

**BUSINESS PLAN FOR CLEANING SERVICE COMPANY WITH
THAIYAI EMPLOYEES**



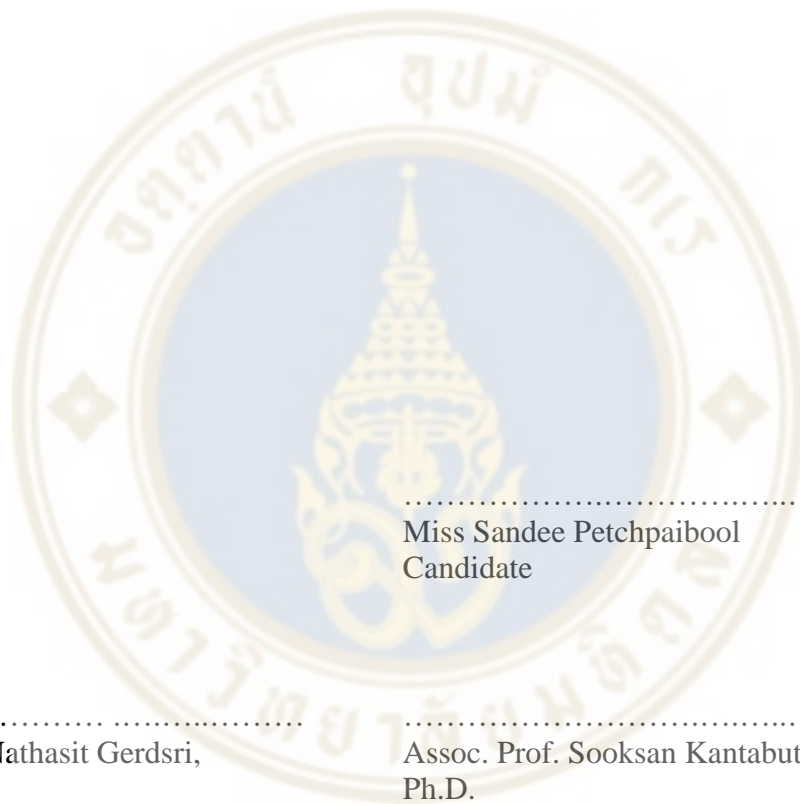
SANDEE PETCHPAIBOOL

**A THEMATIC PAPER SUBMITTED IN PARTIAL
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THAIYAI
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.....
Miss Sandee Petchpaibool
Candidate

.....
Assoc. Prof. Nathasit Gedsri,
Ph.D.
Advisor

.....
Assoc. Prof. Sooksan Kantabutra,
Ph.D.
Chairperson

.....
Duangporn Arbhasil,
Ph.D.
Dean
College of Management
Mahidol University

.....
Suthep Nimsai,
Ph.D.
Committee member

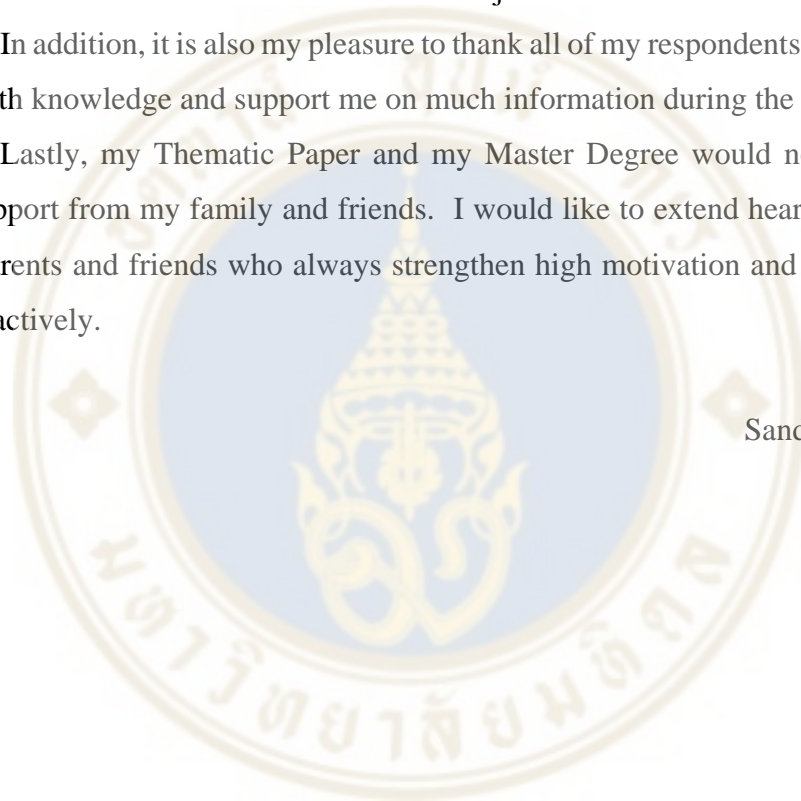
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Sandee Petchpaibool



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SANDEE PETCHPAIBOOL 5949023

M.M. (ENTREPRENEURSHIP MANAGEMENT)

THEMATIC PAPER ADVISORY COMMITTEE: ASSOC. PROF. NATHASIT GERDSRI, Ph.D., Assoc. Prof. Sooksan Kantabutra, Ph.D., Suthep Nimsai, Ph.D.

ABSTRACT

Cleaning Business is a labour intensive industry which requires stable number of employees and professionalism in order to give a promising services. In Thailand's labour situation, the immigrant labours take an essential role to drive the economy, especially in cleaning business. There are sources of unskilled immigrant labours that can be trained to serve in this industry. In this research, the researcher tries to establish a Business Model for Cleaning Service Company that hire Thaiyai employees. Not only the company should be able to compete in this fierce market by providing an excellence services but also a fair treatment and training can help reducing turnover rate of employees. When the employees are skillful and are paid and treated with fairness and the employer value their work, they will have better quality of life, with meaningful career.

The key success factors of cleaning business are the management system, skillful employees and customer satisfaction. Therefore, employees' professionalism, self-development, and customers' relationship are factors that the employers have to focus. The treatment of employees will reflect their motivation and service quality. Some employers might want to cut cost by not paying much attention on employees' salary, benefits and treatment. These problems cause them even more because when the employees leave, the employer has to constantly recruit and train new employees which could cost more time, money, and effort. Importantly, the company should be focusing on business and how to compete with its competitors.

The customers can spend time with their love ones or focus on what matter the most to them on their leisure time and let the professional cleaning service company assist them. Cleaning service can be seen as stress reliever.

KEY WORDS: Cleaning Service Company/ Skillful and professional Thaiyai Employees/ Fair paid, Benefits, and Treatments/ Excellence Service and Management System/ Customer Satisfaction

70 pages

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CHAPTER I

INTRODUCTION

1.1 Background and Problem Statements

Nowadays, it is very difficult to have a housekeeper staying in the household in Thailand. Some families have trouble to find suitable housekeeper or even after they train her and are familiar with her eventually the housekeeper still quits her job. Having an in-house housekeeper, the homeowner sometimes ends up paying more than services that they can get. A housekeeper will need a private room to live in. However, the real estate price is getting higher. Therefore, new housing and condominium projects do not usually provide a housekeeper's bedroom. Moreover, taking in non-member people into family might create uncomfortable feelings, more living expenses, and personal problems. People want help to relief their burden because the adults in the family are busy with work and their parents are too old to clean the house. Having an in-house housekeeper can cost the homeowners at least THB 10,000 per month not including meals and utility expenses (Job2Maid.com, 2017). With the cost control and to reduce possible conflicts with live in housekeeper, what would be better than having help coming in to clean, and organise the house to be nice, and tidy?

Hiring a trustworthy cleaning service company can help freeing up extra hours or even a day, depending on the size and condition of the house, condominium, or office. Customers can spend more time with their love ones or do their favorite activities. Having weekend by not having to worry about to clean the house and spend time with family can increase the quality of life. Cleaning service can be seen as stress reliever.

Normally, the cleaning service can be divided into two types which are first regular cleaning which includes thorough cleaning of kitchens and bathrooms, vacuuming throughout the house, mopping, making beds, dusting all surfaces, including baseboards and light fixtures. Second, deep cleaning, normally clients would ask for this service before they move into their house or condominium. In addition, some of them

prefer big cleaning a couple of times per year. The service can be provided as a regular basis such as once or twice a week or upon the appointment basis (Hicks, 2016)

Moreover, this business model will be focusing on hiring Thaiyai employees to service because they are honest, obedience, polite, and trainable. Why Thaiyai? Thaiyai is a second largest group of citizen in Myanmar by which most of them are now living and migrate from Shan State, Myanmar. The reasons that they migrate from their home because they wanted to have independency from Myanmar government. The problem was severe and Thaiyai people had to fight for themselves. Some of them have fled to the North of Thailand such as, Chiangrai, Chiangmai, Mae Hong Son, and Tak. In addition, Thai government has no policy to manage or has any system to support these people. Moreover, we do not accept them as the refugees and we do not have any temporary shelters at the borders to accommodate them and later to send them back to their homes. As the result, these people fled to town and found work (Taiyai Studies Centre of Mae Hong Son Community College, 2011)

As they are now living in Thailand, even many of them are in the third generation of Thaiyai who are living in Thailand. They are still in the invisible state. They have no bargaining power over government, organization, and employers who normally ignore their well-being and existence.

Therefore, they are trying to build their own community by using Buddhism, and the constitutional monarchy of the Kingdom of Thailand to be the connection to Thai people and try to blend in with Thais. They are considered as unskilled labours. Moreover, they try to escape from their economic imprisonment by building their new identity. For instance, some families spend their five years of saving to put their male children to monkhood (Karnchanapan and Samneang, 2017). They are now in the society that they are considered as the burden and with no citizenship, people see them as minority. They are now trying to fight for Thai citizenship through marriage in order to have fundamental rights and freedoms, and accessibilities to education, medical service, social welfare, and law protection.

Thaiyai labours in Thailand are allowed to work only under these condition; with Thai identification card (in case that they were born in Thailand or married with Thais), passport with visa, and work permit.

To combine these two issues together, the researcher would like to establish a cleaning service company that hires and trains Thaiyai people as employees in order to give them stability, safety, and release them from economic constraints, basically, to give them skills and future so that they could have a better quality of life and social status. As the employer, the researcher also earns income and helps people at the same time. Personally, the researcher likes cleaning, and making house tidy and neat. Moreover, learning how to use new equipment, chemical, and non-chemical cleaning solutions is another challenge. This way the researcher can help Thaiyai people, and customers. For customers, they would have more time to spend with love ones or to have time to relax after a long day or week of working or they can focus doing other things that they can generate more revenue. At the same time, they can ensure that their houses are in good hands and they will later receive professional result. They can also request the same person or team to clean their houses as schedule or when they have special events, such as house party, they can book the service in advance to help with cleaning up. The company will be using Standard Operating Procedure (SOP) as a tool to provide consistent results, trustworthy team, and the customers will receive services, and at the same time they can contribute to society as well. Customers can help prevent poverty among Thaiyai people and prevent crimes that are made by them because they have no jobs and social welfare accessibility. If they have more income, then they would have more purchasing power which means it can create positive effects to economy too.

1.2 Research Objectives

The objectives of this thematic paper are to create a Business Model for Cleaning Service Company with Thaiyai employees that can generate revenue and be able to compete in the market, and to give Thaiyai employees fair income and treatments in order to improve their quality of life.

1.3 Contribution of Study

In most of business model and business plan for Cleaning Service Company, there is no indication on how to treat the employees who are the most crucial resources of this industry. Moreover, the turnover rate of employee is high because it is Labour intensive industry. Therefore, better payment, benefits, treatments, and trainings can reduce the turnover rate of employee. In Thailand, we are facing the shortage of Thai labour. Moreover, the attitude towards of this career is negative due to the toughness of physical work and the nature of the work is to service and clean others. Furthermore, mobilisation of vicinity country's Labours such as Laos, Myanmar, Vietnam and Cambodia have a significant role as the workforce in this industry and country. However, these people are treated as the minority and do not get the rights and treatment as they should receive. However, in this study, the researcher would like to focus on Thaiyai people as the employees of Cleaning Service Company.

In this research, the researcher tries to establish the business model and company's practices that can benefits to essential stakeholders which are customers, employees, and company.

CHAPTER II

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

“To give homeowners convenient and quality access to home cleaning (later expanding to other home-service verticals)”

(Madden, 2015)

“Your home is your domain. It’s your safe space. You sleep there, you eat there, and your loved ones live there. As a result, an incredible amount of trust is needed whenever someone comes in or around your home” (Madden, 2015)

“Your employees are critical to your success; after all, it’s the quality of their performance that determines whether your customers are satisfied. Look for ways to make them want to do their best. Train them well, don’t micromanage, and treat them with respect. Provide bonuses and incentives for top performance.”

(The Entrepreneur, 2014)

“Cleanliness is not restricted to body only. Maintaining a clean environment is for the health of humans, as their health completely depends on the atmosphere. A bad environment is solely responsible for spoiling the health of the people around.” (Saylor, 2012)

In order to establish a potential cleaning business model, the researcher would like to conduct in-depth interview to understand how entrepreneurship and their mindsets of cleaning service business owners. Moreover, the researcher also conducts the interview to homeowners to understand what they would like to get from the services

and what are the characteristics, personalities, and qualities of employees they wish to have. Furthermore, Thaiyai employees who are now working as a maid will be giving the interview about their general background, what they want in life to fulfill their needs, how to improve their quality of life.

In most of the research about Cleaning Service Business Model with Thaiyai employees, the researcher uses qualitative research method (in-depth interview) to acquire information from three stakeholders which are first, cleaning business company owners, Thaiyai maids, and homeowners. The researcher interviewed two people from each mentioned stakeholder in order to get perspectives and understand the needs of each stakeholder. The researcher would like to create the business model that has values and benefits to cleaning business company owner, Thaiyai maids, and homeowners.

In 2011, there were 2,595 cleaning service companies that registered with Department of Business Development and the total revenue was THB 15,991 Million. The demand of cleaning service are growing because first, the change of organisation structure in private, state enterprise and government sectors rather outsource the cleaning service companies than hiring permanent cleaning employees. Second, the growth of office buildings, condominiums, housing projects, apartments, department stores, hotels, hospitals industry cause the positive effects to cleaning service industry (INTACT PACIFIC, 2016). Third, the change of life style, people are now living alone or as a single family. Therefore, there is no one at home to clean their place. Forth, the growth of real estate industry because of city expansion and better infrastructure such as streets, BTS, and MRT in Bangkok. Moreover, big cities in other parts of Thailand expand their size of city as well, when there are cities expansion, there will be more housings and businesses that require people to clean. According to Thansettakij newspaper website, the growth of real estate industry is at 10% and there are new residential projects along BTS, MRT, and new streets, especially in Eastern (Bangna) and Western (Bangyai) gateway of Bangkok (Thansettakij News, 2015).

According to the above reasons, cleaning service business has the potential of growing. In addition, it is a labour intensive industry. Therefore, the need of using legal immigrant employees as maids are crucial since Thai people do not want to work in this industry because they would rather work in factories or have a small business (Prachachat News, 2011). In addition, after Thai government increased Daily Minimum

Wage Rates to THB 300 on January 1, 2013 and on January 1, 2017, the government has added Daily Minimum Wage Rates for five to ten Baht (Erdenebileg, 2016). For this reasons, it attracts Immigrant labour to work in Thailand. However, the researcher would like to study on how to establish a cleaning service company that legally hires Thaiyai people as the employees because they cannot only access to work but they also lack basic human rights such as education and medical treatment, and social welfare. Besides, they have to face with the insulant, discrimination, and harassment issues. Moreover, the obstacles in working in Thailand is expanded to no contract of employment to claim their rights or pursue charges when they receive unfair treatments form employers (Manager Online, 2005).

According to Immigrant Labour Statistics from Ministry of Social Development and Human Security, in 2016, there were illegal Thaiyai working in Thailand about 14,590 people which are unskilled labour. The researcher would like to be a part of helping them to give them jobs with fair salary and treatments. Furthermore, the trainings to improve their skills will be provided. This way, the researcher believes the company can take a part in helping people to improve their life quality. Not only to generate revenue by offering value services to the customers but the company also gives Thaiyai income, job, and security. These will increase their quality of life both physically and mentally.

2.2 Construction of Business Model Canvas

A business model is applied to describe and outline to see how a company creates, delivers and captures value. Therefore, the uniform template is used to define and discuss company's business model. The Business Model Canvas, which is developed by Alexander Osterwalder. It provides a complete view of the business as a whole and is specifically useful in create or improve company's business model.

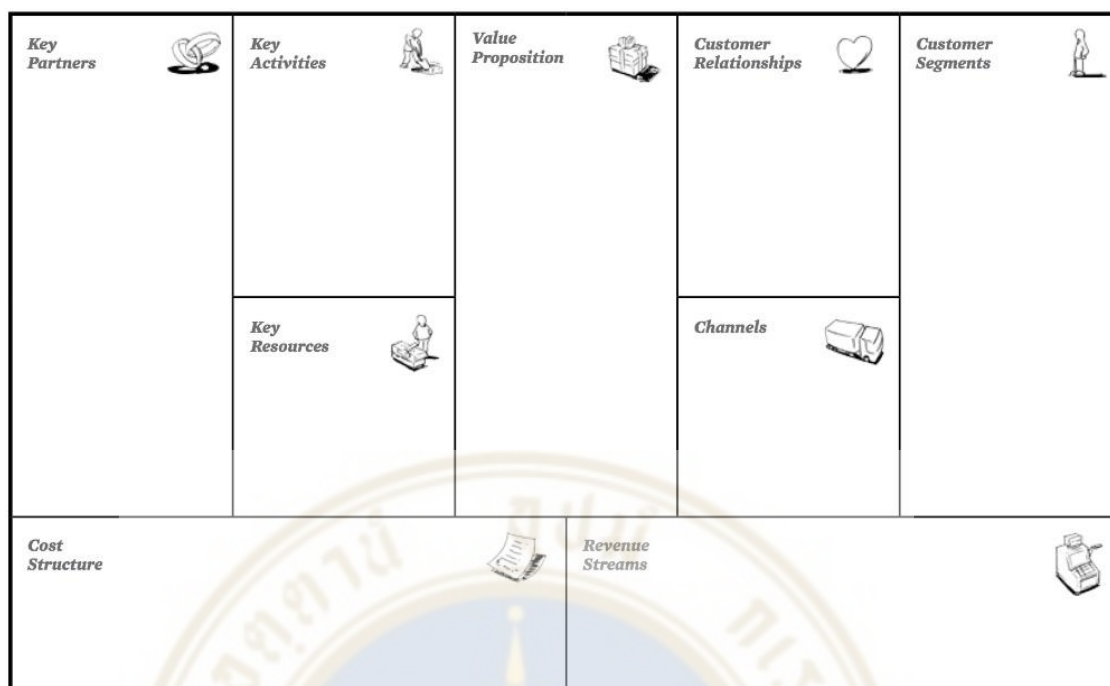


Figure 2.1: Business Model Canvas

Source: Unicorn Economy, 2016.

Business Model Canvas consists of nine blocks which are first, **Customer Segments**, we have to analyse who are our paying customers and why they need to use our products or services. In addition, the company has to understand the characteristics and needs. By doing the segmentation, the company will understand and be able to prioritise and categorise its current customers and future customers. Besides, the company should be able to evaluate its strengths and weaknesses. With this analysis, it makes the company to understand which market it would like to serve. Second, **Value Propositions** are the combination of products and services which are provided to its customers in order to serve or create their needs and solve their pain points. The value propositions should be able to differentiate its uniqueness and how the company's products and services or users' experience can be value-added to provide better value than competitors. Third, **Channels** are the way that company delivers its products and services to its customers, and how to build new customers. Forth, **Customer Relationships** is how to retain customers and create new customers to create financial success and sustainability. To retain customer is easier than seeking for new customers. It is how to keep healthy relationship with customers and how to acquire more

customers. Fifth, **Revenue Streams** is how to get its customer segments to buy its products or services and what strategies the company is going to capture the value of what customers are paying for. Sixth, **Key Resources** which can be standardise into human, financial, physical, and intellectual. These are assets that the company needs to supply to customers. As the company has limited budget so it has to prioritise and to cut the resources that cost a lot of money. Seventh, **Key Activities** are keys to produce the company's value propositions and these activities have to be relevant to company's business. Key activities are the focused activities that company uses to create revenue and what the company should have expertise on. Furthermore, the company should be able to understand the impact of having and not having them. Eighth, **Key Partnerships** is used to create efficient, to update operations, and to reduce risks related with business. Key partnerships can be changed depends on situation and stage of the company. The company has to realise which benefits they can give and how much they cost the company. Ninth, **Cost Structure**, after the company analyses all eight blocks, it should be able to calculate cost associated with running business and should come up with cost analysis. By all means, the company should know what its important costs are. What its fixed costs, variable costs, economies of scale, and economies of scope are. (Osterwalder and Pigneur, 2010).

2.3 Alderfer's ERG Theory and Employee Motivation

Clayton P. Alderfer's ERG Theory from 1969 is a simplified version of Maslow's hierarchy of needs. It suggests that all human needs can be accessed and satisfied at the same time, not from the bottom up. Either way, as needs are satisfied, employees are motivated to strive to satisfy a new need. There are three basic needs that employees seek to fulfill (Schneider and Alderfer, 1973). As each need is fulfilled, it serves as motivation to fulfill a different need. ERG stands for existence, relatedness and growth, and these are defined as:

- **Existence** – the need for basic material existence, like physiological health and safety
- **Relatedness** – the need for interpersonal connections, social status and recognition

- **Growth** – the need for personal development, including creative and meaningful work.

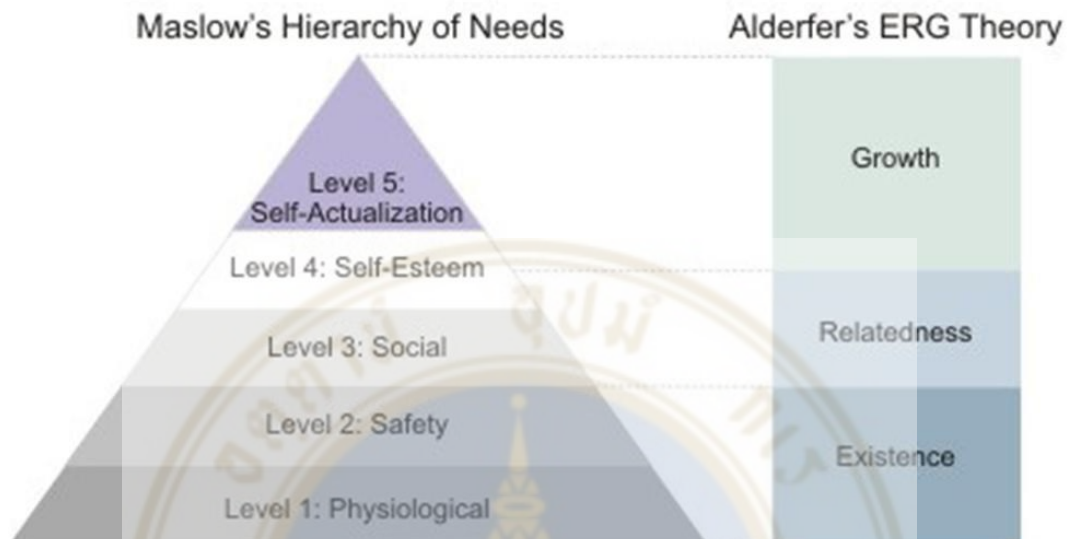


Figure 2.2: Grit and Motivation

Source: Military Mentors, 2016.

As each need is met, another need could be satisfied. In fact, at any point, several could be satisfied. This is the key reason why the researcher chooses to use this model to adapt with Thaiyai employees. Furthermore, it is to believe that each level and factor can be fulfilled at the same time or when a person fail to fulfill at some points, he/she will seek to find other keys that he/she is good at or well equipped to distract or succeed. A person does not need all factors in one level to be satisfied so that he/she can move to the next level. He/She could substitute one to another which depends on what he/she is equipped with, what he/she values of, and what he/she prioritise. The needs to be fulfilled can change, depending on person and the situation.

2.4 Herzberg's Two Factors Theory of Motivation

Herzberg's Two Factors was invented by Fredericks Herzberg in the 1960s. Hygiene factors are job factors that are crucial for existence of motivation in workplace, without them, it can lead to dissatisfaction. In addition, they cannot be counted as motivators. These factors are extrinsic to work or maintenance factors. They are needed

to avoid dissatisfaction. These factors involve with job environment. Hygiene factors represented the physiological needs which the individuals want and expect to be fulfilled such as, fair payment and benefits, reasonable and clear company policies, job security, interpersonal relations, and safe physical working conditions. Motivational factors produce positive satisfaction. These factors are essential to work as they can motivate employees to perform better and to be willing to develop themselves which later can improve productivity and efficiency because employees find these factors intrinsically rewarding. The motivators represented the psychological needs that are reflected as additional benefits such as recognition, sense of achievement, career advancement, and responsibility. As the employer, he/she should be able to understand and use this theory as a tool to provide balancing motivating factors and hygiene factors (House and Wigdor, 1967).



Figure 2.3: Maslow's Hierarchy and Herzberg's Two Factors

Source: Military Mentors, 2016.

2.5 Goal-Setting Theory, Management by Objectives (MBO)

Management by objectives (MBO) was first outlined by Peter Drucker in 1954 in his book “The Practice of Management.” It is the process of defining specific objectives within an organization that management can convey to employees, the company and its employees have to decide on how to achieve each objective in sequence. This process allows the company and its employees to work in the same direction. The employees will understand their tasks, objectives, and the expectation from the company. This process also helps employees to see their work progress as they achieve each objective, which supports a positive work environment and a sense of achievement. An important part of MBO is the measurement and comparison of the employee’s actual performance with the standards that were set. When employees involve and follow with the goal setting, they are more likely to fulfill their productivity and responsibilities (Latham and Locke, 1979).

Applying the Goal-Setting Theory of MBO is including with Goal Specificity and achievable, participation in decision making, explicit time period, and performance feedback. First, goal set has to be specified, achievable, and challenging so that the employees can understand what to focus and put more effort to generate more efficiency. Moreover, the rewards have to be set in order to gain more activeness and outputs. Second, employees must take part in decision making in order to establish involvement and commitment if they feel that they are valuable to the organisation, they would put all effort in their given tasks and most likely volunteer to do beyond their scope of jobs. Third, the amount of practice time has to be set in order to keep track with the goals and results. They would understand the timeline and the amount of time that they should dedicate properly to each objective. Fourth, performance feedback has to be given to employees so that they can improve themselves on their weak points and standardise on their strong points. In addition, when the tasks are done and the positive feedbacks are given, they would feel proud of themselves and know that they have already fulfilled responsibility that would source better quality of performance. With these objectives, later the company can apply them to evaluate Key Performance Indicators (KPIs) to reward well-performed employees. On the other hand, when employees who do not get the rewards perceive that their co-workers get rewards and recognition, they would perform better in order to receive the rewards too.

Likewise, employee recognition programs should be used because it is effective in term of establishing employees' satisfaction and when they are recognised as a valuable member of the company. They tend to create more accomplishment. This could build positive energy among employees and work environment. Comparing to other motivators/rewards such as money and present, the company does not have to invest a lot of money. However, the outcome of having employee recognition programs could significantly affect to employees. With this method, the employees could partly reach to the growth level for a sense of accomplishment in ERG model.

With all theories and literature discussions, the researcher would like to apply the effective Business Model, Motivation Theories and Goal-Setting Theory which later can be apply for Key Performance Indicators (KPIs). These practices would affect to overall company. For instance, Business Model Canvas would be benefits for the company's operation processes, functions, and management as a whole. The company will have a clear pictures of what has to be done, obtain, and prepare in order to achieve the business goals. On the other hand, Alderfer's ERG Theory and Employee Motivation, Herzberg's Two Factors Thoery of Motivation, and Goal-Setting Theory, Management by Objectives (MBO) are applied to improve employees' intrinsic and extrinsic motivation which will construct the betterment of productivity and effectiveness for both themselves and company. They will be happy with their lives because they feel that they are needed and valuable to the organisation. The employer should not concentrate only on extrinsic motivation but also encourage intrinsic motivation to employees too. The use of both motivations has to be planned and balanced. Moreover, the employer has to exercise them at the right time.

CHAPTER III

RESEARCH METHODOLOGY

The methodology in this study is developed in order to explore and come up with the business model and practice that could answer these questions. First, how the cleaning service company can generate the profit and be able to compete in the competitive market. Second, what the customers' needs and pain points are. Third, how to retain Thaiyai's employees and what has to be fulfilled in their personal and career lives. The chapter begins with the discussion of research strategy, design, and approach that are used in the research. The approaches of data collection methods, number of population, and interview questions for each stakeholder are described.

3.1 Research Strategy, Design, and Approach

The purpose of the study is to investigate the key factors of each stakeholder that are significant in cleaning service business. The stakeholders consist of first, cleaning service business owners, homeowners (customers), and Thaiyai employees. Therefore, conducting in-depth interview with two people in each mentioned stakeholder would give the benefits to this topic. The research must cover the perspectives of cleaning service company owners on how they manage the business and how they treat their employees, what the customers want from the service, and how the companies can provide excellence services to make money and to have long term relationship with customers, and what Thaiyai employees would like to have and how they would like to be treated by employer to improve their quality of life. The foremost advantage of in-depth interview is to provide essential and detailed information of people's perspectives and to explore the various boundaries of problems towards the given topics. The respondents can freely express their own thoughts, opinions, ideas, and feelings within the scope of questions. In addition, the researcher can also explore new detailed issues. It is effective way to receive the comprehensive picture of

respondents' experiences towards the designed topic. An in-depth interview is defined as a qualitative research method which is focusing on individual interviews. Furthermore, the number of respondents is rather small. This approach is dissimilar from others because it gives more flexibility and continuity to both researcher to ask further to get more details and respondents can add their own experiences, suggestion, or comments (Frechtling and Sharp, 1997). Moreover, when it is a face to face and one on one interview, the researcher can observe the facial expressions, voice tones, and gestures. When the respondent replies the questions, it gives a clearer understanding of situation and context towards the questions because both parties can immediately ask if they do not precisely understand anything. On the other hand, with telephone interview, the researcher can notice the voice tones and paces of speaking from the respondents.

3.2 Data Collection Methods

3.2.1 Semi-Structured Interview

The semi-structured interview is a qualitative method of an investigation that applies a pre-determined set of open questions in order to give opportunity for researcher to explore information, background surroundings, and the points in focus or responses further. It allows respondent to discuss and raise matter that the researcher may not yet considered (Longhurst, 2003).

The interview is completed either a face to face and one on one or telephone interview. Each interview is conducted separately to avoid the group biases. Each interview lasts 15-30 minutes. Moreover, the audio recording is used during the interviews for data interpretation and script establishment. The principal task of the researcher is to precisely understand the meaning, interpret and analyse the conversation into unbiased data.

This sampling comprises with selecting cases that meet some criterion, For instance, the researcher chooses three stakeholders who are involved with Cleaning Service Business in order to get important qualitative components to investigation and to ensure more precise in-depth analysis to meet the predetermined criteria of cases that are chosen (Palinkas, Horwitz, Green, Wisdom, Duan and Hoagwood, 2015).

3.2.2 Documentary Data

Documentary Data is also used in the research as a secondary source including books, statistical report, news, articles, documentaries, studies, online information, and interviews.

3.3 Population

The researcher conducts six interviews with two cleaning service business owners, two homeowners, and two Thaiyai maids. For two cleaning service business owners, the first person is Ms. Tamonwan Pornwittaya, the owner of Maid Delivery Company. Her target customers are single houses, condominiums, and offices. Moreover, she has 50 legal immigrant maids working for her. The second person is Mr. Vinai Songrujirath, Managing Director of ProCare Specialty Co., Ltd. He has 1,000 of Thai maids working for him. However, he used to employ immigrant maids before the government enforced new immigrant laws and regulations. His company is one stop cleaning service provider which also acquires ISO 9001 version 2015 to guarantee service quality and customer satisfaction. The differences of these two companies are that ProCare Specialty Co., Ltd. focuses on larger scale such as industrial factories, outsourced maids for condominiums cleaning services for common area, hospitals, and offices. For homeowners, the respondents are Ms. Thitisuda Sripong and Ms. Phornchanok Ingpochai. For Thaiyai maids, the first person is Ms. Koi, currently, she is working in Maya shopping mall in Chiangmai. Moreover, the second person is Ms. Kham who is now an in-house housekeeper for a family who owns a single house in Chiangmai.

3.4 Interview Questions

The series of questions are standardised into three groups as the interviews are conducted to three stakeholders which are Cleaning Service Company Owners, Homeowners, and Thaiyai maids.

3.4.1 Interview Questions for Cleaning Service Company Owners

1. Please tell me about yourself, and your company, why did you establish a cleaning company, is it your first business?
2. Can you tell me overall about this company and which duties are you taking responsibility?
3. How big is your company? And how many employees are you having? And how many jobs per week are you having? Revenue gain and profit margin? Which companies are your competitors?
4. How do you acquire new customers, via connection (referral), social media, or advertisement?
5. How do you retain customers, which channels do you use to connect with them?
6. How do you acquire employees? Do you have immigrant labours working for you?
7. Why do you prefer immigrant employees?
8. What qualities or characteristics are you looking for from the employees?
9. What are the problems that usually occur?
10. How do you handle employees? And what kind of compensation that you offer them such as salary, and other benefits (Social security and days off)?
11. How can you keep up with your competitors? How do you compete them? What are qualities (SWOT) that you have?

3.4.2 Interview Questions for Homeowners

1. Please tell me about yourself
2. Normally, who do the house chores?
3. How many family members do you have?
4. What are factors that make you hire a cleaning service company?
5. Do you normally want to hire in regular basis or service upon the appointment?
6. Why do not you hire in-house maid at home? If you once had in-house maid, how much did you pay, benefits, and day off per month?
7. What were problems with your in-house maid?
8. How importance is it for you (given 1 is the least importance and 5 is the most importance) that the maid can communicate in Thai language?

9. Which rates do you normally pay for the service and how many SQM or services that the cleaning lady provide for you?
10. Which day and how many hours would you like the maid from cleaning service company to come in helping you?
11. What do you expect from a cleaning service company?
12. What should be the characteristics of cleaning ladies?
13. What are the services and in which areas that you require for our cleaning ladies to access your house?
14. Would you like to hire the same cleaning lady or team every time they come in to service you?
15. Will you provide us your own cleaning solutions and equipment?
16. If we have CSR program to hire Thaiyai people to service you to give them job accessibility and improve their quality of living because (Tell the story that inspires about them), how would you feel?

3.4.3 Interview Questions for Thaiyai Employees

1. Please tell me about yourself, including where are you from?
2. Do you have family or children?
3. How long have you been working in Thailand or Bangkok?
4. How did you study Thai language?
5. In which industries/job have you been working before?
6. Why did you leave your last job?
7. What is your current salary?
8. What are your responsibilities in each day?
9. What are benefits that you get? How many days off per month?
10. What are you doing after work or during days off (leisure time)?
11. What are your beliefs and values?
12. In any aspects that you wish to improve in life?
13. Do you have ID card, passport with valid visa, or work permit? Who is normally take you to expand the period of work permit or visa? Who is responsible for the fee?
14. What are reasons why you want to work in this industry?

15. What kind of experience in this job that you have and you think you can do well?
16. How do you in general feel with your life?
17. What are the main factors that make you feel interested to work with a cleaning company?
18. Have you ever had conflicts with your boss or colleagues?
19. Who did recommend you about your current work?
20. How would you feel working with a company that will provide you training (with SOP)?
21. What else do you need to improve your quality of work, personal, and social life?



CHAPTER V CONCLUSION AND RECOMMENDATIONS

5.1 Business Process Conclusion

5.1.1 Receiving Lead

The company receives lead from website, advertisement, social media, email, and Line and What's app application. Once, information is gathered. Then, customers are called back for more information. However, for call in customers, the information is asked immediately. Later, customer information such as name, contact number, email address, and address are listed down. Moreover, special requests including date, time, and location for the appointment are asked and recorded.

5.1.2 Cleaning Fee Evaluation

The cleaning service fee according the given size is evaluated and requested services with package options. Then, estimated hours and conclude the fee are calculate. Then, the quotation is sent to customer.

5.1.3 Scheduling the Appointment and Back Office Processes

The appointment is booked and scheduled by using Excel Program or Google Calendar and if it is one time service, the company assigns and informs maid to site and prepare receipt after customer transfers the services fee to the account.

5.1.4 Contract Offer

If the customer is interested in having a regular cleaning service for once a week. Then, the shortest period of contract for three months is offered for trail services period. After that, the services contract is extended to yearly basis. Then, the contract is sent to our customer and is waited for them to sign and send back.

Last, after customer transfers the services fee to the account. Then, the maid is assigned and informed to the site and the schedule is filled in Excel Program or Google Calendar. Later, receipt is prepared.

5.1.5 After Cleaning Service Process and Customer Satisfaction Check

Maid goes to the site to service customer. Email is sent or a phone call is made to the customer to check for work quality and customer satisfaction. Moreover, for one-time service customer is asked to book for the next service. If customer does not satisfy the work, the same maid or the new maid is sent to correct the work as request.



5.2 Business Model Canvas for Cleaning Service Company

<p>Key Partners</p> <ul style="list-style-type: none"> - Condominium Juristic Person. - IT Programmer and Developer - Training and Workshop providers. - Department of Employment - Social Security Office - Insurance Company 	<p>Key Activities</p> <ul style="list-style-type: none"> - Providing cleaning services - Scheduling, maid work roster, invoice and receipt issued and other back office activities - Employees' trainings - Daily contact and to give answer and feedback to customers including checking for customer satisfaction 	<p>Value Propositions</p> <p>We offer services to</p> <ul style="list-style-type: none"> - Those who do not have a full time housekeeper. - They do not want to use their leisure time on cleaning or they do not have time to do it. - With our help, people can spend time with their love ones and focus on other matters by letting us do the cleaning professional work for them. 	<p>Customer Relationships</p> <ul style="list-style-type: none"> - Website - Facebook - Instagram - Other Social Media - Brochure Advertisement - Email - Phone Call - LINE Application - What's app application 	<p>Customer Segments</p> <ul style="list-style-type: none"> - Single houses - Condominiums - Offices <p>(in Bangrak, Sathorn, Yannawa, Klongsan, and Thonburi, especially, condominiums)</p>
<p>Key Resources</p> <ul style="list-style-type: none"> - Thaiyai Maids - Standard Operating Procedure (SOP) - Capital - Office - Computer - Printer - Telephone - Mobile Phones - Website, other media applications, and advertisement - Excel program, Google Calendar, and Accounting Program 	<p>Channels</p> <ul style="list-style-type: none"> - Service = On Site - Sales and Promotion = Omi-Channel 	<p>Revenue Streams</p> <ul style="list-style-type: none"> - Mainly from contract signed customers - One time service is accepted 	<p>Cost Structure</p> <ul style="list-style-type: none"> - Website and Social Media - Office and Maid Mobile Phone - Laptop and Printer - Office Rental - Utilities 	<p>Revenue Streams</p> <ul style="list-style-type: none"> - Advertisement and Promotion - Liability Insurance - Salary and Compensation - Office Supplies - Social Security Expense

Figure 5.1: Business Model Canvas for Cleaning Service Company with Thaiyai Employees

5.2.1 Customer Segments

At the beginning the target markets are single houses, condominiums, and offices with in Bangrak district, Sathorn district, Yannawa district, Klongsan district, and Thonburi district.

Table 5.1: The Number of Population and Households in Bangrak, Sathorn, Yannawa, Klongsan, and Thonburi on December 2015

Source: Bangkok Information Centre, 2015.

District	Number of Population	Number of Household
Bangrak	46,777	27,522
Sathorn	81,745	40,043
Yannawa	80,211	50,674
Klongsan	74,796	37,665
Thonburi	113,338	51,884
Total	396,867	207,788

The company focuses on customers who are living in the same condominiums so that maids can work at the same building (different unit) without them wasting time to travel. Moreover, the chosen districts consist of many condominiums and to travel within the areas will not take time over one hour. There are BTS and MRT nearby these areas which offer convenient to maids. The company tries to get contract signed and regular customers in order to get steady revenue and schedules, to provide job security to maids, and to have sustainable relationship with the customers.

Table 5.2: The Number of Condominiums in of Bangrak, Sathorn, Yannawa, Klongsan, and Thonburi

Source: Hipflat, 2017.

District	Number of Condominium
Bangrak	74
Sathorn	108
Yannawa	56
Klongsan	45
Thonburi	30
Total	313

Nowadays, not many condominiums provide maid's private room even for a large size of unit in luxury condominiums because the prices per SQM of condominium are very expensive. Moreover, the lifestyle of people have changed, people work in longer hours and do not want to clean their own place. Moreover, single families with small children do not have time to clean their place. With these lifestyles, the company can gain benefit by offering them the service.

5.2.2 Value Propositions

The company offers services to those who do not have a full time housekeeper and they do not want to use their leisure time on cleaning or they do not have time to do it. With our help, people can spend time with their love ones or focus on other matters and let us do the cleaning professional work for them.

5.2.3 Channels

Maids are sent to the working sites to service customers. The maids have to travel by themselves. Since we have limited service areas to save travel time and cost. Moreover, website, Facebook Page, Instagram, social media, and brochure advertisement are the channels that we can advertise the services and gain lead.

5.2.4 Customer Relationships

The customers are retained by giving them the professional services with trained staff. Moreover, the company wishes to gain more customers by using website, Facebook Page, Instagram, social media, and brochure advertisement. Besides, Google Adverts will be used to fulfill demand of customer searches by making our website to be visible to them. Customers are contacted via email, phone call, and Line and What's app application.

5.2.5 Revenue Streams

The revenue streams are mainly from contract signed and regular customers who buy the packages and who are living in Bangrak district, Sathorn district, Yannawa district, Klongsan district, and Thonburi district. However, one time service customers are accepted. We will serve condominiums, houses, and offices. However, we would like to focus on condominiums.

5.2.6 Key Resources

The crucial key resources in this business is maids. At the beginning, ten Thaiyai maids are hired to service customers. The company focuses on hiring Thaiyai maids because their appearances are clean. They are polite and nice. They can learn Thai language very fast. Moreover, they are taught in Buddhism way so at some point they value in Buddhism morale. In addition, in order to be able to compete in the fierce market the skills and quality of maids are the essential factors to generate revenue, the company provides maids trainings such as how to have an effective cleaning (quality and speed) and how to use each cleaning solution. Standard Operating Procedure (SOP) is used and followed. Other key resources are capital, office, computer, printer, telephone, mobile phones, and website and other media applications, and advertisement. Moreover, Excel Program or Google Calendar are used for service scheduling and employees working roster, and other back office programs such as, accounting program are used. For the company, the customers have to supply cleaning equipment and cleaning solutions to maids because maids have to travel via public transportation. Besides, some customers do not want the maid to reuse the equipment and some of them have preferred brands and various types cleaning solution. Moreover, a good system and

management can improve productivity and effectiveness to reduce errors. It makes work easier to manage. All in all, these resources can be acquired only by adequate and well-planned of capital.

5.2.7 Key Activities

Company's key activities are to provide cleaning services that achieve customer's expectation. Therefore, employees' trainings are required. Recruitment has to be done very often because of the nature of high turnover rate of employee in this industry. In addition, the back office work such as scheduling, maid working roster, contract, invoices, and receipts issued. Likewise, other back office activities such as, accounting have to be performed smoothly. Moreover, daily contacts to give answer and feedback to customers are available via the website, email, phone call, and Line and What's app application. Customer satisfaction is constantly needed to be checked and KPIs evaluation has to be performed twice a year to improve the services. Bonus and rewards are given according to company's profit and employees' performance.

5.2.8 Key Partnerships

Key partnerships of the company is condominium juristic person office in order to get access to leave brochure and get customers referrals. Furthermore, the promoted channels such as website, Facebook Page, and Instagram are created and taken care of by IT programmer and developer. Later, the company grows bigger and has various types of customers to serve the trainings and workshop schools. In addition, suppliers for cleaning equipment and cleaning solutions will become the key partners. Moreover, the liabilities insurance is bought to compensate in case any damage occurred. Therefore, the insurance company is another key partnership. Moreover, the employees are registered and are provided Social Security System and Workmen's Compensation Fund in case employees have injuries from work or outside of workplace. Consequently, Department of Employment and Social Security Office are our key partnerships.

5.2.9 Cost Structure

The highest cost in this business is labour cost as it is a labour intensive business. Later, when the company expands to have more specialty and provides more complex works, the cost of special equipment and cleaning solutions will be the second highest cost.

5.3 Financial Planning

5.3.1 Capital Expenditure (CAPEX)

1. Website and Social media such as Facebook Page and Instagram development cost
= THB 50,000
2. Office and Maid mobile phone = THB 10,000
3. Laptop and printer = THB 22,000

Total Capital Expenditure = THB 82,000

We expect them to have three years of lifetime. Therefore, Capital Expenditure will be THB 27,333 per year and depreciation is THB 2,278 per month

5.3.2 Operating Expenditure (OPEX)

1. Office Rental = THB 15,000 per month
2. Utilities (electricity, water, internet, and mobile service) = THB 5,000 per month
3. Advertisement (Google AdWords and other social media advertisement) and Promotion = THB 30,000 per month
4. Liability Insurance = THB 1,000 per month
5. Salary and Compensation
 - 5.1 Company's owner salary = THB 20,000 per month
 - 5.2 Maid Salary = THB 350 per day x 26 working day per month x 10 maids = THB 91,000 per month
 - 5.3 Maid Travel Expense = THB 50 per day x 26 working day per month x 10 maids = THB 13,000 per month
6. Office Supplies = THB 1,000 per month

7. Social Security Expense = THB 5,300 per month

Total Operating Expenditure = THB 181,300 per month

5.3.3 Monthly Cost

Capital Expenditure + Operating Expenditure = Monthly Cost

THB 2,278 + THB 181,300 = THB 183,578

5.3.4 Price

Cleaning area at 50 SQM needs the cleaning period for 4 hours per one time service per week. Therefore, a maid can clean at 12.5 SQM per one hour. Assume that maid requires to dusting shelves and tables, sweeping and mopping floor, cleaning restroom and balcony. The cleaning fee will be THB 150 per maid per hour.

5.3.5 Break-Even Working Hours

Break-Even Working Hours = 1,222 hours per month (THB 183,578/ THB 150)

= 124 hours per maid per month (1,224 hours per month/ 10 maids)

= 4.8 hours per maid per day (124 hours/ 26 working days per month). Moreover, the working hours (capacity) are 8 hours per day.

Average time = 4 hours per unit

5.3.6 Break-Even Point in Unit

Break-Even Point in Unit = 306 units per month (1,224 hours per month/ 4 hours per unit)

= 12 units per day (306 units per month/ 26 working days per month)

Break-Even Units*

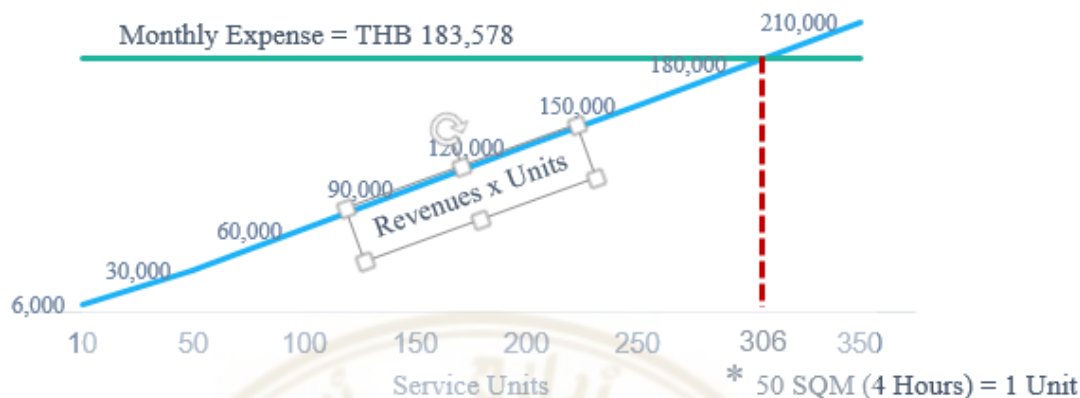


Figure 5.2: Break Even Point in Unit

5.3.7 Break-Even Point in SQM

Break-Even Point in SQM = 15,300 SQM per month (1,224 hours per month x 12.5 SQM per hour)

= 589 SQM per day (15,000 SQM per month/ 26 working days per month)

Working capacity at 8 hours per day x 26 working day per month x 10 maids = 2,080 hours per month

If we can fulfill at 70% of Capacity at 2,080 hours per month, we will have maids working for 1,456 hours per month which equals to 364 units and assume that each unit is at 50 SQM size or 18,200 SQM per month.

5.3.8 Revenue, Profit, and Payback Period Estimation

Revenue = THB 218,400 per month (1,456 hours per month x THB 150 per maid per hour)

Profit = THB 34,822 per month (THB 218,400 - THB 183,578)

Capital Investment = THB 82,000

Payback period = 2.35 months (THB 82,000/ THB 34,822 per month)

Payback Period



Figure 5.3: Payback Period

5.4 Recommendations

From interviews with Thaiyai maids and business owners, the researcher could see that there are unfair treatments to immigrant maids. For example, the employer requires immigrant maids to work on Thailand's Official Holidays without extra payment and they cannot choose to have a day off on that day because the employer believes that they are not Thai citizen. Therefore, they should not get to have days off on these holidays or if they come to work, they should not receive extra payment as same as their Thai co-workers. Some of them really want to keep their jobs so when there are high risk job such high level cleaning, they would volunteer themselves to do. They are treated unfairly at work. In addition, they hardly have opportunity to have career advancement or even to choose the job. Moreover, taking days off seems to be impossible because they are afraid not getting paid and if they would like to leave a job, they need a sign consent from their employers.

To analyse Thaiyai maids with ERG theory, they are still in Existence Level as they have to work to get money for food, rent, clothes, and medicine. Moreover, they do not get to have access to Social Security System and Workmen's Compensation Fund, job security, recognition, and fair treatment. However, they have social contact with their co-workers and friends which mean that they have touched to relatedness

level. It is not possible for them to reach to growth level without support and assistance of employer. During the interviews they are asked what values they have in life and what they want to improve in their life. From the researcher's perspective, it is difficult for them to answer because it took them for so long and the choices are given to reply. Perhaps, they have never thought anything beyond the income, fair treatments, and acceptance.

For further analysis of Thaiyai employees, the researcher uses Herzberg's Two Factors to examine them, currently, they have only some of Hygiene factors as they have no certainty in career, no benefits provided at work, and no clear company policies even about days off. They have not been fulfilled to motivational factors yet. Motivational factors consist of recognition, sense of achievement, career advancement, and responsibility.

As the employer, fair payment and set days off should be organised. As the researcher believes that when people are happy and have enough rest, they will be more efficient and create more productivity. Moreover, with Social Security System and Workmen's Compensation Fund, they can have access to medical treatment, rights to get support when they are unemployed after resignation or are fired from work. Moreover, when they are injured, they can get compensation. The company should provide employees work contract to give them job security and to make them feel that the company commits to them as well. The rewards should be given when they have excellence performance to show appreciation and recognition. In addition, responsibility and some level of autonomy should be given and the company should support them to be a part of decision making. This way, they can understand the whole process of working, organising, and solving problems which later can give them career advancement too. When employees are happy and they value their duties, they will work harder and try to improve themselves to perform better at the workplace. Moreover, the employee turnover rate will be low. This way, company does not have to spend time and resources to repeatedly recruit and train new employees. In Cleaning Company Service, the cleanliness, tidiness, and speed are important factors in order to increase quality and income. New inexperienced employees cannot do the job better and faster than experienced employees. On the other hand, once the customers are familiar and build trust upon a certain maid, they do not want to get a replacement. Moreover, if the

company treat them right, they will refer the company to their friends and families to apply for a job. Consequently, business disruption will not be occurred due to the lack of employees.

The Goal-Setting Theory of MBO is applied to employees. They will recognise their tasks, objectives, and the expectation from the company. This process also aids members to see their work progress as they achieve each objective, which supports a positive work environment, recognition, and a sense of achievement. The rewards will be given to those who could achieve and excellently reach to certain requirements within the timeline. When the employees who do not get the rewards this time, they will perform better in order to get the rewards next time. However, the requirement to get the rewards have to be established. This way, it will give employees a meaningful career. As MBO Goal-Setting is used, its results could be reviewed for KPIs at the mid and the end of the year too. With this method, the company can ensure customer satisfaction from our services and with good service later the customers will refer our service to their families and friends.

5.5 Limitations

Primarily, confidentiality is essential since the two of respondents in this research are the owners of Cleaning Service Company. The questions are sent for consideration and not all questions can be answered due to the sensitive information about the companies. Consequently, a list of questions is reviewed and revised before conducting the interviews. In addition, another two Thaiyai Employees are asked about their work which can cause problems to them if their employers know about the interview. Moreover, since they have been living in Thailand for two to three years, there is some language barrier occurred between the researcher and respondents. The researcher believes that some questions are too complicate for them to fully understand. Therefore, sometimes, the researcher has to give them the examples. Besides, the objectives of the research need to be clearly clarified to all respondents before conducting the interviews because some sensitive information, especially, when conducting the interviews with the owners of Cleaning Service Company about strategies and tactical practices which are normally concealed. Moreover, in order to get

various perspectives, experiences, and information, the sample sizes have to be larger for each stakeholder. In addition, the researcher has to cope with bias from interpreting the interviews and some interpretation might be errors because of the misunderstanding. Finally, considering the limitation of timeline in conducting the research, precision, reliability, and soundness of data must be obtained in collecting data process as the crucial part of study is the quality of collected data because it will impact the quality and correctness of the outcomes and recommendations.

5.6 Future Research

For Further research and to improve business model and practices of Cleaning Service Company, more time and resources have to be inputted. Not only qualitative method as in-depth interview has to be conducted in a larger scale but also quantitative method has to be conducted to receive a clearer understanding and wider perspectives. Before concluding with a certain business model and practices, the qualitative as a survey-based research should be performed to test the results in order to access to larger size of samples (Echambadi and Campbell, 2006). Moreover, the use of business model and company's practices have to be adapted due to change of time, situation, and stage of company.

CHAPTER IV DATA ANALYSIS

4.1 Finding

According to interviews with three stakeholders which are Cleaning Service Company Owners, Homeowners, and Thaiyai maids, the researcher is analyzing the results as below;

4.1.1 Cleaning Service Company Owners

The researcher captures the findings by applying nine blocks of Business Canvas Model as a tool in order to use these findings to build suitable and effective business model later.

Customer Segments

Maid Delivery's target markets are single houses, condominiums, and offices. The company targets on single families, new generation people who are living in condominiums and actually spend time at their places mostly after work and on weekends. In addition, the company focuses on regular or contract signed customers. ProCare Specialty is one stop cleaning service provider. It offers minimum one-year contract, one time service upon the appointment for houses, condominiums, and offices. Even, deep clean services after house construction or yearly clean (on New Year and Chinese New Year). Moreover, it provides permanent based maid for offices, condominiums, and hospitals. The company does not have many small jobs. Mostly, it also specialises in cleaning factories to be ready for site inspection and to maintain the condition as ISO standard required. The maids will be working on sites to service in regular basis. For example, a hospital requires 10 maids to support its business and a condominium requires its maids to clean common areas.

Value Propositions

Maid Delivery's value propositions are to serve people who do not have a full time housekeeper. Moreover, these people do not want to use their leisure time on cleaning. ProCare Specialty's value propositions are to serve industrial factories which

need to be inspected for ISO standard. In addition, the company specialises in cleaning high level area such as dusting roof because it has to be cleaned in order to pass and maintain ISO standard. This is very important for exporting factories to be cleaned because the partners will come to site inspection. Furthermore, the company has the expertise in cleaning underground treatment plants which do not have air. Therefore, the air pump is needed to be used for its employees to be able to breathe but it is a very dangerous procedure. Likewise, the area between the ceiling and the roof in the pharmaceutical industries have to be vacuumed in order to pass the standard check. This job needs a lot of attention and caution because the ceiling cannot carry a lot of weight. Moreover, there is insufficient air.

Channels

Both companies provide their cleaning services to their customers by sending maids to the working site. The maids have to travel by themselves. Since Maid Delivery provided narrower service areas and it does not have center management as ProCare Specialty. Therefore, the service areas can only be provided on BTS and MRT accessed areas. However, the company partially support the travelling expense for its employees. For ProCare Specialty, when the company has job in other provinces, the company will support transportation to sites for maids. The companies primarily promote their services via website by investing in Google Adverts to make customers see their website on the first page.

Customer Relationships

Maid Delivery retains customer relationships by using its website. Moreover, they connect to customers via email, phone call, and Line application. ProCare Specialty retains customer relationships by using its website. Furthermore, the company uses phone calls to contact customers more often than using email. Besides, in order to retain big spenders and long term customers, the company uses customer visitation to get customer satisfaction and feedback to make sure the services reach the requirements and to have sustainable relationship with its customers as well.

Revenue Streams

The revenue stream for both companies are from contract signed customers and regular customers. However, the profit margin of Maid Delivery is at 30% whereas, ProCare Specialty has the profit margin at 10-15%. Most of their customers are contract

signed housings and offices, industrial factories, condominium, and hospital. While, Maid Delivery's main customers are contract signed houses, condominiums, and offices.

Key Resources

Both of them have maids as their crucial key resources because this business is the labour intensive industry and the skills and quality of their maids are the essential factors to generate revenue. The other key resources are capital, office, computers, telephones, mobile phones, and knowledge to train their employees. However, ProCare Specialty invests in vans and trucks, and both special and normal cleaning equipment and cleaning solutions as it works in large and specialised industry to service its customers. For, Maid Delivery, the customers have to supply some cleaning equipment and cleaning solutions to maids because maids have to travel via public transportation. On the other hand, both companies mention that to have a good system can improve their productivity and effectiveness. It makes work easier to manage. As ProCare Specialty has centers to take care of its employees and customers in the responsible areas and Maid Delivery has software system to manage back office tasks.

Key Activities

Both companies' key activities are providing cleaning services that achieve customer's expectation to their customers. Therefore, employees' trainings are needed. Hiring has to be done very often because of high turnover rate of employee in this industry. In addition, the back office work such as scheduling, maids' working roster, contract, invoices and receipts issued and other back office activities have to be smoothly performed. Moreover, daily contact to answer and feedback to customers are needed via the website, email, phone call, and Line application have to be done. However, for ProCare Specialty, the customers' visitation is required. Moreover, for both companies, they constantly need to check for customer satisfaction and do KPI evaluation to improve their services which would later affect to bonus and rewards to their employees.

Key Partnerships

Key partnership for both companies are website developer. However, for Maid Delivery the programmer is the key partnership since now the company is hiring him to create a software program to manage back office operations such as scheduling

working system. Moreover, since ProCare Specialty provides cleaning equipment and cleaning solutions for customers; these product suppliers are one of its key partnerships. Moreover, the company also has liabilities insurance for any damage occurred from providing services. The starting liability will be paid from THB 10,000 and group insurance for its coordinators and management level employees. Consequently, the insurance company is its partnership. Moreover, it provides Social Security System and Workmen's Compensation Fund in case they have injuries from work and outside of workplace. Consequently, the company has to contact and report in case there are new employees and current employees resign.

Cost Structure

As I mentioned earlier, this industry is labour intensive industry. Therefore, Labour is the highest cost in this business. For Maid Delivery Company, if one maid works for 6 days per week, she will get more than THB 15,000 per month. For ProCare Specialty, they pay the maids on daily basis at THB 360, which is more than the minimum wage rate in Bangkok as THB 310 about 16%. Moreover, all employees both maids and back office employees are in Social Security System and Workmen's Compensation Fund in case they have injuries from work and outside of workplace. Moreover, for coordinators and management level employees, the company provides group insurance. Moreover, for ProCare Specialty, the second highest cost is cleaning equipment and solutions.

4.1.2 Homeowners

The researcher captures what are Homeowners' pain points, and needs, what services they require from Cleaning Service Company, what Characteristics, personalities, and qualities they want from cleaning service maids, how important of level of maids' Thai language proficiency to them, and how important of employees' treatments and compensation policies of the company affect customers decision making in choosing Cleaning Service Company.

Their Pain Points and Needs

Both Ms. Thitisuda Sripong and Ms. Phornchanok Ingpochai require frequent services from an in-house housekeeper. However, for Ms. Thitisuda Sripong, her help is her relatives who will be resigning soon. As, for Ms. Phornchanok Ingpochai,

she is now having help from Burmese maid. This person has just started last month because the previous maid resigned due to the expired visa and she did not have all legal documents to extend the visa. The new immigrant laws and regulations enforcement causes difficulty to find new maid. However, if they cannot find a replacement for permanent in-house housekeeper. Then, they are willing to hire Cleaning Service Company to assist them as Ms. Thitisuda Sripong has seven members in her family and the size of her house and land is 400 SQM. For Ms. Phornchanok Ingpochai, now she is living with her mother and she does not want her mother to spend time in doing house chores and without help they cannot complete all tasks.

Required Services

Both Ms. Thitisuda Sripong and Ms. Phornchanok Ingpochai require services to clean the whole house, to do laundry and iron the clothes, and to cook. Though, when they hire cleaning service company, they do not expect the maid to do all works as they are not an in-house housekeeper. Furthermore, if they use Cleaning Service Company, they would like to be serviced from the same maid.

Characteristics, personalities, and qualities they want from cleaning service maids

Ms. Thitisuda Sripong thinks that honesty and professional cleaning quality are the important key of services because she is a neat and clean person. Furthermore, she is strict about the work quality. When the work does not reach her standard, the maid has to do it again. Moreover, she expects the maid to be kind and not be aggressive. Moreover, the maid should be open-minded for suggestion and conversation. Ms. Phornchanok Ingpochai thinks that the maid has to be able to do the work with cleanliness and has to be honest by not stealing from her family. Moreover, The Service Cleaning Company should have the information about its employees in case there are problems occurred so that it can track down the employees. In addition, she prefer the maid to work in professionally manner and has the training before.

The Importance of Maids' Thai Language Proficiency

Both Ms. Thitisuda Sripong and Ms. Phornchanok Ingpochai rank the importance of Thai language proficiency of the maid as she should be able to communicate with them in level four (given 1 is the least importance and 5 is the most

importance). As they mentions that the maid does not have to be able to understand everything, just to be able to communicate and understands requests.

The importance of employees' payment, benefits, and treatments, from the company as the criteria of cleaning service company selection decision. For example, the company supports Thaiyai people by employing them and give them a fair treatment to give them a better of life quality.

Both Ms. Thitisuda Sripong and Ms. Phornchanok Ingpochai mention that it would be nice to the employees and it reflects a good image of the company if the company does such a thing. However, they value more on service qualities especially cleanliness, convenience, punctuality, and safety. If the company provides its employees fair salary, benefits, and treatments, they will consider it but it will not be the main factor of preferred company.

4.1.3 Thaiyai Employees

The research captures on Thaiyai employees' payment, benefits, and treatments, how they want to improve their life quality, which type of legal document they need to have in order to legally work in Thailand, the reason why they are working in this industry, their Thai language proficiency, and how they spend their leisure time.

Payment and Benefits

Ms. Koi says that her employer gives her THB 308 per day as the Minimum Wage Rate in Chiangmai. She is now working in Maya Shopping Mall in Chiangmai as a maid. In addition, she can choose her working roster to take days off but she does not get any payment on absence. Ms Kham who is now working as an in-house housekeeper for a family in Chaingmai. Her salary is THB 10,000 per month. However, she does not have to get any days off. Moreover, she has no idea what will happen if she is absence for work but she assumes that she will not get pay. They both do not get any benefits such as being registered in Social Security System and Workmen's Compensation Fund in case they have injuries from work or outside of workplace. They have to support themselves. Nevertheless, according to Social Security Office the immigrant workers who legally have passport, temporary passport, certificate of identity, and work permit, they are entitled to Social Security System and Workmen's Compensation Fund (Social Security Office, 2013

Improved of life quality via increase of income and training

Ms. Koi and Ms. Kham believe that if they both have more income, it would improve their life qualities. Furthermore, Ms. Koi says that when she does a good job, the employer should express the appreciation to her and gives her rewards. She also says that it would be better if the employer provides trainings so that she can be better at her job. Both of them do not share the concerns on deeper values and expectations.

Required legal document

In order to be able to legally work in Thailand, Ms. Koi needs to have the work permit, which has to be extended every year. However, she shows concern about her situation that if she would like to resign or change the job, she needs the signed document to show that the employer has the consent to allow to let me go, if not then she cannot leave while Ms. Kham has Passport and visa, which she has to extend every three months and it costs her THB 300.

Reasons why they work in this industry

Since they moved to Thailand, Ms. Koi has been working as a maid. To her it is easier to get the job that she had experience before. However, Ms. Kham had experience in working Garment factory in Bangkok before she moved to Chiangmai when she was married to her husband who is living in Chiangmai. She said there was no choice for her to do anything else but being a housekeeper because it is not easy to find work.

Their Thai language proficiency

They both did not have anyone to teach them how to speak Thai. They just learn it from daily use. They have been living in Thailand for two to three years but as the researcher conducts the interview with them, they can understand what was asked and be able to communicate very well.

Buddhism Value and Social Contact

They both mention that when they have free time, they would go to temple for Merit making. Moreover, they are looking forward to spend time with friends either at work or in their leisure time.

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APPENDICES

APPENDIX A: Interview Transcript of Ms. Tamonwan Pornwittaya - Cleaning Service Business Owner

Date: July 19, 2017

Interviewer: Would you please introduce yourself?

Interviewee: My name is Tamonwan Pornwittaya. Now I am working in my family business, the cleaning service provider which is called Maid Delivery. It is the first business that is owned by our family. Our target markets are single houses, condominiums, and offices. Our maids will be working as part-time to these markets. Most of our customers require them to come in once a week and pre-booking the schedule. Rarely, they need the service every day. We target on single families, new generation people who are living in condominiums and actually spend time at their places mostly on weekends. These people have no need to hire a full time housekeeper. Moreover, they do not want to use their leisure time on cleaning.

Interviewer: Do they book in advance?

Interviewee: Most of them, yes. However, there are some customers who do not have the fixed schedule in their lives, they will be having an appointment upon request.

Interviewer: Do you have any irregular customers who call you out of nowhere? In addition, do you offer the difference rate?

Interviewee: Yes, some of them are random customers and their rates will be higher than our regular customers. There are three packages, which are one time service, five times service package which has to be used within three months, and fixed date and time package (for example, every Wednesday from 9am to 1pm).

Interviewer: How do charge the price? Per size by SQM?

Interviewee: We will be asking the customers about the location, size, and what they would like our maids to do. Then, we will let them know about the rate offer. Next, we have to discuss with them about the convenient day and time to come in. In addition, after that we will arrange the maid to fit with customers' requirement. If the customers are satisfied with the offer, we will be doing and sending contract to them. Later, they will be transferring money to our account. Then, we will send the maid to service them.

Interviewer: How do you measure the rate by using size? For example, the service area is 100 SQM. The difference between one house is not dirty and messy and another one is dirty and messy.

Interviewee: Then, we have to let the customers know that their houses are dirty and messy. The time and the rate that we have discussed were not enough. However, normally, if the customers are not a tidy and clean person, they do not expect a perfect job. Nevertheless, if they want to have a perfect job, then we have to add the working hours and the rates will be charged higher.

Interviewer: So, do they pay as the size or the hours that the maid has to spend on cleaning?

Interviewee: I calculate as a condominium at 100 SQM, it would take the maid to clean for four hours once per week. However, if the customers have a pet or they wish to have laundry service, then we have to charge extra time and expenses.

Interviewer: When did your family start this business?

Interviewee: We started in 2010 as there was the business sales offer on internet and the owner had the connection with many expats but she could not retain maids who worked for her. Moreover, she did not have enough customers to support the maids. Therefore, she could not continue running the business. We bought this company from her and in return, she gave us customers' list and contracts. Later, we developed our own business model.

Interviewer: Is the business stable yet?

Interviewee: Yes. For two to three years.

Interviewer: What are your responsibilities in the company?

Interviewee: As the beginning, we got four customers and two maids from the previous owner. However, now all given maids are resigned and we retain one customer with us. Currently, we have 50 maids working for us. In addition, I have to say that the business is working because we have good management system. Therefore, we do not need a lot of work force to do back office work. The only two people who are working in the back office which are only one employee and I. Once, my mother used to help us but now she is focusing on the overall business.

Interviewer: How do you control the work of your maid? Do you have onsite manager?

Interviewee: I totally trust our maids' work quality. There is no onsite manager.

Interviewer: How do you prevent customers to directly contact for services from your maids?

Interviewee: Sometimes this problem happens. However, mostly, the customers need to contact them via us because about 60% of our customers are foreigners. Therefore, there is a language barrier between them to communicate. Moreover, most of our maids do not want to be an in-house housekeeper because they need freedom and they understand that we can provide them jobs on regular basis. Even when a customer cancels the appointment, we can substitute with another customer.

Interviewer: Basically, you provide them a work schedule each day, which they have to travel to jobs by themselves.

Interviewee: Yes.

Interviewer: How many jobs per week do you have?

Interviewee: 500-600 jobs per week, which is calculating from 50 maids x 2 jobs per day and they are working 5-6 days a week.

Interviewer: Wow, that is a lot. How could you handle this?

Interviewee: We have an effective software program to manage the scheduling.

Interviewer: Do you have an in-house own designed software?

Interviewee: Yes, at first we started from using excel program to manage scheduling but when we had more and more maids and jobs, we have decided to hire programmer to help us. We told him the structures and ideas.

Interviewer: Why do not you sell the software program?

Interviewee: Yes, we are about to open another company to sell this software.

Interviewer: What is your profit margin? As your company has high labour intensity, therefore, the employees cost must be high.

Interviewee: 30% and the highest cost will be their payment. In addition, my employees are the legal immigrant workers, which we help them to pay such as visa and work permit expansion. These maids need to have visa or work permit to be able to work and travel here. In addition, we use the agent to do the related documents of the immigrant employees.

Interviewer: Who are your competitors?

Interviewee: Tidiness, Seekster, and Sakura. The cleaning companies that promote via application can compete with us only in one time cleaning market, not regular cleaning basis provider.

Interviewer: How do you acquire new customers? Do you get them from referral, social media, or advertisement?

Interviewee: Most of our new customers are 70% from friends' recommendations because when our expats customers are going back to their countries, they will recommend to new replacement of them at work. On the other hand, the landlords of condominiums recommend us to their new tenants. Moreover, we invest in Google Adverts for advertisement when we do not have enough cleaning jobs to support our maids. However, this does not happen often. Since we have been in the business for quite some times, our website is already on the first page when the customers search for cleaning service provider.

Interviewer: Do you limit the service locations?

Interviewee: Within Bangkok area that have BTS and MRT such as Ladprao, BangNa, and Charoennakorn.

Interviewer: Do you support their travel expenses?

Interviewee: We partially support them.

Interviewer: How do you retain existing customers?

Interviewee: Normally, they do not change the service provider except some customers might be having newborn child and they would like to have an in-house housekeeper/nanny. Another case is that expats customers go back to their home countries or customers move out of Bangkok. Not often that customers do not like our work quality and do not use us anymore.

Interviewer: Which channels do you use to contact with your customers?

Interviewee: We mainly use email to contact with our customers about 70% and the rest contact channels would be phone calls and via LINE application.

Interviewer: How do you acquire new maids?

Interviewee: Most of them are friends (maids) referral.

Interviewer: How many percentages of your employees are immigrants?

Interviewee: 80% of them are immigrants and they are Burmese.

Interviewer: How do you communicate with them?

Interviewee: They can already speak Thai. They are tougher and have more patient comparing to Thai employees. All maids who work with us have to be able to speak

Thai and read Thai or English. Moreover, they have to be able to travel from job to job by themselves.

Interviewer: Why do they need to be able to read Thai or English?

Interviewee: Because we communicate and assign jobs to them via SMS. Therefore, one of the hiring requirement is they have to be able to read Thai or English. We will be informing them once for the regular job and they have to write it down and if there is any change we will be informing them one to two days in advance.

Interviewer: Do you prefer immigrant employees or Thais?

Interviewee: Actually, I prefer Thai employees but we cannot find ones. Thai people prefer to have their own small businesses such as, opening a food stall. On the other hand, they want to work in the factories. Because maid work is a tiring job and telling people that they are working in a factory sounds better than working as a maid or housekeeper. However, if we compare working skills between Burmese and Thai, Burmese maids are doing better in their job. Furthermore, Thai maids can find their own cleaning jobs so there is no need for them to work for me.

Interviewer: What are the characteristics, personalities, and qualities that you are looking for in maids?

Interviewee: I am looking for people who have responsibility, and have cleaning service experience at least for two years. We also provide training. Moreover, our customers have quite high standard. Last, they have to be able to speak Thai and read Thai or English.

Interviewer: Do you provide cleaning tools and cleaning solutions for customers?

Interviewee: No, because most of our customers are regular customers and they prefer our maids to use theirs. They do not want us to use the cleaning tools that have been used before.

Interviewer: What are the main problems that you have to encounter at work?

Interviewee: Mainly communication problem between us and customers or maids. Moreover, sometimes maids misread the SMS and went to the wrong day/time and location. It is very difficult to prevent. Sometimes maids make mistakes by damaging customers' stuff. However, customers do understand about this and if we inform them, usually they are fine with it. The maids can tell the customers themselves in the customers' presence, if not, we will be the one who tell the customers.

Interviewer: Is there any stealing problem?

Interviewee: I encountered once with one Thai maid. After that we fired her and compensated to customer. However, we always notice customers to keep their valuable stuff because it is very difficult to prove or they just misplace it. In contract, we mention that the customers have right to search our maids and later claim of stolen properties will not be appealed.

Interviewer: How do you compensate your employees?

Interviewee: They will get the payment upon the working hours and size of customers' house/condominium/office (not fixed salary). Not every maid can bear the work at the same level. For example, if one maid works for 6 days per week, she will get more than THB 15,000 per month.

Interviewer: Do you provide any days off for your employees?

Interviewee: Yes, they can choose by themselves. We only require them to work minimum five days a week. Usually, they choose to have a day off on Sunday. Just small number of them prefer to work only five days a week.

Interviewer: As most of your employees are immigrants, Can they be registered and get benefit from Social Security System?

Interviewee: Yes, but when they get sick we help supporting them for medical treatment if they stay with us for long. We do this in order to make them stay with us for a long term and we value their effort in working. We admire them because maid job is tough and people who are doing this have to clean up the mess from others, not everyone can do that. Besides, at the end of each year, we give them bonus based on their performance.

Interviewer: How do you check their performance? From customers' recommendation or survey?

Interviewee: Yes, we do that as well. Moreover, we calculate number of job done per year and amount of revenue that they have created for us.

Interviewer: Do your employees have any social contact with one another?

Interviewee: Yes. Most of them know one another, they often meet on the sites (condominium buildings) and they have group LINE chat among them.

Interviewer: Do they find their own accommodations and meals?

Interviewee: Yes. They find their own accommodations and prepare their own meals.

Interviewer: What are your strengths and weaknesses comparing to competitors?

Interviewee: We offer lower price for regular customer's package. For one time cleaning, we offer at the same rate but other companies might provide cleaning tools and cleaning solution. Moreover, we have better rating in customer reviews. We have better management system which can provide customers' flexibility. However, we have limited service location. For contract period of regular cleaning basis, we offer monthly contract but other companies offer three or six month period of contract. Customers can cancelled or change date and time of service without penalty. Moreover, my mother used to work as the accountant so she know well about the accounting process such as, invoice issue, invoice with tax deduction which will benefit to corporate customers or expats who would get redemption from their company. We also have maids that can communicate in English and if not the customers can place their requests with us which later we will pass it to our maids. Moreover, the services can be flexible and added on which will be charge later. The weaknesses are that since we are family business, there are no written structure, competencies of each position, and KPIs. Threats that we are facing now is new immigrant labour laws and regulations which are unclear laws and regulations. On the other hand, the conservative of Thai bureaucracy and work system of government make the process slower and more complicated. The opportunities are the trend of single families and condominiums along BTS and MRT lines bring us more customers. Customers' convenient lifestyle bring us more demand to the industry.

Interviewer: Do the customers usually request the same maid?

Interviewee: Yes. However, if they change the schedule, they have to understand that we cannot provide the same maid.

Interviewer: Can you give me the regular payment that the customers pay?

Interviewee: Whole day cleaning of a house at 150 SQM, which the service is requested once a week, the customer, will be paying less than THB 4,000 per month or small condominium cleaning service, the service fee will be THB 2,000 per month.

Interviewer: Thank you so much for your time and information. I really appreciate your kind assistance.

APPENDIX B: Interview Transcript of Mr. Vinai Songrujirath - Cleaning Service Business Owner

Date: July 20, 2017

Interviewer: Would you please introduce yourself?

Interviewee: My name is Vinai Songrujirath, I am Managing Director of ProCare Specialty Co., Ltd. This is the first business that I do after I have been working for other companies for 14 years. My last employment was PCS Company.

Interviewer: Why did you establish a Cleaning Service Company?

Interviewee: I actually did not think much. However, I studied Chemical in my Bachelor's and worked in managing a cleaning company, PCS Company, which is a leading company in this field. Therefore, I think I might have a potential to be in this business.

Interviewer: Please tell me briefly about your area of services.

Interviewee: We are one stop cleaning service provider. We offer minimum one-year contract, one time service upon the appointment for houses, condominiums or carpet deep clean service. Even, deep clean service after house construction or yearly clean (on New Year and Chinese New Year). Moreover, we provide permanent based maid for offices to service.

Interviewer: Do you service the industrial factories too?

Interviewee: For industrial factories, we standardise in cleaning high level area such as dusting roof because it has to be cleaned in order to pass and maintain ISO standard. This is very important for exporting companies because the partners will be coming to do site inspection.

Interviewer: What about restaurant businesses? Cleaning any chimney?

Interviewee: Yes, we do that too.

Interviewer: What about offices?

Interviewee: We do that as well.

Interviewer: Is there anything that you think that most people would not know that you provide such a service?

Interviewee: Yes. We clean underground treatment plants that do not have air. Therefore, we need to pump air for our employees to breathe but it is very dangerous. Consequently, the maids have to take turn to get in there. Furthermore, the area between

the ceiling and the roof in the pharmaceutical industries, it is needed to be vacuum clean in order to pass the standard check. This job needs a lot of attention and caution because the ceiling cannot carry a lot of weight. Moreover, there is not enough air.

Interviewer: What are your daily responsibilities?

Interviewee: I am at office every day. Moreover, currently, we are implement the management system by assigning the responsible areas.

Interviewer: Is it like you have a site manager and coordinator to responsible for each district?

Interviewee: Yes, these people have to take complaints from our customers and solve the problems.

Interviewer: How many zones do you have?

Interviewee: Over 10 zones covering Bangkok Metropolitan Region including its perimeters.

Interviewer: Do you service in other provinces too?

Interviewee: Yes.

Interviewer: As you have the mentioned system, does it make your work any easier? Is there any problem?

Interviewee: Our industry is the labour intensive industry. We have deal with human problems such as, resigned employees and new employees. For example, even though I give my employees more money comparing to the Minimum Wage Rate at THB 310 in Bangkok, they want to have a long holidays during Songkran's for two weeks, they will just quit the job. Later, they will apply for a new job again.

Interviewer: Why is that so? Is it because of the way of their thinking or education background?

Interviewee: It is because they feel that it is not difficult to find a new job in this industry, if they are Thai. The Minimum Wage Rate THB 310 in Bangkok. However, in order to attract maids, the industry pay rate has to be THB 350 to THB 400. Therefore, their switching cost for jobs is very low. They will be accepted to work anyway, just have to reinvest in new company uniform. As a result, we have to face the shortage of maids since we have contracts with customers to obey.

Interviewer: What about work roster? Is it fixed?

Interviewee: Yes, it is fixed and maids just have to deal with their assigned center. For example, maids who work for Ramkhamhang area, they will be reported to Ramkhamhang Center. They will not need to travel far, just rent a place in the area. This way we can have low turnover rate of employees. Each center is responsible to find sufficient number of employees who live in the area to support the number of jobs that they have.

Interviewer: Do you also service small scale such as, small unit of condominiums?

Interviewee: Yes for one time service upon the appointment.

Interviewer: What else do you do in each day?

Interviewee: Now, our company has ISO 9001 version 2015 as quality management standard to ensure customer satisfaction, KPIs, and customers' visitation.

Interviewer: What is customers' visitation?

Interviewee: We go to visit our customers and ask them about our services once a month. We also give them customer satisfaction card to evaluate our services. If the scores are not good, we have to improve the work quality.

Interviewer: How many percentage of KPIs do you need to achieve?

Interviewee: We set at 80% of customer satisfaction, 80% of customer visitation, and we have over that point.

Interviewer: How big is your company?

Interviewee: We have 1,000 employees, most of them are female.

Interviewer: How many jobs per week do you have?

Interviewee: We do not have many small jobs. We have hospitals, factories, condominiums as our customers and our maids will be working there to service them in regular basis. For example, a hospital requires 10 maids to support them and a condominium requires our maids to clean their common areas.

Interviewer: How many percent of profit margin do you have?

Interviewee: Nowadays, the profit margin is lower comparing to before. It used to be 20-25 Percent of profit margin. Currently, we have only 10-15 Percent of profit margin.

Interviewer: Can you rank the company expenses from the highest, please?

Interviewee: Labour cost is the highest cost and the second highest cost is cleaning equipment and cleaning solutions.

Interviewer: Do you always provide cleaning equipments and cleaning solutions even for small sites?

Interviewee: Yes, we provide them.

Interviewer: Who are your competitors?

Interviewee: We try to be in the top 10 ranking. Now, we are sometimes in 10th rank or 12th rank of leading cleaning service provider in Thailand.

Interviewer: Can you tell me who your main competitors are?

Interviewee: PCS, ISS, ICS, and OWAT for Big Cleaning and industrial cleaning.

Interviewer: How long have you been in the business?

Interviewee: We started in 1994.

Interviewer: How do you acquire new customers?

Interviewee: Mostly, we get new customers from referral of existing customers (friends' recommendations), our website, Google adverts, and internet advertisement.

Interviewer: Do you use social media or newspaper or magazine advertisement?

Interviewee: No, we have only the website.

Interviewer: How do you retain existing customers?

Interviewee: We use ISO system as a tool to standardise ourselves and to retain customers.

Interviewer: Do you normally visit customers by yourself?

Interviewee: We have site managers and coordinators to assist us.

Interviewer: Which channels do you use to contact your existing customers?

Interviewee: We can contact them via phone calls and visitation by myself or by site managers and coordinators. Moreover, every New Year, we will be sending a present to them. For high value customers or long-term customers for 10-20 years, I have to visit them by myself.

Interviewer: What is your hiring process?

Interviewee: We will do hiring process after we received a signed contract from customers, which are the results of sales representatives' work. Then, we know the site location, next the responsible centers will find maids to serve new jobs. This way, we do not have to spend money on travelling cost. Maids will have better quality of life since they can save time to travel from home to work. This time they can spend on taking care of their children and they are happy. As a result, they will stay longer with us.

Interviewer: Do customers request for the same maids?

Interviewee: Yes and they will not be happy if we send different maids because the old ones resign from us. Some maids work in the offices, they need to trust and familiarity with our maids.

Interviewer: As you mentioned about trust issues, how do you deal with stolen, broken, and damaged customers' properties?

Interviewee: For stolen property such as money or bank note, it is very difficult to prove. On the other hand, for broken and damaged properties, we will responsible for the mistakes since we have a liability insurance when the damage is over THB 10,000. For the lower amount, the liability will fall to us and maid for each 50/50.

Interviewer: Do you have any immigrant employees?

Interviewee: No, not currently. Though, we used to have immigrant maids from Myanmar, Cambodia, and Laos. These people worked harder than Thais and they were not picky. They volunteered to work in high risks jobs such as cleaning in high level.

Interviewer: Did you have Thaiyai working for you?

Interviewee: Yes, we had them working in rural districts.

Interviewer: Why do not you use immigrant labour anymore?

Interviewee: Because of the new immigrant laws. It is very complicated system. When the employees resign, we have to inform the authority, if not they can fine us.

Interviewer: Did you hire immigrants and Thais at the same rate?

Interviewee: Yes, I gave them the same rate. However, Immigrants were not in Social Security System and on Thailand's Official Holidays, they did not get extra payment.

Interviewer: How do you pay them? On monthly or daily basis?

Interviewee: We pay them on daily basis at THB 360, which is more than the minimum wage rate in Bangkok about 16%.

Interviewer: What are the characteristics, personalities, and qualities that you are looking for in maids?

Interviewee: We have to check for the job fit first because each job needs different types of skills and characteristics. For instance, the office job in Japanese company in Silom area, they need a neat person to take care of their carpet. They do not want old woman. On the other hand, some jobs, they do not want to have young women because they are not responsible for their tasks and they are talkative. Hence, they request for maids who

are 40-50 years old. In conclusion, we have to find maids according to the jobs and employers' requests.

Interviewer: Do normally the employees have the experience in this job before?

Interviewee: We have both experienced and inexperienced candidates.

Interviewer: Do you provide any training or do you have any SOP (Standard Operating Procedure)?

Interviewee: We provide on job trainings by maid supervisors and site assistance managers to train and monitor unexperienced maids on site for three days to make them understand the nature of work. Site assistance managers will be the ones who check and control work quality.

Interviewer: How many employees do you have for back office work?

Interviewee: About 30 people.

Interviewer: How do you manage to retain the employees?

Interviewee: We use incentives to attract them to work for us and if they work with us for a year, they do not have to pay for new uniform.

Interviewer: Do you provide bonus for them?

Interviewee: Only for office employees, center managers, center coordinators, site managers, and site assistance managers. For maids, at the end of the month, we will calculate number of days that each maid comes in to work and will pay them accordingly. They are in Social Security System as well. Moreover, they will benefit from Workmen's Compensation Fund in case they have injuries from work and outside of workplace. Moreover, for coordinator and management level, we provide group insurance.

Interviewer: How many days off do maids have per month?

Interviewee: They do not get to have Sundays off but the work roster will be assigned according to their responsible sites. Overall, they will be having four days off per month. Moreover, they are entitle to six days of leaves.

Interviewer: How do you keep up with your competitors?

Interviewee: Our strengths are we have been in this business for long and we have a lot of connection. The trustworthy of our company also attract employees to work with us. We can accept the jobs at any time because we have well management system (as mentioned as centers) to support us. For small companies, they are not ready to do the

job as soon as the customers' requests. Moreover, we have ISO certificates to guarantee our standard to ensure the satisfaction of our customers. This can attract our new customers to choose us. On the other hand, the weaknesses and threats are that we feel uncertain with this government laws and regulations. Therefore, it is risky to use more capital to invest in order to expand the business. At first, I thought that AEC would make us to have more choices on labour but this government does not have policies to support immigrant labours. Moreover, companies from AEC will invest in cleaning business by taking their own people to work here to compete with us.

Interviewer: Do you wish to expand your business to other provinces?

Interviewee: No, not yet. Moreover, if I could turn back time, I would not do this business because there are problems with Human resources. It is difficult to work in the industry that have labour intensity. Some days, five maids can quit the job and you cannot replace them on time. In addition, this business relies on connection and relationship with customers too.

Interviewer: Thank you so much for your time and information. I really appreciate your kind assistance.

APPENDIX C: Interview Transcript of Ms. Thitisuda Sripong – Homeowner

Date: July 21, 2017

Interviewer: Good afternoon, now we are going to talk to Khun Nat, Khun Nat, would you introduce yourself?

Interviewee: My name is Thitisuda Sripong.

Interviewer: Normally, at your house, whom is the one doing the housework?

Interviewee: In-house housekeeper who is a relative.

Interviewer: How many SQM that this person is responsible for?

Interviewee: Approximately 100 SQWA or 400 SQM. The house was built to cover most of the land.

Interviewer: How many family members do you have?

Interviewee: Seven People

Interviewer: What are the daily tasks that have to be done?

Interviewee: Almost everything such as cooking, cleaning the whole house, doing laundry, including ironing.

Interviewer: Khun, Nat, have you ever hired the cleaning service company to take care of your house.

Interviewee: No, I have not used the service before.

Interviewer: What if your housekeeper quits the job, what would you do?

Interviewee: If she does not work with us anymore, I have to find a replacement of the permanent housekeeper.

Interviewer: Only in-house housekeeper? What if you cannot find the replacement in time, would you like to hire the cleaning service company? Moreover, how much would you like to pay?

Interviewee: Yes, per one time, I would like to have a maid to service for eight hours. And I am willing to pay THB 1,000. Moreover, I would like to have the maid coming twice a month.

Interviewer: Usually, when you have in-house housekeeper, is there any problem occurred?

Interviewee: She does not complete the work as I want. For example, the house is not properly cleaned and the clothes are not neatly ironed.

Interviewer: In case if you have immigrant maid come to work for you, please rank the importance of Thai language proficiency of the maid to be able to communicate with you (1 is the least importance and 5 is the most importance).

Interviewee: I rank this factor as level four. She does not have to be able to understand everything, just to be able to communicate is enough.

Interviewer: Once you hire the cleaning service company, what do you expect from them?

Interviewee: Honesty and professional cleaning quality because I am a neat and clean person. Furthermore, I am strict about the work quality. When the work does not reach my standard, the maid has to do it again.

Interviewer: Are you ok if the cleaning service company does not provide cooking service?

Interviewee: Ok. Some tasks we can do it ourselves.

Interviewer: What should be the personalities, characteristics, and qualities of the maid from Cleaning Service Company? What do you expect?

Interviewee: I would like her not to be aggressive and be kind. Moreover, she should be open-minded for suggestion and conversation. Sometimes, people can be scary because we do not know her before.

Interviewer: I see so if she looks clean and decent that would be better, right? Do you prefer male or female maid?

Interviewee: I do prefer female cleaning maid.

Interviewer: Will you allow her to access in every area of the house?

Interviewee: I will let her access to all areas but it would be better if we have someone in the house during the services.

Interviewer: Would you like to set a fixed schedule for cleaning service or contact upon your request?

Interviewee: Contact upon request is better because sometimes there is no one home.

Interviewer: Will you provide the cleaning tools and cleaning solutions?

Interviewee: Yes, I will provide all tools and cleaning solutions because I do not want her to use the tools that have been used in other houses before.

Interviewer: In the cleaning service company selection process, if there is a company, which supports Thaiyai people by employing them and give them fair treatments to give

them a better of life quality. Will this company attract you more comparing to other companies?

Interviewee: It would be nice if the company does such a thing, however, I do not mind if they do not have this because I value more on service qualities.

Interviewer: Thank you so much Khun Nat for your time and information.



APPENDIX D: Interview Transcript of Ms. Phornchanok Ingpochai – Homeowner

Date: July 26, 2017

Interviewer: Good evening Khun Pune, could you please introduce yourself?

Interviewee: My name is Phornchanok Ingpochai.

Interviewer: What do you do for a living?

Interviewee: I am an owner of clothing store in Central Rama 9.

Interviewer: How many family members are there in your family?

Interviewee: At home, we are have three people, my mother, a housekeeper, and I. My brother is living in a condominium.

Interviewer: Generally, who is doing the housework?

Interviewee: The housekeeper is the one whom is doing all house chores including cooking.

Interviewer: Can you please telling me what the size of your house in SQM is?

Interviewee: I do not know the size in SQM but the house is three storey townhouse with rooftop which is covered most of the land plot.

Interviewer: Have you ever used the cleaning service company?

Interviewee: No, never.

Interviewer: And what do you do when your housekeeper leave?

Interviewee: My mother and I would be dividing the tasks. My mom would cook and I would do the laundry with washing machine. Usually, when we have an in house housekeeper, she would be doing laundry by hand. However, when there is an absence of housekeeper, I would send working clothes to laundry service for ironing.

Interviewer: What are the nationalities of your previous and existing housekeepers? Where are they from?

Interviewee: Most of them are Burmese and Karen from the border connecting between Myanmar and Thailand.

Interviewer: Do they speak Thai?

Interviewee: We will try to screen only the one who can speak Thai. If they cannot speak Thai, the salary will be lower. Moreover, we prefer the one who already has experience in housekeeping because we do not want to waste time on training.

Interviewer: To conclude, you prefer a housekeeper who can communicate in Thai and have done the work before. How much salary do you give them?

Interviewee: I offer THB 8,000 per month. Some housekeepers would like to be paid at THB 9,000 per month but I explained that the benefits are including in house accommodation including utilities and meals, which provide them comfort. Moreover, on her spared time, she can watch television. Therefore, they are ok with the offer.

Interviewer: How many days off do you provide to your housekeeper?

Interviewee: She does not have a fixed plan for days off. It is normally upon her request. For example, for the long holidays like New Year and Songkran, she can leave three to four days. Usually, she does not ask a routine day off because she does not know where to go. Most of my housekeeper prefers to stay home even though they have passport with valid visa and they are freely to go anywhere.

Interviewer: Do you prefer housekeeper with passport with valid visa or work permit?

Interviewee: I prefer the one who obtains passport with valid visa to avoid the legal issue.

Interviewer: For the cost of renewing visa, do you support them or they need to have it before applying for the job?

Interviewee: They already have it.

Interviewer: Have you ever had the issues with the in house housekeepers?

Interviewee: Yes. Recently, the previous housekeeper just resigned from the job because of the new immigration laws. Her passport was expired and she did not have all paper works with her. As the result, she was scared to be in trouble and caused us problems. As a result, she left us almost for a month to renew the paper works. Now we have a new housekeeper at home who already has all legal documents because she went to Myanmar on last Songkran's holidays.

Interviewer: How long do your housekeepers stay with you?

Interviewee: Most of them stay with us long because we do not have baby or elderly people at home so they do not have to do a hard work. Moreover, we usually go to work and come home late.

Interviewer: In case if you have immigrant maid come to work for you, please rank the importance of Thai language proficiency of the maid to be able to communicate with you (1 is the least importance and 5 is the most importance).

Interviewee: I would like rank as level four. She should be able to communicate and understand the requests.

Interviewer: If you cannot find a replacement for your maid and your mother is busy, will you hire the cleaning service company, and which rate would you like to pay for the service? What do you expect from them?

Interviewee: How do they charge? Per Hour or per day?

Interviewer: Normally they charge per hour. For example, whole day of services will be eight hours of service, not including one hour of lunch break.

Interviewee: Will the provide services include dusting shelves and floor, and mopping floor, but not including doing laundry and cooking?

Interviewer: Actually, all extra services above basic plan are upon request but the homeowner has to be charged extra. For instance, normal services will not include deep clean, rearrange belongings, and cleaning inside the cabinets and drawers. That would be in deep clean program.

Interviewee: Wow, this deep clean program is also every interesting. It would be nice if you have to an application for on demand services to serve customer like Food Panda. You can have maids on demand services. However, the main services should be basic package, as people who are living in Bangkok do not have time to clean their houses or condominiums.

Interviewer: How many hours are needed in order to clean your house?

Interviewee: As I mentioned that, my house is a three-storey house with three bedrooms. For basic cleaning, I think we need four hours.

Interviewer: How much for the service fee that you are willing to pay?

Interviewee: I would like to pay THB 500 for four hours of service.

Interviewer: What should be the personalities, characteristics, and qualities of the maid from Cleaning Service Company? What do you expect?

Interviewee: What do you mean by that?

Interviewer: Cleanliness, honesty, be able to communicate, and professionalism with training.

Interviewee: First, she has to be able to do the work with cleanliness. Second, she has to be honest by not stealing from us. The company should have the information about

its employees in case there are problems occurred so that it can track down the employees.

Interviewer: Which mean that you prefer the maid that you can trust so would you like to have the same maid every time?

Interviewee: If I like the work of a certain maid then for the next services, I would like to have the same person coming to service at my house. In this case, I can leave her working in the house without supervision.

Interviewer: Will you allow her to access in every area of the house?

Interviewee: I will let her access to all areas. Usually, we keep our valuable belongings in the safe and we do not keep these stuff at home.

Interviewer: Will you provide the cleaning tools and cleaning solutions?

Interviewee: It could be both but the company should charge extra for bringing cleaning tools and cleaning solutions. Anyway, we will provide all tools and cleaning solutions because we already have them at home.

Interviewer: In the cleaning service company selection process, if there is a company, which supports Thaiyai people by employing them and give them a fair treatment to give them a better of life quality. Will this company attract you more comparing to other companies?

Interviewee: The importance for me is ranked as level three (1 is the least importance and 5 is the most importance). It would be a good image for the company but for me, I value more on my convenience, punctuality, cleanliness, and safety. If the company provides its employees fair salary and treatments, I will consider it but it will not be my main factor of preferred company.

Interviewer: Thank you so much Khun Pune for your time and information.

APPENDIX E: Interview Transcript of Ms. Koi - Thaiyai Employee

Date: July 24, 2017

Interviewer: Would you please introduce yourself?

Interviewee: My name is Koi and I have no last name. I am Thaiyai from Myanmar. I am married but I have no kid.

Interviewer: Where are you living right now?

Interviewee: Now I am living in Chiangmai, Meung District.

Interviewer: How long have you been living in Thailand?

Interviewee: I have been living in Thailand for three years.

Interviewer: And who did teach you Thai language?

Interviewee: No, I have not taken any class. I study Thai language by myself from daily use.

Interviewer: Oh! That is great. You can speak Thai so well.

Interviewer: Are you working now?

Interviewee: Recently, now I am working as the maid.

Interviewer: May I ask you about the salary? How much do you get? Does the employer pay you as monthly or daily basis?

Interviewee: The employer gives me THB 308 per day as the Minimum Wage Rate in Chiangmai.

Interviewer: What are your tasks on daily basis?

Interviewee: I am working as a maid in Maya Shopping Mall in Chiangmai. My tasks are cleaning, dusting, and mopping the assigned areas.

Interviewer: Apart from your salary, what else the employer provides you, any health insurance or any other benefits?

Interviewee: No, nothing.

Interviewer: How many days off do you have per month?

Interviewee: It depends on me but if I take leave, I do not get any payment on absence.

Interviewer: What do you do after work or on your days off or your leisure time? Do you like going to waterfall or temple.

Interviewee: I like going to temple on my days off. I like merit making.

Interviewer: What would like to have in your life to improve your quality of life?

Interviewee: I would like to have more income.

Interviewer: What do you have as a legal document approval for working in Thailand?

Interviewee: I have work permit document, which has to be extended every year.

Interviewer: Whom support to pay for this payment of work permit extension?

Interviewee: I have to pay it myself.

Interviewer: Why do you choose to work as maid?

Interviewee: Because I have experience in working as a maid before, actually since I moved here in Thailand.

Interviewer: I see, so working as a maid in shopping mall gives you the opportunity to have friends at work.

Interviewee: Yes, I have friends at work.

Interviewer: What do you expect from your employer? How should he/she treat you?

Interviewee: If I am good at my job, the employer should give the rewards. Moreover, I am not certain that I would be here long. The problem is if I would like to resign or change the job, I need the permission from the employer to agree to let me go.

Interviewer: So far, how does your employer treat you?

Interviewee: He/ She treats me well. I have been working with him/her just over a month.

Interviewer: Do the employer provide you any training before work?

Interviewee: He/ She just asked whether I have the experience in the job or not. And, I have the experience working as a maid before. Therefore, he/she just gave me the assigned tasks and responsible areas. It would be better if he/she provides training so that I can be better at my job.

Interviewer: Thank you so much for your time and information. I really appreciate your kind assistance.

APPENDIX F: Interview Transcript of Ms. Kham - Thaiyai Employee**Date: July 24, 2017**

Interviewer: Would you please introduce yourself?

Interviewee: My name is Kham, just Khum. I am from Myanmar. I have been living in Thailand for two years and now I am married but I have no kid.

Interviewer: How do you learn Thai language? Where do you study from?

Interviewee: I do not study from anywhere and I cannot write Thai. I just learn to speak Thai from daily life.

Interviewer: Wow! Just two years and you can communicate so well.

Interviewer: What is your current work?

Interviewee: Now I am working as a housekeeper in a house in Sansai area, Chiangmai. Previously, I worked in Garment factory in Bangkok.

Interviewer: Which work do you think is better in your opinion?

Interviewee: I can do both since I have the experience in Garment and housekeeper. Whatever is fine.

Interviewer: May I ask, how do you get paid, I mean daily or monthly basis? And how much?

Interviewee: Monthly basis and I get paid at THB 10,000 per month.

Interviewer: How many days off do you get?

Interviewee: I have no days off. I have to go to work every day.

Interviewer: What? No days off at all?

Interviewee: If I do not go to work, I am afraid that I will not get paid at all. I have no idea because I have never been absented from work.

Interviewer: Why did you quit working in the garment factory in Bangkok?

Interviewee: It was because I got married and my husband is living in Chiangmai. Therefore, I have to move here.

Interviewer: How do you find Bangkok? And what do you think about Chiangmai?

Interviewee: I like Chiangmai better. I have more fun living here.

Interviewer: What are you doing after work or your leisure time?

Interviewee: I like to go to temple making Merit on Buddhist holy day. Moreover, I enjoy spending time with my friends and sometimes I stay at home.

Interviewer: In which aspects would you like to improve in your life?

Interviewee: I feel satisfied with my life now.

Interviewer: What is the legal document do you have in order to work here in Thailand?

Interviewee: I have passport and visa, which I have to extend by myself.

Interviewer: Who support the payment of visa extension?

Interviewee: I have to pay by myself. The fee is THB 300 and I have to renew my visa every three months.

Interviewer: Why do you apply for the housekeeper job?

Interviewee: I do not know what to do because in Chiangmai it is very difficult to find a job.

Interviewer: If there is a cleaning service company that provides a job that you can be rotated to service many houses and condominiums, will you be interested in working in this company?

Interviewee: Yes, I am interested. In addition, I can have friends at work.

Interviewer: Thank you so much for your time and information. I really appreciate your kind assistance.

