
 - **Domestic and care workers:** The enterprise has observed some resistance to training amongst domestic and care workers, as they feel that these roles are “natural” for women, the skills are intuitive, and that training is not essential to provide these services.

4.3 COVID-19 Impact On The Enterprise

During the pandemic, requests for on-demand services decreased significantly for a year because of the risk of contracting COVID-19 from nannies and domestic workers coming and going from the home. Households were keen to hire full-time workers but not short-term workers. Kiidu tweaked its model to overcome these pandemic related challenges. It started online interviews and training and provided COVID-19 safety instructions to its domestic and care workers.

4.4 Support Received To Date

In 2021, Kiidu was selected as a UN Women Care Accelerator program participant. Through this program, Kiidu received mentor support and some Kiidu employees also participated in the workshops.

4.5 Inputs Required For Growth

- **Financial**
 - The enterprise is seeking US\$ 1 million in equity funding, to develop its in-house domestic and care workers training program and to further improve its online placement platform.
- **Non-financial**
 - **Technology support:** The enterprise needs technical support to improve its platform user interface.
 - **Partnership Development:** The enterprise needs partners and support to develop certification courses for domestic and care workers.