

# Ayasan



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The Care Economy  
Knowledge Hub

[the-care-economy-knowledge-hub.org](http://the-care-economy-knowledge-hub.org)

# 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.

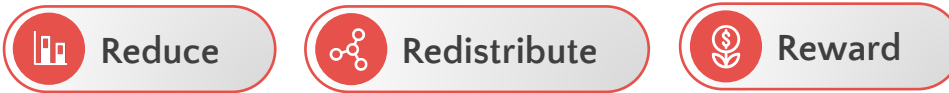


**Reward:** Products, services and initiatives that ensure that care and domestic workers are paid fairly and have professional growth potential. This provides them with financial reward and security.

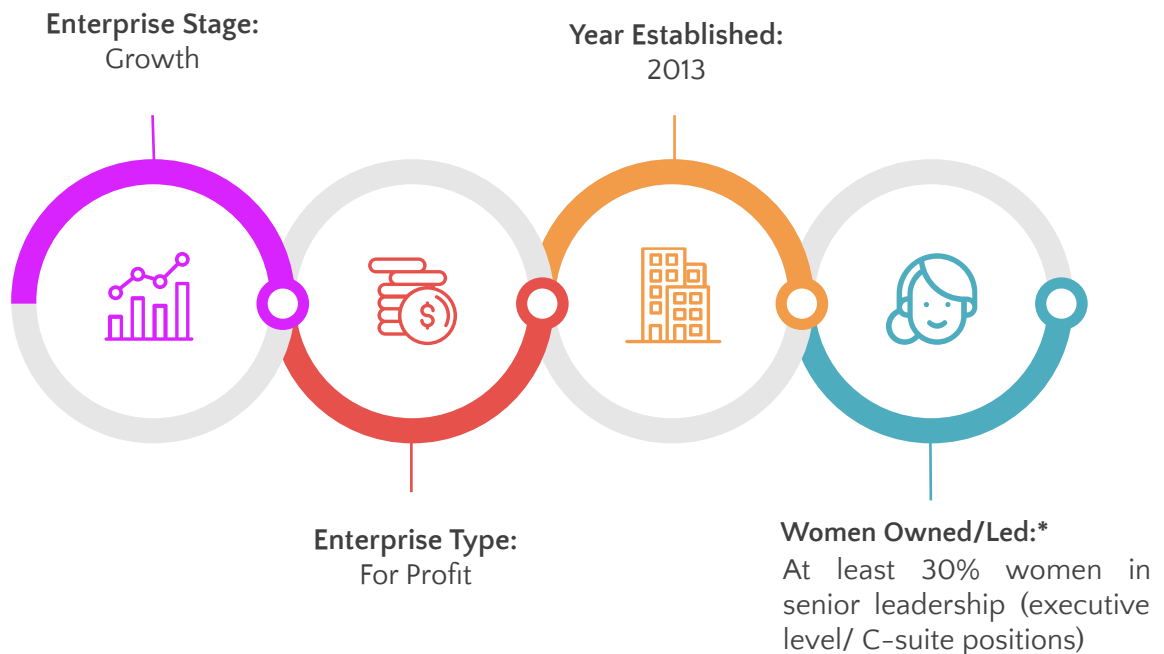
The Care Economy Knowledge Hub aims to address the knowledge gap around care businesses by showcasing various business models and creating a resource base for relevant stakeholders. It also aims to raise awareness and increase knowledge of the state of impact-driven care economy business models and attract 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



Ayasan is a for-profit company that links domestic workers to households and businesses through its online platform. The company recruits, onboards, trains, and provides job linkages to domestic workers. The enterprise has over 50,000 registered care and domestic workers, as well as over 150,000 customers (households, businesses, and institutions). Headquartered in Thailand, Ayasan operates in Indonesia, Vietnam, Laos, and Thailand. In 2021, Ayasan's revenue was US\$1,000,000. It has 50 full-time employees.



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\*According to 2X "women entrepreneurship" and "women leadership" criteria; [2X Challenge Criteria](#)

# 1. About The Enterprise

## 1.1 Problem

Southeast Asia has a higher female labor force participation rate (43.9%) than the global average (39.2%).<sup>1</sup> In many countries in the region, the female labor force participation rate is significantly higher: Thailand (51%), Indonesia (54%), Laos (75%), and Vietnam (70%).<sup>2</sup> However, women in the region still bear the double burden of both paid and unpaid work, which constrains their participation in the workforce. A study in Thailand revealed that in urban areas, women managed their care responsibilities by reducing the time spent on income-generating activities.<sup>3</sup> Similarly, in Vietnam, the Philippines, Myanmar and Indonesia, women's labor force participation is less than that of men, with the main causal factor being caring for children.<sup>4</sup>

Across all Southeast Asian countries, women spend more time on unpaid care work than men. Studies show that women in Vietnam spend 18.9 hours per week on unpaid care work, whereas men spend just 8 hours. In Cambodia and Thailand, women spend almost 50% of their total working time on household chores.<sup>5</sup> Studies indicate that women who perform paid work often experience what is called a 'double day,' or 'second shift.' This suggests that increased labor force participation does not reduce the time spent on unpaid care work after formal working hours.<sup>6</sup>

Domestic workers are critical to easing the burden of unpaid care work in the region. Around 10 million people work as domestic workers in Southeast Asia and the Pacific.<sup>7</sup> In Thailand, the number of migrant domestic workers increased from 67,149 in 2019 to 107,357 in 2020.<sup>8</sup> The growing demand for domestic services indicates employment opportunities for domestic workers. However, given the informal and low-skilled nature of domestic work, it remains largely undervalued and underpaid. In Asia and the Pacific, 61.5% of domestic workers remain fully excluded from labor laws.<sup>9</sup>

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<sup>1</sup> The World Bank (2022). *World Bank Open Data*. [https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?name\\_desc=true](https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?name_desc=true)

<sup>2</sup> The World Bank (2022). *World Bank Open Data*. [https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?name\\_desc=true](https://data.worldbank.org/indicator/SL.TLF.TOTL.FE.ZS?name_desc=true)

<sup>3</sup> Yokying, P., et al. (2016). *Work-Life Balance and Time Use: Lessons from Thailand*. *Asia Pacific Population Journal*, vol. 31, No. 1. <https://www.un-ilibrary.org/content/journals/15644278/31/1/4>

<sup>4</sup> Hill, E., M. Baird, and M. Ford (2019). *Commentary: Who's Looking After the Children and Elderly If More Women Work?* Channel News Asia, 18 May. <https://gbbpl.com/commentary-whos-looking-after-the-children-and-elderly-if-more-women-work/>

<sup>5</sup> Charmes, J. (2019). *The Unpaid Care Work and the Labour Market. An analysis of time use data based on the latest World Compilation of Time-use Surveys*. Geneva: International Labour Organization. [https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms\\_732791.pdf](https://www.ilo.org/wcmsp5/groups/public/---dgreports/---gender/documents/publication/wcms_732791.pdf)

<sup>6</sup> Hochschild, A., and Machung, A. (2012). *The Second Shift: Working Families and the Revolution at Home*. New York: Penguin.

<sup>7</sup> ILO. (2019). *An aging Asia increases the demand for domestic workers. But what about their rights?*

[https://www.ilo.org/asia/media-centre/news/WCMS\\_710810/lang--en/index.htm#:~:text=Almost%2010%20million%20work%20in%20the%20ASEAN%20region](https://www.ilo.org/asia/media-centre/news/WCMS_710810/lang--en/index.htm#:~:text=Almost%2010%20million%20work%20in%20the%20ASEAN%20region)

<sup>8</sup> IOM Thailand (2021, January 20). *Towards a Better Life: Enhancing Social Protection for Migrant Domestic Workers in Thailand*.

<https://thailand.iom.int/stories/towards-better-life-enhancing-social-protection-migrant-domestic-workers-thailand>

<sup>9</sup> ILO (2021). *Informality and exclusion from labour laws remain barriers to decent work for Asia Pacific domestic workers*.

[https://www.ilo.org/asia/media-centre/news/WCMS\\_802026/lang--en/index.htm](https://www.ilo.org/asia/media-centre/news/WCMS_802026/lang--en/index.htm)

Only 11% of domestic workers earn minimum wage and just 19% of workers have the same entitlement to paid annual leave as other workers.<sup>10</sup> Further, despite considerable progress in expanding social protection across the Southeast Asian region in recent years, many workers remain unprotected.<sup>11</sup>

## 1.2 Solution

Ayasan's platform caters to the needs of households and businesses (as well as domestic workers themselves) through the following services:

- **Online matching service through the platform:** Ayasan's platform has linked over 50,000 registered domestic workers to households and commercial institutions. Workers reach out to Ayasan for work and detail their skills, preference, visa status, etc. Ayasan then conducts background checks on applicants interested in joining the Ayasan platform. The workers are given an orientation about their prospective job and platform. Post orientation, Ayasan signs an agreement with the worker in order to initiate registration on the platform. Ayasan's platform thus allows households and commercial institutions to find professional and vetted domestic workers, reducing the hassle of finding workers informally. Customers can use the mobile application, the website, or the telephone to describe their needs and select profiles of domestic workers. Services available include cleaning, babysitting, and caregiving.
- **Home and commercial services:** Ayasan provides on-demand or subscription-based home services to both private homes and commercial establishments. This is undertaken by an in-house team of workers who are recruited and trained by Ayasan.
- **Recruitment, training, and employment for domestic workers:** Ayasan provides training to individuals with no prior experience in domestic work and certifies them as domestic workers. Ayasan uses technology and networks (such as WhatsApp groups) to ensure that domestic workers registered on their platform feel safe at work, as well as have assistance in case of any safety issues. The enterprise also allows domestic workers the freedom to choose if they do not want to work for any particular employer due to safety concerns. In the case of stay-in work (where domestic workers live at the employer's household), Ayasan establishes a formal agreement between the family and the worker, so both parties are legally bound to ensure that fair working conditions are maintained. Ayasan covers all costs related to accidents and damage at work through insurance.

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<sup>10</sup> ILO (2021). *Informality and exclusion from labour laws remain barriers to decent work for Asia Pacific domestic workers*. [https://www.ilo.org/asia/media-centre/news/WCMS\\_802026/lang--en/index.htm](https://www.ilo.org/asia/media-centre/news/WCMS_802026/lang--en/index.htm)

<sup>11</sup> International Labor Organization (2019). *How to Extend Social Protection to Workers in Informal Employment in the ASEAN region*. [https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms\\_735508.pdf](https://www.ilo.org/wcmsp5/groups/public/---asia/---ro-bangkok/documents/publication/wcms_735508.pdf)

## 1.3 Customer Segment

Customer Segment	Product / Service Provided	Paid / Unpaid
Middle and high-income households <i>(services are usually ordered by household members between the ages of 28-40)</i>	<ul style="list-style-type: none"> <li>• <b>Online web-matching service</b> Households can register their needs on Ayasan’s website. The artificial intelligence-enabled platform automatically identifies the most suitable match. The customer can then review the worker’s history, prior work experience, skills, and salary expectations. Once suitable candidates are identified, interviews can be scheduled.</li> <li>• <b>On-demand or subscription-based domestic care services</b> Households can obtain domestic services such as childcare, elderly care, tutoring for children, babysitting, cleaning services, driving services, and other domestic chores. Customers can opt for on-demand or subscription-based services.</li> </ul>	<p><b>Paid</b> The households and domestic workers pay a one-time matching fee. The fees are fixed depending on the package selected. Options include full-time or part-time, and include a set number of replacements and a guaranteed tenure period.</p> <p><b>Paid</b> Users can pay either hourly or monthly fees, depending on whether they choose a subscription or on-demand package.</p>
Corporations	<ul style="list-style-type: none"> <li>• <b>Office Cleaning</b> Corporations can use office cleaning services.</li> </ul>	<p><b>Paid</b> Customers pay a monthly fee.</p>
Domestic workers	<ul style="list-style-type: none"> <li>• <b>Training and certification</b> The enterprise provides upskilling opportunities through training programs. A 3-day training is provided to workers who don’t have adequate experience. Post training, Ayasan conducts a test and provides certification.</li> <li>• <b>Employment opportunities</b> Domestic workers can use the mobile application to register themselves and find job opportunities on the platform of over 150,000 customers. Once a job is matched and completed, the domestic workers receive payment for their work.</li> </ul>	<p><b>Unpaid</b> Ayasan bears the cost of the training and certification.</p>

Customer Segment	Product / Service Provided	Paid / Unpaid
	<ul style="list-style-type: none"> <li>Ayasan covers medical tests, accidents, or damage caused at work on a case-by-case basis. There are also support systems in place for incidents of harassment or safety-related issues at work. Domestic workers can highlight critical issues or emergencies through a dedicated phone number.</li> </ul>	

## 1.4 Team And Governance Structure

Ayasan currently has 50 full-time employees across Thailand, Indonesia, Vietnam, and Laos, 80% of whom are women. These employees are engaged in Sales, Marketing, Operations, and Technology. Most of Ayasan's services are provided through 50,000 service providers who are contract workers. An estimated 30% of these contract workers are active and work regularly. The remaining workers complete jobs sporadically. Ayasan's board has 5 members, 2 of whom are women.

## 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
Maternity / Paternity leave policy	Yes
Safeguarding policies for vulnerable groups (children, elderly, PWDs)	No
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

Ayasan's mission is to empower people now, to brighten our future. Ayasan does this by improving the quality of domestic care services, through the employment of skilled service providers.

### 2.2 Intended Impact

Ayasan's intended impact is directed toward three of the 4 Rs:

- Ayasan **reduces** and **redistributes** the burden of unpaid work for many women by linking households to reliable and vetted workers to help with household care and domestic work.
- Ayasan **rewards** domestic workers by upskilling and providing employment opportunities with better pay and insurance.

### 2.3 Monitoring And Measurement

Ayasan measures the following indicators::

- Number of customers served daily
- Nature of jobs completed daily
- Number of hours clocked by the worker daily
- Income earned by domestic workers monthly
- Number of complaints from customers monthly
- Number of complaints resolved daily

Ayasan's platform also enables the enterprise to collect average wage data for workers.

Ayasan has an online review system wherein customers can provide feedback on services and domestic workers (and vice versa).



## 2.4 Results To Date

The enterprise has produced the following results:

- Number of platform users per year: 150,000 customers and 50,000 domestic workers
- Number of domestic workers: 50,000+ (the largest number of registered workers in any platform throughout Thailand and Indonesia)
- Income of domestic workers (who receive regular work): 20%–30% higher than the minimum wage in each country

Ayasan’s work is aligned with the following Sustainable Development Goals (SDGs):



## 3. Financials

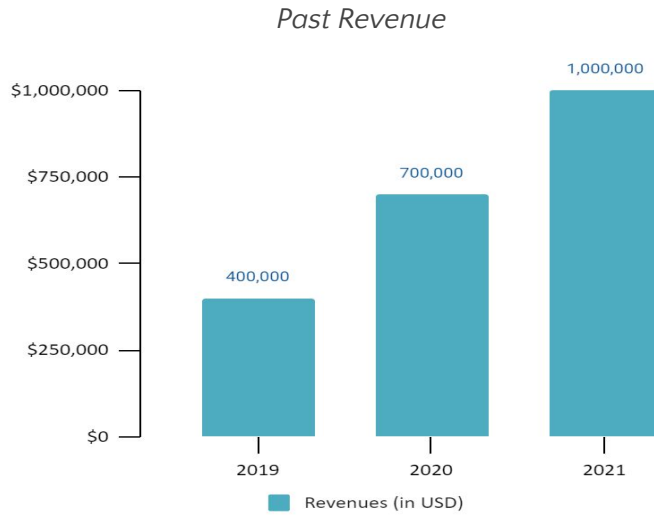
### 3.1 Financial Status

Ayasan was profitable in both 2019 and 2020. Due to COVID-19, it incurred losses and is currently not profitable. However, the company is aiming to become profitable again in the next 3 years.

(Amounts in US\$)	FY2019	FY2020	FY2021
Total Revenue	400,000	700,000	1,000,000
Total Expenses	346,000	692,000	1,030,000
EBITDA OR Profit/Loss	54,000	8,000	-30,000
EBITDA Margin	13.5%	1%	-3%

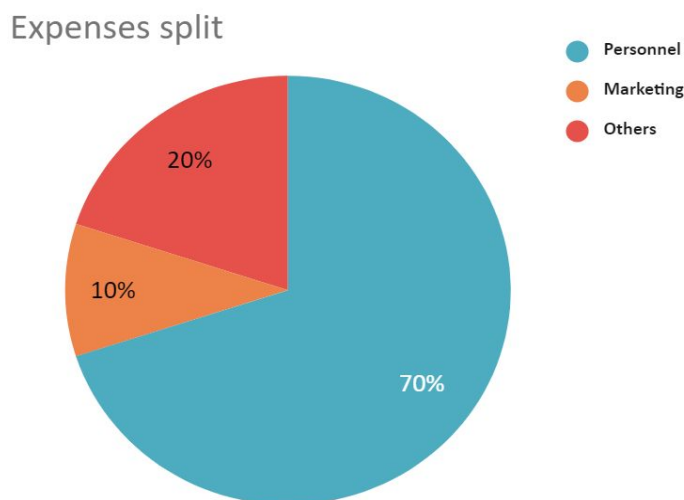
### 3.1.1 Revenue Streams

100% of Ayasan’s revenue is from sales, 80% is from online web-matching services, and the remaining 20% comes from on-demand services.



### 3.1.2 Expenses

The following pie-chart depicts Ayasan’s expenses in the year 2021:



### 3.2 External Funding Sources (Past and Current)

Between 2013 and 2020, Ayasan was self-sustaining through revenue earned. In 2020 and 2021, Ayasan received US\$ 250,000 from angel investors.

### 3.3 Challenges Faced In Accessing Capital

Ayasan had not been searching for capital due to having sufficient investments and profits. It has recently developed its expansion plans and is now reaching out to investors.

## 4. Path To Scalability

### 4.1 Potential Avenues For Growth

Ayasan has identified the following avenues for growth:

- **Geographic Expansion:** Ayasan plans to expand its operations geographically to **Cambodia, Malaysia, Singapore, and Japan**. This would help domestic workers who wish to migrate to use Ayasan's matching service in more countries.
- **Service Expansion:** Anticipating the growing demand for **senior care services**, Ayasan hopes to expand to provide senior care services.
- **Technological Expansion:** Ayasan has partnered with SoftBank and IRIS Ohyama in order to introduce a cleaning robot that can be used by domestic workers to speed up their services. Through the use of the device, the workers are able to handle multiple services and therefore earn more. Ayasan has piloted the use of this device in a few office areas. The company intends to initiate training of workers to use this robot.

### 4.2 Risks And Challenges

**Technological:** As customers use the application to reach out to Ayasan, the company focuses on improving the technology to make it more user-friendly. This requires continuous investment and efforts to address technological issues.

### 4.3 COVID-19 Impact On The Enterprise

Ayasan incurred losses in the year 2021 due to COVID-19 (after being financially profitable in 2019 and 2020). Most of the cancellations came from households (80% cancellation rate), while commercial cleaning services were relatively less affected (20% cancellation rate). Ayasan has increased its focus on services to commercial enterprises to recover from losses.

## 4.4 Support Received To Date

Ayasan has not received any non-financial support.

## 4.5 Inputs Required For Growth

### Financial:

Ayasan is seeking US\$3 million in Series A funding. This funding will be used for:

- Marketing: 40% of the funding will be used for marketing, including: internet advertising expenses, TV commercials, and the hiring of new marketing team members.
- Technology: 30% of the funding will be used to improve the matching system, as well as upgrade user interaction and experiences on the platform
- New geography: 30% will be used to expand services to Cambodia, Malaysia, Singapore, and Japan

### Non-financial:

- Ayasan intends to partner with large corporations (such as SoftBank or IRIS Ohyama), alongside well-known start-ups, in order to improve its branding.