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Improving household cleaning service for PRN- Kiinteistösiivous

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The topic for this thesis has been provided by a small cleaning enterprise, PRN-Kiinteistösiivous Ky. The company has acknowledged having difficulties within their household cleaning sector, which they wanted to improve. The aim of this thesis to identify, what problems are there exactly on the household cleaning sector, and how could they be corrected. The household cleaning service production will be evaluated by investigating both operational and managemental levels to identify the actual problems and suggest potential corrections for them. The goal is to seek a reachable compromise between the company's ability to provide desirable service to its customer and the fulfillment of actual customer's expectations.

The data-gathering is conducted using three different qualitative research methods. First, people's writings on the ideal household cleaning service on the Internet forums will be analyzed to find out their general opinions and expectations of good service. Following this, there will be conducted an overt observation on case company's workers when they implement the cleaning to determine the actual quality of service. Finally, case company's received reclamations will be analyzed, cross-checked with the aforementioned researches and based on that it will be determined; what is the most efficient way to improve case company's service.

It was found out that most commonly, people expect a good quality service and adequate cleaner to be the key of ideal household cleaning service. The observation found out, that the quality issues are well met at the case company, so there were no particular problems on the operation level. Finally, the findings on reclamation analysis showed that the company's problems lay in the following issues: customer not permitting the substitute cleaner; management being unaware of customer's and cleaner's agreements; not having the keys to the customer's premises, which is why some customers demand exact arrival times for the cleaners. These problems were solved by renewing the household cleaning service contract.

Keywords: Service development, customer experience, customer cooperation, contract renewal, household cleaning service.

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1 Introduction

The topic for this report has been provided by a small cleaning enterprise, PRN-Kiinteistösiivous Ky. This company was particularly interested in improving their household cleaning service, which they felt was not doing well compared to their other services, such as industrial cleaning or floor waxing. They acknowledged a few problems within household cleaning sector: it has received the largest amount of reclamations within the company, as well as co-operation with the household customers has been the most challenging.

The aim of this thesis to identify, what problems are there exactly on the household cleaning sector, and how should they be corrected. The household cleaning service production will be evaluated by investigating both operational and managerial levels to identify the actual problems and suggest potential corrections for them. Qualitative research methods will be used to investigate the operational level, after what theoretical base will be reflected to study the managerial level's operations and some research findings. The goal is to seek a reachable compromise between the company's ability to provide desirable service to its customers and the fulfillment of actual customers' expectations, so that the company could avoid the reclamations in the future as well as cooperation with the household customers wouldn't remain so challenging.

The research methods that will be used are qualitative research, observation and analyzing of reclamations. To gather the relevant data, at first people's writings on ideal household cleaning service on the Internet's discussion forums will be studied in order to formulate the idea of what potential customer would expect from household cleaning service in general. Secondly, case company's household cleaners' daily operational work will be observed in order to determine the overall implementation and quality of the service. Thirdly, all the household customers' reclamations that the case company had received will be studied and key issues of complaints identified. After examining the research findings and theory, the existing problems in the service will be attempted to be corrected. Ultimately, the outcome of this project leads to the renewal of the household cleaning's service contract. This project was conducted from May until October in 2015.

2 Background

2.1 Company profile

PRN-Kiinteistösiivous is a small enterprise that has been operating since 2006. For the first seven years, the company operated by a solo entrepreneur and it was specialized solely in occasional short-term industrial cleaning jobs, mainly floor waxing. Since 2013 the company started to expand by hiring a few regular workers and obtaining regular customers. In order to obtain regulars, the company expanded its service supply by offering regular maintenance cleaning for various customers, including housing associations, companies and private household customers. In 2014 company's turnover was 4,5 million Euro. (Taloussanommat 2016)

The company operates mainly in the capital city region in Finland. The values of the company are quality, knowledge and progression among other things; the company takes particular pride in having committed and professional employees, who provide the good quality service, to which customers are committed in turn. The mission of the company is to create new work places, increase the appreciation of cleaning industry and be a progressive part of the future. (PRN-Kiinteistösiivous 2016)

At the time of conducting this project (May - October 2015), the company employed 10 regular, full-time workers. There were approximately 200 regular customers, out of which about 40 were household cleaning customers. On average, household cleaning sector would engage one cleaner for almost a full workday daily. Most common cleaning frequency at the household customer's is between once or twice a month; hence, household cleaning does not yet occupy several workers at the company.

The company does not have a clear explanation, why household cleaning has more trouble compared to their other cleaning fields. Therefore, company's expectations for this project are the same as the thesis' aim: obtaining a plausible explanation for the problems within their household cleaning service and suggestions to tackle these problems. The immediate goal is to come up with the compromise, whereby company appreciates the customer on their private territory, home, and meets their expectations by providing high-quality cleaning service in a way that is also profitable for the company. For the future, the long-term goal for the company's household sector is to become a well-known enterprise for providing high-quality household cleaning service.

3 Theory on planning and marketing customer-centered service

3.1 Meeting customer expectations through perception

There are several factors contributing to the successful service implementation. For instance, according to Korkeamäki et al., a company should be perceived as the first choice in customer's opinion, and thus it should be perceived as better than their competitors. In order

to become the choice of a customer, the company must at least meet the customers' expectations, but preferably offer even better service than customers expected. Expectations can be met during service encounter and also with the help of marketing. (Korkeamäki et al. 2000, 9-11)

According to Virpi Salin, there are four key factors that contribute to the person's ability to perceive: attitude, feelings, values and experience. Especially personal experiences and information derived from person's acquaintances or media have a particularly strong impact on perception. However, perception is constantly re-formulating because of new information gain; hence, a company cannot create a holistic perception into their customers' minds. Instead, they can try to make this perception as positive as possible via advertising and spreading good image, for instance, but eventually it is the customer who forms the picture of the company and its ability to carry out the services, and thus deciding if the service is good or not. (Salin 2002, 49-51)

Due to the high competition, it is essential for the company to stand out from its competitors in order to be chosen by the customers. Standing out requires not only the fulfillment of the customers' expectations, but also the ability to provide a service in a unique way. A service package, which could involve various extra services to meet each customer's individualistic needs, is one of the basic ways to stand out. For instance in the household cleaning business, besides just implementing the cleaning, a company could offer extra services such as grocery shopping, window washing, floor waxing, kitchen appliances' proper cleaning, etc, to make the service more appealing to the customers who require more complex service than just cleaning. (Leppänen 2007, 132)

In the case of household cleaning service's implementation and meeting customer's expectations, it is crucial that cleaning is implemented in a good quality: every task that is mentioned in a contract is carefully carried out and there are no negative surprises such as accidentally broken customer's property. In other words, company must keep its promises to the customer. Especially when the work is being done on a customer's private territory - home - there is often much less tolerance towards errors and higher demand for immaculate quality compared to the other, non-private customer territories such as companies or apartment buildings' stairways. If this basic promise is fulfilled, customers' perception of the service should be affected positively. (Salin 2002, 53)

In order to exceed the expectations, and affect the perception to even a greater extent, it often demands a worker to be willing to take the action. To exceed a customer's expectations in a household cleaning, a cleaner could for example carry out a small extra task, given that he or she has extra time for that, such as cleaning the bathroom seams and leaving

customer a note that this extra task was done. Employee must be motivated in order for him or her to be willing to serve customers better than required. (Valvio 2010, 93-94)

3.2 Importance of motivating internal customers

Several sources state that the internal customers are integral - if not the most important ones - determining the outcome of the service. Internal customers imply people who provide services in order to deliver the company's products or services. (Dutta 2010) In other words, company's employees are considered as internal customers. For example cleaners, supervisors, etc are key internal customers for a cleaning company. It is difficult to serve external - paying - customers, if a company has problems with their internal customers. Especially the employees that are in touch with the external clients should be motivated enough to reflect the company's image positively. (Papinaho 2011)

When it comes to the cleaning service production, it is the people who produce the service; clean. Therefore, while providing the services, employees are one of the most essential competitive factors contributing to the outcome of the service. According to the theory, a company that has hired eager professionals is more likely to succeed with service production than a company, which has less motivated and qualified people to do their jobs. In order to be able to provide commendable service, besides having an ability to do the job, employees should also be properly informed about the company's mission and be motivated to work for the company. (Bergström & Leppänen 2009, 172-178; Papinaho 2011)

Bergström et al. mentions that there are four key procedures to keep the internal customers motivated in general: informing, educating, encouraging and creating the team spirit. Properly informed employees will be able to serve the customer in accordance to the company's business idea, values and missions; in other words, they way the company wants their customers to be served. Moreover, open informing about company's matters increases the equality and honesty in company's image, and overall open communication and informing is a relatively cheap and effective motivator. (Bergström et al. 2009, 175-176) The customer service management coach Camilla Reinboth also notes that importance of open informing and communicating implies internal customers as well: they should feel free and encouraged to express their thoughts and opinions on any matters concerning the company, as the employees are the ones that carry out the work on daily basis, and thus they might state some defects that the management would not able to notice otherwise. (Reinboth 2008, 90-91)

When it comes to educating company's internal customer, both company and employees can benefit from this: employees can potentially increase their professional competences and knowledge, while the company assures they will have qualified employees to do the jobs.

Sometimes, employees are demanded to have a certain education or permission to begin with in order to be qualified to do the job. Usually the company pays for the employees' education, which might be very expensive. Hence, it is important for the company to consider several factors to avoid excessive educational costs: according to the theory, all the workers should have an equal availability to educate themselves if the company can offer this. However, education should be customized according to the need and competences; for instance an operational worker would not need an education on developed HR management methods, which would be more appropriate topic for the manager instead. Another important factor when considering educating the employees is their constancy; how long they are to stay with the company. Especially if the job requires a permission that company has to provide for the employee, there may be a risk that after getting the permission a worker changes his or her mind about the job or company and leaves. Therefore, a company should strive to identify and offer suitable education for those internal customers who would truly benefit from it. (Bergström et al. 2009, 176; Reinboth 2008, 86-88)

Encouragement is a powerful motivator. There are different means of encouraging internal customers: salary, rewards, benefits, chances for progression, feedback and employment relationship. Permanent increase in a salary is a traditional motivator that will most definitely be appreciated by every employee concerned, yet on the downside, its motivating effect doesn't usually last long and thus employee would require other ways to keep them motivated within months. Rewarding is another commonly used method of motivation: it concerns especially the employees that are in charge of sales and customer service. One typical example of a reward is a monetary bonus, which is paid in accordance to the performance at work, such as for fulfilling the monthly sales requirement. Other tangible means of encouragement might be, for instance, new phone, computer or other work equipment that can be count as benefits. Other encouragement benefits includes possible discounts, luncheon vouchers, better occupational health care system or special day gifts, such as Christmas or Birthday presents. (Bergström et al. 2009,176-178; Reinboth 2008, 89-90)

Aforementioned means of encouragement are highly money related, which is why they are easier implemented by bigger and financially capable companies, compared to the smaller and less rich employers. However, encouragement of internal customers can be also done by good planning and lesser expenses, to which especially smaller companies should pay attention. To know that there are chances for progression at the career are important to many employees. This implies, for example, ability to proceed in own career, possibilities to learn and educate oneself and be able to do different tasks. (Bergström et al. 2009,176-178) Camilla Reinboth states that there are two types of progressions: vertical and horizontal. Undeniably bigger companies will have easier time to offer vertical progression at work, which means means traditional promotions to higher standing positions. However, flatter and

smaller companies that cannot offer promotion to higher positions should still be able to offer horizontal progression: examples of that include different or more demanding work tasks, different work environment, learning new ways of working and chances to see own work in a new light and expand one's network. (Reinboth 2008, 88-89)

Smaller companies should also concentrate on feedback and employment relationship as forms of motivation, as they are often relatively easy to implement. The importance of feedback tends to be overlooked; besides only informing the employer of errors and areas of improvement, it is extremely important to praise an employee for a well done job from time to time. According to the theory, simple and free of charge mentions can be particularly motivating to most of the people. An example of these can be mentioning the name of a so-called "hero worker" in an email or magazine that will be seen by colleagues, clients and/or the management, titling a successful employee "best worker of a month" and such praises. The employment relations arrangements is the area that can excel with just good planning on company's side. Generally, employees want to feel that the company they work for is a secure and continuous place, and there are flexibility with work times and arrangements of vacations. Thus, the company should listen to employees' wishes on work day and vacation arrangement issues and try to fulfill them to the best possible extent. (Bergström et al. 2009,176-178; Reinboth 2008, 87-88)

It is essential that the company not only keeps its internal customers motivated to work, but also maintains a cooperative team spirit among them. Even if employees know what company's mission is, if they do not believe in themselves and the employer, there is no chances for the company to succeed. Thus, only with a functioning team spirit it is possible to ensure employees' ability to cooperate and achieve company's goals. Team spirit can be enhanced, for instance, by organizing corporate events or hobbies for employees. The key is to create the atmosphere, where every employee is treated equally, and everyone understands their importance in achieving the common goal. (Bergström et al. 2009,178; Reinboth 2008, 82-85) Moreover, according to the business coach Timo Valvio, creating and maintaining the team spirit in a company can be compared to the team sports: employees are similar to the players, who have to be undeniably talented, but they can only succeed when they are able to work in a team. Similarly the coach should motivate the team as well as set and follow certain strategy to achieve the victory. (Valvio 2010, 123-129)

In brief, every internal customer has own individual needs to keep them motivated: someone would be content with just a reliable employer or a verbal praise, another with an additional day-off, and someone would expect no less than a concrete monetary reward. Thus it is very important for the company to identify its own employees' needs in order to keep them motivated, create the strategy to fulfill those need and this way ensure their willingness to

serve the company and implement their business idea in turn. Obviously motivating requires from a company more than just a praise or a reward; it should be remembered that the general atmosphere between employees as well as fundamental things, such as work schedule and vacations, should be well organized in order for the employees feel secure and content on their workplace. (Bergström et al. 2009,176-178; Valvio 2010, 123-129) In order to be able to fulfill this, Reinboth suggests an open dialogue between the company and an employee on the topic. The key factors in this dialogue is to establish a rapport, whereby the employee will be free to express own opinions and wishes. It is crucial for the company's representative to listen, ask questions if something is unclear, be non-judgmental as well as non-offensive. Sometimes listening and trying to fulfill employee's wishes might be time consuming and burdening the management, but on the long run it may turn out to be a worthwhile investment. (Reinboth 2008, 92-95)

3.3 Key criteria in customer choosing a service provider

In every field, most common criteria when choosing a service provider is generally the price. Even the most appealing service contract might be turned down because of the pricing, which would most commonly be considered too high among the customers. Hence, it is important for the company not only to create the service package to meet as many customers' individualistic needs as possible, but also to be lucrative. (Leppänen 2007, 132)

Lucrative in this case indicates two factors: one factor is that the service cannot be too complex and it must bring certain profit for the company. Another factor of consideration is that the service should be also lucrative for the customer; although the service brings value in itself to the customers, it cannot be priced too high. In theory, high pricing might attract some customers, but much smaller number than if the prices were set to be lower. Especially for a new company in any field it is beneficial to keep the pricing on a lower level to get the their first customers interested. Once the business gains good image and reputation, prices can be set on more profitable level from company's point of view. (Leppänen 2007, 132-139)

Household cleaning is not a huge field in Finland, but there are several options for the customers to choose from nevertheless. If the customer needs only basic cleaning, they are most likely to choose the cheapest service provider that owns a decent reputation. In the case they need various household services besides cleaning, the list of potential service providers is likely to narrow down, but the criteria for low price and good repudiation still is presumptively to exist. (Valvio 2010, 93-94)

In household cleaning field, reputation of a service provider is extremely important factor - if not the most integral one - which in most cases will be checked before the prices. Since the cleaning is to happen on customer's private territory, at home, service provider's reliability

and trustworthiness is of a greatest importance to the customers. In general, potential customer might research first all reliable service providers, and only secondly select the least expensive one out of them. Trustworthiness of a service provider can be determined, for instance, by studying company's feedback and reviews online about their ability to implement the service. In this field, word-of-mouth is extremely powerful in attracting new customers; often people tell about a reliable and good service provider to their acquaintances, who are indeed likely to choose a service provider that has been already tested and accepted by trusted, familiar people. (Chang, Hussain & Dillon 2006, 45-59; Valvio 2010, 93-94)

3.4 Cost calculations in household cleaning industry

Cleaning industry in Finland is not particularly big field, and neither is it veritably lucrative. According to the Finnish Tax Administration, the average profit margin of the cleaning businesses has been only 3% in whole country in 2011. Overall, the general profit margin expectation lies between 5% - 20% in overall cleaning industry. Therefore, it is extremely important for the company to plan their services as accurately as possible to avoid redundant costs. (Verohallinto 2013)

When talking about the company's biggest costs when implementing household cleaning as a service, in most of the cases it is the time that employee spends on the field; the salary that cleaner will be paid for the work. Generally the customer is being charged indeed for the time, during which the cleaning is implemented. There are several other costs, such as cost of used detergents, tools and equipment; rent of their storage place, transportation, supervisors' salaries, other official's salaries, etc. These other costs tend to be ignored sometimes when planning the service; obviously, they don't play a crucial part, but on the long run their amount will be significant factor as well. However, customers are willing to pay only for the service that brings them the value - clean house - so they cannot be directly charged for all the extra service costs, such as for the salesperson who sold them the cleaning service or the service supervisor whom they keep contact to; these costs have to be somehow included in the price of the service. (Grönroos 2001, 24-56) In 2015, an hourly price of household cleaning varies between 25-40 Euro in Finland. (Siivouspalvelut 2015)

An example of making cost calculations can be the following: the company determines the extra costs' amounts, profit margin percentage it aims to have, number of customers it estimates to serve and the total number of hours it estimates to clean per month. Then, an hourly price for household cleaning can be calculated. Time consistent charging entails that the lower price will be offered to the customer, the less time a cleaner will be given to do the chores. Price should ideally cover the extra costs and bring profit, as well as it should be high enough to afford a worker to do the job with no haste. (Grönroos 2001, 24-56) The

simplest way to determine sales margin is by deducting direct costs from the revenues brought by the customer. (Mäntyneva 2001, 36)

It is important to note that if the company is tiny and has only a few customers, it must have less extra costs than bigger companies. In other words, a small company cannot afford to hire a specific customer service clerk or sales person, for example. Instead, all the employees are most likely to participate in remunerative work - cleaning in this case - and all the administrative tasks will be done by one and same person and usually in a simpler manner, compared to the bigger companies. (Grönroos 2001, 24-56)

In a cleaning field, there are often extra chores that do not belong to the contract and are therefore charged for separate price. These extra chores might bring very good profit for the company; in some cases, company makes the profit solely due to selling the extra chores, while contract cleaning brings incredibly small profit margin. (Bergström et al. 2009, 474) Nevertheless, there is also a risk involved with certain simple extra chores, such as washing and drying the laundry in touch with household cleaning. These simple chores might be extremely time-consuming and resultantly expensive to implement. Hence, it is not beneficial for the company to charge a profitable price for certain extra services, since a customer might regard it as a ridiculous over-pricing, considering the simplicity of the chore. At worst in this case, service may be perceived negatively by a customer. The company must make proper calculations in order to avoid this kind of a struggle between the desire to provide versatile service to every individual's need and ability to make the profit for itself. These calculations should lead to the compromise between own profitability and customers' wants. (Grönroos 2001, 23-31; Leppänen 2007, 132-139)

3.5 Segmenting the customers

Despite asking for the same service, such as cleaning, customers still have all different needs in details. Thus, it is important to segment the customers, in order to plan and market the services to suite different customer types. Segmenting means a process, that investigates customers' buying behavior and the situation on the market, creating the target groups, and creating and implementing marketing plans on customers' wants and need. Without segmenting the customers, it will be more difficult for the company to allocate the resources. (Bergström et al. 2009, 150-152; Mäntyneva 2001, 40-42)

Distinguishing between profitable and less profitable customers is integral; especially those, who are completely unprofitable, should be identified and worked on: sometimes, a company can regenerate an unprofitable relationship to bring profit, for instance by creating a plan on reducing the service costs. If this does not work, the only way to avoid further profit loss is by giving up on the customer. Ending the relationship with the customer should be done in a

positive manner, which is known as “beautiful exit”. There are two key objectives of a beautiful exit: a possible renewal of a contract in the future, and avoiding the negative word-of-mouth by a dissatisfied customer. (Bergström et al. 2009, 473)

Typically, customers share a few common traits besides just being profitable to a certain extent. Hence, customers could be segmented based on these common traits. General examples of these traits include the customer’s type; are they individual persons or companies. Segmenting can be also based on customership’s size: big, middle or small customer. Also, customer’s age, gender, lifestyle, geographical location, buying habits and buying frequency are examples of common segmenting criteria. However, companies can rarely segment customers based on only one criteria: for example, even though people are of the same age, they have different personalities, lifestyles and thus different needs for service. Moreover, Bergström et al. notes that when segmenting the customers, the segments must be as big as possible. Otherwise there is a risk, that each customer will make a segment on its own, because the needs are so different to group together. In the case segments are very small, the usefulness of segmenting process will be lost. (Bergström et al. 2009, 153-156; 159; Mäntyneva 2001, 40-44)

According to the economist Erkki Talvela and business consultant Jukka Ala-Mutka, the purpose of customer segmenting is to combine company’s internal and external perspectives. External perspectives imply the customers’ needs while internal perspective implies company’s needs; particularly the need to be profitable. Companies tend to focus on obtaining the customers, and making them satisfied. However, several authors state that focusing specifically on external perspective is a common mistake that companies make, as it works only in theory, but in practice it is impossible to meet every customers’ needs perfectly, since there are not enough of resources for that. Hence, primary consideration should be on the company’s profitability - internal perspectives - because customer’s satisfaction will not have any effect anymore, should the company become bankrupt. (Ala-Mutka & Talvela 2004, 49; Bergström et al. 2009, 150-152)

Although the key is to maintain the profit for the company, customers’ values and needs should be obviously considered. Customers’ wishes for the service can be gathered several ways, such as by analyzing different existing data on customers, buying data, making customer surveys etc. Ala-Mutka et al. mention that there are also other external factors to consider: firstly, in some cases it is not enough for the service provider to know only their customer’s values, but the customer’s customers’ needs must be taken into account as well. Secondly, it is important to investigate and benchmark the competitors’ operations and service production. Also the developments in technology and changes in the law might affect the customer values to the great extent. (Ala-Mutka et al. 2004, 50-51)

When the customer's values and needs are identified, they should be compromised with the internal perspective to make them capable of bringing the profit to the company. Analyzing the internal perspective is done similarly as analyzing the external one, except for the focus is on company's ability to make the profit. It is especially important to recognize the strategic significance of customer segmenting for the company's future. (Ala-Mutka et al. 2004, 51-60) According to Bergström et al., segmenting is a choice of the company, not an occurrence. This choice has to renounce some of the clients, mainly the least profitable ones. Nevertheless, with this action of renouncing some customers, the company will have enough of resources to concentrate on serving those customers, who are most profitable and on whom the company can rely on to make more profit. Without segmenting, there are almost no chances to success in customer centered marketing. (Bergström et al. 2009, 151)

After customers are segmented, the company can select one or more of these segments and build a marketing strategy based on them. There are two types of marketing strategies: concentrated and differentiated marketing. Concentrated marketing implies centralizing resources in meeting only certain segment's needs, thus aiming towards a narrow customer segment. This is especially preferred strategy for small companies that do not have resources to spend on different customer segments. Differentiated marketing in turn means focusing on several different customer segments, who all have own marketing plans and strategies. This is an ideal strategy, but attainable only by bigger, resourceful companies. A company can also use a marketing strategy that does not involve segmenting. This strategy works mainly for small companies, whose customers have overall similar needs of product or service. However, this marketing strategy is outdated and relatively inefficient for modern world. (Bergström et al. 2009, 158)

4 Research methods

Three different qualitative research methods will be applied in order to gather the data: qualitative research, observation and reclamation. While the qualitative research aims to establish an understanding of what people in general expect from household cleaning service, the observation and reclamation analysis will investigate the case company itself. The figure below summarized the methods, aims and findings.

Qualitative research:	Employee observation:	Reclamation analysis:
<p>Aim: 4 online discussion forums were studied to find out, what people generally expect from good household cleaning service.</p>	<p>Aim: to examine, how cleaning service is generally produced at the company, and if there are any weak points in the service production itself.</p>	<p>Aim: to cross-check the findings of the observation, as well as see, where the actual customers saw the weaknesses.</p>
<p>Findings: Key topics of were: <u>Quality</u> <u>Cleaner</u> <u>Price</u> <u>Communication</u> <u>Contract</u> <u>Time</u> <u>Tax deductible</u></p>	<p>Findings: Quality and methods were good; time was followed. Thus, no notable problems were identified on the operational level of service production.</p>	<p>Findings: <i>Communication (35%)</i> <i>Time (31%)</i> <i>Employee (26%)</i> <i>Quality (8%)</i></p>

Table 1: The table summarizes aims and findings of each research method.

The qualitative research method was chosen, because it was the easiest to implement. Moreover, it would produce rich data on people's general opinions and experiences. After obtaining the information on what people expect in general, it will be investigated, if these expectations are fulfilled at the case company.

Observation was a suitable method to investigate case company's service production, while reclamation analysis was the best way to study, what were the main problems from customers' point of view. Moreover, triangulation can be used between these two methods: researcher's findings in the observation could be efficiently cross-checked with the actual customer opinions. Each of these research methods and their findings will be discussed in detail below and evaluated in chapter 6.2.

4.1 Findings of qualitative research

Online discussion groups were studied in order to find out, what people expect from an ideal household cleaning service in general. For this research, various online discussion forums under the relevant topic - household cleaning - were found. Altogether, three lengthy forums and one blog discussion were evaluated: Suomi24, Vauva.fi, Meidanperhe.fi and Lily.fi. The data collection was done by evaluating the comments and gathering frequently talked about key themes, such as 'quality' or 'time'.

When gathering the data, it was assumed that people have voluntarily told about their honest expectations for an ideal household cleaning service. The population consisted mainly of people, who are buying or have bought household cleaning services. The sample consisted of

100 participants; in this case, one message denotes one participant. Some messages, such as advertisements or those evidently unrelated to the topic, were not considered. The sampling method is volunteer sampling: those who were interested in sharing their opinion on the online forum were the participants. (McLeod 2014)

After going through the data, it was clearly visible that the two most dominating criteria were service quality and producer of the service. In this research, service producer implies explicitly the cleaner, who conducts the service. It is interesting to note that many participants have mentioned the company itself as an important criteria; either the company is good or bad. However, these participants generally explicated the faults of the company in terms of lack of quality or cleaner's incompetence, for instance, and similarly good companies were mentioned to have accurate cleaners and good-quality service.

There were a few characteristics that were often described as qualities of an ideal service producer: trustworthiness, professional competence and constancy. People have different associations with these qualities: for example, someone sees professional competence in education, while for someone it means lots of work experience in the field. Moreover, someone has mentioned that a trustworthy worker for them is of the same nationality and capable of communicating fluently with them, while someone else sees a trustworthiness in long working history and good reviews. The constancy of a cleaner implies mainly the fact one and same worker is expected to do the work, as varying household cleaner raises unreliability as well as it is perceived to affect the service quality negatively.

It can be determined that quality of the service and service producer are non-mutually exclusive. For instance, an uneducated or unmotivated household cleaner is likely to produce low-quality service - and vice versa. Hence, the quality of the service is highly dependent on the producer among other things. Another major factor affecting the quality of the service is the price; several participants mentioned the importance of quality-price ratio to them. This implies the fact that a cheaper service is allowed to be of a lower quality by some people, yet the more expensive it get, the more immaculate it is expected to be.

Moreover, the sole price was a relatively popular factor of importance to the participants. It can be assumed that a higher price is associated with a better service quality, although the price cannot guarantee it. Similarly cheaper service might be of a good quality. Nevertheless, for the new customer it might feel safer to try indeed a cheaper service provider in order to find out, if the service is really needed and valuable.

There were four other popular, although less frequently mentioned, criteria identified in this qualitative research: communication, contract, time and tax deduction. Communication

implies easy-accesses, fast and efficient communication between the customer and cleaner and/or service supervisor. For instance, the cleaner is expected to understand customers' needs, and if there are any questions or complaints to make, service supervisor should respond and react quickly to the customer's message and be able to solve the problem efficiently. Contract, in turn, means the service contract, which should state explicitly the cleaning tasks and other relative information. The clauses of the contract - particularly the tasks - are expected to be fulfilled adequately. There were mentions that some companies do not offer written contracts to the customers, which is considered as less trustworthy service by the participants.

Time criteria means the time used on conducting the cleaning: most commonly, household cleaning has an hour-based charging. A few participants stated that some companies charge for more hours than it actually took to carry out the work. Another common complaint was that the time, which is allocated for the cleaning, is considered being too much compared to the quality of an ultimate outcome. In some cases, lack of contract and unsuitable times are related. Also, a few participants remarked that some companies allocate short time for the cleaning, which might result in a bad quality due to the rush. Hence, the time and service quality can be also related.

In Finland, tax can be reduced directly for certain domestic services - such as household cleaning. If the service is bought from the company, tax deduction is 45% from the service price, which includes value added tax. If the household hires an employee themselves, the deduction will be 15% from worker's salary and other indirect wage costs. There is an own liability, which amounts to 100 Euro, and a maximum tax deduction can be 2400 Euro per person; double amount for spouses. (Verohallinto 2016) For many people this tax deduction serves as an extra motivator to buy household cleaning service besides just the value that the service will bring. However, tax deduction was not a particularly popular criteria for getting the service in the first place; rather, it was seen as an encouragement to try the service.

The findings in this qualitative research provide information, which should be focused on when determining the problems within the actual case company. According to these findings, especially the operational level of service production should be scrutinized. In order to find out, if the problems lie also at the operational level at the case company, the household cleaners will be observed when they carry out their job.

4.2 Development needs' identification within company's household cleaning sector

4.2.1 Observing the service production

The first step is to identify the needs for development by investigating the daily operations of the household cleaners. The method for investigation will be an overt observation. The aim is

to examine, how cleaning service is generally produced, and if there are any weak points in the service production itself. According to the theory, it is essential to find negative gaps between existing service and customer experience of this service. Most commonly, negative gaps include discrepancy between the company's service promises and customer's expectations and eventual experience. (Tirkkonen 2014) This observation will consider the assumption that customers want primarily good-quality service by a competent cleaner, as it was a common key criteria among participants in the qualitative research.

In order to investigate service production, household cleaners were followed while carrying out their daily cleaning routines. Two employees, who are specialized in household cleaning within the company, were observed. When observing the employees, main focus was on the time, working methods and outcome of the cleaning (quality). A specific checklist, which is based on tasks mentioned in the the service contract, was constructed and utilized in this observation (see Appendix 1). Inferencive notes were gathered in the checklist's Comments -section during the observation.

Although time was not a dominant factor according to the findings in the qualitative research, it still has a considerable role in cleaning service production. Time can affect the service quality to the great extent; the less time is given, the more hurry cleaner will have. Also, the customers are charged according to the time that was spent cleaning their house. Time was simply measured by marking down the starting and an ending of the cleaning, then calculating the total cleaning time and marking down the excepted cleaning time. This way it was easy to compare, if the cleaner managed to stay within the time boundaries and what kind of quality they were able to produce in the given time. Each customer has individual estimated times, yet the minimum is 2,5 hours in the case of this company.

Cleaning tasks were directly copied from the service contract into the checklist: hence, it was easy to see if everything that was promised to the customer was actually fulfilled. When one task was done, it was crossed away from the list. Also the cleaner's way of working, such as utilization of cleaning tools and detergents, ergonomics as well as general motivation and attitude, were observed. If there had been any problems with tasks, methods or behavior, they were written down in the Comments -section.

As the quality is perceived differently by people and therefore, it is difficult to measure and determine by one person, the checklist does not include any particular quality-measuring section. Instead, the quality is measured by investigating, if all the tasks that were written in the contract were implemented. Also, it was evaluated in general, to what extent well the tasks were conducted. If there had been any problems, they were written down in the Comments -section.

In total, six different household cleaning cases were observed so that each of the observed employees cleaned three households. An interesting finding was that there were no major remarks detected for either of the six observational cases. Observer's comments included relatively minor notes, such as not vacuuming the sauna, dusting the bathroom walls, paintings or top shelves as stated in the service contract. Yet ultimately, the general outlook of the cleaning appeared to be very good.

Cleaning time was also well followed. The actualized times were close to the estimated times with maximum plus/minus 10 minutes difference in a few cases. In the case the cleaner was earlier done than estimated, they did minor extra tasks to meet the estimated time. In this company, employees use a specific mobile application, which enables them to record the time they spend cleaning each customer's premises. With the help of this program, company's management can verify actual cleaning time if needed. Although customers are hourly charged, the bill is always based on the estimated time. Thus, if the cleaning lasted 10 minutes longer, it will not be charged from the customer.

4.2.2 Reclamations' analysis

Reclamation analysis is a valid way to cross-check the findings of the observation, because it enables to see, how actual customers have perceived the service. Reclamations on household cleaning were either in the documented format as in emails, and also a few orally told reclamations were recalled by the employees. In total, 30 different reclamations were evaluated and analyzed. The chart below summarizes the most common topics.

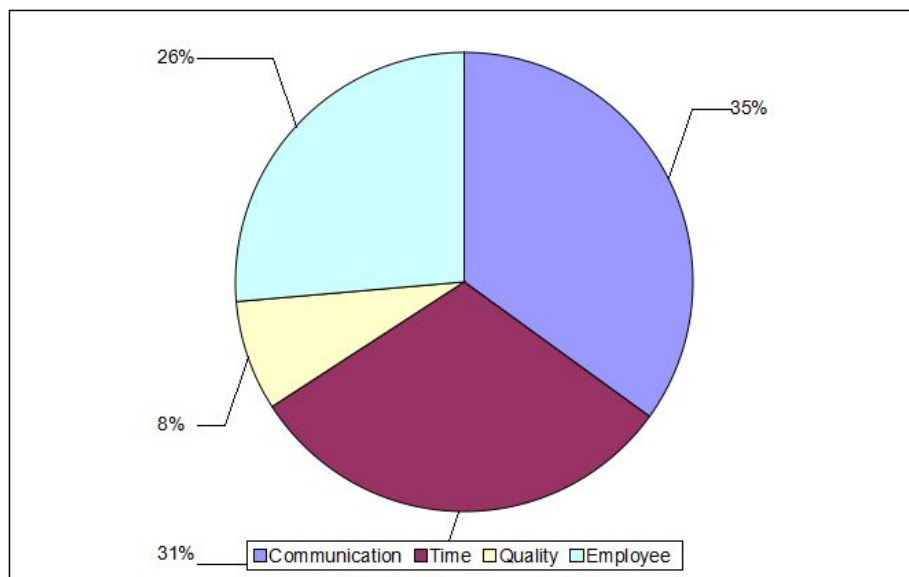


Figure 1: The chart shows that the time, communication and employee were the most common topics of complaint.

The four most common topics of complaint were epitomized as communication, time, quality and employee, as shown in the chart above. Particularly time, communication and employee related complaints were the most dominating. There were a few different sub-topics related to each of these keywords.

Communication problems appeared to be the most popular reclamation topic. Featured reclamations mentioned, for instance, unfulfilled promises made by the cleaner to the customer, as well as customers having trouble communicating with the cleaner. Some customers used a cleaning notebook, where they and cleaner could write notes to each other if needed. In the case regular cleaner was on a sick leave or otherwise absent, the substitute didn't always know, if the regular cleaner had any special agreements with the customer, as well as they didn't know where to find this notebook in some cases. Moreover, there have been a few confusions with the cleaning times and dates, especially when the customers made the next-time arrangements with the cleaner, who didn't always remember to inform the management and rota planning.

Time confusions was almost as popular topic as the communication. These two topics also overlap each other to some extent: time confusions have occurred due to the problems with communication, which lead the cleaner missing a customer appointment or vice versa; customer not expecting the cleaner to come. There were also other time-related problems: customers often demand a cleaner to be on the spot at a certain time, significant to the minutes. Some customers have not given their household keys to the company, so they have to be at home in order to let the cleaner in. Some of these customers are going to the work, so it is justified they cannot wait for the late-runners and thus, they send the reclamation for the cleaner being late.

Third popular topic of reclamation was regarding the cleaner. Once again, this topic overlaps to certain extent with the two aforementioned topics: cleaner might have had misunderstandings in communication with the customer, came late, or in a few cases, forgotten to do some of the promised chores that affected the quality negatively. However, the most common theme of employee-related complaints was the different cleaner doing the job. In most of the cases, the substitute cleaner was blamed for decreased quality, not doing certain extra tasks that the regular cleaner did or not communicating with the customer via cleaning notebook, as customer had agreed with the regular cleaner. Interestingly, a few of the reclamations mentioned just a substitute cleaner doing the job as a sole fact of their complaint.

Lastly, there were a couple of complaints on the quality, which did not meet the customer's expectations. In general, quality-related reclamations mentioned that certain tasks were

forgotten to be done, or there was something they wished the cleaner to pay attention to the next time. Only in one case the customer perceived the quality to be the reason, why they terminated the service contract after the first cleaning. The decreased quality was found out to be most commonly a result of a substitute cleaner doing the job, while the regular cleaner failed to inform about certain agreements that had to be done.

5 Implementation of the project

As the both internal company researches - employee observation and reclamation analysis - found out, the operational level of service production is functioning relatively well at the company. Thus, it was decided to move on to the managerial level with the scrutiny. From this level, the service will be developed and negative gaps between the service production and customer experience attempted to be closed.

In order to determine the most efficient way of tackling the problems and thus improving the household cleaning service, the first step was to gather together all the factors, which are derived from the reclamation analysis, and need to be fixed: customer not permitting the substitute cleaner; management being unaware of customer's and cleaner's agreements; not having the keys to the customer's premises, which is one of the reasons to demand exact arrival times. After summarizing these identified problems, they were reflected to the theoretical base in order to formulate rightful corrections to them. Chapter 6.3. discusses comparing research findings to the theory in chapter 3. Finally, it was decided that the problems will be most efficiently tackled by renewing the service contract.

Therefore, the old service contract for household cleaning (Appendix 2) was appraised in order to decide, how it would be improved the best. The company was also inquired, how they would like to see the new contract. The concurrent contract was perceived by the company as cold, black-and-white contract that perhaps lacks the warmth to attract the household customers. Hence, it was hoped that the renewed contract would display warmer and customer-friendlier side of the company - not cold, industrial cleaning company image as it has - as simultaneous it would highlight the the answers to the aforementioned problematic issues. The contract was renewed collaboratively with the company, graphic designer and writer.

When it comes to the company's industrial cleaning image, it was another factor that company itself wanted to reconsider in order to appeal better to its household customers. Besides reflecting warmer image through the service contract, the company decided to create auxiliary business name for the household cleaning sector: PRN-Kotisiivous. This way, the industrial cleaning and household cleaning could both keep their images and be appealing to their own customer sectors.

5.1 Renewal of the contract

The goal of a renewed contract (Appendix 2) is to reflect customer-friendliness and warmth of the company as well as be informative and explicit in order to minimize the misconceptions between the customer and the company. The design of the contract was changed fundamentally: it was made to be colorful and featured some pictures, as well as the two first pages of the contract highlighted the general information on company's values and their promise to the customer. Although the design was modified, the structure of the contract itself was relatively same, with an exception of a few added extra clauses to avoid those problems found in the reclamation analysis, as well as numbering of some clauses have changed.

Firstly, the new contract states that the customers are obligated to give their household keys and necessary codes, such as those for an alarm, to the company. This obligation is explained by the fact that cleaning can be conducted flexibly and comfortably for both customer and company, when the company has the keys. The company, in turn, has insured the keys and stores them rightfully in accordance with the law.

The renewed contract highlights the importance of communication. The customer service number as well as the email are marked visibly in a newly designed layout. Customers are advised to use explicitly those contact details and make no agreements with the cleaner in order to avoid misconceptions and confusions. Undeniably, cleaner can be given feedback and small requests; yet any bigger issues, such as those regarding the extra work or changes in schedule, must be informed directly to the management.

The company decided not to highlight the permission to use the substitute cleaner in the final version of the service contract. Instead, when meeting the customer, it will be asked if they accept the substitute cleaner in the case the regular worker is on a sick leave, vacation or resigns, for example. For those customers who would absolutely refuse this, the management would specifically inform if the cleaner is absent and thus cancel the cleaning for that day.

To tackle the problem with time, the contract states that the company conducts the cleaning between 8-16 o'clock on the given day. Hence, the cleaner is not obligated to be present at the exact time as the customer demands. However, the customers are always inquired, what times would suite them for the cleaning. If someone would ask for cleaning only after 10AM, for instance, the company will respect this and the cleaning will be done on the time interval, which is comfortable for the customer. Moreover, a change was made to the service: the contract enhances the fact that household cleaning is conducted on weekdays between 8-16. The old contract offered household cleaning on weekends, midweek holidays and between 17-

7 o'clock for certain extra costs, but in a new contract this option was changed into a simple clause stating "Possible work carried out on midweek holidays, weekends, evenings and nights will be discussed separately." (Appendix 2) This clause makes it easier to refuse work at an uncomfortable time for this small company, if it cannot, for example, find a worker to do the job at a given exceptional time.

Another new addition to the household cleaning service is a so-called start-up cleaning. It was noticed by the company that cleaning an unknown house for the first time is bound to take longer than cleaning the familiar premises, as well as the house is often dirtier than after the regular cleaning has been operating. Therefore, according to the new service contract, the company will conduct a thorough start-up cleaning at every new customer's house in order to give a cleaner enough time to be familiarized with the premises as well as to ensure the good quality to begin with. The start-up cleaning is charged based on the hours cleaner spent on premises, while regular cleaning will be charged based on given time estimation. Customers are given the time estimation of regular cleaning before the contract is signed, and the start-up cleaning is estimated to take 30-90 minutes longer.

The other changes include several new extra-tasks to the list: the company wanted to add them for clarity, because they had a misunderstanding with the customer regarding some of those tasks in the past. Also, the new contract states for the clarity the working extent; 180cm. The objects that are above this height will not have to be cleaned. Lastly, a small change was made regarding the reclamations: according to the new contract, the company has three days time to correct the quality if customer is not content, while the old contract mentioned only two days.

6 Discussion

6.1 Immediate reactions to the new contract

Once the contract was renewed and finished, the company has stated being very content with the outcome and ordered copies in printed version. They were satisfied with both colorful graphic design and modified structure, which highlighted the answers to previously unsettling issues. According to the company's feedback, they were really eager to see, how household cleaning service will do after the renewal of the contract. If this contract would be perceived well by the customers and truly minimize the misconceptions, the company said to renew in similar style the contracts of other cleaning sectors as well.

The new contract could be tested on a couple of actual potential customer soon after it was done and printed. There were two households interested in getting the cleaning service, so when meeting the customers, they were explained that the contract was recently renewed and inquired on how they perceived it. Both customers found it satisfying, clear to understand

and well-designed. Both customer also accepted the new terms of the contract and ended up signing it. Inevitably, two customers is a way too small sample to determine, if the contract has solved the problems; only with time and more potential customers this can be found out.

Moreover, renewed service contract has inspired the company to renew the advertisement of household cleaning. This is a good continuation, because the service contract can be seen only after the customer decides to buy or discuss about the household cleaning service with the company. Thus, appealing to the customer before they see the contract is also crucial. The company decided to keep the advertisement similar to the contract: using same colors, pictures and be explicit about their mission, values and promises to the customer. The advertisements were printed on paper as well as published on some social media sites. It was not investigated for the thesis anymore, how the advertisement performed.

6.2 Discussion and credibility of research methods and findings

The chosen research methods dealt with the qualitative data: text analyses on people's and company's customer's messages. Also the participant observation was conducted, where the company's employees were the participants. The interpretation of all this data, however, was dependent solely on the researcher, which might have affected the validity.

The validity of the data was attempted to be raised by using triangulation. This meant that the researcher did not rely just on the findings of the qualitative research - online discussion group's text analysis - but the observation was carried out to test, if the identified problems were present at the case company as well. Similarly, the researcher did not rely on sole observational findings, but the reclamation analysis was conducted in order to cross-check the results from customers' point of view.

According to the theory, three types of customers should be heard in order to create a good service: external, internal and potential customers. All these three customer types' opinions have been studied, although the internal customers (employees) have been mainly observed. However, observed employees did have a chance to tell their opinions if they so desired, yet they were not specifically asked to state any. Overall, it can be determined that these three research methods have supported each other and provided the useful insight for the actual service development project. Below, each of these method's findings and credibility is evaluated.

6.2.1 Qualitative research data

The findings of the qualitative research lead to the assumption that most likely, the companies have something wrong primarily on the operational level, which is why service is perceived negatively by the customers. There have been also some complaints about the

management, such as wrong billing or difficulties to get in contact with the supervisors when needed. Nevertheless, often managerial faults and inefficiency are distinguished because there has been problems on operational level first, which leads the customer to contact the management.

To assess the credibility of the findings, it can be stated that voluntary sampling method is a relative strength of this research: people are likely to give their honest opinions, because they wrote in the discussion groups out of their own will. However, the weakness of this qualitative research is the fact that the answers might be biased or exaggerated, since they deal with participants' personal perceptions and experiences. Also, one participant might have sent several messages, and understanding the participant's exact point of view is sometimes a challenge in qualitative data analysis. Nevertheless, the fact that participants were able to express their opinions in words allowed them to explain in more detail the reasons for their opinions. (Berdie 2015)

These findings are used as a knowledge base when carrying out the second stage of this development project: observing the household cleaners' daily working and analyzing the reclamations. Since the findings show that the key problem might lie in the service quality and respectively its producer (cleaner), these factors will be especially scrutinized during the observation. Also, the less frequent subjects of complaint - such as time and quality-price ratio, will be considered. It is however important to note that quality is highly dependent on customer's own perception: while someone excuses minor mistakes, someone else sees them as a major faults in the quality.

6.2.2 Observation

The etic approach - implying the researcher's own, subjective point of view - was dominating in this observation. When observing the quality, different people might have different opinions on what is actually a good quality outcome. This observation considered as a good-quality the outcome, when all the tasks on the checklist were done and there were no visible stains, dust or other dirt left; in other words, the outlook had to be good.

The observation was carried out in the natural environment for the cleaners, in the households they have cleaned before, so that the cleaners knew exactly what they were supposed to be doing. Only two cleaners' contribution in total of six households were observed. This is a very small sample, yet because the company is small in itself and it employed only two cleaners specifying in household cleaning at that time, sample couldn't be bigger. Nevertheless, this observation of the small sample gave still useful insight of how service is produced by the company's workers, and with what kind of attitude they work. In the case of cleaners' observed attitude, there were no remarks either.

A major weakness of this observation is the high risk of reactivity, which can affect the trustworthiness of the observational data to the strong degree. Reactivity implies participant expectation: because this was the overt observation, cleaners knew they are being observed and might act differently as a result. For the same reason though, the ethical validity is high, because the cleaners were briefed on the purpose and implementation of this observation. Nevertheless, the following step of development needs' identification deals with reclamations' analysis, where the possible customer complaints on the service quality could be found, if the quality has not been otherwise good.

6.2.3 Reclamation analysis

The interesting finding is: while the qualitative research on online discussions found out that majority of people complained about bad service quality and its producer, this company received a small number of reclamations on the subject of quality. Based on reclamation analysis and observation of cleaners, it can be deduced that the household cleaners of the company have the required capacity to do their job, as well as they indeed fit the company's values of professional and dedicated workers. Undeniably, there were complaints on cleaners forgetting to do certain chores, but these were mainly resultant of the poor communication between the cleaner and management.

It was found out that some of the customers prefer communicating with the cleaners rather than with the management. Therefore, these customers give their feedback, exceptional time for the next cleaning and requests for extra chores to the employee directly. The problem is that in some cases, this information never reaches the management. Especially in the case of regular cleaner's sick leave or vacation, substitute cleaner must be sent to the customer, and this causes the major problems, such as decreases of the quality due to unawareness. Hence, when improving the service, communication pattern was remodeled so that the customer's information would reach the management as well.

As the household cleaning is done on customer's private territory, it is justified that the customer is concerned to the greatest extent, who is admitted to their house. According to the theory, establishing the rapport with the cleaner is crucial for the customer prior to entrusting their property - house - to the employee. Great variation of employees, who come to clean the house, is most likely perceived as untrustworthy by the customer. Ultimately, this might affect the perception of the service negatively. (Chang, Hussain & Dillon 2006) However, it is practically impossible to promise one employee for every cleaning to the customer, as the regular cleaner might be on a sick leave or vacation, for instance, and the company has to send someone in replacement. Hence, when improving the household cleaning service, attention was paid on this matter as well.

Cleaning industry has lots of changes; for example, some of the cleaning objects might get abruptly dirtier than regularly, which in turn demands a cleaner to work there for longer period of time. As a result, the cleaner might be late from another customer, who might be the household client waiting to let the cleaner into their house and go to their work. It is totally justified to state that the cleaner's altered schedule should by no means affect the customer promise the company made; to be cleaning their house starting at 8AM, for instance. However, there are other potential obstacles besides stretching schedules - such as problems with the car, traffic or parking among other things - which might also cause the cleaner to be late. Promising the customer exact cleaning times involves a relatively great risk in having to break this promise. Yet on the other hand, customers do perceive exact cleaning times as a fundamental part of the service. Therefore, when improving the household cleaning service, customer promise on timing was essential topic to remodel.

To assess the credibility of this analysis, the fact that this was a qualitative method has its implications: there is lots of open-ended rich data, which is open for interpretations. The strength is the fact that the existing customers' thoughts on their experiences of the service are initiated and expressed openly in textual format, which is assumed to be more valid than a company-initiated questionnaire on overall customer experience, for instance. Especially the negative points get highlighted with this reclamation analysis method, which is both strength and weakness. The clear weakness in this kind of an analysis is the fact that customers might exaggerate their message due to the disappointment, or these messages might be falsely interpreted by the researcher, since they deal with the rich, qualitative data. Similarly non-documented reclamations might not be totally reliable, because human mind is prone to memory distortions. (Berry & Parasuraman 2009)

6.3 Comparing the findings of the project to the theory

The theory focused on various sources of customer-centered service production. Customer-focus was chosen, because the company itself wanted to find a way to create their services to be appealing to their customers. Those theoretical findings were reflected during implementation of this project.

According to the theory, a good service provider is better than its competitors, meets customer's expectations and possibly even exceeds them. One way to appeal to the customer is through their perception. This household cleaning development project has concentrated on this topic to the great extent, as the renewed contract - and later the advertisement - were designed to reflect warmth, clarity and professional service quality with an aim to affect the perception positively and appeal to the customers. Another strong factor affecting the perception, word of mouth, has been also of a great aid to this company. Several of its

customers - particularly on the household sector - have chosen this company because of the positive word of mouth -experience from their acquaintances. Moreover, uniqueness of the service is important factor to stand out from the competitors. In this project, uniqueness was attempted to be created by highlighting various extra service options in addition to regular cleaning, so that the customer could create the service package they desire.

Several theory sources mention the importance of internal customers, the employees, in service production. Also the case company values its professional workers and attempts to keep them motivated by offering the apprenticeship contracts and possibilities to further education, safe work environment and competitive salary among other things. The theory on internal customers and their motivating was studied with an assumption that it would be useful in this project, since the qualitative research brought forth the importance of the employee. However, when employees were actually observed while cleaning the households, no particular problems have been noticed in their working or attitude; their motivation appeared to be on a good level. Therefore, this particular development project did not require a focus on the internal customers. Nevertheless, it is said that the service has to be constantly re-evaluated and improved. Hence, for further studies - once the misconceptions with the external customer have been solved - the concentration could be on hearing the internal customers to the better extent and possibly improving the company to be even a better workplace.

According to the theoretical sources, the most common criteria how customers choose their service provider is price and trustworthiness. This theory assumes that the price and trustworthiness will most likely have an impact once the customer has a list of several potential service providers, and they have to choose one of them. In that case, most likely the cheapest option or the one who is proved to be trustworthy - for instance by the word of mouth - will be selected. Otherwise, each customer has undeniably individual needs for the ideal household cleaning. The qualitative research that was conducted for this development project concentrated on those individual needs for the service, as the purpose of this project was to ensure the customer satisfaction and avoid misconceptions once the contract was signed. For the future though, this theory could be very well utilized to market the household cleaning.

It was found out that the general price of household cleaning service varies between 25-40 Euros in Finland. The case company charges 37.20 Euros per hour, which is rather expensive compared to the competitors. The company stated they are content with the existing price and had no intention to recalculate it, because they feel confident about their price-quality ratio. Moreover, this company has several positive word of mouth experiences, which highlights their trustworthiness. Thus, when it comes to the service marketing, the company

rather relies on slow spreading of the word and not particularly active advertising, than recalculating their prices to be lower and attempting to attract as many customers as possible. Slow and steady customer growth is undeniably a smart move for this small company.

Many changes that were done in the service contract as an outcome of this project can be argued to be primarily beneficial to the company's operations, while they limit or obligate the customers to give keys and permit flexible working times, for instance. However, the theory totally supports this settlement, as by focusing solely on customers' wants, it will be next to impossible to manage all those varying, individual needs. In the worst case, the business might become totally unprofitable or bankrupt when a company doesn't consider its abilities over customers' needs, but tries to fulfill everything. This theory part influenced the goal of this project, which was to come up with the compromise between the company's ability to provide desirable service to its customer and fulfillment of actual customer's expectations. Ultimately, although it was the company who benefited and customers were so-to-say limited; the both sides gained more clarity on how the service will be produced. With the flexibility given to the service provider by the new contract, the company will ensure good service quality of the cleaning, which is important to the customers.

7 Conclusion

The aim of the thesis, which was to identify the existing problems in the household cleaning sector and suggesting corrections for them, was fulfilled. Although the main concentration of the researches was on the operational level, also the managerial level was looked into by comparing and contrasting the theoretical knowledge to the company's managerial operations. Ultimately, the major problems in company's service production have been identified and corrected by renewing the service contract.

The goal - which was to seek a reachable compromise between the company's ability to provide desirable service to its customers and fulfillment of actual customer's expectations - was kept in mind all the way when conducting this development project. Thus the focus, when renewing the contract, was to make it appealing and explicitly clear to the customers in order to create rightful expectations of what kind of service they will be provided by signing the contract. The other part of the compromise - company's ability to provide the service - was reached by adding the new clauses to the contract, such as customer's obligation to give keys to the company and permitting the cleaner to carry out the job between 8-16 o'clock.

To briefly evaluate overall implementation of this development project, I would state it went well and according to the plans. There were no specific deadlines set, so there was no haste to finish the project and it did not suffer from any time-related setbacks. The few existing deadlines, such as meetings with the graphical designer and writer, were followed. When it

comes to the data gathering for the project, the three qualitative research methods supported well one another, as well as they were rich in data and informative, with however existing risk of data misinterpretation. With the help of those research findings as well as theoretical background, the aim of the project was fulfilled.

Ultimately, the immediate goal was achieved and the outcome was satisfying to the case company, who attained potential explanations on what has been wrong in their household cleaning service production, and the new contract was created to avoid those problems in the future. Also I, as a researcher and executor of this project, am content with the outcome; the goal of the project was reached, there were no setbacks in this project implementation and all the arisen questions have gotten the answers. However, the fact that this thesis could not study any further on how the renewed contract performed, due to the lack of time, can be seen as a limiting factor of this project.

It is inevitable that in order to study the effectiveness of renewed contract, lots of time is needed. Especially, since this company has a slow pace of attaining new customers, at least a year is demanded to find out, if the contract is actually successful. Alternatively, the existing customers' opinions on the new contract could have also been inquired, although that would not be as efficient as seeing completely new people to the company and/or household cleaning service reacting to the contract.

It would be interesting to carry out another study in the future to find out, if the new contract was really able to solve the misunderstandings between the company and the customer, and if the co-operation with the household customers have become more clear. Moreover, case company's long-term goal - becoming a well-known company for providing high-quality household cleaning service - requires much more time to be achieved than it was possible to allocate for this study. To summarize, should there be any further studies, they could investigate the possible problems with the new customers who have signed the renewed contract and evaluate, to what extent this project was helpful and successful. Also the next steps to get closer to the company's long-term goal could be distinguished in further studies.

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Appendices

Appendix 1: The checklist for investigating household cleaning time, methods and quality.

Siivooja: _____

Eteinenpölyjen pyyhinnät (peilit, hattuhyllyt, hyllyköt, taulujen
päälliset)

tahrojen poistot vaatekaappien ovista

mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä

lattiapintojen imurointi ja nihkeäpyyhintä

Olohuone

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset

mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä

lattiapintojen imurointi ja nihkeäpyyhintä

elektronisten laitteiden pölypyyhintä – ei nihkeällä, kostealla tai
märällä

sohvien imurointi

parvekkeen oven somernejäljet

parvekkeen imurointi tarvittaessa

Vessat ja kylpyhuone

suihkutilan pesu ulottuvuuskorkeudelta

lavuaari, peilit, wc-istuin, hanojen küllötus

lattioiden kosteäpyyhintä tai mielellään suihkutus

näkyvien roiskeiden ja pölyjen pyyhintä seiniltä

Yleisilmeen tarkastaminen ennen**työsuorituksen lopettamista, kommentteja:**

Aloitus klo ____:____, lopetus klo ____:____.

Toteutunut aika: _____**Oletusaika:** _____**Makuuhuoneet**

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset

tahrojen poistot vaatekaappien ovista

mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä

lattiapintojen imurointi ja nihkeäpyyhintä (myös sänkyjen alta)

roskakorien tyhjennys

Keittiö

pölyjen pyyhinnät, hyllyköt, taulujen päälliset

mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä

lattiapintojen imurointi ja nihkeäpyyhintä

tahrojen pyyhintä, kaapistojen ovet, pöydät, tuolit, tiskipöytä,

mikroaaltouunin tarkistus

astianpesukoneen reumat, roskakaapin siivous, roskapussien vaihto

lieden pyyhintä ja 2 x vuodessa taka- ja sivuseinien puhdistus

Sauna

lattia imuroidaan joka siivouskerralla

Appendix 2: Old household service contract

KOTISIIVOUKSEN PALVELUSOPIMUS

1 § Sopijapuolet

Tilaaaja:

XXXXXXXXXXXXX
XXXXXXXXXXXXX
XXXXXXXXXXXXX

Toimittaja: Yhteyshenkilö:

XXXXXXXXXXXXX XXXXXXXXXXXXXXX
XXXXXXXXXXXXX XXXXXXXXXXXXXXX
XXXXXXXXXXXXX XXXXXXXXXXXXXXX
XXXXXXXXXXXXX XXXXXXXXXXXXXXX

sopivat kotisiivouspalveluiden aloituksesta _____ alkaen.

2 § Palvelutyön suoritusajankohta ja määrä

Kotisiivouspalvelun ajankohta on [...] ja taajuus [...].

Siivousaika on [...] tuntia / siivouskerta.

Työaikaan sisältyy siirtymäaika, tavaroiden/auton purkua ja pakkausta noin. 15 min /
kerta.

3 § Maksuehto

Kotisiivouspalvelun tuntiveloitus on 37,20 € sisältäen arvonlisäveron 24%.

Laskutamme kotisiivouspalvelun kuukauden välein.

Suursiivoukset ja muut edellä mainitun siivousajan ylittävät työtehtävät laskutetaan erikseen edellä mainitulla työtuntihinnalla.

4 § Tehtävät ja niiden jakautuminen

Siivoustehtävät jakautuvat tavanomaisiin siivoustehtäviin, jotka sisältyvät tässä sopimuksessa mainitun tehtäväjaottelun nojalla tapahtuvaan kiinteään veloitukseen ja erityistehtäviin, jotka veloitetaan erikseen.

5 § Tavanomaiset siivoustehtävät

Tehtävät on määritelty liitteenä olevassa siivousohjelmassa.

6 § Erityistehtävät

Siivousliike suorittaa eri tilauksesta myös sellaisia alaan kuuluvia töitä, jotka eivät sisälly tavanomaisiin siivoustehtäviin. Tällaisia ovat:

- korjaustöistä aiheutuneet siivoukset
- muut tilatut siivoukset, esim. saunojen pesut, ikkunoiden pesut, silitys ym.

7 § Siivousvälineet ja –tarvikkeet

Siivousliike hankkii veloitusintaan sisältyvät siivousvälineet, -aineet ja –tarvikkeet, sekä roskapussit.

8 § Sopimuksen voimassaoloaika

Asiakkaalla on oikeus peruuttaa tilapäisesti palvelutilaus ilman kuluja viimeistään 2 viikkoa ennen sovittua palvelun tapahtumapäivää.

Mahdollisen sairastapauksen sattuessa, pyydämme asiakasta perumaan ilman kuluja kyseisenä päivänä tehtäväksi sovitun siivouksen aamulla klo 7.00 mennessä. Peruuntunut siivous sovitaan tehtäväksi mahdollisimman pikaisesti. Emme työskentele huoneistossa, mikäli perheenjäsenellä on esim. vatsatauti, flunssa tai muu tarttuva tauti.

Tämä sopimus on voimassa [.....] alkaen toistaiseksi.
Irtisanomisaika on kummallakin sopijapuolella kaksi (2) viikkoa.

Tätä sopimusta on laadittu kaksi samansisältöistä kappaletta, yksi kummallekin sopijapuolelle.

[Paikka pvm]

XXXXXXXXXXXXXX

XXXXXXXXXXXXXX

LIITTEET
Siivousohjelma
Sopimusehdot

Siivoussopimukseen kuuluvat työt:

Eteinen

pölyjen pyyhinnät, peilit, hattuhyllyt, hyllyköt, taulujen päälliset tahrojen poistot vaatekaappien ovista
mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä
mattojen imurointi (vienti ulos - sovittavissa)
lattiapintojen imurointi ja nihkeäpyyhintä

Makuuhuoneet

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset tahrojen poistot vaatekaappien ovista
mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä
mattojen imurointi (vienti ulos - sovittavissa)
lattiapintojen imurointi ja nihkeäpyyhintä (myös sänkyjen alta)
vahaus
roskakorien tyhjennys

Olohuone

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä
mattojen imurointi (vienti ulos - sovittavissa)
lattiapintojen imurointi ja nihkeäpyyhintä
elektronisten laitteiden pölypyyhintä - ei nihkeällä, kostealla tai märällä
sohvien imurointi
parvekkeen oven sormenjäljet
parvekkeen imurointi tarvittaessa

Keittiö

pölyjen pyyhinnät, hyllyköt, taulujen päälliset mattojen imuroinnit, jalkalistojen imuroinnit tai pyyhintä
mattojen imurointi (vienti ulos - sovittavissa)
lattiapintojen imurointi ja nihkeäpyyhintä
tahrojen pyyhintä, kaapistojen ovet, pöydät, tuolit, tiskipöytä, mikroaaltouunin tarkistus
astianpesukoneen reunat, roskakaapin siivous, roskapussien vaihto
lieden pyyhintä ja 2 x vuodessa taka- ja sivuseinien puhdistus

Vessat ja kylpyhuone

suihkutilan pesu ulottuvuuskorkeudelta
lavuaari, peilit, wc-istuin, hanojen kiillotus
lattioiden kosteapyyhintä tai mielellään suihkutus
näkyvien roiskeiden ja pölyjen pyyhintä seiniltä

Sauna

lattia imuroidaan joka siivouskerralla
desipesu erillistilauksena
Yleisilmeen tarkastaminen ennen työsuorituksen lopettamista.
Työt tehdään ulottuvuuskorkeudelle.

Lisäpalvelut erillisveloituksena:

Astianpesukoneen tyhjennys
Ikkunoiden pesu
Parvekelasien pesu
Uunin pesu
Jääkaapin ja pakastimen pesu
Kylmälaitteiden pölyjen poisto
Kirjahyllyn kirjojen imurointi
Viherkasvien hoito
Ilmanvaihtoventtiilien puhdistus
Ulko-oven puhdistus
Seinä- ja kattopintojen puhdistus
Kodin tekstiili- ja vaatehuolto
Lattioiden suojakäsittely, vahanpoisto ja

Siivoussopimus ja palveluehdot

Yleiset siivous-, toimitus- ja sopimusehdot

1. Soveltamisala

Näitä yleisiä ehtoja sovelletaan siivousliikkeen tekemiin siivouspalvelu-, sekä tilaussopimuksiin.

2. Sopimusasiakirjat

Siivouspalvelusopimuksen kokonaisuuden muodostavat allekirjoitettu siivouspalvelusopimus ja nämä yleiset ehdot. Mahdollisessa ristiriitatilanteessa asiakirjojen pätevyys toisiinsa nähden määräytyy tässä luetellun järjestyksen mukaan sekä siivoussopimuksessa olevien pätevyysjärjestyksen mukaan. Henkilöasiakkaiden osalta noudatetaan kuluttajansuojalain määräyksiä, mikäli ne ovat ristiriidassa näiden yleisten ehtojen kanssa.

3. Yhteyshenkilöt

Kumpikin osapuoli nimeää yhteyshenkilön, jonka tehtävänä on seurata ja valvoa sopimuksen toteutumista ja tiedottaa oman organisaationsa sisällä ja toiselle osapuolelle sopimuksen toteutumiseen liittyvistä asioista. Siivousliike nimeää kohdevastaavan, joka vastaa työnlaadusta siivoussopimuksen mukaan ja raportoi tarvittaessa tilaajalle asiakaskohteessa tapahtuvista muutoksista tai mahdollisista päivystystöistä.

4. Toimittajan velvollisuudet

Siivousliike sitoutuu toimittamaan siivoussopimuksessa mainitut palvelut ja tuotteet siivoussopimuksen mukaan. Siivousliike vastaa toimituksen laadusta ja luotettavuudesta normaalitasolla. Siivousliike on vakuuttanut toimintansa vastuuvakuutuksella (XXXXXXX). Siivousliike vastaanottaa asiakaspalautteet ja mahdolliset reklamaatiot puhelimitse ja sähköpostilla sekä www-sivujen palautelomakkeen kautta. Palautteet käsitellään viipymättä. Siivousliikkeellä on kaksi (2) vuorokautta aikaa saattaa laiminlyönnit asiakaskohteessa siivoussopimuksen mukaiselle laatutasolle.

Kotisiivousasiakkaille toimitamme Helmikuun 5. päivään mennessä edellisen vuoden kotisiivouksien koontilistan kotitalousverovähennystä varten.

5. Asiakkaan velvollisuudet

Asiakas vastaa siitä, että on antanut kaiken palvelun suorittamisen kannalta tarpeellisen tiedon siivouspalvelusopimuksessa. Jos asiakkaalle aiheutuu vahinkoa puutteellisen informaation johdosta, tätä ei korvata. Mikäli palvelun toteutus estyy kokonaan asiakkaasta johtuvasta syystä, eikä asiasta ole sovittu kirjallisesti asiakkaan ja siivousliikkeen nimeämän yhteyshenkilön kesken vähintään 72 tuntia aikaisemmin, on siivousliikkeellä oikeus laskuttaa asiakkaalta sama hinta kuin sopimuksen mukaisesti toteutuneesta palvelusta. Asiakas ei saa sopia työn sisältöön tai toteutukseen liittyvistä muutoksista muiden, kuin siivousliikkeen kotipalvelun yhdyshenkilön kanssa.

6. Palvelumaksut ja muut kustannukset

Palvelumaksu ja sen sisältö määritellään palvelusopimuksessa. Mikäli maksun perusteena on jatkuva palvelusopimus, se eräännyttäväksi maksettavaksi niin kuin siivouspalvelusopimuksessa on sovittu. Muut maksut peritään toteutuneiden toimenpiteiden perusteella jälkikäteen, maksuehdon ollessa 7-14 päivää laskun päiväyksestä. Viivästyneille maksuille peritään vuotuista, lain mukaista viivästyskorkoa sekä huomautuskulut 12 euroa. Jatkuvassa palvelusopimuksessa määritelty hinta on kiinteä ja laskutetaan asiakkaalta kerran kuukaudessa. Asiakkaan on esitettävä laskuun kohdistuvat huomautukset seitsemän (7) päivän kuluessa laskun päiväyksestä.

7. Palvelumaksujen muutokset

Palvelusopimuksen hinta on sidottu elinkustannusindeksiin. Hinta tarkistetaan aina siivoussopimukseen kirjatusta aloituspäivästä vuosi eteenpäin, kuitenkin kerran vuodessa. Hinnantarkistuksesta ilmoitetaan aina kirjallisesti tilaajalle. Lisäksi siivousliike on sopimuskauden aikana oikeutettu tekemään julkisten maksujen ja verojen korotusten mukanaan tuomia muutoksia palvelumaksuihin ilman, että tätä voidaan pitää purkamiseen oikeuttavana sopimuksen muutoksena. Näistä palvelumaksun muutoksista ilmoitetaan asiakkaalle mahdollisuuksien mukaan heti niiden perusteiden tultua selvitettyiksi.

8. Siivoussopimuksen muuttaminen ja tilapäinen keskeytys

Sopimuksen muutokset ovat päteviä vain kirjallisina ja molempien osapuolten allekirjoittamina. Siivousliike on kuitenkin oikeutettu yksipuolisesti muuttamaan sopimusehtoja ilman, että tätä voidaan pitää purkamiseen oikeuttavana sopimuksen muutoksena silloin, kun muutos johtuu lain tai viranomaismääräysten muutoksesta tai toimintaympäristön oleellisesta muuttumisesta ja sopimuksen muuttaminen on välttämätöntä palvelun toteuttamiseksi. Kotitalousasiakkaalla on oikeus peruuttaa tilapäisesti palvelutilaus ilman

kuluja viimeistään kaksi viikkoa ennen sovittua palvelun tapahtumapäivää. Ilmoittamispäivä ja tapahtumapäivä lasketaan mukaan viikkoon.

9. Sopijapuolten maksukyky

Mikäli jompikumpi sopijapuoli joutuu konkurssiin, selvitystilaan, yrityssaneerausmenettelyyn tai muutoin vakaviin taloudellisiin vaikeuksiin eikä tämän vuoksi kykene suorittamaan sopimuksenmukaisia velvoitteitaan, on toisella osapuolella oikeus keskeyttää omat suorituksensa ja lisäksi oikeus purkaa sopimus kokonaan tai määrätyiltä osin ilmoittamalla siitä kirjallisesti vastapuolelle.

10. Vaitiolo- ja salassapitovelvollisuus

Siivousliikkeen työntekijät ovat vaitiolo- ja salassapitovelvollisia asiakkaitensa asioista. Vaitiolo- ja salassapitovelvollisuus on voimassa myös sopimuksen päätyttyä.

11. Vastuu ja vahingot

Siivousliike vastaa suoranaista ja välittömistä vahingoista, jotka sen palveluksessa oleva henkilö on tahallaan tai tuottamuksellisesti aiheuttanut. Vahingonkorvausvelvollisuus, vastuun laajuus ja sen rajoitukset määräytyvät siivousliikkeen vastuuvakuutuksen ehtojen mukaisesti. Siivousliikkeen vastuuta arvioitaessa on lisäksi otettava huomioon asiakkaan myötävaikutus vahingon syntymiseen, asiakkaan antamien tietojen tai toimintaohjeiden puutteellisuus tai virheellisyys sekä se, olisiko asiakas voinut estää tai rajoittaa syntyneen vahingon laajuutta. Siivousliike ei vastaa missään olosuhteissa asiakkaalle aiheutuneista välillisistä vahingoista. Siivousliike ei ole vastuussa niistä asiakkaalle aiheutuvista vahingoista, jotka ovat siivousliikkeen vaikutuspiirin ulkopuolella (esim. luonnonilmiöt, häiriöt yleisessä sähköjäljellä tms.).

12. Reklamaatiot ja huomautukset

Mikäli asiakas on tyytymätön palvelun toimitukseen, siitä tulee ilmoittaa kirjallisesti siivousliikkeen yhteyshenkilölle viimeistään kolmen (3) päivän kuluessa palvelun suorittamisesta tai virheen havaitsemisesta tai siitä kun se olisi pitänyt havaita. Tässä tapauksessa siivousliike korjaa, mikäli mahdollista, virheen viivytyksettä. Mikäli palvelu on ollut kokonaisuudessaan virheellinen tai siivoussopimusta on laiminlyöty, siivousliikkeellä on aikaa hoitaa kolme (3) vuorokautta laiminlyönnit asiakaskohteessa siivoussopimuksen mukaiselle tasolle.

13. Ylivoimainen este

Siivousliike ei ole vastuussa ylivoimaisesta esteestä tai ennalta arvaamattomasta syystä aiheutuneesta vahingosta. Tällaisia esteitä ovat mm. luonnonmullistukset, rajuilmat, kulkutaudit tai työtaistelutoimenpiteet.

14. Sopimuskausi ja irtisanominen

Palvelusopimus voidaan tehdä koskemaan kertaluonteista yksittäistä palvelua, määräajaksi tai toistaiseksi. Kertaluonteinen palvelusopimus päättyy ilman irtisanomista palvelun tultua tuotetuksi, määräaikainen sopimus päättyy ilman irtisanomista sopimukseen merkittynä päättymispäivänä. Toistaiseksi voimassa olevan palvelusopimuksen irtisanomisaika on molemmin puolin kolme (3) kalenterikuukautta niin, että irtisanomisaika alkaa irtisanomispäivänä. Kotisiivousasiakkailta siivoussopimuksen irtisanomisaika on kaksi (2) viikkoa.

15. Matkakulut

Siivoussopimus pitää sisällään matkakulut.

Kertaluonteiset ja erikseen tilatut siivouspalvelut eivät sisällä matkakuluja. Kehä 3:n ja paikallisten liikennelaitosten toimialueen ulkopuolelle jääviltä toimeksiannoilta siivousliike veloittaa kustannuksien mukaisen matkakorvauksen sekä ajan.

16. Avaimet

Siivousliike on turvamerkinnyt asiakasavaimien avainperät. Siivousliike on vastuuvakuuttanut asiakaskohteiden avaimet. Siivousliike ei ilman tilaajan lupaa saa kopioida, teettää tai luovuttaa asiakasavaimia ulkopuoliselle henkilölle. Asiakasavaimien hausta Siivousliike perii 30 euron hakumaksun. Kotisiivousasiakkailta ei laskuteta avaimien hausta.

17. Siivoussopimuksen purkaminen

Siivousliikkeellä on oikeus purkaa sopimus päättymään välittömästi, jos asiakas laiminlyö sopimuksen mukaiset maksut toistuvasti tai enemmän kuin 30 päivää tai jos asiakas toistuvasti rikkoo sopimusta. Asiakkaan on tällöin korvattava siivousliikkeelle sopimusrikkomuksesta aiheutuneet vahingot ja maksamattomat sopimuksen mukaiset maksut. Asiakkaalla on oikeus purkaa sopimus, mikäli siivousliike olennaisesti laiminlyö sopimuksen mukaiset velvoitteensa tai muutoin olennaisesti rikkoo tämän sopimuksen ehtoja. Sopimusta ei kuitenkaan saa purkaa, jos osapuoli korjaa tilanteen seitsemän (7) vuorokauden kuluessa kirjallisen huomautuksen saatuaan.

18. Erimielisyydet ja niiden ratkaiseminen

Osapuolten väliset erimielisyydet pyritään ensisijaisesti ratkaisemaan hyvässä yhteisymmärryksessä keskinäisin neuvotteluin. Mikäli asiassa ei päästä sovintoon ja sopimuksissa mainitut asiakirjat ovat sisällöltään ristiriidassa, niiden keskenäinen pätevyysjärjestys on seuraava: Voimassa oleva sopimus. KHI YSE 2000 ja viime kädessä erimielisyydet ratkaistaan Helsingin käräjäoikeudessa.

19. Siivoussopimuksen ulkopuoliset ja erikseen tilatut työt / ei koske sopimusasiakkaita

Erikseen tilatut kertaluonteiset siivouspalvelut, urakka ja keikkatyöt sovitaan asiakkaan kanssa tilauksen yhteydessä. Siivousliike kirjaa tilaus- lähetteen ja toimittaa asiakkaan halutessa kopion tilauksesta/lähetteestä. Hinta, matkakustannukset ja avaimien haut sovitaan asiakkaan kanssa tilausta tehdessä.

Työaika:

Arkisin (ma - pe) klo 07.00 - 17.00

Arkisin (ma - pe) klo 17.00 - 22.00 + 20 %

Arkisin (ma - pe) klo 22.00 - 07.00 + 50 %

Lauantai klo 07.00 - 17.00 + 25 %

Lauantai klo 17.00 - 22.00 + 50 %

Sunnuntai tai arkipyhä + 100 %

Minimityöaika, sopimusasiakkaat (2,5) kaksi tuntia ja 30 minuuttia.

Minimityöaika, kertasiivoukset (4) neljä tuntia.

Appendix 3: Renewed household service contract

**Kotisiivous**

Tervetuloa asiakkaaksemme!

Kiitos, että valitsit meidät. Olemme toimineet kiinteistösiivouksen alalla vuodesta 2005 lähtien. Ajan mittaan olemme saaneet luotettavan yhteistyökumppanin maineen. Nyt haluamme siirtää menestyksekkään toimintatapamme myös kotisiivouksiin. Olemme samalla puolella asiakkaan kanssa edistämässä yhteistä asiaa - puhtautta. Koulutamme ja kehitämme työntekijöitämme ja toimintaamme jatkuvasti. Toimimme aina laadukkailla välineillä. Näistä syntyy ammattisiivous.

Meille kaksi tärkeää asiaa ovat:

1. Laadukas työ sopimuksen mukaan
2. Sovittu siivouspäivä

Kunnioitamme kotisi yksityisyyttä, ja haluamme vastata odotuksiisi parhaan ammattitaitomme mukaisesti. Tässä tiedoksi muutamia asioita, jotka auttavat yhteistyömme sujuvuutta.

Avain ja koodit

Avain ja koodit ovat työntekijöillemme erityisen tärkeitä. Kun ne ovat kunnossa, pääsemme tekemään työmme joustavasti ja huolehtimaan kodistasi. Teemme kotisiivoukset klo 8-16 välillä. Luottamuksellisuus on meille äärimmäisen tärkeää.

Aloitussiivous

Ensimmäiseksi sovimme aloitussiivouksesta, jonka jälkeen huoneisto on helppo pitää puhtaana ylläpitosiivousten avulla. Aloitussiivous tehdään tuntiveloituksella, ja käytetty siivousaika on tapauskohtainen.

Kotisiivous juuri sinun tarpeidesi mukaan

PRN-Kotisiivouksen ylläpitosiivous sisältää kotisiivouksen perustoimet. Valitsemalla haluamasi lisäpalvelut voit räätälöidä kotisiivouksen omien tarpeidesi mukaiseksi.

Siivousvälineet ja puhdistusaineet

Haluamme taata asiakkaillemme korkealaatuisen palvelun. Siksi tuomme aina mukanaamme omat puhdistusaineet ja -välineet - ja ne ovat varmasti juuri oikeat. Kaikki siivoukset tehdään aina puhtailla pyyhkeillä.

**Asioi aina oheisten yhteystietojen kautta:
kotiivous@prn-kiinteistosiiivous.com
asiakaspalvelunumero 040 567 6463**

Ilmoita muutoksista sähköpostitse

Voidaksemme palvella sinua mahdollisimman hyvin tarvitsemme ilmoituksen muutoksesta kirjallisena. Lähetä se meille sähköpostitse osoitteeseen: kotiivous@prn-kiinteistosiiivous.com

Muutokset aikatauluissa

Joskus voi käydä niin, että sovittuihin aikatauluihin tulee muutoksia. Tiedotamme niistä mahdollisimman pikaisesti.

Asiakkaan sairastapaukset

Noudatamme korkeaa hygieniatasoa. Emme halua siirtää pöpöjä, joten tulemme siivoamaan kodin toisella kerralla, jos siivouskohteessa on flunssatapaus tai vastaava.

Kotitalousvähennys

Huomioithan, että sinulla on mahdollisuus tehdä kotitalousvähennys kotiivouksesta. Toimitamme koontilistat helmikuun 5. päivään mennessä.





Kotisiivouksen palvelusopimus

KOTISIIVOUKSEN PALVELUSOPIMUS

PRN-Kiinteistösiivous Ky

Tämän palvelusopimuksen ehtoja ja tähän palvelusopimukseen liittyviä kotisiivouksen yleisiä ehtoja sovelletaan siivousliike PRN-Kiinteistösiivous Kyn tekemiin Kotisiivouksen palvelusopimuksiin. PRN-Kotisiivous on PRN-Kiinteistösiivous Kyn kotisiivouksen palvelukonsepti, josta jäljempänä käytämme nimitystä PRN-Kotisiivous.

1. Sopijapuolet

Tilaja: _____

Toimittaja:
PRN-Kotisiivous
Y-tunnus: 2021188-4
Puh. 040 567 6463
kotisiivous@prn-kiinteostiivous.com
Harkkorautantie 6, 00700 Helsinki

Tämän sopimuksen allekirjoituksella tilaaja vahvistaa antaneensa huoneistonsa avaimen sekä tarvittavat hälytyskoodit PRN-Kotisiivouksen yhteyshenkilölle.

Sopivat kotisiivouspalveluiden aloituksesta _____ alkaen.

2. Palvelutyön suoritusajankohta ja määrä

Kotisiivouspalvelun ajankohta on _____

Siivousaika on _____

Laskutettavaan työaikaan sisältyy siirtymäaika sekä tarvikkeiden ja välineiden purkua ja pakkausta noin 15 min/kerta.

3. Maksuehto

Kotisiivouspalvelun ylläpitosiivouksen tuntiveloitus arkisin ja päiväaikaan on 37,20 € sisältäen arvonlisäveroa 24 %.

Maksuehto on 14 vrk.

Laskutamme kotisiivouspalvelun kuukauden välein.

Lisäpalvelut ja muut edellä mainitun siivousajan ylittävät työtehtävät laskutetaan erikseen edellä mainitulla henkilötyöntuntihinnalla. Mahdollisesti pyhäpäivänä, viikonloppuna, iltaisin tai öisin tehtävästä siivouksesta sovitaan erikseen.

4. Tehtävät ja niiden jakautuminen

Siivoustehtävät jakautuvat ylläpitosiivouksen mukaisiin työtehtäviin, jotka sisältyvät tässä sopimuksessa mainitun tehtäväjaottelun nojalla tapahtuvaan kiinteään veloitukseen ja *lisäpalveluihin*, jotka veloitetaan erikseen.

5. Ylläpitosiivouksen siivoustehtävät

Tehtävät on määritelty viereisellä sivulla.

6. Lisäpalvelut

Suoritamme mielellämme asiakkaan pyynnöstä myös sellaisia alaan kuuluvia töitä, jotka eivät sisälly ylläpitosiivouksen työtehtäviin. Katso viereiseltä sivulta tarkemmin.

7. Siivousvälineet ja -tarvikkeet

Hankimme kaikki siivousopimukseen sisältyvät siivousvälineet, -aineet ja -tarvikkeet sekä roskapussit.

8. Sopimuksen voimassaoloaika

Asiakkaalla on oikeus kirjallisesti peruuttaa tilapäisesti palvelutilaus ilman kuluja viimeistään kahta (2) viikkoa ennen sovittua palvelun tapahtumapäivää.

Mahdollisen siivoustyötä haittaavan sairastapauksen sattuessa, pyydämme asiakasta perumaan ilman kuluja kyseisenä päivänä tehtäväksi sovitun siivouksen aamulla klo 7.00 mennessä. Emme työskentele huoneistossa, mikäli perheenjäsenellä on esim. vatsatauti, flunssa tai muu tarttuva tauti.

Tämä sopimus on voimassa _____ alkaen toistaiseksi.

Irtisanomisaika on kummallakin sopijapuolella kaksi (2) viikkoa. Irtisanominen on tehtävä kirjallisesti.

Tätä sopimusta on laadittu kaksi samansisältöistä kappaletta, yksi kummallekin sopijapuolelle.

Paikka _____

pvm _____

Nimen selvennös _____

PRN-Kotisiivous

Ylläpitosiivoukseen kuuluvat työt ja lisätyöt

YLLÄPITOSIIVOUKSEEN KUULUVAT TYÖT

Eteinen

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset tahrojen poistot vaatekaappien ovista
mattojen imuroinnit
jalkalistojen imuroinnit tai pyyhintä
lattiapintojen imurointi ja nihkeäpyyhintä

Makuuhuoneet

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset tahrojen poistot vaatekaappien ovista
mattojen imuroinnit
jalkalistojen imuroinnit tai pyyhintä
lattiapintojen imurointi ja nihkeäpyyhintä (myös sänkyjen alta)
vaatekomeran säilytyslaatikoiden alta imurointi

Olohuone

pölyjen pyyhinnät, peilit, hyllyköt, taulujen päälliset mattojen imuroinnit
jalkalistojen imuroinnit tai pyyhintä
lattiapintojen imurointi ja nihkeäpyyhintä
elektronisten laitteiden pölypyyhintä – ei nihkeällä, kostealla tai märällä sohvien imurointi
parvekkeen oven tahrojen poisto
parvekkeen kalusteiden ja lattioiden imurointi

Keittiö

pölyjen pyyhinnät, hyllyköt, taulujen päälliset mattojen imuroinnit
jalkalistojen imuroinnit tai pyyhintä
lattiapintojen imurointi ja nihkeäpyyhintä
tahrojen pyyhintä, kaapistojen ovet, pöydät, tuolit, tiskipöytä, mikroaaltouunin puhdistaminen
astianpesukoneen reunat, roskakaapin siivous, roskapussien vaihto
lieden pyyhintä
liesituulettimen pyyhintä
roskakorien tyhjennys

WC ja kylpyhuone

suihkutilan pesu ulottuvuuskorkeudelta
lavuaari, peilit, WC-istuimien, hanojen kiillotus
lattioiden kosteapyyhinta/suihkutus
näkyvien roiskeiden ja pölyjen pyyhintä seiniltä

Sauna

lattia imuroidaan joka siivouskerralla

Yleisilme tarkastetaan ennen siivoustyön lopettamista.
Työt tehdään ulottuvuuskorkeudelle 180 cm.

LISÄPALVELUT ERILLISVELOITUKSENA

<input type="checkbox"/>	Astianpesukoneen tyhjennys
<input type="checkbox"/>	Ikkunoiden pesu
<input type="checkbox"/>	Parvekelasien pesu
<input type="checkbox"/>	Lieden taka- ja sivuseinien puhdistus
<input type="checkbox"/>	Liesituulettimen suodattimen puhdistus
<input type="checkbox"/>	Uunin pesu
<input type="checkbox"/>	Jääkaapin ja pakastimen pesu
<input type="checkbox"/>	Kylmälaitteiden pölyjen poisto
<input type="checkbox"/>	Kirjahyllyn kirjojen imurointi
<input type="checkbox"/>	Koriste-esineiden puhdistukset
<input type="checkbox"/>	Viinipullojen pölypyyhintä
<input type="checkbox"/>	Viherkasvien hoito
<input type="checkbox"/>	Ilmanvaihtoventtiilien puhdistus
<input type="checkbox"/>	Ulko-oven puhdistus
<input type="checkbox"/>	Seinä- ja kattopintojen puhdistus
<input type="checkbox"/>	Kodin tekstiili- ja vaatehuolto
<input type="checkbox"/>	Lattioiden suojakäsittely
<input type="checkbox"/>	Mattojen ulosvientti ja tamppaus
<input type="checkbox"/>	Saippuan ja WC-raikastimien hankinta
<input type="checkbox"/>	Saunatilojen desinfiointi pesu
<input type="checkbox"/>	Muuta



Kotisiivouksen palvelusopimuksen sopimusehdot 2015

KOTISIIVOUKSEN YLEISET SOPIMUSEHDOT 2015

PRN-Kiinteistösiivous Ky

1. Soveltamisala

Näitä yleisiä ehtoja sovelletaan siivousliike PRN-Kiinteistösiivous Ky:n tekemiin siivouspalvelu- ja tilausopimuksiin. PRN-Kotisiivous on PRN-Kiinteistösiivous Ky:n kotisiivouksen palvelukonsepti, josta jäljempänä käytämme nimitystä PRN-Kotisiivous.

2. Sopimusasiakirjat

PRN-Kotisiivouksen palvelusopimuksen kokonaisuuden muodostavat allekirjoitettu PRN-Kotisiivouksen palvelusopimus, työtehtävien ja lisätyötehtävien kuvaus sekä nämä yleiset sopimusehdot.

3. Yhteyshenkilöt

Kumpikin osapuoli nimeää yhteyshenkilön, jonka tehtävänä on seurata ja vahvoa sopimuksen toteutumista ja tiedottaa toiselle osapuolelle sopimuksen toteutumiseen liittyvistä asioista. PRN-Kotisiivous nimeää kohdevastaavan, joka vastaa työnlaadusta siivoussopimuksen mukaan ja raportoi tarvittaessa tilaajalle asiakaskohteessa tapahtuvista muutoksista, olennaisista poikkeamista tai mahdollisista päivitystystöistä.

4. Toimittajan velvollisuudet

PRN-Kotisiivous sitoutuu toimittamaan siivoussopimuksessa mainitut palvelut ja tuotteet siivoussopimuksen mukaisesti. PRN-Kotisiivous vastaa toimituksen laadusta ja luotettavuudesta normaalitasolla. PRN-Kotisiivous on vakuuttanut toimintansa vastuuvakuutuksella (sopimuksen tekoheikellä FENNIA).

5. Asiakaspalautteet ja reklamaatiot

PRN-Kotisiivous vastaanottaa asiakaspalautteet ja mahdolliset reklamaatiot sähköpostilla sekä www-sivujen palautelomakkeen kautta. Palautteet käsitellään viipymättä. Asiakkaan velvollisuutena on ilmoittaa välittömästi havaitsemistaan puutteista ja viimeistään seitsemän (7) vuorokauden kuluessa palvelun suorittamisesta. PRN-Kotisiivouksella on kolme (3) vuorokautta arkinen aikaa saattaa laiminlyönnit asiakaskohteessa siivoussopimuksen mukaiselle laatutasolle.

6. Verovähennys kotitalouksille

Kotisiivousasiakkaalle toimitamme kunkin kalenterivuoden helmikuun 5. päivään mennessä edellisen vuoden kotisiivouksien koostettua kotitalousverovähennystä varten.

7. Asiakkaan velvollisuudet

Asiakas vastaa siitä, että hän on antanut kaiken palvelun suorittamisen kannalta tarpeellisen tiedon siivouspalvelusopimuksessa. Mikäli asiakkaalle aiheutuu vahinkoa puutteellisen informaation johdosta, tätä vahinkoa ei korvata. Mikäli palvelun toteutus estyy kokonaan asiakaasta johtuvasta syystä eikä asiasta ole sovittu kirjallisesti asiakkaan ja PRN-Kotisiivouksen nimeämän yhteyshenkilön kesken vähintään kolmea (3) vuorokautta aikaisemmin, on PRN-Kotisiivouksella oikeus laskuttaa asiakkaalta sama hinta kuin sopimuksen mukaisesti toteutuneesta palvelusta. Asiakas on omalla toiminnallaan velvollinen myötävaikuttamaan siihen, että kotisiivouspalvelut voidaan toteuttaa asianmukaisesti, esteettä ja ajallaan. Asiakkaalla ei ole oikeutta sopia työn sisältöön tai toteutukseen liittyvistä muutoksista muiden kuin PRN-Kotisiivouksen yhteyshenkilön tai tämän sijaisen kanssa.

8. Palvelumaksut ja muut kustannukset

Palvelumaksu ja sen sisältö määritellään palvelusopimuksessa. Mikäli maksun perusteena on jatkuva palvelusopimus, maksu erääntyy maksettavaksi niin kuin siivouspalvelusopimuksessa on sovittu. Lisätyöt ja muut perussiivouksiin lukeutuvat työtehtävät laskutetaan toteutuneiden työtuntimäärien perusteella jälkikäteen maksuehdon ollessa 14 päivää laskun päiväyksestä. Viivästyneille maksuille peritään vuotuista korkolain mukaista viivästyskorkoa ja mahdolliset maksuistutuskulut viisi (5) euroa sekä maksuvaatimuskulut 14 euroa (mikäli velan pääoma on enintään 100 euroa), 24 euroa (jos velan pääoma on yli 100 euroa ja enintään 1.000 euroa) tai 50 euroa (jos velan pääoma on yli 1.000 euroa). Jatkuvassa palvelusopimuksessa määritelty hinta on kiinteä ja laskutetaan asiakkaalta kerran kuukaudessa. Asiakkaan on esitettävä laskuun kohdistuvat mahdolliset huomautukset seitsemän (7) päivän kuluessa laskun päiväyksestä.

9. Palvelumaksujen muutokset

Palvelusopimuksen hinta on sidottu Tilastokeskuksen julkaisemaan elinkustannusindeksiin. Hinta tarkistetaan aina siivoussopimukseen kirjattua aloituspäivästä vuodeksi eteenpäin kerran vuodessa. Hinnantarkistuksesta ilmoitetaan aina kirjallisesti tilaajalle. Mikäli elinkustannusindeksi laskee, tässä tilanteessa sovitut hintoja ei kuitenkaan lasketa. Lisäksi PRN-Kotisiivous on sopimuskauden aikana oikeutettu tekemään julkisten maksujen ja verojen korotusten mukanaan tuomia muutoksia palvelumaksuihin ilman, että tätä voidaan pitää purkamiseen oikeuttavana sopimuksen muutoksena. Näistä palvelumaksun muutoksista ilmoitetaan asiakkaalle mahdollisuuksien mukaan viipymättä niiden perusteiden tultua selvitettyiksi.

10. Siivoussopimuksen muuttaminen ja tilapäinen keskeytys

Sopimuksen mahdollistamat muutokset ovat päteviä vain kirjallisesti tai sähköisesti lähetettyinä. PRN-Kotisiivous on kuitenkin oikeutettu yksipuolisesti muuttamaan sopimusehtoja ilman, että tätä voidaan pitää purkamiseen oikeuttavana sopimuksen muutoksena silloin, kun muutos johtuu lain tai viranomais määräysten muutoksesta tai toimintaympäristön oleellisesta muuttumisesta ja sopimuksen muuttaminen on välttämätöntä palvelun toteuttamiseksi. Kotitalousasiakkaalla on oikeus peruuttaa tilapäisesti palvelutilaus ilman kuluja viimeistään kaksi (2) viikkoa ennen sovittua palvelun toimituspäivää. Ilmoittamispäivä ja toimituspäivä lasketaan mukaan viikkoon.

11. Sopijapuolten maksukyky

Mikäli jompikumpi sopijapuoli joutuu konkurssiin, selvitystilaan, yrityssaneerausmenettelyyn, yksityishenkilön velkajärjestelyyn, ulosottoimenpiteiden kohteeksi tai muutoin vakaviin taloudellisiin vaikeuksiin eikä tämän vuoksi kykene suorittamaan sopimukseen mukaisia veloitteitaan ajallaan, on toisella osapuolella oikeus keskeyttää omat suorituksensa ja lisäksi oikeus purkaa sopimus kokonaan tai määrityiltä osin ilmoittamalla siitä kirjallisesti vastapuolelle.

12. Vaitiolo- ja salassapitovelvollisuus

PRN-Kotisiivouksen henkilöstö on vaitiolo- ja salassapitovelvollinen asiakkaiden yksityisyyden ja kotirauhan piiriin kuuluvista asioista. Vaitiolo- ja salassapitovelvollisuus on voimassa myös sopimuksen päätyttyä.

13. Vastuu ja vahingot

PRN-Kotisiivous vastaa välittömistä vahingoista, jotka sen palveluksessa oleva henkilö on huolimattomuudesta aiheuttanut. Vahingonkorvausvelvollisuus, vastuun laajuus ja sen rajoitukset määräytyvät PRN-Kotisiivouksen kulloinkin voimassa olevan vastuuvakuutuksen ehtojen mukaisesti. PRN-Kotisiivouksen vastuuta arvioitaessa on lisäksi otettava huomioon asiakkaan mahdollinen myötävaikutus vahingon syntymiseen, asiakkaan antamien tietojen tai toimintaohjeiden mahdollinen puutteellisuus tai virheellisyys sekä se, olisiko asiakas voinut estää tai rajoittaa syntyneen vahingon laajuutta. PRN-Kotisiivous ei vastaa missään olosuhteissa asiakkaalle aiheutuneista välillisistä vahingoista. PRN-Kotisiivous ei ole vastuussa niistä asiakkaalle aiheutuvista vahingoista, jotka ovat PRN-Kotisiivouksen vaikutuspiirin ulkopuolella (esim. luonnonilmiöt, häiriöt yleisessä sähköjäljellä, yleisen liikenteen keskeytyminen tms.).

14. Ylivoimainen este

PRN-Kotisiivous ei ole vastuussa ylivoimaisesta esteestä tai ennalta arvaamattomasta syystä aiheutuneesta vahingosta. Tällaisia esteitä ovat mm. luonnonmullistukset, räjähdys, epidemiat, laillinen tai laitton lakko taikka muut työtaistelutoimenpiteet.

15. Sopimuskausi ja irtisanominen

Sopimus on voimassa toistaiseksi, ellei muuta ole erikseen sovittu. Kotisiivousasiakkailla siivoussopimuksen irtisanomisaika on kaksi (2) viikkoa. Irtisanominen on tehtävä kirjallisesti.

16. Matkakulut

Siivoussopimus sisältää matkakulut.

17. Avaimet

PRN-Kotisiivous on turvamerkinnyt asiakasavaimien avainperät. PRN-Kotisiivous on vastuuvakuuttanut asiakaskohteiden avaimet. PRN-Kotisiivous ei ilman tilaajan lupaa saa kopioida, teettää tai luovuttaa asiakasavaimia ulkopuoliselle henkilölle.

18. Siivoussopimuksen purkaminen

PRN-Kotisiivouksella on oikeus purkaa sopimus päättymään välittömästi, jos asiakas laiminlyö sopimuksen mukaiset maksut toistuvasti tai maksu on erääntynyt yli 30 päivää tai jos asiakas toistuvasti rikkoo sopimusta. Asiakkaan on tällöin korvattava PRN-Kotisiivoukselle sopimusrikkomuksesta aiheutuneet vahingot ja maksamattomat sopimuksen mukaiset maksut. Asiakkaalla on oikeus purkaa sopimus, mikäli PRN-Kotisiivous olennaisesti laiminlyö sopimuksen mukaiset veloitteensa tai muutoin olennaisesti rikkoo tämän sopimuksen ehtoja. Sopimusta ei kuitenkaan saa purkaa, jos osapuoli aikoo virheellisen menettelynsä ja korjaa tilanteen kolmen (3) vuorokauden kuluessa kirjallisen huomautuksen saatuaan.

19. Erimielisyydet ja niiden ratkaiseminen

Osapuolten väliset erimielisyydet pyritään ensisijaisesti ratkaisemaan hyvässä yhteisymmärryksessä keskinäisin neuvotteluin. Mikäli asiassa ei päästä sovintoon ja sopimuksissa mainitut asiakirjat ovat sisällöltään ristiriidassa, niiden keskinäinen pätevyysjärjestys on seuraava: Voimassa oleva palvelusopimus, palvelusopimuksen liitteenä oleva siivoustehtäväluettelo sekä nämä yleiset sopimusehdot. Viime kädessä erimielisyydet ratkaistaan Helsingin kärjäoikeudessa tai kuluttaja-asiakkaan kotipaikan kärjäoikeudessa.