Emmanuel Chukwuemeka Uchezuike

Feasibility Study on Creating a Training Hub for Service Cleaners in the Hotel Industry

KAMK • University of Applied Sciences

Abstract

Author(s): Emmanuel Chukwuemeka Uchezuike

Title of the Publication: Feasibility Study on Creating a Training Hub for Service Cleaners in the Hotel Industry

Degree Title: Bachelor of Hospitality Management & Tourism

Keywords: Feasibility Study, Viability, Functionality, Training Hub, Cleaning Service

This thesis assesses the feasibility of creating a Training Centre for Cleaners in the hospitality sector, focusing on hotels. It examines the viability of this business idea by identifying potential challenges, outlining qualification requirements, and detailing essential tools for cleaning and administrative functions. The objective is to establish a standard for aspiring entrepreneurs in the hospitality cleaning industry. Recognizing the significance of the hospitality sector globally, the study proposes a specialized training hub in Kajaani City, Kainuu Region, aiming to enhance individual cleaners' skills, optimize portfolios, and elevate cleaning standards. The initiative is driven by addressing customer dissatisfaction through quality cleaning, promoting job equality, and aligning with market trends and technology to elevate overall cleaning standards in the hotel industry. The study deployed four theories: the theory of Work Study, the Four Ps of the Marketing Mix, the Value Proposition Canvas, and the Servitization Mapping Canvas, to back up terms and elaborate the implementation process.

The method used to conduct research was the qualitative research method. The inductive and deductive thematic analysis was utilized to analyze the data. Interviews were carried out among two focus groups, the cleaning department, and the Management. Two cleaners and two managers were interviewed to gather relevant data that were instrumental to the results of the thesis. There were limitations in language barrier, relevant materials for the new topic, and restrictions of information due to company ethics.

The results emanated from first; the interview sessions, where it was evidenced that there is a lack of quality cleaning due to no proper training of cleaners, which the interviewees agreed that a special training program is an ideal. It asserts that the new training hub is needed to help enhance the workers' abilities and boost new applicants' work experiences through quality training. The second result comes from regulatory considerations and certifications and found that the Finnish government supports a new company idea that has a good business plan, with loans, unemployment benefits, and grants. The final result coming from the market analysis informs that Kajaani is a viable location with a good number of companies to collaborate with and also needs such development.

Contents

List of tables and figures.

Abbreviations

FNAE – Finnish National Agency for Education
MEC – Ministry of Education and Culture
VET – Vocational Education and Training
WTTC – World Travel and Tourism Council

1 Introduction

The hospitality industry, as a huge entity, encompasses a lot of enterprises and sectors that are all embedded or engaged in role-play for tourists' attraction, comfortability, and satisfaction by creating customer need specificities such as lodging, dining, and entertainment, among others. Such services for both pleasure and business travelers are essential, as it is claimed in the current dispensation that Hospitality is one of the three most significant economic sectors in the world (WTTC, n.d.).

The process of this thesis epitomizes one part of such departments of the hospitality industry, which is the cleaning services, which form the reason behind the intended topic of this project. Due to the importance of this branch of the field in terms of the services rendered, the quality of services, the challenges, and the necessity for customer satisfaction, there is a need for a feasibility study to find out the possibility of establishing a specialized training Hub that will help optimize and boost the individual cleaners' portfolios and potencies within the Hospitality industry, especially in Kajaani City, the heart of Kainuu Region, to aid-quality cleaning, and help the Hospitality companies drive profits, and take the cleaning department to the next level while matching customer preferences, taking advantage of technological advancement and the market trends. This will form the practical part of this thesis and will be discussed later.

It was the author's inquisition to find a solution to the perceived dissatisfaction of customers, and the necessity to provide a level playing ground for the unemployed within the Kajaani Region to get equal job opportunities that triggered the idea of this thesis topic leading to the author's willingness to delve into feasibility study to create a Training Hub to abate or alleviate such challenges.

Feasibility studies are important to examine the critical aspects of a proposed project to ensure success by detailing the requirements before engaging in the business properly, to avoid or reduce unnecessary risks and losses (Investopedia, 2023). The methodical identification, assessment of risk, and result handling contribute majorly to the success of a project (Cooper, D. et al., 2005, p. 2).

The subject of feasibility studies is used to decide whether a project is suitable for further testing; in other words, they allow researchers to evaluate whether or not the concepts and findings can be formed to be valuable and viable. (Bowen et al. 2009, p. 2).

According to Johnson (2020), feasibility studies help identify potential risks, assess project objectives, and provide valuable insights into the project's overall feasibility. Research on feasibility is essential for determining a project's viability before its implementation (Smith, 2018). These studies are particularly important for complex and high-cost projects with high stakes (Brown, 2019, p. 123-140).

Moreover, the depth of information in a feasibility study is crucial to the overall development process because it allows for the breakdown of expected costs and benefits into individual components that can be thoroughly studied during the planning stage (Talerico, 2023, p. 3).

In this thesis, the overview structure of this topic's feasibility and processes will be examined, and the findings of the possibility of establishing such a company in Kajaani among other existing companies will form the criteria and a guide for benchmarking and possible implementation. The operational requirements, market demands, risks, financial considerations, potential benefits, and further challenges that may be encountered in this course will be made available here through qualitative methodological research findings, electronic and literature data collections, questionnaires, interviews, and further reliable sources, digging out more details of the marketplace Kajaani.

The 4Ps of the Marketing Mix will be applied in the marketing strategy to implement the business plan. The Value Proposition Canvas and the Servitization Mapping will be utilized for the infographics' representation of the idea generation. At the same time, the Work Study Theory will be used to evaluate and create a standard of measurement of workforce effectiveness and productivity. Then, benchmarking will be realized using references to other cleaning companies' standards of operation.

1.1 The Research Problem

The research problems are the Feasibility assessments on criteria for starting a Training Center for Cleaners in Hospitality homes. Most workers in the cleaning department of the hospitality industry do not clean well due to a lack of proper training and less experience, and the companies that employ these workers do not care much about their efficiency, effectiveness, and further development, affecting their ratings and customer retention. Again, due to changes in market trends and new technologies available, this idea was brought to help reinvent the cleaning staff and department and move the motion for their

continual training from time to time to be up to date with what is new in the industry, while helping to develop the labour force. The viability of this training idea's feasibility will be thoroughly evaluated, thoughtfully examined, and resourcefully detailed to aid clarity and obscure extrapolations before engaging fully in the business. At the end of the thesis, the conclusion and recommendation will further cement the novel idea and provide a benchmark for an audacious entrepreneur.

1.2   The Purpose and Objectives of the Feasibility Study

The objective of this thesis is a feasibility study to find out the possibility of carrying out such a business idea to the later, the risks and challenges that may be encountered in the process of establishing and running the business, the benefits that could be accruing from the business, the qualification requirements for individual nursing the desire to develop such business, and essential working tools needed for both cleaning and administrative departments, coupled with other criteria necessary to establish a Training Centre for Cleaners in hospitality homes and come up with a viable standard for the future entrepreneurs to take on, in establishing such business goal. This will be evidenced through further procedure implementations, then business plan which will not be feasible in this thesis but will take proper shape in the later development of the project itself.

The purpose for choosing Kajaani is, first of all, a familiar location which the Author has lived and worked since arriving in Finland, where he currently works in a Cleaning Company. Another reason is that creating such a company in Kajaani will bring development by creating more employment and more tourists visiting Kajaani. The other reason behind the author's choice of location is that there are a good number of cleaning companies already in place in the City that can form a collaboration with the new company to be established. It is also good to note that Kajaani is a small city with close and good road connections that can help the to-and-fro movement of the Trainees to the Training location, with little distance to cover. Again, except the vocational institutions, there is no such company currently in Kajaani, so this company is the first of its kind.

1.3   Feasibility Study in Relation to Business Plan

A feasibility study evaluates the viability of a business idea or project, before committing major resources to it. In this essence, a number of factors are looked at, including potential dangers, market demand, technological viability, and financial projections. Studies of feasibility are conducted to ascertain the viability and sustainability of an idea. (Investopedia,

According to the author of this thesis, he defines feasibility study, as a thorough investigation carried out to assess the viability and likelihood of success of a proposed project or a course of action, to establish if the project is viable or not, knowing the history and development of such regional and special market demand. It details the market analysis, competitive advantage, marketing strategy, and financial projections necessary to carry out a proposed business plan.

To start-up a business it is necessary to begin with a feasibility study, which offers a detailed review of the project's potential viability (Cooper & Schindler, 2018). According to Scarborough and Cornwall (2020), this assessment entails evaluating the operational viability, technology needs, market demand, and financial predictions. Moreover, before investing more money in the project, the feasibility study serves as a diagnostic tool, pointing out potential problems and warning signs (Kuratko & Hodgetts, 2017).

Business plans, outline the strategic direction, operational specifics, marketing goals, and financial projections of an organization. A roadmap is prepared for how the business will be started, run, and expanded as a result of the feasibility study's results based on the study's findings.

A thorough business plan is developed based on the knowledge gained from feasibility research. (Hisrich & Peters, 2019). The document serves as a dynamic reference point for decision-making and adaptation as the business develops throughout its early stages.

It is important to note that a business plan is more detailed and more concrete in practice than a feasibility study. Nevertheless, it is necessary to underpin that feasibility study works conjointly with a business plan, to achieve concreteness in validity and performance.

There is a relationship between a feasibility study and a business plan which is symbiotic in nature. The findings and conclusions drawn from the feasibility study provide the factual basis upon which the

business plan is constructed (Barringer & Ireland, 2019). Conversely, the business plan integrates the practical implications of the feasibility study, translating its insights into actionable strategies (Zimmerer, Scarborough, & Wilson, 2018). The feasibility study informs the business plan, while the business plan uses the insights from the feasibility study to achieve an end product or result.

2   The Theoretical Background

The theoretical background of this thesis comprises the Definition of terms such as cleaning, cleaner's hub, hospitality industry, feasibility study, benchmarking, and explication of models used, such as the Work Study theory, the 4Ps of the Marketing Mix, the Servitization Mapping, and the Value Proposition Canvas, to solidify the potency of the workpiece and provide vivid directions to the process of a feasibility study and business planning/implementation.

2.1   The Hospitality Industry and Its Cleaning Modus

Cleaning is defined as the removal of deposit layers from equipment surfaces (Wilson, D. I. 2005, p. 1). Raghubalan (2015, pp. 765-772) claims that the hotel cleaning department is undergoing rapid changes, and currently, taking care of the hygiene component is just as important as it was a few years ago when the primary objective was merely to clean the premises. Hence, while focusing on hotel cleaning, it is also important and required that the workers appear clean and presentable, as it speaks volumes of the overall services rendered.

According to the Oxford Dictionary (n.d.), it is the action of making something clean, especially the inside of a house.

According to Merriam-Webster (n.d.), it is the method of cleaning surfaces or items to preserve cleanliness and restore their attractiveness by eliminating dirt, dust, stains, or other undesirable materials.

Methodical listing and maintaining an intentional cleanliness standard in the field of hospitality forms the basis for a good guest experience and protects the health and safety of the customers (Borges, 2016, p. 11). The author thinks that there is the need for various departments of the hospitality sector, such as the guest rooms, common areas, eating areas, and restrooms, to meet certain cleanliness standards to keep up improving customer satisfaction and retention, and as well, investing in employee training and development on a very important note.

Cleaning requires the use of a variety of instruments, pieces of machinery, skills, and cleaning substances to get the intended effects. It is a crucial task in both residential and professional contexts, such as in houses, workplaces, hospitals, and manufacturing facilities. The primary

goal is to get rid of impurities that can spread germs, bacteria, and viruses, lowering the risk of diseases, and fostering a safe and healthy environment. (Carling, 2021, pp. 609-610)

A cleaning company as a term has no particular definition but when defined in the relative term Housekeeping, it is the provision of a clean, comfortable, safe, and aesthetically appealing environment (Raghubalan, 2015, p. 17). Another definition by the author presents a cleaning company as an established institution that is equipped to carry out the burden and the responsibility of making houses and the environment clean and being paid for a job well done. They can be commercial cleaners, Residence cleaners, hospital cleaners, general cleaners, and many more.

A cleaning company may also provide cleaning services for different properties, such as houses, offices, retail stores, hotels, hospitals, schools, and other facilities. Moreover, as already said, the scope of services a cleaning company offers can depend on the specific needs and customer preferences.

Meanwhile, the word Housekeeping can be understood in two meanings such as; house and keeping. While the word house is described as the building where people live, the word keeping describes a steady, constant, or continuous situation, something happening frequently or repeatedly. The word Housekeeping is keeping a house in a specific state frequently or repeatedly in order to keep the guest comfortable. (Malik, 2010, p. 9)

Housekeeping is a part of hotel services which is burdened with cleaning and tidying of a hotel, as well as handling the rotation of the linens and uniforms for the employees (Djumino, 2003, p. 16). Rumekso, (2003, p. 1) used the same definition as he stated that Housekeeping is part of hotel services, with the responsibility of maintaining cleanliness, tidiness, and freshness in all hotel areas, both outside and inside, including rooms and restaurants, offices, and toilets rent by guests.

Special tools are invariably used in the industry of cleaning or cleaning services, and some cleaning agents are utilized to create a clean and conducive environment, which will all be detailed later. There are also some customizable cleaning packages and plans, which are dependent on customers' specific needs, which form part of this idea generation.

In other words, cleaning service and cleaning business are other names that can be attributed to a cleaning company. It is a professional organization, firm, institution, and enterprise that offers various sanitation and cleaning services to either commercial, residential, or industrial customers. In this regard and in order to maintain a good level of professionalism, it is the duty

of a cleaning company to employ trained and skilled staff members who specialize in performing a wide range of cleaning tasks, such:

1. General Cleaning: Routine cleaning of all living spaces, including bedrooms, bathrooms, kitchens, and common areas (Brown & Davis, 2020, pp. 78-85).

2. Bathroom Cleaning: Thoroughly cleaning and sanitizing bathroom fixtures, mirrors, and surfaces (Clark, 2018, pp. 21-28).

3. Bed Linen Change: Regularly changing and laundering bed linens and towels between guest stays (Smith & Johnson, 2019, pp. 34-42).

4. Kitchen Cleaning: Cleaning and disinfecting kitchen appliances, countertops, and utensils (Garcia et al., 2017, pp. 56-63).

5. Trash Removal: Collecting and disposing of trash and recyclables properly (Smith et al., 2022, pp. 24-39).

6. Dusting and Vacuuming: Dusting all surfaces and vacuuming carpets and upholstery to remove allergens and maintain a clean appearance (Davis, 2016, pp. 145-153).

7. Window Cleaning: Periodically cleaning windows and glass surfaces for a clear view (Smith & White, 2021, pp. 57-64).

8. Restocking Supplies: Ensuring that essential supplies such as toilet paper, hand soap, and cleaning products are adequately stocked (Johnson & Martinez, 2019, pp. 89-97).

9. Exterior Maintenance: Cleaning and maintaining outdoor spaces like patios, decks, and barbecue areas (George & Hancer, 2008, p. 367).

10. Special Requests: Addressing specific cleaning requests or issues raised by guests promptly (George & Hancer, 2008, pp. 365-383).

For effective cleaning and efficient delivery of quality, and productivity, there is a special need for training and experience for such workers. The establishment of Training Centers for cleaners, helps the employees to develop and improve good working habits, and in the process optimize their skills and measure up to new cleaning trends and technological advancement.

Cleaners' Hub is coined by the author of this thesis, as a special training environment for cleaning staff in the hospitality industry to develop their skills and experiences and get them ready for professional cleaning jobs.

2.2 Introducing the Work-Study Theory

Frederick Taylor's work study, also known as scientific management, is an approach to improving efficiency in organizations. His idea of theory involves analyzing and optimizing work processes to increase productivity. Taylor emphasized the use of time and motion studies to identify the most efficient ways of performing tasks, with the goal of maximizing output and minimizing waste. His ideas laid the foundation for modern industrial engineering and management practices.(Taylor, 1911, pp. 2-4).

According to Mehrez et al., (2000, pp. 359-370), there are two models of studies to engage in the hospitality industry while preparing to measure efficacy and standard way of undertaking a cleaning task to guarantee profitability and success, which are the Motion and the Time studies, in other words, called Method Study and Work Measurement. These studies, however, were first developed as scientific knowledge by Frederick W. Taylor in the 19th century and have become a strong model of internal improvements in organizational effectiveness, and the use of material and human resources to enhance efficiency in the industry. It tends to evaluate the time and actions taken to perform a repetitive manual operational task of cleaning and form a benchmark for continual and future processes. A Time Study measures work performance and business process, while the Motion Study estimate work methods required for enforcing time standard. (Mehrez et al., 2000, pp. 359-360)

Taylor's idea of the work-study and task measurement is that both time and motion study applications contribute to helping individuals work at their own pace and thrive in it for the long term, and grow happier and prosperous doing the job, without being overworked (Taylor, 1911, p. 2). The Time and Motion Study also helps to understand and relate closely with the time standards that could be used to determine the labour force required for room cleaning services (Mehrez et al., 2000, p. 360).

In the Hospitality industry, especially the Hotel company, this work-study model is applied to properly estimate, evaluate, measure, and apportion time for specific cleaning tasks, such as the actual required time and procedures for room cleaning. It helps to avoid overloading

working time and cut excesses in spending on salary payments of the employees while appro-priating the required benefits and rewards for cleaners in the hospitality industry (Taylor, 1910, p. 2).

For instance, in the Time Study measurement application for hotel premises, there are three categories which are used with titles such as:

a. Leave: Here, an actual time is taken for a thorough or deep cleaning, it indicates that proper cleaning is needed because the customer has left the room.

b. Live: this shows day-cleaning, meaning that the customer is staying or that the room is still occupied and needs only surface cleaning and preparation.

c. Prep: this indicates that a room is yet occupied and needed to be prepared for the night.

(Mehrez et al., 2000, pp. 362-363)

However, such titles can change depending on the method adopted by a particular com-pany but will still retain its general idea as already represented above.

There are different task specifications to be done at a particular work engagement, which will be represented in the figure below.

LIVE	LEAVE	PREP
Change sheets	Change sheets	Organize room
Clean bath	Clean bath	Organize bed
Clean basin, mirror, toilet	Clean basin, mirror, toilet	Organize towels
Clean shower	Clean shower	Remove rubbish
Dust	Dust	Remove laundry
Organize bathroom	Organize bathroom	
Freshen amenities	Freshen/replace amenities	
Fold/organize towels	Replace/organize towels	
Vacuum carpet + entrance	Vacuum carpet + entrance	
Mop bathroom floor	Clean/vacuum drawers	
Organize room	Clean windows	
Remove rubbish	Organize room	
Remove laundry	Wash floors	
Remove tools/cart	Remove rubbish	
	Remove laundry	
	Remove tools/cart	

Figure 1. Definition of Cleaning Tasks for SP (Mehrez et al., 2000, p. 362).

The figure representation shows the applications and allocation of time measurement structure, indicating each task allotted to a particular period of cleaning service in a hotel.

Moreover, rooms can be identified specifically with titles or codes. For instance, First Floor can be represented with the code (SP). Below are the examples.

SP for rooms on the lower floors (2–7); and,
DL for rooms on the upper floors (8–14).

For the suites, the following codes were used:

JN for suites with a bedroom, living room, and one bathroom;
EX for suites with a bedroom, a large living room, and one bathroom;
DS for suites with two bedrooms, a large living room, a kitchen and dining area, and two bathrooms;
RE for suites with a bedroom, a living room, a kitchen and dining area, a bathroom with a Jacuzzi; and
RO for the (only) presidential suite with a bedroom, living room, dining room, kitchen, walk-in closet, Jacuzzi, and sauna.

Figure 2. Room Classifications with Codes (Mehrez et al., 2000, p. 361).

The figure above represent an example of different floors with codes to differentiate them, and the room sizes available at each floor, that will eventually amount to different time standard allotted to them as tasks given to workers to carry out. That is to say, the rooms with extra amenities in them will require more time for cleaning performance.

The bulk of the labour force may be represented by the relative uniformity in cleaning time for each type of room such that the performance in the various room cleaning tasks in more or less the same time. If this is the case then, it could be that time may be considered as constituting an initial benchmark that will direct future practice, such as rewards for performance, and evaluation of quality. (Mehrez et al., 2000, pp. 359-370)

The theory of work-study as the author opines, succinctly depicts systematic studies on how work is performed, and how it affects worker's productivity in the hospitality industry.

Room type	Status	Adjusted time standard sample mean (minutes)
SP	LIVE	24.81
SP	LEAVE	44.00
DL	LIVE	24.31
DL	LEAVE	42.23
JN	LIVE	31.78
JN	LEAVE	44.52
DS	LIVE	50.36
DS	LEAVE	68.03
EX	LIVE	33.73
EX	LEAVE	45.05
RE	LIVE	37.11
RE	LEAVE	48.67
RO	LIVE	51.96
RO	LEAVE	64.66
All room types	PREP	5.14

Figure 3. Summary of maintenance times per room type and status (Mehrez et al., 2000, p. 363).

The clean-up times for each room according to Figure 3 above are calculated in minutes, and showcase the total times used for each room, judging from the extract, the SP, Live time is the shortest time, which was the time taken to prepare the rooms for the night, and there are not much amenities in the room, while the longest time taken for the cleaning is the DS, Leave time, due to the fact that it requires deep cleaning (total cleaning) and the room has many amenities such as two bathrooms, Jacuzzi and Sauna. The clean-up time was influenced by the amenities in the room. (Mehrez et al., 2000, pp. 361-363)

According to Taylor, W. (1911, p. 5) some individuals were more work efficient than others and had better capability of working productively than others in the course of his research the "time and motion" study, which are all together called work-study. In his analysis, he adduced that managers should make every effort to hire such competent workers whenever possible. Then, another crucial element of workplace efficiency was choosing the appropriate candidates for each job. Taylor created four scientific management principles based on what he discovered from these workplace trials, in his book "The Principles of Scientific Management", and these generic ideas fashioned by Taylor were termed "Taylorism".

A manager's primary goal should be to ensure that both the employer and each employee have the maximum opportunity for prosperity. (Taylor, 1911, pp. 2-3).

Taylorism is the idea of using the "time and motion" study to measure work productivity and in the case of its positive and potential outcome, maximum prosperity is achieved for both the employer and the employee (Taylor, W. 1911, pp. 1-5).

According to Taylor, W. (1911, p. 1) calculating the time needed for the various elements of a task helps to develop the best possible way to complete that task.

Below are Taylor's Four Guiding Principles:

1. The usage of the scientific method to examine work and identify the most effective technique to do particular tasks rather than working by "rule of thumb," simple habit, or common sense.

2. The idea of matching workers to their occupations based on capability and motivation, and training them to perform as efficiently as possible, as opposed to just assigning them to any position.

3. To Keep an eye on employee performance, and ensure they are following instructions and being closely supervised.

4. To divide the workload between managers and employees so that the former may devote their time to planning and training, while the latter can focus on getting the job done quickly. (Taylor, 1911, p. 1)

Moreover, to explicitly examine time and motion study further, the work of Payal (2023) showcases the differences between both, and a summary of what a novice should expect and understand first hand in work-study.

Table below gives the differences:

	Motion Study	Time Study
Definitions	This study assesses the totality of the work process or moves taken to complete a job.	Time study is done to assess the time standard for each task performed.

Objective	Motion study aims to optimize work efficiency and productivity by reducing wastefulness.	Time study works to implement fixed daily time work standards for workers.
Modus	This process is done by camera/video recording, which details every movement of workers during task performances.	The time study is done mainly with the instrumentality of a Stopwatch.

Table 1. Difference between Time & Motion study. (Payal, C. 2023)

The table 1 gives clarity to the reader's understanding of work-study theory.

2.3 The Structure of a Feasibility Study

A feasibility study is structurally multidimensional and extensible, bothering to a particular need of the study subject. That is to say, it is adjustable enough to suit the researcher's inquiry. (Bridges, 2021)

There are different opinions about feasibility studies by several authors. Still, the author's intent is to stick with Drury and Williams's ideas for their directness and step-by-step detailing of the necessities in the subject matter and its good suiting to this thesis' analysis.

Therefore, according to Drury & Williams (2023), it comprises the following points:

Formulation of a good narrative detailing, for instance, the project, service, plan, and product of the said business in mind, with relevant information needed for procurement and implementation of such an idea (Drury & Williams, 2023).

Marketing strategy: This is formulated in detail with regard to antecedent outcomes, which could establish a separate review but would form a stepping stone (Drury & Williams, 2023).

existing market, customers, competitors, and future business partners are examined to ascertain if they match the product plan, although it can be considered a rough market

analysis. Inquiring into potential partners' opinions can be crucial as a source of feedback (Drury & Williams, 2023).

To comprehend how the product operates, logistical technologies are structured. It will be questioned; What will it take? Do you have it? If not, can you get it? Also, the actual cost (Drury & Williams, 2023).

The operational requirements are described by drawing out the human capital projection, the needs, and the organizational chart. It aims to find out how much the workforce will cost to set up and run the study's feasibility (Drury & Williams, 2023).

A timeline of the completion of the project is put in place, with additional operational theory evaluation, based on the results of this phase, an accurate time frame for development and active implementation can be predicted (Drury & Williams, 2023).

The financial viability of the project is determined by forecasts that include references to the earlier sections. In addition to considering the proposed marketing strategy, technological needs, labour and staffing expenses, financial interest is evidenced on behalf of potential customers and stakeholders, this may contain an income statement that includes revenue, operating costs, and profit (Drury & Williams, 2023).

The final findings are provided, together with recommendations for either suspending the development if not viable or proceeding on to the next stage if successful, which is the business plan (Drury & Williams, 2023).

An initial assessment is the first step of a feasibility assessment, such as a Stakeholder interview, and market research conduction, before a business plan is prepared. All of this information is detailed to decide whether to proceed or not at first. The true investigation can start if it's approved, such as taking note of the technological factors, researching the market, presenting the marketing plan, and detailing the required manpower, project timeline, and funding. (Drury & Williams, 2023)

A group of senior management from the company could carry out a feasibility study. It could be outsourced to a consultant if they lack the knowledge or time to complete the work themselves (Drury & Williams, 2023).

As aforesaid, this structure of feasibility study can be altered depending on the choice of feasibility study type chosen by the researcher as the need be, stemming from the

technical feasibility, time feasibility, legal feasibility, economic feasibility and many more.
(Drury & Williams, 2023)

2.4 The 4 Types of Feasibility Study

According to Drury & Williams (2023) the feasibility study considers four core aspects of a project which are as follows:

1. Technical: A list of the hardware and software needed, and the professionals in the field required to make them work as expected.

2. Financial: An estimation of the cost of the overall project and its expected return on investment.

3. Market: The analysis of the market for the products or services, the industry, competition, consumer demand, sales forecasts, and growth projections as already mentioned above.

4. Organisational: A list of the necessary management personnel and the business structure to carry out the project to the conclusion. (Drury & Williams, 2023)

In the quest to make sense of feasibility study in general, coupled with its roles and functions, this study in question will attempt to accommodate each of these integral parts with suitable connections to bed a favourable outcome. Although this study will not go into details or further explanation of the above-mentioned parts, steps, and types of the feasibility study, to avoid preponderances and deviation from the objectives of this thesis, the intention is rather to provide an understandable level ground for the readers. This thesis is aimed at providing the framework of analysis in the field of entrepreneurship, and such can be evidenced in the different phases of this study project.

It is also imperative to note that in the event of uncertainty in carrying out a feasibility study, one has to have a contingency plan that is ready to be tested as a viable alternative if the first plan fails (Drury & Williams 2023).

2.5 Human Resources in Entrepreneurship

According to Armstrong & Taylor (2020, p. 3), Human Resources Management is the practice of employing, managing, and developing people in a business environment. Osterby & Coster (1992, p. 31) stated that the subject of human resources reduces personnels to the level and value of material, money and technology, deepening that every material resources are only valuable to the extent of their exploitation into economic values. Human resources are the resources that are pertinent to human beings, which can be used at different works of life (Boxall 2013, p. 4).

Entrepreneurship is an approach to leadership that can be used in both newly created companies and more established ones (Stevenson 1983, p. 12). An entrepreneur with the propensity of growing profits may find the guidelines and principles of scientific management theory captivating, which according to the ideas of Taylor (1911), is like turning all aspects of a man's job into a science, choosing employees carefully, and providing opportunities for growth, knowledge acquisition, training and encouraging the workmen to finish all of their work in compliance with the guidelines of authorised scientific study and as well undertake any jobs for which management views them to be better suited (Szabowska-Walaszczyk 2013, p. 418).

According to Peterson (1985) entrepreneurship is defined as the process of recognising and taking advantage of an opportunity. Garfield (1986) stated that certain individuals also refer to people who build a particular market segment or devise a plan to meet a demand of people as entrepreneurs. (Cunningham & Lischeron 1983, pp. 45-61)

A well-defined entrepreneurship project has to first be equipped with proper human resources management tools. This will give credence to its functionality and future success. Human management is as important as technologies involved and it is in the field of entrepreneurship that such roles are properly handled and executed.

Furthermore, creating a new business such as a Training Company for hotel cleaners, will require the employment of qualified trainers, experienced cleaners, and relevant administrative experts in the field of cleaning, to ensure an organised and well-structured system that works.

2.6 The Value Proposition Canvas

The value proposition canvas (Figure 4) is a tool used by most product owners and professionals in the marketing field to decipher solutions to customers' frustrations and dissatisfactions,

identify customers' needs and create a value to match their preferences (Osterwalder et al., 2014)
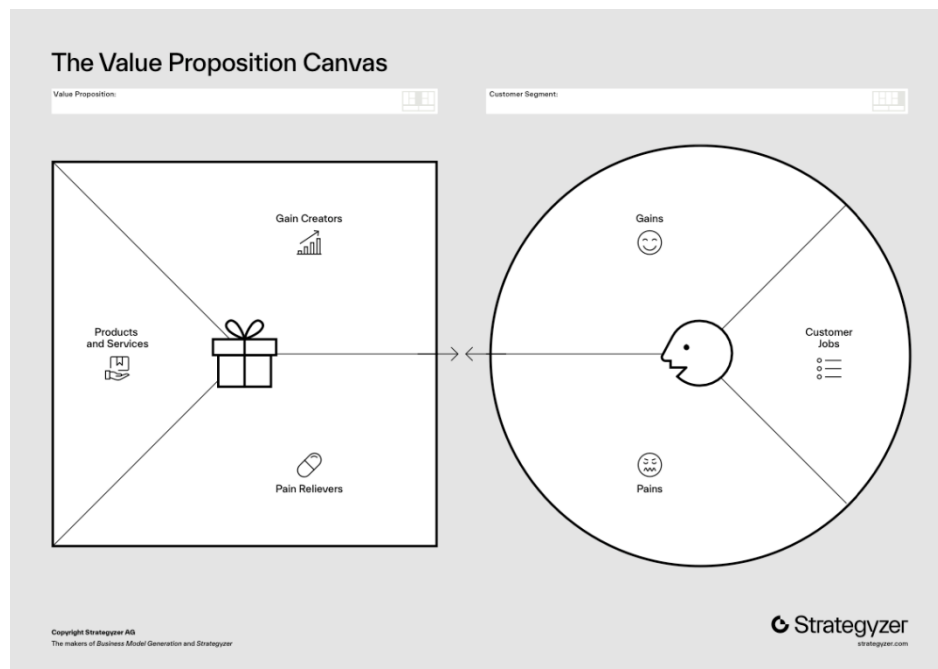

Figure 4. Osterwalder et al. (2014) developed the Value Proposition Canvas.

The attempt to conceptualize value proposition was designed in 2014, by Alex Osterwalder and Yves Pigneur. These personnels and many others work as designers in the company to develop new ideas and concepts in the marketing field to solve problems emanating from management and customers' needs, and such idea innovations keep evolving, as the concepts are improved from time to time.

Reasons for use of the Value Proposition Canvas according to Osterwalder et al., (2014)

- To define your customer profiles precisely: To determine the main tasks that need to be completed by a customer, the difficulties they encounter in doing them, and the benefits they expect from completing such tasks.

- To visualize the value, that is produce: To describe the core elements of your offering, including how you help consumers feel better and achieve gains, by becoming the gain creator and pain reliever.

- To obtain product-market fit: In order to achieve product-market fit, the Value Proposition is modified in light of the knowledge obtained through customer feedback. (Osterwalder et al., 2014)

Within the scope of this study, a reader will be well acquainted with the connection of the value proposition and the topic of the thesis, and in answering the research questions perspectively. Further explanations of the content of the image above, being, the product and services, gain creators, pain relievers, gains, pains, and customer jobs will be stressed to achieve clarity in the later stage of this thesis.

2.7   Servitization Mapping

Servitization mapping is a practical tool that is used to explore the strategic direction in a new service dimension. It helps to design a business model with the intent of generating revenue and making profits (Van-der-Torg, n.d.).
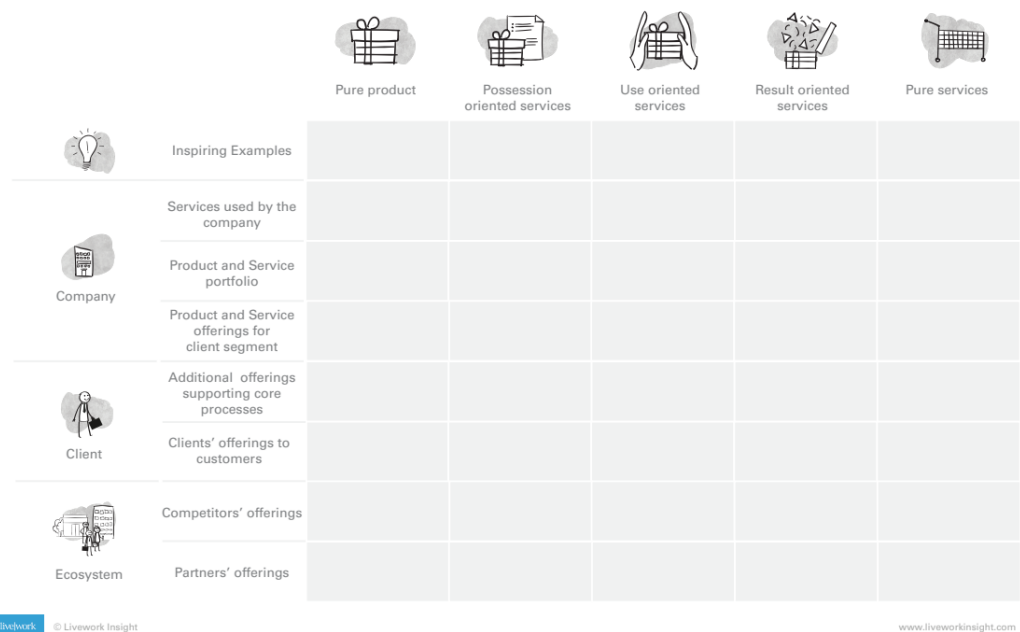

Figure 5. Servitization mapping canvas whitepaper (Van-der-Torg, n.d.).

Servitization mapping (Figure 5) is a process that helps organizations analyse the current situation and services of the marketplace as a starting point to explore possible new service design (Van-der-Torg, n.d.).

A canvas exposes a solution space in which the potential of different service offerings can be explored. The overview that is created by the canvas helps to establish a shared language and understanding within an organization. This allows businesses to align and agree on strategic directions and supports them in assessing which efforts and resources are needed to prepare the company and the market for new service offerings. (Van-der-Torg, n.d.)

In the figure 5 above, pure product provides both physical and digital value offering, and these offerings connect with customers' needs to deliver optimum value. Possession oriented services provides value deliveries through supporting a servitized product, while the use oriented services deliver value by supporting the usage of such products and helping customer make full use of such products. The result oriented services helps to deliver service values through product efficiency and quality. Pure services delivers value without the actual product itself, instead the service providers are the channels through which such services reach customers. That is to say, that the product is intangible. (Van-der-Torg, n.d.)

2.8   The Four Ps of the Marketing Mix

The concept of the marketing mix four Ps was created by McCarthy in 1964. The marketing mix is only a conceptual framework that defines the four main choices managers must make in order to tailor their services to customers' needs. It is not a scientific theory, rather, the resources can be used to create tactical programmes for both the short term and the long term. (Palmer et al., 2004, pp. 673-692)

Kent (1986, pp. 145-154) considers the four components of the marketing mix to be "the sacred four of the marketing culture inscribed on slates". The evolution of marketing theory and practise has been greatly influenced by the marketing mix. (Möller, 2006, pp. 439-450). The marketing mix is an effective concept in application because it makes marketing seem manageable, enables the differentiation of marketing from other firm activities, and allows for the outsourcing of marketing tasks to experts. The marketing mix's components have the ability to modify the competitive edge of a company (Grönroos, 1994, pp. 9-29).

The concept of the marketing mix can be used to determine and judge different prices and values of different markets for a particular product, the quality and product features, the price a consumer is willing to pay, the means of marketing and promotions, and the distribution of the particular product brand.

According to McCarthy, J. (1964, pp. 2-7), the 4Ps of the Marketing Mix, bring about a strategic pattern for decision-making in market situations, such as deciding the following:

- The Product: in the context of marketing in tourism, it is the tourism offerings that a destination can provide to attract visitors. Relating to hospitality, it is such packages that a hospitality industry provides to attract customers, such as transportation, accommodations, activities, food, beverages, and more. (McCarthy, J. 1964, pp. 2-7)

- The Price: it is the deciding factor of the value of a tourism offering and the prices attached to it which are potential attractions for customers. For instance, the cost of providing the product, competition, discount, and the target market's willingness to pay. (McCarthy, J. 1964, pp. 2-7)

- The Place: in the tourism and hospitality context, this explains the planned distribution channels, the locations, where the various offerings and packages are made available to the target market, such as travel agents, online booking platforms, direct sales, tour operators (McCarthy, J. 1964, pp. 2-7).

- The Promotion: This explains the various awareness and interest created by advertising and other strategies of marketing a product, the tourism and hospitality offerings, inclusive, such as public relations, social media, trade shows, and events (McCarthy, 1964, pp. 2-7).

However, a company's marketing mix will change depending on its resources, the state of the market, and the changing demands of its customers. At any given time, the importance of some components of the marketing mix will change. One component of the marketing mix cannot be chosen without considering how it will affect the other components. (Low & Kok, 1997, pp. 273-280)

The marketing mix has an endless number of feasible approaches. A destination can create an effective hospitality marketing plan that will facilitate attracting and keeping guests, boosting the local economy, by considering all four marketing mix components (Pandey, S. N. 2023, p. 26).

3 Empirical Part

The empirical part of this thesis serves as the practical representation of the interview research questions, methodology, data collection, data analysis, processes, schedules, requirements, certifications, regulations, part-implementations of the thesis processes to give meaning to the result of the thesis.

3.1 Operational Plan

An operational plan is a detailed road map that outlines the precise steps, responsibilities, and procedures that an organization needs to follow in order to carry out its strategic goals. It usually comprises duties, time frames, and the allocation of resources, offering a schedule for daily activities. (Robbins et al., 2017, p.472; Mintzberg et al., 1998, p. 47)

The chapter focuses on the practical implementation plans of the training service by providers, and the provisions of relevant training schedules, cleaning machines, apartments building for the classes, and the qualified trainers for the training programme.

3.1.1 Training and Certifications

This part will explain the party responsible for issuing relevant certification and qualifications, and who is qualified to become a trainer, as well as the scheduling aspects of the training providers in accordance with the training programme.

According to Cedefop (2019, pp. 41-44) it is the responsibility of the Finnish National Agency for Education, under the auspices of the Ministry of Education and Culture to solely involved with the certification, qualifications and detailing much needed structures of training in an organisation under the Finnish Law, though such decision on training methods can be flexible dependent on the packages that the company decides to carry out.

The objectives and essential components of each Vocational Education and Training (VET) qualifications are decided by the Finnish National Agency for Education, which also sets the national requirements (Cedefop, 2019, p. 41).

In order to guarantee that qualifications facilitate a smooth and effective entry into the workforce as well as occupational advancement and career change, collaboration with the workplace and other important stakeholders is maintained. Development of VET and qualifications considers not only the demands of the workplace but also the needs of individuals and chances for flexible qualification completion to meet specific needs, as lifelong learning skills are being enhanced. (Cedefop, 2019, p. 42)

In the case of this thesis, the cleaning programme will be flexible and will be made up of 5 months intensive training programme, during which every registered student will learn and master the cleaning facilities and their uses, with the practical training periods coupled with actual fieldwork experience. These will be properly organized as follows:

6 Months' Training Schedules (levels 1 - 4)

Level 1	Introducing cleaning facilities and their uses	1 month
Level 2	Intensive practical training proper	2 months
Level 3	Fieldwork experiences	2 months

Table. 2. Own representation

The training programme will be under the supervision of the ministry of education, even though there will not be any certification provision at the end, rather it will be referenced in the participant's personal profile/Curriculum Vitae. Trainers are typically expert labourers and seasoned foremen. Often, they lack pedagogical qualifications but possess a vocational or professional qualification. In Finland, there are no official educational certification for becoming a trainer, and employees and their employers are responsible for their own engagement in ongoing professional development. (Cedefop, 2019, p. 44)

The training programme will be taught in Finnish and English languages to accommodate both the Finnish and Internationals, as these are two commonly spoken languages from the focus group. From the time the student starts the level 3 programme, students will sign up for an apprenticeship programme that will be a paid job for the final stage of the programme. Their salaries will be sponsored partly by government grants and the company they are permanently working for. And the case of the unemployed, they will be fully funded by government grants.

Apprenticeship training is a work-based form of VET. An apprenticeship contract is a type of fixed-term or work agreement between an employer and a trainee, who needs to be at least 15 years old. There are at least 25 hours of work per week. The primary application of apprenticeships has been in advanced and specialized vocational education. The legislation has not specified where the theoretical part should be obtained after the 2018 reform. After the apprentice's training time ends, the employer will be under no obligation to continue hiring the apprentice. (Cedefop, 2019, p. 36)

The apprentice's wages are paid by the employer during the workplace training period in accordance with the applicable collective agreement. In addition to daily allowances and reimbursements for travel and lodging costs, students receive social benefits during their theoretical studies. Paying for training in the workplace is a cost that the education provider covers with compensation. Prior to the training session, the employer and the VET organization agree on the training cost, and a separate contract is created for each student. (Cedefop, 2019, p. 37)

A higher education degree relevant to their particular vocational field is a requirement for teachers of the training units. In the event that such a degree is not available, it may be supported by the sector's highest other qualification. Finding skilled teachers in several fields has proven to be a particular issue. In certain domains, obtaining teaching credentials can now be achieved through the completion of specialized vocational training, another certification, or some other form of training that offers strong competency in the relevant discipline. (Cedefop, 2019, p. 43)

Moreover, further analysis of the need for cleaning services will come up in Chapter (3.5), which will detail the collaboration opportunities with hotel and cleaning businesses. Then, the benchmark will emanate from the standard of operation of other cleaning companies' patterns via the interview sessions.

3.1.2   Location and Facility Requirements for the Training Hub

It is needed that creating a training center for cleaners would require resources that can be easily accessible and in consideration of workers to be trained, the nearness to cleaning companies available within such a city is needed for a start.

However, Kajaani City, which is the concentration headquarters for this new company to be established, needs to have the location at the heart of the city center, where there is good road network, and workers can enter buses or ride on bikes to the destination area. Using one element of the 4Ps of the marketing mix, which is the 'Place', it becomes incontrovertible to establish such a training hub at a place that could be of common choice for many, and close to the direct customers in the city center of Kajaani.

Here are further explanations of the terms.

- The Location Requirements:

  1. Proximity to Target Audience: One important aspect to bear in mind is the location of the training hub near areas with a significant number of cleaners or cleaning service companies, to reduce travel time for participants or workers (Johnson et al., 2020, pp. 234-251).

  2. Accessibility: It is also very important to decide on a place that is convenient for public transit and major roads to ensure convenience for workers or attendees (Smith, 2018, pp. 112-128).

  3. Safety: It is of paramount need to guarantee the neighborhood's security and safety for both daytime and evening training sessions as the case may be, as sustainability obligation (Brown & White, 2019, pp. 102-115).

- Facility Requirements:

  1. Training Rooms: There have to be multiple rooms for theoretical training sessions well equipped with projectors, whiteboards, and comfortable seating areas (Green & Davis, 2017, pp. 34-48).

  2. Audio-Visual Equipment: There will be an Installation of audio-visual systems for presentations and demonstrations as the need arises (Taylor, 2019, pp. 89-104).

  3. Hands-On Practice Areas: A designated practical training area that mimics real cleaning environments will be made available and equipped with various cleaning tools and current equipment (Jones, 2016, pp. 56-70).

  4. Break Area and Restrooms: There will be provisions for clean and well-maintained restrooms and a designated break area for participants (Clark & Turner, 2018, pp. 65-78).

5. Compliance with Regulations: The local laws and regulations are held in high esteem, as the facilities to be used must comply with local building and safety regulations (Smith, 2020, pp. 24-39).

6. Parking: There should be made available, sufficient parking spaces for participants and trainers as well (Anderson & Smith, 2021, pp. 45-58).

7. Accessibility: The facility wheelchair-accessible will be in place, and there will be considerations for individuals with disabilities in the designated area (Johnson & Williams, 2018, pp. 87-101).

8. Storage Space: An adequate storage space is provided for cleaning supplies and equipment (Smith,2019, pp. 29-37).

3.2   Market Analysis

Analyzing the marketplace in Kajaani with reference to the companies closely related to the topic of the thesis, there is need to look at the numbers of cleaning companies in Kajaani who are willing to corporate and collaborate with a possible established training company. Looking into Kajaani Region per se, there is no known established specialized training company currently, and this gives the needed motivation to delve into this project. According to City Population (2022) Kajaani as a small city possess a population of about 36,297 people. Kajaani as a local city currently has no significant index to quantify the resident cleaning companies, but contains a few cleaning companies within walking distance from the city center, which makes the destinations easily accessible, and forms a viable marketplace to establishing this firm idea, but for the purpose of these thesis, we will evaluate using the hotel cleaning companies in Kajaani, which are but two companies: Sol Palvelut and Nclean Oy. These two cleaning companies in Kajaani form the target market for the Training Hub, including separate individuals that would want to get more experience in the field of housekeeping. Though Hotel Company Cleaners are the main target for the development of this thesis, however, in the future, the company will expand to training of the very many cleaning companies in Kajaani and Finland in general.

There are programs at some vocational schools that offer cleaning as a course of study, for example: Palvelualan Opisto (Kuopio), Puhtausala Oy (Helsinki), Turku Vocational Institute (Turku) and many more, but there is not yet a separate company running this training in cleaning as full-time enterprise. This is the reason for introducing this thesis topic, to find means or possibility of establishing such company on an entrepreneurship basis.

3.3   Legal and Regulatory Consideration

In this chapter, the legal considerations and regulations will be discussed, detailing the Finnish legal standing on creating a company and the regulatory consideration thereof. Starting a new company requires a thorough understanding of the legal framework and regulations governing the process. This thesis will aim to provide an analytical overview of the Finnish legal and regulatory considerations surrounding the establishment of a new company. By examining the key aspects of company formation, including registration, taxation, and employment regulations, this thesis will shed light on the legal requirements and implications entrepreneurs must consider when starting a business in Finland.

- Company Registration Process

The first step in establishing a new company in Finland is to register it with the Finnish Patent and Registration Office (PRH). This process entails submitting an application that includes essential information about the company, such as its name, business purpose, and share capital. Additionally, a company must appoint a board of directors and register its executives. The PRH reviews the application and, upon approval, issues a registration certificate, officially recognizing the new company as a legal entity. (Finnish Patent and Registration Office, 2021)

However, the individual planning to establish a business should also examine the relevant permit necessary for the particular business and apply to appropriate quarters for validation, certification and licensing, such departments as the Regional State Administrative Agency (AVI), City of Iisalmi for environmental permit, Energy authority, Finnish safety and Chemical Agencies (Tukes), and ELY Centres. (Ministry of Economic Affairs and Employment, 2023)

- Types of Companies

Finland offers several types of companies to choose from, including limited liability companies, partnerships, and sole proprietorships. Limited liability companies (Oy) are the most common and come with advantages such as separate legal entity status and limited liability for shareholders. Partnerships, on the other hand, allow multiple individuals or companies to join forces and share profits and losses. Sole proprietorships are the simplest form of business ownership, where the individual assumes full responsibility for the company's liabilities. (Finnish Patent and Registration Office,

2021) In this case company establishment, it will be limited liability company, because it will be partly supported by the Finnish government. Other companies are:

Part-time Entrepreneurship: If one is currently working, aside from paid work, a business can be launched. Consequently, and can be classified as a side gigger. It is safer to explore entrepreneurship because one's primary source of income is a paid job. supplementary revenue or fresh experiences as a part-time entrepreneur can be acquired. (Job Market Finland, 2022)

Franchise entrepreneur: This is a form of business set up that function as an independent entrepreneur with a ready-made model provided to one as a member of such chain of company.

Franchise is a best bet for individuals nursing the idea of creating their own company without concrete or ready-made business idea to start from. So, Franchise helps these kinds of people have a trademark and business model of a company chain, by exercising payment of some amount contractual fees for this right of ownership partnerships. (Job Market Finland, 2022)

Light Entrepreneurship: It is possible to work as a light entrepreneur and get paid via digital employment service platforms, invoicing services. An individual or group can be working on projects involving the house, health, amusement, building, education, or information technology. In the role as a light entrepreneur, personnel can be hired for temporary positions that pay you through an invoicing cooperative or service. It is possible to invoice the job without having a company or business ID of your own by using an invoicing provider. Moreover, various forms of wage payment and invoicing services are available, and they handle all legislative requirements for entrepreneurship. Through digital employment service platforms, light entrepreneurs can also find project work or short-term employment opportunities. (Job Market Finland, 2022)

- Taxation

Understanding the tax obligations associated with starting a company is crucial. In Finland, corporate income tax is levied on the profits of limited liability companies, partnerships, and some other business entities. 20% is the standard rate of corporate income tax, but reduced rates may apply to certain small businesses. Additionally, value-added tax (VAT) is imposed on goods and services provided by companies, with rates ranging from 10% to 24% depending on the nature of the product or service. It is the

decision of the tax administration to decide on other charges of different situations (Finnish Tax Administration, 2021)

- Employment Regulations

When starting a company in Finland, entrepreneurs must also be aware of employment regulations. The Finnish labor market is highly regulated, with comprehensive employment laws in place to protect employees' rights. It is mandatory for employers to submit written employment contracts. adhere to minimum wage requirements, and comply with health and safety regulations. Furthermore, establishing an effective working environment that fosters equal opportunities and discourages discrimination is of utmost importance. (Ministry of Economic Affairs and Employment, 2021)

- Financial Support for starting a Business from TE Services

If an individual has decided to start a business moreover, it is beneficial to contact the TE Office or the local government pilot as the case may be. There are always certain grants given to start-up entrepreneurs or an entitled unemployment benefits in case the person was not employed at the instant. These start-up grants help the new business owner to cope with a slow start at the early stage of the business operation and this kind of grants last for the period 12 months, starting from the first 4 months of entrepreneurship. An alternative also could be to apply for unemployment benefits if appropriate target or requirement is met. (Job Market Finland, 2022)

Starting a new company in Finland involves navigating a comprehensive legal framework that governs the process from registration to taxation and employment regulations. Understanding the requirements and obligations associated with each aspect is crucial for entrepreneurs to comply with Finnish laws and regulations. By adhering to the necessary procedures and seeking professional advice when needed, aspiring business owners can set a solid foundation for their ventures. In that process, they can ensure compliance, mitigate risks, and position their companies for long-term success in the Finnish business landscape. (Ministry of Economic Affairs and Employment, 2021)

3.4 Marketing and Promotion

Marketing and promotions are essential strategic tools to every organization's success in the competitive business world of today. Good marketing techniques help businesses in developing an established brand reputation and raising awareness of their goods and services. Analyzing the value of marketing and promotions as well as how they affect the expansion of businesses will add substance to the feasibility study. The advantages of each of the marketing approaches or strategies utilized in marketing and promotions will be covered. This paper will also look into the ways in which marketing and promotions help businesses attract and retain customers, which eventually boosts revenue.

In this chapter however, the 4Ps of the marketing mix will be applicable in measuring the channels and means of bringing company brand to the public knowledge. This will study the mechanisms to be used to create visibility for the company, in order to attract the target audience. The promotional aspect of the 4Ps details the direction or means of the distribution of the product via channels, which will be discussed below.

According to Kotler & Keller (2007), there are three main goals for promotion: (a) raising consumer awareness of the product; (b) influencing consumers to buy the product; (c) reminding consumers that the product exists. Belch & Belch, (2007) said; Interactive or Internet marketing has long been utilized by marketers for marketing purposes. A few examples of internet marketing strategies are banner ads, sponsorships, pop-ups or -unders, links, paid searches.

Social media has arguably become one of the powerful tool in recent times in the field of marketing and promotion, and has eclipsed other means of promotions, as quick advertising and product promotions can be done instantly to the reach of thousands of people in matter of seconds. The introduction of Web 2.0 enables user-generated content to be shared, linked, and collaborated on. The users are, jointly involved in a productive dialogue that results in the creation of online content rather than being given a lecture through static Web sites. While no one is informed of few things, many people can be aware of so many things, and this knowledge may be instantly shared or distributed via Web 2.0 social media tools. (Thackeray, et al., 2008, pp. 338-343)

Users can develop and distribute information using the technologies offered by Web 2.0 social media applications. According to Dawson (2007), O'Reilly (2005), and Smart (2006), these technologies enable collaborative authoring (e.g., wikis), content sharing (e.g., text, video, and photos), social networking (e.g., Facebook), social bookmarking (e.g., ratings, tagging), and syndication (e.g., RSS feeds). (Thackeray, et al., 2008, pp. 338-343)

It is intended that the digital marketing will become the strength of promoting the training center for cleaners, and connecting to target customers and with time will spread around Finland and other parts of the world to become a benchmark for the practical tool of marketing and understanding the cleaning methods, applications, and references.

There are other means and channels, techniques of products distribution and market promotions , such as through adverts on billboard, flyers, newspapers, magazines, radios, televisions email, phone calls, public relations which focuses on managing the reputation of a company and establishing positive relationships with the public and the media, and one on one marketing, which can also be applied to achieve target goals of the company. Nevertheless, the internet and social media will be the strongest channels of engagement for this thesis topic as regards to the current trend in marketing. (Durmaz, 2011, pp. 46-50)

Furthermore, Web 2.0 social media has a lot of potential for a number of reasons. First, Web 2.0 social media platforms let social marketers include their customers in the creative process directly. In this model, the agency or organisation and the client become co-creators. Instead of being a passive recipient, the customers are an active participant. According to Hastings & Haywood (1991), the client is always at the centre of the social marketing process, and Web 2.0 social media enable them to be at the centre of a very specific aspect which is the promotional strategy. (Thackeray, et al., 2008, p.340)

According to the American Marketing Association, (n.d.).Web 2.0 social media facilitates increase in viral marketing, also called word-of-mouth or buzz marketing. Viral or word-of-mouth marketing facilitates and encourages individuals to spread a promotional message or provide product information. The power of viral marketing is illustrated by the success of Georgetown Cupcake. After being open for approximately 2 weeks, the business was selling 800 cupcakes a day at $2.75 each, during which time the owners did no advertising. Customers reported that they heard about the cupcakes on blogs and other Web sites. (Nicholls, 2008)

The power of social media has proven to be an important, easier, and faster tool of marketing and promotions of product in current dispensation, and will be a potent tool for establishing a promotional base for the Training Hub, as it was stated by Word of Mouth Marketing Association, (2007, p. 2) that, ''A fundamental component of viral marketing is providing tools to make it easier to share information'' (Thackeray, et al., 2008, p.340)

According to the author of this thesis, this chapter explains marketing and promotion as key components of a successful business plan, and details how to empower businesses in building their brands, defining, and separating business products among other competitors, thereby attracting and retaining

customers. Through the implementation of their various methods and techniques, organizations can effectively communicate the value and benefits of their products or services to their target audience. In the end, marketing and promotions allow companies to attract and keep customers, which would boost the revenue and ensure a long-term success. The author of this thesis thinks that any company hoping to grow and remain competitive in today's marketplace needs to invest heavily in the marketing and promotional department.

3.5   Collaboration opportunities

The success of the project in the final analysis will be determined by how many cleaning companies are ready to adopt the idea of giving their workers a special training programme. Even though the marketplace is viable enough to carry out this business plan, it is still advisable to properly identify with the managers of these cleaning companies to know if they are willing to do business.

On the other hand, from the side of the staff of the cleaning department, in reference to Appendix 2, p.59, they have no experience and are willing to venture into this special course for self-development and life improvement.

This special training course can become a platform of gaining experience for the employees and the unemployed with little or no work experience as mentioned in the research questions (Chapter 1.2, p 2).

The administrative effort of the proposed company will be channeled into ensuring that there are good dialogues with the management of the target cleaning companies in Kajaani to strike business partnership deals involving their workers to the proposed training programme.

3.6   The Interview Research Methodology

The interviews were drafted for two particular groups: the cleaners' group and the management group of cleaning companies. The interview questions and responses will be found in Appendices 2 and 3, and the details will be examined further in the body of this work.

Any process of data collections involving interviews or data analysis such as categorization of data to integrate non-numerical data is termed as a qualitative methodological approach (Saunders et al., 2019, p. 130).

The thematic analysis of qualitative data will be used to analyse the patterns and meanings of recurrences, codes, and quotes, to create understanding for the reader.

Thematic analysis is a technique for examining qualitative data that entails looking for recurrent concepts, or themes, within a set of data (Riger & Sigurvinsdottir 2016, pp. 33-41).

The qualitative research will be carried out through semi-structured interview questions, with departmental heads and staff of cleaning companies. The data collection is through ethnography, coupled with primary and secondary data styles, while the developmental strategy will be a case study coupled with benchmarking, and with the inductive/deductive approach. Research is done to make some findings in a logical, systematic pattern and to improve knowledge in a particular field of study (Saunders 2009, p. 136). Deductive research is moves from the top to down, from a theory to hypotheses to data to support or contradict the theory, while inductive research moves from bottom to up, from the observation of views to build broader themes and generate a theory interconnecting the themes (Creswell and Plano 2007, p. 23). Inductive approach happens from the specific to general, while deductive approach happens from general to specific, stating that experiences and observations are best examined inductively, while argued that rules, laws, and widely accepted principle are best examined deductively (Trochim 2006, p. 1)

3.6.1   Interview Research Questions

The following research questions will be dealt with in detail to proffer relevant solutions to the challenges regarding this thesis topic.

1. Can there be further improvements in the abilities of the cleaning service individuals (workers), and what can be done?

2. What can be done to close the gap between experienced and inexperienced workers and new applicants for equal employment opportunities?

3.6.2   Methods of Data collection/Analysis

The interviews will be carried out via teams recording and will be transcripted. There could be occurrence of irrelevant tones or letters , and repetitive words that proves the reliability of the content.

The interviews will be among two focus groups, the Managers, and the staff departments of cleaning companies. The interviews will be obtained from relevant experts/experienced individuals in specific fields in relation to the data contents.

Thematic analysis will be utilized to identify the interviews' contents into themes and create a coding for the transcriptions, to achieve similitudes and the discrepancies in the tones and texts of the interviewees' responses for the questions.

The use of the codes such as Manager 1, Manager 2, Cleaner 1, and Cleaner 2, were relevant to the requests of the interviewees to maintain anonymity and work ethics.

Moreover, the inductive and deductive method of the thematic analysis could be applied to create codes and generalisation at end and also to deduce terms from the already existing theories.

However, the research materials are extractions from open literature, most of which come from Theseus, Google Scholar, Mendeley, and other trusted sites.

3.6.3   The Result Analysis

The result section presents, the specific reactions of the interviewees which are the sources of primary data to the research questions, and the raw data are all in the appendices. This part describes the content of the interview questions as well, and further describes the author's findings, and what is apparent, to make the unknown knowledge known to the reader for better clarity. Preceding data collection will be the usage of qualitative thematic analysis to categorise transcribed interviews, involving naming such as Manager 1, Manager 2, Cleaner 1, and Cleaner 2. However, its content responses will be analysed using the descriptions of initial codes which will be backed up further with authors' opinion on each response if necessary. Finding recurrent themes or concepts, codes in a textual data collection is the main goal of thematic analysis, and a fundamental component of many qualitative techniques is the process of categorising data into themes (Riger & Sigurvinsdottir 2016, pp. 33-41). The themes' method of thematic analysis will be adopted and properly applied in this thesis to create coherence, with inductive and deductive finding expression in the processing of the data analysis. A theme is a significant aspect of the data that pertains to the research question; it demonstrates a degree of consistent response or relevance within the collected data (Braun & Clark, 2006, p. 82).The final codes and themes will be generated and equally represented in table 4, which has direct relevance to the research and interview questions.

The researcher aimed to understand interviewees' perceptions without biases. It was conducted among worker ofs two cleaning companies in Kajaani. The analysis method began with a thorough

study of the dataset, followed by the selection and naming of meaningful data units or "codes" (Braun & Clarke, 2006, p. 83). Codes, representing crucial information, were built into relevant 4 themes. The consolidated and assessed information was categorized to make clear its relation to the research . Each theme, named briefly and specifically, was introduced with its significances explained.

- Cleaning Staff's ability improvement

This part shows the suggestions of the interviewees on what could aid cleaning staff abilities and improvements at work. In the appendices, Manager 1 believes that regular team meetings with staff will bring about improvements in the cleaners' abilities, while Manager 2 believes that one on one meetings and briefings would be a solution in a situation whereby a cleaner is having a challenge, such cleaner could have private discussion with the manager to find solution to the problem. Cleaner 1 and 2, opined from the deduced data that rather proper training and attending special training program would be good option for staff improvement.

- Technology in cleaning service training

This part explains the extent of technological uses in the cleaning companies. Manager 1 stated that their company gives extra training with visual support system and latest technologies to match new trends in cleaning development, while Manager 2, explained that there are not such technologies in use currently for training of cleaners, rather a manual operational method is used. Cleaner 1 and 2, jointly agreed that the companies lack good technologies for cleaners' training.

These technologies are part of the facilities that Training Hub tends to optimize to improve cleaners' ability at the new company creation.

- Motivation for performance

This part discusses the strategies and means of motivation at work. Manager 1 disclosed that their company engage in incentives and gifts giving to encourage their workers, and that enough time given to workers to do their job serves as a good motivation to them, while Manager 2 said that they only use words of mouth to encourage workers when jobs are completed or done well, and also apply correctional measures to pinpoint any mistakes workers make in the process. Cleaner 1 said that timing herself during tasks for fun, and meeting her target clearly forms her own motivation, while Cleaner 2 said that listening to music while working is her own source

of motivation, and he further stressed that the management should look into allowing workers work with whatever works to their strengths, in other to improve efficiency. He further mentioned that encouragement is part of what motivates him while working.

- Quality relationships within the staff

This phase discusses the collaboration within the staff members involving the manager and the cleaning team. Manager 1 and 2 stated that they adopted equal treatments to their staff members and value relationship a lot, stressing that they make sure that staff members see them and freely relate to them as equals, that way they can easily and openly share their opinions and problems. At the same time, Cleaner 1 echoed from deduced data the approval to good relationship and equal treatment from managers, while Cleaner 2 has different opinion, stating that there is favouritism in the midst of them which he did not go further to stress on.

- Need for proper training

This part explains the interviewees mind-set to level of training available within their companies. From the deduced data, Manager 1 and 2 admitted to considering sending their workers for special training programs, just as the same time, Cleaner 1 and 2 identified lack of proper training and the need for extra or special training.

- Crucial cleaning skills

This part depicts what each interviewees considered as crucial cleaning skills, as Manager 1 mentioned quality cleaning as skill, while Manager 2 and Cleaner 1 pointed out speed, time management and teamwork as crucial skills. Cleaner 2 said that physical fitness, mental health, and speed plays the role for crucial skills, since the work is energy consuming and mentally sapping, it needed personalities with stamina to match up with the workload. It was also observed from the comment of Cleaner 1 that the issue of speed is misused, and workers are not given breathing space to do their work. This is against idea of Taylor 1911, where he stated that workers should rather be given tasks to their ability rather than overworking them.

Cleaner 1 and Cleaner 2 have different priorities on handling their daily tasks, as Cleaner 1 starts with Day Cleaning, that is rooms that are occupied, but for Cleaner 2, he prefers to start with arrival rooms, which are rooms that are booked for lodging for

the day. A cleaner's prioritize in cleaning tasks plays a big role in the speed of the work and time recovery, he or she defines how the business of the day will go starting from how daily work plan is laid down.

- Opportunities for inexperienced and new job applicants

This area talks more about the chances new applicants and inexperienced employees have to close gaps with experienced ones. Manager 1 and 2 stated that even though experience is good and possess a better chance for job opportunities, still it does not matter since they train their worker themselves. They stated that through mentoring and training, new employees will find stability in cleaning service. Meanwhile, Cleaner 1 and 2 agreed from the deduced data that a special training is needed to gain such experience and confidence by workers.

Cleaner 1, indicated also that there is no time for new workers to work better to adapt gradually to the system, that the manager expect even new workers to work at the same pace as someone who has worked for five years, which cleaner 2 was also in agreement, he pointed out that there is relatively not enough working time to adapt as a new employee. These statements back-up the new theory of Work-time balancing as proposed by the author in Chapter 4 of this work, and in specific reference to the model of Work-time increase, to bring a solution to such case scenarios in the cleaning department, to give more time for new employees to properly adapt to the company's working system and match up with their required efficiency and speed.

- Miscellaneous

This part talks about other relevant matters that were not directly connected to the themes or research question but are important to the topic discussion. Manager 1 stated that part of what works for them is giving proper instructions to cleaners so that they will not hurt themselves with chemical while working. Manager 2 mentioned language barrier as a challenge for her in the midst of other management staff who are all Finnish, indicating that translation is needed most time for better understanding. Cleaner 1 pointed out a situation whereby hotel rooms were all fully booked and there was less staff, and they had to be overworked. Cleaner 2 pointed out that for a room to be deemed clean first-hand, the cleaner should observe or consider if he or she could be comfortable in such room before marking the room ready for customer to occupy, and he continued that if a cleaner sees such room as not good enough for

him or her to stay in, such room necessarily is not good also for customer. He also mentioned that cleaning has had great impact on him on personal levels as it has helped him become cleaner especially at home.

The final themes which were generated from the initial codes of the data set are shown below with more clarity, information, on table representation.

Interviewees	Years of working experience and Nationality	Themes							
		Cleaning Staff's ability improvement	Technology in cleaning service training	Motivation for performance	Quality relationships within the staff	Need for proper training	Crucial cleaning skills	Opportunities for inexperienced and new job applicants	Miscellaneous
Manager 1	7 years, Finnish	Regular team meetings with workers	Extra training sessions with latest technology	Enough time to work, giftings and incentives	Equal treatment and close relationship	To consider special training program for workers	Quality cleaning	Mentorship and training	Good instructions on how to be safe while cleaning
Manager 2	3 years, Bangladesh	One on one briefing when facing certain challenges	Manual training of workers only	Corrections, & ecouragement for tasks done well	Equal treatment and close relationship	To consider special training program for workers	Speed, time management and teamwork	Mentorship and training	Language barrier as a foreigner in the midst of Finn managment staff
Cleaner 1	1.5 years, Finnish	Proper training and attending a special training program	Lack of technology	Timing task performance and having fun working	Good relationship	Lack of proper training	Speed, time management and teamwork	Special training	Fully booked rooms and less staff, overworking
Cleaner 2	1.9 years, Nigeria	Proper training and attending a special training program	Lack of technology	Listening to music while working, being encouraged	Favoritism and lack of equal treatment	Lack of proper training	Stamina, speed	Special training	A cleaner should first be comfortabel with cleaned room before deeming it ready for customer

Table 4.Interviews' summary, own representation

The table above is an overview representation of answers to the research questions and tries to state clearly that there is the need for cleaning staff improvement and skill training to bring about quality hotel cleaning and customer satisfaction. It states the necessary things needed to give quality cleaning and the importance of the Training Hub to be established and its contribution to building individual skills in hotel cleaning. That is to say, the research questions asking, ''can there be further improvements in the abilities of the cleaning service individuals, and what can be done to close the gap between experienced and inexperienced workers and new applicants for equal employment opportunities'' are hereby answered.

4 Evaluation of Thesis Success

The evaluation of this thesis emanates from implementing the models and analyzing the established theories in chapter 2 of this work, which are the Four Ps of the marketing mix, the Work Study theory, the Value proposition canvas ,the Servitization Mapping canvass and the findings from the feasibility study and interviews sessions of the thesis topic, and the target market analysis, which form the solid ground for the result and success of the thesis.

1. The Value Proposition Canvas

Value proposition canvas is used here by the author of this thesis to make a simpler picturesque of the representative idea generation, stemming from the thesis concept title, the Product and Services, and regenerating to the Gain Creators, which are the core values to extract from establishing such firm, or the reason for doing so, to the Pain Relievers, which are the body of the problems to be tackled by establishing such a firm, then, the Gains, which are values to gain at the customer segments which are also super beneficial for the company. Then, the Pains, which form the actual and direct pains to both the customer and the management. Then Customer Jobs are other relevant and added opportunities that the company extracts from customers as a result of their retention and good relationship. These all together form both the research problems and the solution and further explain what, how, and why this thesis title was an important and interesting project to look into at this period of time.

Below, is the mindset and the driving idea representation of the thesis topic in a value proposition canvas.

VALUE PROPOSITION CANVAS
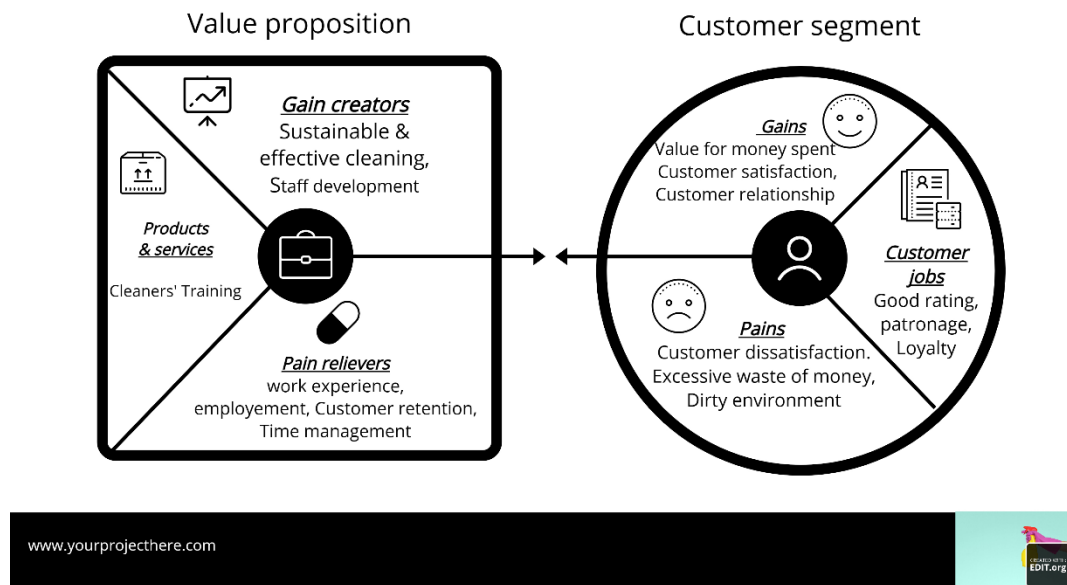## Representing the Training Hub idea generation

Figure 6. Value Proposition Canvas. Adapted from, Osterwalder et al., 2014.

In explaining further, the canvas above, the product and service represents what service the training company has to offer, which in this case is Training of cleaners. The gain creator explains the value to gain from establishing the training company, which are sustainable hotel environment, efficient work capacity evidenced in quality cleaning and also staff development. The pains becomes the actual problems that necessitated the company establishment which are solved through pain relievers, and these are the customer dissatisfactions on cleaning quality, excessive waste of money by company due to lack of time management in the cleaning department and the dirty environment. The pain relievers are the solutions that will bring cure to the pains, which are gaining of work experience my cleaners to clean well, getting enough workforce through employment and retention of experienced workers, and through good time management. The gains are the actual value for money and the satisfaction driven by the customer for lodging in such good and clean environment which will trigger customer relationship between the company and the customers. The customer jobs are the part of the contribution driven from the customers which are the ratings, continuous patronage, and loyalty, which will help the hotel company to be stable and competitive.

2. Servitization Mapping

In the Servitization mapping, figure 8 the tabular system of what product and services a company intends to offer is represented more for clarity, starting from the service used by the company to the company product and service portfolio, additional offerings supporting the processes, and competitors' offerings. These are intertwined with pure product, possession-oriented services, used-oriented services, result-oriented services, and pure services. Moreover, it forms the first step to the establishment of a business plan, market analysis, and product management.

Below is the sample representation of the cleaners' training Hub, to get suitable ideas in place for the solution to a part the research problems.

SERVITIZATION MAPPING FOR CLEANERS' TRAINING HUB		Pure product	Possesion oriented services	Use oriented services	Result oriented services	Pure services
Inspiring Examples		Training	Employment Skill development	Instructions Applications	Demostrations Implementations Easy Use	
Company	Services used by the company	General cleaning Deep cleaneng Carpet cleaning.	Sustainability Efficiency	Training Techniques	Maintenance Fieldwork experience	Applications
	Product and Service portfolio	Cleaners' Training Field work experiences	Professional Cleaners Experienced cleaners Trained cleaners	Safety protocols Company policies	Time Managment	Transportation Capooling
Client	Additional offerings supporting core processes	Quality Services	Time management Clean and safe environments	Interpreting Cleaning Schedules	Sustainable ecosystem	Discounts Flexible packages New packages
Ecosystem	Competitors' offerings	Loyalty bonuses	Optimization Affordability Good training	Visibility Connectivity Sustainability	Customer Feedback Ratings	Quality service Good pricing

Table 3. Servitization Mapping. Adapted from (Van der Togt, A. n.d.).

The title and themes in table 3 above has already been explains in chapter 2, and the table shows the value offerings by the training hub, and the ideas the organisation of the company propose to uphold to the development and functionality of the project.

3. The 4Ps of the Marketing Mix

In using the 4Ps model, an entrepreneur proposing a business plan for a cleaning company already knows the very important details such as looking out for the best area to position his or her product (cleaning company), which in the case of this thesis could be headquartered in the Kajaani City, with branches at other parts of the country, and with an online presence. Then, such business has to get a brand name that is attractive, has good prices attached to the product in question, and create diverse means of marketing such product, such as through advertising via

online; example web 2.0 social media, sharing of flyers, through newspapers, magazines, etc, and also can find out what is needed for procurement for the start of the business, the financial projection and expectancy or expertise and tools that are involved in the process of cleaning and also differentiate or decide what aspect of cleaning he wants to do. Whether is commercial cleaning, housekeeping, carpet cleaning, or maid service, and the demand for such services within the locations proposed.

4. Work-Study Theory

The theory of work-study primarily will guide the allocation of time standards and work sharing in the new company to be established. Motion study will help in calculating the total movements made by a cleaner during the task performance to complete a job, for instance, the total time for loading the trolley, making the rooms, throwing the wastes, returning the used glasses and other details before signing out, and this will be done by the use of Cam-records, while time study will record the time take to complete a particular task, such as making of beds, cleaning the toilets and sauna, dusting the tables and chairs and cleaning the floor. Each of the tasks' timing will be determined by time study, and stopwatch will be used in this case, which in all be used to create a standard for the company. These processes will be determined from calculating the results of different workers in other to make a fair benchmark.

In addition, the new founded theory of work-time balancing will be used to argument or complement the loophole in work-study. The time sharing and time increase will be used to manage work productivity, efficiency, and time management, to avoid overworking the staff and to help the new staff adapt to their new working environment through an additional time allotment.

5. Market Analysis

This thesis presents a brief market analysis of the study environment which is Kajaani to determine if it is viable or not. In order to assess the market analysis for the purpose of creating the training centre in Kajaani, it is necessary to consider the local hospitality industry's need for skilled cleaners, in this case, the hotel cleaning companies precisely, and the availability of training facilities, legal requirements, and possible collaborations with cleaning companies. Evaluating the

competitive environment, there is currently no established company for training cleaners in Kajaani, and there are just two major companies that clean the hotels in Kajaani, which are the Sol Palvelut and N-Clean Oy. The population of Kajaani which has already been mentioned in chapter 3, and other hospitality industries that will be considered in future development determine that training hub is feasible and has the potential to be successful.

6. Feasibility Assessment

The feasibility studies through examining the target market and finding the need for training cleaners by conducting interviews with cleaning companies present positive result that will encourage an entrepreneur to go into creating such a business in Kajaani. The literatures deduced from the links and websites of the government of Finland with regards to establishing business form the solid ground that motivates the continued process of this project with creating a business plan.

4.1   Reliability and Validity

Reliability can be defined as the degree to which research findings are uninfluenced by biases (Silverman 2006, p. 157).

The interview's reliability and validity stem from the generalization and analyses of the aftermath of the results, coupled with the analysis of the interview findings with personal views that can be debatable, and inconclusive, structured with selective use of words to avoid drawing conclusions. The author's aim for the interview outcome, the reliability and validity is to connect the findings to the current situations and strike a balance between them to create a good understanding for the reader.

The assurance that the results truly address the topics they appear to be concerned with is known as validity, and also considering the assessment of what the study intends to investigate. The reliability of the research stem from its neutral point of view and freedom of expression which the guarantees validity of the results since it's data acquisition competent is not undermined. Reliability can be understood as the stage where research materials produce valid and dependable results. (Saunders et al. 2009, pp.156-157)

Reliability in the interview session must strongly present the fact that there is not subjective inclination on the part of the interviewer, and the interviewer must respect the working policy of the interviewee.

The theoretical framework drawn from relevant scholars, coupled with the interview results generated from the various experts of the cleaning industry will create required validity and reliability of the thesis results.

4.2 Recommendations

In the recommendations, more revealing points and analyses are made, and room for improvement and suggestions are open for future research, as an option for better clarity.

The Work Study theory by F.W. Taylor as a standard of work measurement over the years still stands the test of time, credibility, and improvement, and can be coined by business owners, and managers to suit their specific needs for work assessment. Work study, however, is recommended for researchers to find more improvement in balancing time standard.

The Author would recommend a theory finding that will be called ''*The theory of work-time balancing*', which is driven from comment of the two interviewee in the Appendix, the Cleaner 1 and Cleaner 2 stated the lack of time allotted for new employees to adapt to cleaning work and that of overworking of the employees. This theory has two subsets, the first part is named the ''Work-time Sharing'' and would state that the hours taken to complete a cleaning task by a member of staff can equally be shared among two members on a teamwork schedule to reduce workload or overworking and save time. The argument is that, if it takes one person 6 hours to complete 17 hotel rooms, it will take almost half of the same hour-marks for two individuals as a team to complete the same task. That means, 3 hours are spared, and work is completed faster, and workload is reduced. This model was driven from the Appendix where the cleaner 1 and cleaner 2 expressed their dissatisfaction with too many workloads, and the expectation laid on them to finish task very fast especially when working alone, which most of the time did not work out.

The second part is named the ''Work-time increase'', which states that the working time for training new workers should be increased in a systematically progression, during the period of training, for the first week or first 6 shifts that a new employee gets, such a person should be availed the time to adapt to the speed

and accuracy needed in the cleaning job. The argument is that there appear to be so much delay, or slow progression during training period and the first few working days of a new staff, and the author thought a means to balance such case by the management of the cleaning industries to achieve a good working standard. The 'Work-time increase' model also opines that the more often a cleaner gets a shift the more efficiency and speed increases, and if the worker seldom gets a shift, such worker often forgets things, starts slowly and likely not to clean well. To manage efficiency and speed at work, a staff is required to work often to maintain accuracy, freshness, speed, and efficiency. This is also referenced by Cleaner 2 in Appendix, about certain winning strategies to perform better and faster as a cleaner.

However, this new theory is debatable and is put up for more studies and further research development.

4.3   Limitations/Observations

There were several limitations on the author's side concerning many issues during the research processes. Due to the fact that the author is new in the research field, the information and data collections might not be lacking complete depth. Due to the newness of the thesis topic and the lack of relevant sources and benchmarks that directly possess potent details for the thesis topic, it is therefore open for further research and development.

The author encountered language barrier with some literatures and interview processes, due to some interviewees are of Finnish descent, and the author has English as his first Language, and concerning the literatures, it affected the translation of some text in the legal and regulatory consideration, from its original meaning and context from Finnish to English and so the actual meaning could have been undermined.

The managers of the cleaning companies were unwilling to reveal much-needed information to the author as they felt that some questions might be jeopardizing their company's secrecy and regulations.

Due to Kajaani is a small local town, there were less significant index information to quantify the cleaning companies in the area.

Cleaning companies have their different styles of cleaning, and so there was no generally accepted standard for cleaning, and this affected the benchmarking process.

The Author out of experience in the field of cleaning observed that the Live times in the Taylor's theory of time study are actually too much because live room is supposed to be a surface cleaning, and so should take less time since it also has fewer amenities, Therefore, this standard time by Taylor still can be amended to suit the working speed and style needed, and according to the company's time measurement standard.

The author observed during personal working experience of close to two years with a cleaning company, that the time, and motion study are not properly applied in certain situations such as measuring the time standard for new workers. It is observed that there appear more time spent when training new workers in the cleaning department than when working with an experienced one. This is to say that the working time spent in the trainings exceed the normal standard time, and the working time for the first week or first five to six shifts are slow as a new employee and can only get better with more working periods than that of an experienced worker, yet the management department do not differentiate between these times in checking work study.

5   Conclusion

This thesis was intended to provide a solid step for a start-up entrepreneur to use and possibly make such new business progress, via a feasibility study evidenced in this paper. The reliability of the research materials created patterns and confidence, to the validity, and the functionality of the feasibility research.

The aim and purpose of the research work was achieved through solutions to the research problems and answers to the research questions. The theoretical framework gave the solid backing to the fulfilment intended as an outcome. The results identifies the steps to be taken through a potent feasibility study to achieve the aim of establishing a training hub for cleaners of the hotel industry, and the step by step process of establishing a new company in Kajaani in considerations with the legal and regulatory proceedings.

The sample size of the research was delimited to four interviewees from two focus groups due to language barrier, coupled with the close timeline of this thesis work, and again, the author being a staff in the cleaning department already knew what was required and expected answers which gave credence to the sample size collected.

Moreover, from the observations and the deduced data, the author inducted a generalization and theory of 'Work-time balancing' that could be debatable and open for further studies.

In the final analysis, the thesis result was founded that Kajaani in a viable marketplace for the ideal company creation and it is possible to create the Training Hub as a start-up business through the legal proceedings of establishing an entrepreneurship business in Finland, and due to the reason that the new business is not necessarily an institution rather it's a work-life experience, it will not possess certification at the end of training, though could still be considered in the future, but participants who completed the Training Hub program can make a reference of that in their curriculum vitae. The improvement in the abilities of the hotel service cleaners is possible through the establishment of the Training Hub that will be well equipped with recent technologies to aid proper training. The gap between the new applicants, the experienced and inexperienced workers can be closed by quality training and practices at the Training Hub. Through government support via unemployment benefits, loans, and grants to entrepreneurs the feasibility study is deemed viable.

References

Anderson, J., & Smith, L. (2021). Facility Planning and Design for Training Centers. Facility Management Journal, 2(1), 45-58.

Anderson, L. M., & Taylor, R. L. (1995). McCarthy's 4Ps: timeworn or time-tested?. *Journal of Marketing Theory and Practice*, *3*(3), 1-9.

Armstrong, M., & Taylor, S. (2020). Armstrong's handbook of human resource management practice. Kogan Page Publishers.

Barringer, B. R., & Ireland, R. D. (2019). Entrepreneurship: Successfully Launching New Ventures. Pearson.

Borges, E. (2016). *Hospitality and Cleanliness on Campus* (Doctoral dissertation, WORCESTER POLYTECHNIC INSTITUTE).

Bowen, D. J., Kreuter, M., Spring, B., Cofta-Woerpel, L., Linnan, L., Weiner, D., ... & Fernan-dez, M. (2009). How we design feasibility studies. American journal of preventive medicine, 36(5), 452-457.

Boxall, P. (2013). Mutuality in the management of human resources: assessing the quality of alignment in employment relationships. *Human resource management journal*, *23*(1), 3-17.Boxwell, Robert (1994), Benchmarking for a Competitive Advantage, McGraw Hill, 1994.

Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. Qualitative research in psychology, 3(2), 77-101.

Bridges, J. (2021, October 8). *What Is a Feasibility Study? How to Conduct One for Your Project*. Retrieved Sept. 9, 2023, from Project Manager: https://www.projectmanager.com/training/how-to-conduct-a-feasibility-study

Brown, A., & Davis, M. (2020). Cleaning Practices in Vacation Rentals. Journal of Hospitality Home Management, 45(2), 78-85.

Brown, A., & White, R. (2019). Ensuring Safety in Training Facilities. Occupational Safety Journal, 37(4), 102-115.

Brown, K. (2019). Feasibility studies: A critical review. Journal of Business Analysis, 36(4), 123-140. Retrieved from https://www.journalofbusinessanalysis.com/article/feastudies

Carling, P. C. (2021). Health care environmental hygiene: new insights and centers for disease control and prevention guidance. *Infectious Disease Clinics*, *35*(3), 609-629.

City Population (2022). Kajaani Municipality in Finland. https://www.citypopulation.de/en/finland/admin/kainuu/205__kajaani/

Clark, E., & Turner, M. (2018). Creating Comfortable Training Environments. Journal of Workplace Learning, 29(3), 65-78.

Clark, R. (2018). Maintenance of Hospitality Home Common Areas. Hospitality Home Quarterly, 33(4), 21-28.

Cooper, D. F., Grey, S., Raymond, G., & Walker, P. (2005). *Project risk management guidelines*. Wiley.

Cooper, D. R., & Schindler, P. S. (2018). Business Research Methods. McGraw-Hill Education.

Creswell, J.W., & Plano Clark, V.L. (2007). Designing and conducting mixed methods Research. Thousand Oaks, CA: Sag

Cunningham, J. B., & Lischeron, J. (1991). Defining entrepreneurship. Journal of small business management, 29(1), 45-61.

Davis, S. (2016). Specialized Cleaning Techniques in Vacation Rentals. Journal of Vacation Home Cleaning, 12(3), 145-153.

Djumino, A. (2003). Room Division Knowledge. Surakarta: IGIE Hotel School.

Drury, A., & Williams, P. (2023, March 17). *Feasibility Study*. Retrieved Sept. 9, 2023, from Investopedia:
https://www.investopedia.com/terms/f/feasibility-study.asp
Durmaz, Y. (2011). A theoretical approach to the concept of advertising in marketing. *International Journal of Economic Research*, *2*(6), 46-50.
Finnish Patent and Registration Office. (2021). Starting a business in Finland. Retrieved from https://www.prh.fi/en/kaupparekisteri/yrityksen_perustaminen.html
Finnish Tax Administration. (2021). Corporate taxation. Retrieved from https://www.vero.fi/en/businesses-and-corporations/corporate-taxation/
https://www.suomi.fi/services/eservice/permits-and-supervision-service-ministry-of-economic-affairs-and-employment/640bb270-ba74-45de-8616-13ce2754b4df#Services

Garcia, L., et al. (2017). Kitchen Cleaning Protocols in Short-Term Rentals. Journal of Hospitality Home Services, 42(1), 56-63.

George, R. T., & Hancer, M. (2008). Housekeeping managers and the administration of housekeeping service. International journal of hospitality & tourism administration, 9(4), 365-383.

Goi, C. L. (2009). A review of marketing mix: 4Ps or more. *International journal of marketing studies*, *1*(1), 2-15.

Green, P., & Davis, S. (2017). Effective Training Room Design. Training and Development Journal, 45(2), 34-48.

Hisrich, R. D., & Peters, M. P. (2019). Entrepreneurship: Starting, Developing, and Managing a New Enterprise. Sage Publications.

https://tyomarkkinatori.fi/en/employers-and-entrepreneurs/tilanteet/yrityksen-perustaminen-kiinnostaa-minua

https://www.gettyimages.fi/photos/cleaning-service-image?assettype=image&phrase=cleaning%20service%20image&sort=mostpopular&license=rf%2Crm

Investopedia, (2023). Feasibility Study. Retrieved from https://www.investopedia.com/terms/f/feasibility-study.asp#citation-3

Johnson, M. (2020). The role of feasibility studies in project management. International Journal of Project Management, 38(6),

Johnson, R., & Williams, S. (2018). Accessibility Considerations in Facility Design. Journal of Disability Studies, 12(3), 87-101.

Johnson, T., et al. (2020). Location Factors in Training Facility Selection. International Journal of Training and Development, 24(4), 234-251.

Johnson, P., & Martinez, C. (2019). Linen and Cleaning Supply Management in Vacation Rentals. International Journal of Hospitality Home Management, 25(3), 89-97.

Jones, M. (2016). Practical Training Environments for Skill Development. Journal of Cleaning Sciences, 8(2), 56-70.

Kent, R. A. (1986). Faith in four Ps: An alternative. *Journal of Marketing Management*, *2*(2), 145-154.

Kotler, P. (2011). Philip Kotler's contributions to marketing theory and practice. In *Review of Marketing Research: Special Issue–Marketing Legends* (pp. 87-120). Emerald Group Publishing Limited.

Kuratko, D. F., & Hodgetts, R. M. (2017). Entrepreneurship: Theory, Process, and Practice. Cengage Learning.

Malik, M. A. (2010). The problems faced by the housekeeping department of Novotel Solo.

McCarthy, Jerome. "The concept of the marketing mix." *Journal of Advertising Research, June* (1964): 2-7.

Mehrez, A., Israeli, A. A., & Hadad, Y. (2000). A work measurement application for hotel housekeeping management. *Tourism Economics*, *6*(4), 359-370.

Merriam-Webster. (n.d.). Cleaning. In Merriam-Webster.com dictionary. Retrieved May 20, 2023, from https://www.merriam-webster.com/dictionary/cleaning

Ministry of Economic Affairs and Employment. (2021). Starting a business in Finland. Retrieved from https://tem.fi/en/starting-a-business

Mintzberg, H., Ahlstrand, B., & Lampel, J. (1998). Strategy Safari: A Guided Tour Through the Wilds of Strategic Management. Free Press.

Osterby, B., & Coster, C. (1992). Human resource development–a sticky label. Training and Development, 4, 31-32.

Osterwalder, A., Pigneur, Y., Bernarda, G., & Smith, A. (2015). *Value proposition design: How to create products and services customers want* (Vol. 2). John Wiley & Sons. https://www.strategyzer.com/library/the-value-proposition-canvas

Oxford Dictionary. (n.d.). Cleaning. In Oxford learners dictionary.com. Retrieved May 20, 2023, from https://www.oxfordlearnersdictionaries.com/definition/english/cleaning?q=cleaning

Pandey, S. N. (2023). MARKETING MIX: 4PS OR MORE?.

Payal, C.S. (2023). Difference Between Time study & motion Study – Principal of Management. (Video). YouTube. https://youtu.be/z9yWu0IDGn0?si=Kgk7tJ_Bp5-fvp1P

Raghubalan, G., & Raghubalan, S. (2005). *Hotel housekeeping: Operations and management*. Oxford University Press.

Riger, S. T. E. P. H. A. N. I. E., & Sigurvinsdottir, R. A. N. N. V. E. I. G. (2016). Thematic analysis. Handbook of methodological approaches to community-based research: Qualitative, quantitative, and mixed methods, 33-41.

Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). Fundamentals of management: Management myths debunked. Pearson.

Saunders, M., Lewis, P. & Thornhill, A. (2019). Research Methods for Business Students. Sixth Edition. Essex, Pearson Education Limited.

Scarborough, N. M., & Cornwall, J. R. (2020). Essentials of Entrepreneurship and Small Business Management. Pearson.

Silverman, D. (2006). Interpreting Qualitative Data: A Guide to the Principle of Qualitative Research. Third Edition. SAGE Publication.

Smith, J., & Johnson, L. (2019). Cleaning Standards in the Hospitality Home Industry. Vacation Home Management Quarterly, 19(2), 34-42.

Smith, J., & White, R. (2021). Window Cleaning in Vacation Rentals: Best Practices. Journal of Hospitality Home Services, 16(4), 57-64.

Smith, J. (2019). The Role of Location in Training Hub Success. Facilities Management Quarterly, 17(14), 29-37.

Smith, K. (2018). Location Analysis for Training Facilities. Harvard Business Review, 76(5), 112-128.

Smith, L.W. (2000) 'Stakeholder analysis: a pivotal practice of successful projects', paper presented at Project Management Institute Annual Seminars & Symposium, Houston, TX, Project Management Institute, Newtown Square, PA.

Smith, J. K., & Johnson, L. M. (2020). Economic Feasibility Analysis for the Proposed Project ABC. Journal of Economic Development, 32(3), 78-92.

Smith, L. (2020). Regulatory Compliance in Facility Design. Journal of Environmental Health, 42(1), 24-39.

Smith, R., et al. (2022). Sustainable Waste Management in Hospitality Homes. Environmental Management Journal, 38(5), 120-127.

Stevenson, H. H. (1983). A perspective on entrepreneurship (Vol. 13). Cambridge, MA: Harvard Business School.

Szabowska-Walaszczyk, A., Zawadzka, A., & Brzozowski, A. (2013). Employee engagement: how business goals can be achieved through employee well-being. In " Scientific Management" and Management Science Today International Scientific Conference. University of Szeged Faculty of Economics and Business Administration.

Talerico, A. (2023, March 6). Feasibility Study. Retrieved March 19, 2023, from Corporate Finance Institute: https://corporatefinanceinstitute.com/resources/management/feasibility-study/

Taylor, B. (2019). Audio-Visual Systems in Training Facilities. Journal of Educational Technology, 35(3), 89-104.

Taylor, M., & Roberts, S. (2018). Assessing Technical Feasibility: A Comparative Study. Engineering and Technology Journal, 15(1), 56-68.

Taylor, F. W. (2004). *Scientific management*. Routledge.

Taylor, F. W. (1911). 'The Principles of Scientific Management,' New York and London: Harper & Brothers.

Thackeray, R., Neiger, B. L., Hanson, C. L., & McKenzie, J. F. (2008). Enhancing promotional strategies within social marketing programs: use of Web 2.0 social media. Health promotion practice, 9(4), 338-343.

Trochim, W.M.K. (2006). Research methods knowledge base. Retrieved on January 25, 2010 From http://www.socialresearchmethods.net

Van der Togt, A. (n.d). Servitization mapping A practical tool to explore strategic directions in a servitization shift. Retrieved Sept. 7, 2023, from https://assets.liveworkstudio.com/app/assets/servitization-mapping-canvas.pdf

Web 2.0 Framework(n.d.). Retrieved Oct. 14, 2023, from Future exploration Network: https://futureexploration.net/images/Web2_Framework_E2EF.pdf

Williams, P. A., & Thompson, M. (2021). Legal and Regulatory Considerations for Project DEF. Journal of Law and Business, 50(4), 234-256.

Wilson, D. I. (2005). Challenges in cleaning: recent developments and future prospects. *Heat Transfer Engineering*, *26*(1), 51-59.

Zimmerer, T. W., Scarborough, N. M., & Wilson, D. L. (2018). Essentials of Entrepreneurship and Small

Business Management. Pearson.

Appendices

Interview Questions for Managers of Cleaning Company

1. What strategies do you use to motivate and engage cleaning staff to consistently meet performance goals?

2. Can you share any ideas on improving the cleaning staff's performance and efficiency?

3. How do you improve communication between cleaning staff and management?

4. Can you share successful performance improvement initiatives and their positive impact on the cleaning staff?

5. How do you address the issue of job seekers with no work experience?

6. Can you provide examples of successful initiatives that closed the gap between experienced and inexperienced workers, and what were the outcomes?

7. What cleanliness expectations should Finnish hotels have, and what challenges do cleaning services in Kajaani encounter in meeting them?

Interview Questions for the Cleaning Staff

1. How was your experience the first week as a cleaner?

2. How long have you been a hotel cleaner, and how does your experience affect your daily performance?

3. Describe your typical workday as a hotel cleaner, the tasks you do most often, and how you prioritize them.?

4. What challenges have you faced as a hotel cleaner, and how did you handle them?

5. What skills are crucial for success as a hotel cleaner and what skills are currently lacking?

6. How does the workplace environment affect your job satisfaction and well-being as a hotel cleaner? Are there specific aspects of the workplace culture you consider positive or negative?

7. How do you describe your training program, and have you attended any special programs outside the company's regular training sessions?

Interview with Manager 1

Manager 1
Hello.
Interviewer
Oh, good morning.
Manager 1
Good morning.
Interviewer
Where are you from? and how long have you been working as a manager in cleaning company?
Manager 1
Am from Finland and have been working for 7 years as a manager
Interviewer
Ok. As a manager of your company, what strategies do you use to motivate and engage cleaner cleaning staff to consistently meet performance goal?
Manager 1
The umm so as a service manager, how do I get to to motivate the?
Interviewer
the cleaning staff.
Manager 1
Yea, We give them the difference we make sure that the the environment where they're working is safe. And not too many hours. And also we give them plenty of time to do their work. And also we use we use the latest technology, the different machines and and we make sure that they also understand how to be safe. So they don't hurt their back or their.
You don't get hurt during work.
Interviewer
OK. OK. So how do you motivate your workers then?
Manager 1
Wait. Then we will we give them.
A lot of different in small little incentives during like during the holidays, we'll give them gifts.
Also, we motivate them with.
Yes. Uh just basically, uh, giving them time to do their jobs. We don't have to. That's also motivation. When you give them plenty of time and and you don't give them a set time and and you hurry up. Hurry up. We don't do that. We let them work on their own accord and they they actually perform good that way.
Interviewer
Oh, well, thank you. Thank you. My second question is, can you share any ideas on improving the cleaning Staff's performance and efficiency?
Can you share any ideas on improving the cleaning staff's performance and efficiency?
Manager 1
Yes, I think.
Interviewer
How to improve their performance? Any idea in your mind?
Manager 1
Yes, I think to improve their performance, then we do good to have a service or a teams meeting with all the employees to show them how to not hurt themselves during work. Also give them personal development classes, offer them cleaning courses.
Interviewer
Interesting.
OK.
My next question is how do you improve communication between cleaning staff and management?
Manager 1
Say that again, please.

Interviewer
How do you improve communication?
Manager 1
We think any staff is management that is relationship.
Interviewer
How do you improve your communication and relationship between the staff and the?
Manager 1
I think people that clean and people that manage the management and the cleaning staff.
Yeah.
Oh.
Well, the way you can do that is you, you don't act as the manager, you act, you you're also an employee and if the cleaner needs help you get you you help them and also here in Finland they don't have that bossy stuff. You know that this is my manager and he's over and he doesn't yells and screams that's not that's not here everyone is the same on the same level on the same.
Yeah
Yeah. Platform. So that's that's how we. communicate.
Alright, my next question is, can you share?
Successful performance improvement initiatives and their positive impact on the cleaning staff.
Yes.
Interviewer
Can you share successful performance improvement initiatives and their positive impact on cleaning staff? Any improvements, performance improvement initiative that was successful that you implemented? that was successful and created a positive impact.
On the cleaners.
Manager 1
Yes, we did have a we had some pamphlets that we handed out or magazines about how to work and not to hurt yourself. And that was a very good one.
It was a big success because a lot of them came back and asked a lot of questions and and a lot of questions about the magazine that showed him how to work safe.
Interviewer
And in the next question, I want to ask, how do you address the issue of job seekers with no work experience?
Manager 1
How?
Interviewer
People that are looking for work but do not have work experience because a lot of them encounter rejection because of lack of work experience. So as a manager, how do you address the issue of job seekers who don't have work experience?
Manager 1
We what we do is if they don't have any experience and we need staff, then we'll hire them temporarily to part-time and we'll see their performance. We'll give them like 3 months.
A three-month contract.
That gives them time to see. We can see if they're working good, and if they're, a good employee, then of course we'll keep them. We'll hire them and keep them on full time.
That's the best way to do it, I'll always give them just a chance.
Interviewer
OK Alright, the a good idea.
Oh, the next question is, can you provide examples of successful initiatives that close the employment gap between experienced and inexperienced workers and what they were and what were the outcomes?
Manager 1
What?
OK.

Yes, there are. What we do is well, we'll, we'll have a new employee working with an older employee and they work together and he watches how he works and basically he how he does job. He follows exactly to what the other does.

The the successful employee if he wants to, you know, go off to college or go off to studies.

Then we bring somebody and they follow him and they do or follow her and they do the same work that he does, but and exactly the same that he does too the way he does it too. So it can be successful.

Interviewer

OK, that's good. The last question I would like to ask you is.

What cleanliness expectations should finish hotels have and what challenges do Kajaani cleaning service encounter in meeting them?

Manager 1

I think the main thing is everything needs to be clean. Everything needs to be proper and what they need to improve. I don't know if there's any.

Any improvement, but I think.

Interviewer

Any expectation?

Manager 1

Expectations.

Interviewer

For Finnish hotels, do Finnish people have like particular expectations how the hotel should be cleaned? How do they have their own personal standard? Or is it like a general thing?

Manager 1

I think it's general. Basically, because I've been to a lot of hotels and they look just like Kajaani the same system, the same way everything is, it's it's simple and uniform. It's not, there's nothing, of my knowledge.

Oh, oh, according to the company standard do your companies have their own standard or something like that?

Yes, they do their own standards, but I I I I don't. I can't. I have no idea.

About that, that issue.

What I would say, and that is just what their expectations, they're expecting to have something clean and quiet and where they can relax.

Interviewer

OK, that's that's fair enough.

I think we have come to the end of the interview and I wanna appreciate your help and letting me get this answers and encourage you more in your endeavours. Thanks and I appreciate once again.

Manager 1

Oh, no problem, it's fine, you are welcome

Interview with Manager 2

Interviewer
Hello
Manager 2
Hello.
Interviewer
where are you from?
Manager 2
From Bagladesh
Interviewer
Ok. As a Manager what strategies do you use to motivate and engage cleaning staff to consistently meet performance goal?
Manager 2
If I. Mm hmm.
Interviewer
What strategies do you use to motivate? And encourage? And then get cleaning staff to consistently meet main goals.
Manager 2
What goals?
You need.
Interviewer
Performance goals for them to work well for them to achieve a target. The target you set to them. How do you? What strategies do you use to motivate them to achieve what you want them to achieve and their in their cleaning work. So, do you have such targets?
Manager 2
Mm OK, I would like to say like as such like my strategy is to explain them what we are going through like why we are not meeting the goals, what we are supposed to meet.
And or like if somebody is doing something wrong, I inform and give feedback if someone is doing very good job, I really appreciate and tell them OK you did very good job. So when they get appreciation they do better and when they get also negative feedback they try to get it fixed. So both of them work.
Interviewer
OK. Thank you very much. My second question. The question I want to ask is.
Can you share any ideas on improving the cleaning staff performance and efficiency? Have you any ideas you need to share on improvements of cleaning staff performance and efficiency?
Manager 2
In order to get efficiency like recently what I planned that we will be having like at least one employee meeting in a month what I planned today we will find out one day like so in that meeting we would discuss how we could improve our efficiency like how we can remember like most of the time we are room cleaning right. So when we are doing room cleaning how we can avoid such thing to do not forget.
The important things like.
Interviewer
Yeah.
Manager 2
We can count like, OK, this, this, this we need in one step. So when we go to get the things we collect them all together. Not one time towel one time bedsheet one time glasses. You know like that effect efficiency when we do like when we go to collect them like 1-1 after one it takes more time. So when you go collect them like together so it's it makes good efficiency so I think that should that would work.
Interviewer
That's good. Good answer.

Manager 2
Yeah.
Interviewer
Thank you very much. So, my next question will be.
How do you improve communication between cleaning staff and management? How do you improve your relationship and communication?
Manager 2
That is where we need to more work on. Currently. Language barrier. Yes, there is a language barrier plus. Like when some people speak Finnish and when management.
Are more like if I for example for me with my colleagues, or whatever like when they speak Finnish. So it's like it takes hard time when they try to explain to me something in English so it also different which effects, and also another thing here it is like to employees with employees the management stuff like the relationship it really matters.
Interviewer
Yeah.
Manager 2
Some incidents happen when I was in holiday, so yes, there happened a miscommunication. So we have to better, we have to have better communication. We have to understand each other. If I'm explaining to you something like before, if you don't mind, can I give your example?
Interviewer
Sure.
Manager 2
For example, before you and I, we had a problem with communication. If you remember. If I ask you to about something like a shift. I felt you were some kind of arrogant, but like little bit later when I tried to explain to you little by little you understood me. When now if I tell you something you try to at least understand. So that kind of betterment we need to happen.
Interviewer
OK.
Manager 2
It is like explanation makes it more easier for you for me like for example if you're late at work, if you explain me, OK, that is the reason like I'm I will be late or that is the reason like for example. Now I know your Thesis is going on that's why sometimes you are not able to come to work. So, it's understandable. When you give the correct reason. But suddenly if in the morning if you're without any reason if someone is saying look OK I'm not coming in the work so it makes you know that bad impression to your employer. So that kind of thing effect on employee relationship with management.
Interviewer
Yeah, that's a good one. Thank you very much.
My next question will be, can you share the successful performance improvement initiative and the positive impact on the cleaning staff?
Manager 2
Yes, definitely.
There was a time.
People wear too much careless about the efficiency in work time.
Interviewer
Mm.
Manager 2
They were like, you know, even if one room supposed to take 20 minutes to clean, they were supposed to take more, more time. Because if you know, like, you know, they want to get more time working hours in order to get paid more. You know, you understand what I mean? So that time we were facing a lot of like loss and everything. So, when I explained to them, like, why and also there was some reason like also people like if there is some extra dirty room, people who are not supposed to take any picture or send it to me or inform me like they didn't.

Inform us. So what? What? What it cost us like we were having losses and everything because we don't know.

M

Interviewer

Yeah.

Manager 2

Like we didn't have enough proof to submit that. That is why it took extra time to clean. So when I tried to explain to each of our employees, OK, this is the reason why I need proof why it was expedited. This is the reason why we need to do like you know in time and everything. So when they understood it they understood my situation. Now they understand their situation. OK, that is the reason, so now they try to do it better way they try to be more efficient. So I think.

Again, once again, explanation is the best way to get your work done and also like to understand their point of view, yeah.

Interviewer

Yeah. Yeah. Thank you very much. It was clear enough.

My next question would be, how do you address the issue of job seekers with no worker experience? Like people looking for a job, but they don't have work experience. How do you manage that?

Manager 2

Oh, honestly speaking, we don't care about experience here. Like when we hire new people, we don't care about something like most, most of the cases, we don't care about. Like, do they have any work experience in Finland or not? We really, really appreciate if someone wants to work with us because we have a training period. So if someone is not.

What is the word you said experience?

They can learn by the training, so it is not mandatory.

Experience you need, but yes, we appreciate if someone say OK I have worked this years in cleaning. Interested there. Yes there will be like you know our priority list but yes it's not like if you don't have experience you don't get the job no it's not like that.

Interviewer

Mm.

Manager 2

You get experience by working with us.

Interviewer

Mm hmm. Good. Thank you. So my next question will be, can you provide examples of successful initiatives that close the gap between experienced and inexperienced workers and what were the outcomes?

Manager 2

Can you be explicit?

Interviewer

Initiative, ideas, ideas that you put across that.

Reduce the disparity in experience between seasoned and novice employees.

Manager 2

OK.

Interviewer

I mean to be able to work well, to give you the desired result.

Manager 2

Well, you can give an example if you want.

There is no such examples, but if in future something happen like there is distance between experienced worker and not experienced worker, I would like to tell them like you know like experienced workers like there is nothing like experienced like everyone can learn and you know if someone is not experienced enough but still knows something that experienced worker doesn't know.

Interviewer

Yeah.

Manager 2

They can help each other. OK, I know this. You know this. So let's do it in a better way so they can share their ideas. They can share their like, you know how they can more like, it's not like we are working for someone when we work for us like it's like we are not working and we are working for us. So if you go to someone yeah these things will be worked in very good way. I have experienced like for example when I was new here.

And like more, my boss was like more experienced in for example so. But in that case, like if I gave some like.

I'm not sending my boss like my co-workers like something like that. So we used to share our ideas. OK, let's do that like this way. So it will be more faster. So or let's do toilet like this way it will be more faster. So this way is like you know breaks the barrier between experienced and inexperienced workers I would say.

Interviewer

Yeah, that's good. Thank you. So my last question would be.

What cleanliness expectations should Finnish hotels have and what challenges do any cleaning services in Kajaani encounter in meeting them?

What should be done to meet the demand of Finnish cleaning standards? If there is a standard for Finnish cleaning or is it a general cleaning?

Manager 2

Uh, I would say that what we do is, we care. about environment. So as we promise to be environmentally friendly like such as like you know in Finnish culture, they love to separate the garbage like plastic, both plastic cans and everything. So, we must have to separate them. We do not put in the garbage.

We should not in the case of cleanliness, mix up used Linens by previous customers or other stuffs with the new bedding and everything. So these things we promised to and we have to make sure that we are reaching that level. We are 100% honest at our work that is the only thing like I would say is the only thing we can do and provide the best service like being honest.

Interviewer

OK. Thank you very much for this. Before we end this conversation, I would like to thank you and ask if you have any other comments to make.

Or.

Advice to give or anything you have in mind or any other thing to say before we end this conversation.

Manager 2

Hmm, I hope I did meet your expectations with my answers.

Interviewer

Yeah, definitely. I got what I wanted from our conversation, and it makes a lot of sense and that's why I choose you for this. And I really appreciate that.

Manager 2

No worries. That's like, I hope that helps you.

Interviewer

Yeah, definitely it will.

Thank you very much.

Manager 2

You are welcome.

Interview with Cleaner 1

Interviewer
Alright, alright, good to meet you.
Cleaner 1
Yeah.
Interviewer
Alright, thank you. the first question I want to ask is how was your first week as a cleaner?
From the first day to the first or the first week. How was your experience like?
Cleaner 1
Well, my first week was honestly quite awful as a Finn with no former cleaning experience like.
I was having so much trouble, like keeping up and still making like sure that everything looked nice
and I got a lot of comments about that and also back then I was working for a very busy hotel like a
really strict company and they were just like, OK, you've been here 3 days, you can now clean all of
these rooms by yourself. And obviously, I couldn't do that. So, I got yelled at a lot and yeah, it was
not fun.
Let's just say that.
Interviewer
Yeah, exactly what I want to hear because I notice that the first week or first day is really tough for
cleaners. And I noticed that extra time is not added. There's no additional time for new workers.
People who don't have work experience.
Cleaner 1
Yeah.
There is no time at all like they expect you to work at the same pace as someone who has worked for
five years.
Interviewer
It's crazy. So that's why I want to get this information. Thank you very much. So, I'll move to the next
question which is, how long have you been a hotel cleaner and how does your experience affect your
daily performance?
Cleaner 1
In total, I worked as a hotel cleaner for like a year and a half, but like the first half year was for like
way back in high school.
After I had done like all of the exams and I was just essentially waiting to graduate. So, then I did ho-
tel cleaning and then I did another year like now that I'm in.
Work.
Uh, like I'm in college, essentially. So I did another year now and it has affected a lot of my perfor-
mance. Like I can do rooms really quickly. Like I remember one time I timed myself for fun and it like
a it was a small room with just one bed, and it took me 12 minutes to clean it up to bottom.
And yeah, experience really does play a lot in the performance and especially speed.
Interviewer
That's good. That's good.
Oh, that's what I expected. I'm to hear from you. Thank you very much for that. Then the next ques-
tion I'll ask is, describe your typical workday as a hotel cleaner. The tasks you do most often and how
you prioritise them.
Your priority.
Cleaner 1
Yeah. Well, my priorities are obviously like vacant rooms first.
Interviewer
Good.
Cleaner 1
But then, if like a customer has requested a day cleaning and they have that like little.

Note on their door indicating I should clean the place then obviously that will be like priority number one. So if I run into one of those rooms then I will go clean that one right away because obviously the customer wants the cleaning now.

And then I work on the rooms, and then usually after like 12:00 o'clock when people are properly awake, and all that, then I will do the rest of the day cleanings.

While I am working on the room, so if I have like at least of rooms that are all along one corridor that I need to clean and there's also three day cleaning rooms on that corridor. I will also do them whereas in the morning I will like skip all of the day cleanings in case people are still sleeping so that they can wake up on their own time and not have to wake up with me knocking on the door being like hey, I came to clean your room. Oh sorry. and you were still sleeping.

Interviewer

What about arrival rooms?

Cleaner 1

Arrivals rooms. Yeah. Yeah, those ones obviously need to be like when it comes to cleaning rooms, those ones are the rooms that I will try to do first. And as soon as they become vacant, I will go and do them.

Interviewer

Alright, thank you very much.

The next my next question would be, what challenges have you faced as a hotel cleaner? How did you handle them? What special challenges or tasks or something that, you find difficult? Like the challenge you faced at the hotel and how did you handle them?

Cleaner 1

Oh.

Yeah, there are some challenges.

That have come to me during my 1/2 years as a cleaner.

The biggest challenge is probably the busy season because then there are just a lot of rooms that need to be done quickly and the only solution for those is to just like work one room at a time. Eventually, you'll get to the end of your list and some people might have shorter lists than you and then they will come and help you. So that's probably the most common challenge. But then.

Back when I did the cleaning in high school, we also had I was living with my mom in Turku and in Turku. There's this really big festival called Ruiz Rock.

And that was a really big challenge for all of us, because literally every single hotel in all of Turku was booked full. So that was not fun. It was just we had literally every single person working the weekend. And as a result, we had very little staff for the week. So, we did get some complaints from people who were expecting like.

Here.

Day cleanings to be done at like 12:00 o'clock when really we had like two people trying to clean 30 rooms and there was no way that we were going to be able to get that done.

I like the day cleaning's done by 12 and so on.

Interviewer

OK.

Cleaner 1

Other than that, I don't really think.

There have been any challenges like sometimes we encounter some really dirty rooms, but those ones are just like, OK, you take pictures, you write down how long it took you to clean and then the manager will handle the rest.

Interviewer

Alright, that's a good answer.to my question. OK, I'll move quickly to the next question.

What skills are crucial for success as a hotel cleaner and what skill are currently lacking? Do you have anyone in mind?

Cleaner 1

Yeah, I do. Definitely. A crucial skill is time management and teamwork like those are the two most important because you need to be able to work with the other cleaners and also you need to be able to like make sure that you get to clean all of your rooms in time.

Because if you are that one worker who every coworker always has to come help you because you are just taking way too long to clean those rooms, no one's gonna like you. Like, no offence.

That's it.

And then it's just gonna annoy everyone that, oh, I've done my list, and now I need to go help that other person before I get to go home.

Lacking skills, I'm not actually sure.

I don't, really know. Like I've done this job for such a long time that I don't think that I have any skills in mind that are lacking. But like the newer people who are just starting, I think the time management is one of the biggest ones. They'll need to practise.

Yeah, yeah.

Interviewer

Yeah. Oh, awesome. Thank you very much for the answer.

I would like to ask the next question, which is, how does the workplace environment affect your job satisfaction and well-being as a hotel cleaner? Are there specific aspects of workplace culture you consider positive or negative?

Cleaner 1

Like some managers are super strict and also some cleaning companies are super super strict.

And that one can really put a lot of stress on you and then it just makes you like not want to go do your job.

And another thing is that like if the hotel is really old and kind of like has a lot of.

Like wear and tear in the rooms it can also make you feel a bit bad because you know that no matter how well you clean the room, the customers are still gonna complain about it. And then the hotel will give feedback to the cleaning company that, hey, the rooms weren't cleaned properly, that the customers are complaining about them even though there's nothing you can really do about them as a cleaner.

And yeah, I think those are like the two biggest ones. Then of course, if a hotel for some reason is lacking air conditioning during the summer, that is just horrible.

Interviewer

Yeah.

Cleaner 1

And it's horrible for also the guests and.

Yeah, but thankfully those aren't too common in the hotels here.

Interviewer

Good enough.

Thank you. Very much. So, I would like to ask you the last question for this interview, which is, how do you describe your training programme, and have you attended any special programme outside the company's regular training sessions?

Cleaner 1

Well, I haven't attended any special programmes, so I've just done the company's regular training sessions.

Back in my first job, we had a special like.

A training session for all of us summer workers because I was like a summer worker there too, where we went through all of the different cleaning.

Like chemicals that you use and how to use them, and I think that was a really good training that a lot of companies should have. And when I started like in my second job.

We didn't have anything like that, so it was a bit confusing on like what chemical I was supposed to use for what, because obviously the chemicals can differ on each company.

So that was a bit confusing at first.

But yeah, it was really good. Like have that kind of training of specifically going through the chemicals and then you're tagged along with a more experienced cleaner and usually most people start by just making the beds because that's the most important bit.

In the room to get right. So, I feel like that one's a really good way to train. Like, OK, first you do the beds.

Then you can do the toilets and the rest of the cleaning is usually so simple that everyone can do them because it's just vacuuming and mopping and making sure that all the things are in place. And I feel like that's a really good way to train people.

Interviewer

OK. That's good enough.

So any other comments you want to make before we close.

Cleaner 1

Oh well, I don't really have questions, but I guess a comment would be that like two people who work as managers.

Be understanding of new people like I remember like I said during your first question about my first week as a cleaner. It was just really horrible because.

I was expected to work at the same speed as someone who had been doing that work for many, many years, and also don't expect people to work alone too quickly, no matter how understaffed you are, because it's just gonna make them hate the job.

Interviewer

Yeah, it is. It will slow them down even when working together with an experienced person

Cleaner 1

Oh, definitely.

Interviewer

Do you think it also affects the quality of the cleanliness being rate the of the speed needed for cleaning times?

Cleaner 1

Yeah, sure it definitely will.

Interviewer

 OK, good, good. I love that. I love to hear that. Alright. Alright. Thank you very much for this and I really appreciate it.

Cleaner 1

Yeah, no worries.

Interviewer

Bye.

Cleaner

Bye

Interview with cleaner 2
Interviewer
OK. Good evening.
Cleaner 2
Good evening, Sir.
Interviewer
My question bothers on experience of the staff of the cleaning department in hotel industry.
So, my first question will be.
How was your experience the first week as a cleaner that will be my first question to ask you.
Cleaner 2
OK. The first, the very first day was much more about training.
Well, the very fact that where I worked, I like the fact that manager herself took her time to train me through how to make rooms, which involves cleaning the toilet. And yeah, the bathroom and the room as well. And then how to make the bed, you know? So, It was a good experience.
'because, seeing the manager doing it herself was quite impressive. However, the only flipside or the only side that I would say it wasn't so so very well, it was much more about observe that she does it or she was doing it and then she asked us to observe, OK. But she never told us why.
What was done? You know why you have to put the towel on the WC seat. Why you have to put another big towel on the hanger. Why you have to place a paper role in the toilet. Why you have to you know. So that was the only flip side. So the very first week like you have asked it was much more about trial and error. You know we were trying to make the rooms and then making mistakes, you know. So, which we were corrected by senior colleagues. So that was about the first week.
But regardless, it was a good experience because, I could say that we related with almost everybody and that was it.
Interviewer
OK. During the first week on the preceding week, how did you judge your efficiency, like speed at work? How did you see it? Is there something similar or something different?
Cleaner 2
OK, so I would say by my own judgement I will say it was quite different because the first week.
I was quite very slow. Yeah, because it was my first experience, you know, getting involved in cleaning and.
So I mean when not only cleaning you know, so it was the first experience where I was slow the following week I became faster and then in subsequent weeks and months thereafter, there were much more improvements over time, so the first week we were informed that we were supposed to make 3 rooms in one hour, but I think I was making only one in one hour because it was the first time.
Then I think the following week the preceding week, it was much more about getting much more improved. I think I was making about two rooms in an hour on the average then.
Subsequent month thereafter, I became a pro. And yeah, I was keeping to the time, however.
Interviewer
Awesome.
Cleaner 2
Can you hear me?
Interviewer
Yeah, I can hear you. What you say?
Cleaner 2
OK, so I was keeping to the time and then I became a pro thereafter, and it was a lot easier, however.
Mm hmm.
There is difference between when you start at the beginning of the day and when you have spent some hours. You know efficiency drops and I think is just normal. It's not it's. I mean it's about human because we are not machines, so it's about human. When you start the day you get much more efficient, you become faster and then over time the.
What? What? What is it called now?
Let's say.

Deterioration begins to set in, so I think when we start work by 9:00 o'clock in the morning by.
1:00 o'clock or two? Yeah, around 1 am you discover that you really, you really don not have that energy to push on anymore? You know, you just struggle to find your reading around.
Keeping to time, I mean making the three rooms within the one hour so.
It is much more physical you know it's energy consuming on its own. So that's that about it.
Interviewer
OK.
Thank you very much. My next question, you relatively have answered part of the second question because my question, will be how long have you been a hotel cleaner and how does your experience affect your daily performance? I think what you already said is included in the daily performance, but if you have something to chip in that will be OK. But how long have you been working as a cleaner or if you have something to add on your experience affecting your daily performance, then you can let it in.
Cleaner 2
OK, coming from Nigeria to Finland with little or no experience in cleaning I joined. I joined the cleaning company in 2022 last year, shortly before the summer. Nope. I think it was around February.
Yeah, I joined in February and.
Yeah. So it was 2022. Yeah. It was 2022 in February. Yes.
So.
Yeah. What was the question again, how?
OK.
Interviewer
Yeah. How long and how does your experience affect your daily performance?
Cleaner 2
OK, so over time the more you worked I found out is the more you do it better, the more you get involved, the much more experience you get.
Interviewer
Yeah.
Cleaner 2
While doing the job. Yeah. So, it's just like every other job. That's the more you go about it the much more experience you become. And then the more the effective and efficient, you also become on the job. However, if you don't get shift as often as possible, then you tend to forget some. You tend to forget some rules, some principles.
Interviewer
Yeah.
Cleaner 2
Some winning strategies on how to become so very fast. I mean, talking about efficiency, however, but if you, if you're able to get more shift in a week, it helps and improves your performance. You know over time because it's constantly in your system to understand what to do at what point in at one particular point in time that's about it.
Interviewer
Great. Thank you very much for pointing out that particular side of getting shift often to increase or improve performance.
So, my next question would be, could you describe your typical workday as a hotel cleaner? The tasks you do most often and how you prioritise them; how do you prioritise your task?
Cleaner 2
OK
As a housekeeper first thing is to know, which rooms are you going to? I mean, where are those rooms that you're going to work on? So, there are some that they are already been booked. OK, so they are the priority. So that's the first set of rooms that you need to work on. You need to get those materials that you will need.
To replace the exhausted materials in the rooms, you need to identify.

the kind of people who are going to lodge in those rooms, so that will also guide you because there are some rooms that they are meant for family.
And the family could have a baby, you know, which you'll be requested to put, for example, a potty. You know, for the child, there are some rooms that we accommodate dogs as a pet.
You need to also put some towels for the dog and then also a bowl for water. So those are some of the things that you also need to start with before you start the day and then the cleaning materials that you also need to source from the cleaning room when you need to understand what's liquid is meant to clean what room, like you know, the one for the floor is different from the one you use in the bathroom.
And all of that. So you need to put all those together before you start your day so that you don't have to be running helter-skelter when you start the day fully. So those are the basic things that you need to psych yourself up as well. You know that you are here and you are here to get involved in activities. Of course that will.
Interviewer
Alright.
Cleaner 2
That is going to add to the bottom line. You know, of course. So that's on one side and also quite very importantly.
Is, I think, well, maybe the management should also understand and identify with some staff. I mean with some workers to know what are those things that make them much more efficient. So, for some people, I mean from where I came from, we like to listen to music while we work like while we work individually not as a team. OK. So I may prefer just for example. I may prefer to have my headset on and I become faster.
Interviewer
Yeah.
Cleaner 2
I become much more efficient when I work listening to music. However, I become bored when everywhere is so quiet.
I become weak whenever it's too quiet to me, you know? So that's one of those things I think the management should also try as much as possible to, of course is I think is a rule in where I worked back then that you must not listen to music. You must not even have headset or earphone or whatsoever on when you are working. So, I mean that's the rule. However, I just feel it should be something they also need to look into if it's going to be part of your own suggestion I.I think some of us will really appreciate that. So that's it.
Interviewer
OK.
OK. Thank you very much. I'm going to do quickly the next question, because I don't want to take your time.
So, What challenges, have you faced as a hotel cleaner and how did you handle them?
Cleaner 2
A quite number of them, like the first, the very first week we were so used to.
Like from where I came from, from my background, we were used to greeting people anywhere you find them. But I discovered that where I worked in the hotel, people like to be very solitary.
They like to be on their own. They like to have their own space.
You don't need to greet just if you need to walk, walk and then you move.
Interviewer
OK,
Cleaner 2
So, that was quite, very challenging to adapt to the new system. That's on one side, also.
Like I earlier stated in he first response that.
It was much more about watch and learn, nothing about the proper theoretical training. OK, this is how it.

Like for example, I was expecting that the supervisor or the manager would show or the trainer would show to us like this is how a typical room should look like. OK, anything short of this is absolutely not correct, but we are not informed. We are not told. So, were just working blindly. And then it was quite very, because, rooms are not just; they are not uniform. They are not the same. They are not made in the same manner. They are not made in the same form. So, there are some of those room that have four beds. There are some that only have two. So, in some cases you say you need to make extra bed. We are not taught how to make extra bed because in the first experience the supervisor, the trainer never made extra bed in our first time. But when we started when I started to be on my own the following day or few hours after I had to make extra bed. So, I was confused on how to make this extra bed.

I had to use or rather apply the trial and error. OK let me do it this way. If it doesn't work well, maybe the customer is gonna complain. You know? So that was one of those challenges as well.

And then, the fact that. Another challenge is the fact that, we were not given a breathing space except you want to go out to smoke, which was the only short break that was allowed. it was quite, very difficult for me because I don't smoke, I don't have any problem with anyone that smokes. But if you also give someone like us a break, you know that. OK, I want to catch my breath for 5 minutes or 10 minutes. Alright? So that was also one of those challenges that we had.

But I also confronted them, you know, so it was quite, very difficult to explain.

However, the side that we had coffee break and all of that, yeah, but.

then you also are entitled to a break of which is deducted from your hours. You know I feel that is also not so right. But according to the employer it is in the labour law. That is it, that's it's not the problem but is a challenge that I feel the system needs to look into.

Interviewer

That's a good one. Thank you.

My next question will be what skills are crucial for success as a hotel cleaner, and what skills are currently lacking? Do you have any idea?

Cleaner 2

Well, I think the skills that are much more critical is the physical attribute. They're much more physical ability.

Yeah.

Because it is much more energy consuming. That's physical energy consuming much more than mental. However, mental is also still required because.

I think people need to know and people need to understand that if it is not.

Your standard, then it shouldn't be.

The guest standard as well. What do I mean?

The Cup, for example, the Cup in the room.

If you cannot use it to take some water, then you should also understand that a client or a.

Guest should also not use it to take water. OK, if the toilet seat is not clean for you to use, then you should also understand that the guest coming in is also not gonna be pleased using the toilet. So those are some of those things that people need to understand.

That's if you go into any hotel and you find yourself feeling uncomfortable, then just know that that is far, far below standard, so you shouldn't make such rooms or such place of work similar to what you will not accept. So, I think those are the things that I mean people who work in the cleaning company should understand. And when we say a cleaning company or we say a hotel, you should know that cleaning should be cleaning.

Yeah, we understand that in cleaning, If it's clean, it's clean, but if it's not clean, then just know that it's not clean, 100% or nothing, you know? And so that's what I think should be obtainable here. Let me put it that way.

Interviewer

A lot of discoveries, good ones. So, I'll quickly go to the next question. which is.

How does the workplace environment affect your job satisfaction and well-being as hotel cleaner? Are there specific aspect of workplace culture you consider positive or negative?

Cleaner 2

OK, so I think there are two questions in one.
Interviewer
Yeah.
Yeah, yeah. How it affects your job satisfaction and well-being. And also, if there is any workplace culture or positive or negative side.
Cleaner 2
Ok, the very first one.
There are work cultures that have negative effect definitely.
Interviewer
OK.
Cleaner 2
Hmm.
Before I go into the second question, let me answer the first question. Yes, I agree that the work culture effects. It affects human being. I mean, it affects employees.
Very, very valid reason being that.our daily activities in our workplace, so we get to invite more of the culture into our system. Alright. For example, when I started the cleaning.
When I joined the cleaning company. Let me put it that way. I found out that I became much more cleaner.
Interviewer
Mm.
Cleaner 2
What do I mean by that? It's not that I never used to be a clean person, but I discovered I became much more meticulous when it comes to cleanliness. I was very watchful of places around me. I become so uncomfortable when a place or my environment is dirty. So that's one of the cultures that has really positively affected me or that has really helped me. You know in my cleanliness.
Interviewer
OK.
Cleaner 2
However, there are also negative part of the culture that yes, I think those things should be changed. In the place I work, I think there is much more favouritism.
Interviewer
OK.
Cleaner 2
That's one which I think should be abolished.
I also feel like people are not well appreciated.
Interviewer
OK. Yeah,
Cleaner 2
Because the way the system works, there was much more like when you make mistakes, they call you out. They point you out. They point it out. But when when you have done excellently well, nobody sees anything. I think it's not so good. I think when you castigate people, when they have done something wrong then you should also praise them when they have done excellently well.
Interviewer
OK.
Cleaner 2
I remember an incident in which I think they were looking for a charger in the room. They asked, who was the person that cleaned the room? You should have found the charger or something and you know, blah blah blah. Of course, the person claimed he never found it. So, I didn't get to know the story thereafter. However, on the other side, somebody cleaned the room, found a wallet under the wallet she also found some money was there about 75 euros or thereabouts, and then she reported the money, dropped it in the office. I think the customer, no, they called the customer, and asked did you leave your wallet, your driver's licence and your money in the room? Yeah, the guest said, I'm so sorry. Did you find it? I was looking for it in my apartment, blah blah, blah. And that was the end.

Interviewer

OK.

Cleaner 2

So, nobody ever got back to the cleaner, you know, to say. Oh, you have done well. This is of course, it is expected. But if such a person had kept the money, nobody would have known. It is not expected that such should happen. Yes. But I'm just saying you should also praise the person and say, oh, this person found money. And yeah, we appreciate you at least that you reported it. You didn't.

Say oh, maybe it was just a tip, because of course anybody could think.

Or, maybe it was just a tip from the customer, you know, and all of that. So, what I am saying in essence is you should as much as you talk down people when they have done something wrong. You should also praise them when they have done something right. So, I think that's one of the cultures that should be embraced and then don't criticise people for too long. It is not easy when you have a timeline, when you have just one hour to clean 3 rooms. It is not easy. You most likely will forget some things if you don't forget the towel, you forget the tissue, if you don't forget the tissue you forget to check the shower gel you know? It will definitely happen. So, when those kind of things happen I think, they should slide. Yeah. In some, except when it becomes a constant occurrence or is reoccurring over time. Yes. That's when you should then call their attention and say, oh, I think you need to take note of this. It may not be a general thing, but I think in the place where I worked it was the experience. Yeah. So that's.

Interviewer

Thank you.

So, the last question, you already answered indirectly, but I would like you to chip in something to that quickly.

How do you describe your training programme and how and have you attended any special programme outside the company's regular training sessions?

Cleaner 2

Not at all. There was no training, there was no proper training like I would say. It was much more about the trainer saying follow me. She was making the bed. She was making the rooms and the toilet and bathroom, and then we were observing in the first three sessions and then the 4th one we started on our own. She was checking after us. So that was about the training we had. We never had any training outside those. No computer display system showing how a room should be or so. Never.

Interviewer

Yes.

Cleaner 2

And then every other thing I found out would just be on my own.

Maybe like going on Google and asking Google how do I make a proper bed in Europe, you know or in the Scandinavia. Those were the things I was using to search on Google, which were just on my own, you know, personal development. But for coming from the company, it never happened. And I think that should be introduced.

Interviewer

I really appreciate you for this moment of interview and thank you very much for giving good and sound responses to my questions.

Cleaner 2

It's my pleasure. Thank you for so for the privilege.

Interviewer

Alright, bye.

Cleaner 2

Bye