



Future Expansion of bTaskee Limited Company's On-demand Household Service in Malaysia

Nhung Tran

BACHELOR'S THESIS

Spring 2020

International Business

ABSTRACT

Tampereen ammattikorkeakoulu
Tampere University of Applied Sciences
International Business

NHUNG TRAN:

Future Expansion of bTaskee Limited Company's On-demand Household Service in Malaysia

Bachelor's thesis 111 pages, appendices 13 pages
Spring 2020

The thesis study was carried out as part of the case company's internationalization strategy with the aim to produce a market entry strategy for bTaskee who would like to expand the on-demand home cleaning services in Malaysia. The case company is a Vietnamese start-up that provides on-demand home cleaning services through an Uber-like application. Currently, bTaskee has been in the growth phase, expanding its services and user base not only in Vietnam but also in the Southeast Asian countries.

The primary methodology of this thesis was qualitative and secondary research. The data were collected from various sources, including online websites, course-books, e-articles as well as qualitative interviews with 52 customers, 11 taskers, and five managers of the company. The theoretical section reveals several key concepts that are used to guide the research, namely PESTEL analysis, SWOT analysis, competitor analysis, customer research, market entry strategies and factors influencing the choice of market entry modes. Additionally, the empirical part consists of three stages, such as 1/ Conducting market research, 2/ Choosing the most appropriate market entry modes, and 3/ Establishing a pilot marketing plan.

It is found out that a joint venture is the first option as the international market entry mode. In the event that the company cannot manage to find a local partner that fit bTaskee's business model, the wholly-owned direct investment is the second option. In other words, bTaskee will hold 100% foreign-owned business in the Malaysian market. There are proposals for promoting bTaskee to Malaysian users and local maids in an innovative and effective way.

Considerably more work will need to be done to determine consumer behaviour among Malaysian customers and cleaners, particularly to identify their pain points as well as needs/wants/expectations towards the home cleaning service. The last part of this research presents two samples of quantitative surveys to be further conducted in accordance with the commissioner's wish.

Keywords: housekeeping, application, bTaskee, PESTEL, SWOT, competitors, market entry strategy, marketing, funding, on-demand services, Malaysia

CONTENTS

ACKNOWLEDGEMENT	5
1 INTRODUCTION	6
1.1 Thesis background.....	6
1.2 About the company – bTaskee Limited Company.....	7
1.3 Why is Malaysia the target market in the research?.....	11
1.4 Thesis structure.....	13
2 THEORETICAL FRAMEWORK	14
2.1 PESTEL analysis	14
2.2 Competitor analysis.....	15
2.3 SWOT analysis	16
2.4 Customer research.....	17
2.5 Market entry strategies.....	19
2.5.1 Exporting entry modes.....	19
2.5.2 Intermediate entry modes	21
2.5.3 Hierarchical entry modes.....	23
2.5.4 Factors influencing the choice of market entry strategies ...	23
2.6 Methodology	26
3 COUNTRY ANALYSIS.....	29
3.1 The external environment	31
3.1.1 Political factors	31
3.1.2 Economic factors	36
3.1.3 Socio-cultural factors	38
3.1.4 Technological factors.....	40
3.1.5 Environmental factors	43
3.1.6 Legal factors	45
3.2 Challenges while doing business in Malaysia	51
3.3 Competitor analysis.....	52
3.3.1 Kaodim	53
3.3.2 Servis Hero.....	57
3.3.3 Maideasy	61
4 SWOT ANALYSIS OF BTASKEE	66
4.1 Application/services	66
4.1.1 Strengths	66
4.1.2 Weaknesses.....	69
4.1.3 Opportunities	69
4.1.4 Threats	70

4.2 Customer service	71
4.2.1 Strengths	71
4.2.2 Weaknesses	72
4.2.3 Opportunities	73
4.2.4 Threats	74
4.3 Marketing	74
4.3.1 Strengths	74
4.3.2 Weaknesses	75
4.3.3 Opportunities	76
4.3.4 Threats	77
4.4 Human resources – The taskers	77
4.4.1 Strengths	77
4.4.2 Weaknesses	78
4.4.3 Opportunities	79
4.4.4 Threats	80
5 PENETRATING THE MARKET	81
5.1 Market entry mode	81
5.2 The marketing plan	82
5.2.1 Customer research	83
5.2.2 Promotion of bTaskee	86
5.3 Searching for funding/investors.....	89
5.3.1 Angel Investment Network.....	90
5.3.2 BEAMSTART.....	90
5.3.3 NEXEA	91
6 CONCLUSION.....	92
REFERENCES	93
APPENDICES.....	99
Appendix 1. Sample of the survey on customer behaviour research among Malaysian maids	99
Appendix 2. Sample of the survey on customer behaviour research among Malaysian service users.....	103
Appendix 3. Overview of bTaskee’s target competitors	105
Appendix 4. Cleaning service offerings by Kaodim	107
Appendix 5. Cleaning service offerings by ServisHero	109
Appendix 6. Cleaning service offerings by Maideasy.....	110
Appendix 7. The qualitative data coding	111

ACKNOWLEDGEMENT

I would like to sincerely express my gratitude to those who have supported me in this thesis process. Thanks to your help, I have successfully accomplished the thesis work. I have learned a lot during the research which is the base for my future career.

Firstly, I would like to say special thanks to my thesis supervisor – Ms. Tuula Andersson for your valuable advice and guidance to write the report in the right direction. Besides, I just want to say thanks for teaching me in Marketing courses and all the support and opportunity you gave regarding my personal and career development. I wish you all happiness and health. I apologize for any mistakes or inconveniences made during my study at TAMK. However, I will consider them memorable lessons for me to improve myself.

Moreover, I am greatly grateful to the commissioner – bTaskee Limited Company with whom I have kept in touch for a long time for the opportunity of working as a customer support specialist in one year and as a thesis worker. Especially, I would like to say thanks to Mr. Nathan Do, Mr. Tai Tran, Ms. Thuy Nguyen, Mr. Van Nguyen and Ms. Loan Do who have assisted me with useful insights. Without you, the thesis work will never be completed. Throughout this thesis work, I have acquired certain knowledge and skills from your sharing experiences. I wish bTaskee all the success and fulfilment towards your goal.

Finally, I would like to say thanks to my family and friends for their motivational support throughout the thesis process.

Helsinki, March 2020

Nhung Tran

1 INTRODUCTION

1.1 Thesis background

According to e-Conomy SEA report of 2019, the growth rate of the Internet economy in Vietnam was 40%, making it a leading country beside Indonesia in this sector in the Southeast Asian region. Hootsuite & we are social (2020) also state that the number of Vietnamese mobile Internet users has reached almost 66 million, accounting for 68% of the total population. In addition, there has been a mushroom growth of start-ups in the last few years that concentrates on developing applications that appeal to Vietnamese users to a better quality of life. When life is becoming faster and people are increasingly in need of comfortable access to services at home, plenty of applications are designed to offer services in the following categories, such as:

- *Food delivery*: Foody, Lozi, Vietnammm
- *Navigation*: Cốc Cốc Map, Maps.me, Busmap.vn
- *Transportation*: Grab, Go-Viet, Be
- *E-commerce*: Shopee, Lazada, Tiki, Sendo
- *E-wallet*: ZaloPay, ViettelPay, Moca, MoMo
- *On-demand home services*: bTaskee, Jupviec.vn, Okiaf.vn

Observing the potentials of market growth as well as the business' innovative concept, the author is encouraged to conduct a thesis research on the market entry strategy for bTaskee – an information technology company that offers an Uber-like application in the on-demand housekeeping industry, and its home cleaning services. With adequate resources as well as fast-growing operations, the company wants to enter new foreign markets with a view to undertaking new challenges, accessing a broader customer base, and enhancing product/service diversification. bTaskee is motivated to expand its service operation firstly in Southeast Asian nations, particularly Malaysia – one of the target destinations to be carried out in this research paper.

The thesis purpose is to produce a market entry strategy for bTaskee's on-demand household services based on the thorough study on the culture of the target

market and competitors as well as the company's existing resources and potentials in the industry. Such research questions are taken into account.

- Is the Malaysian market potential to grow the business?
- Is bTaskee doing well in the home market?
- What is the most appropriate market entry modes for bTaskee to expand its business in Malaysia?
- What are the next steps in the marketing plan after having chosen the entry strategy?

At the end of this research, after having decided which entry strategy for the organization, a pilot marketing plan will be established to detail the approaches for promoting the offered services, hiring local cleaners, searching for funding/investors along with gathering insights of consumer behaviour among customers and maids through quantitative surveys.

1.2 About the company – bTaskee Limited Company

bTaskee Limited Company was established in 2016 in Ho Chi Minh City. The company provides on-demand home services, such as House Cleaning, Deep Cleaning, Homestay/Hotel Cleaning, Air-conditioner Cleaning, Cooking, Grocery Assistance and Laundry. bTaskee helps customers to instantly connect with local maids via the platform, which is web and app-based to give a simple and fast interface for optimal user experience. In short, bTaskee's application operates similarly to Uber. When the customers have demand for home cleaning services, they will book the services on the application. The bookings will be sent to the taskers. One of those who accepts the booking will complete the task for the customers.



PICTURE 1. bTaskee's logo (bTaskee 2020).

To date, the company has over 150,000 paying users, above 600,000 tasks completed and over 2 million hours of work done (bTaskee 2020). bTaskee has launched its services in nine cities, including Ho Chi Minh City, Hanoi, Hai Phong, Da Nang, Nha Trang, Da Lat, Binh Duong, Bien Hoa and Can Tho. The company has also opened a branch office in Bangkok, Thailand this year.

bTaskee is currently in the growth phase, promoting its service offerings and user base not only in Vietnam, but also in the Southeast Asian countries with the mission of providing a marketplace that can firstly bring services to customers without negotiation with an agent as well as creating a marketplace where people can get access to jobs and earn high salaries across the region. (LinkedIn 2020.)

The home cleaning services

Among the services offered by bTaskee, the home cleaning services have been most used by customers, receiving 96-97% of positive reviews from users. Besides, bTaskee is proud to be the only application in the world to get home cleaners in 30 minutes to one hour which is fast and reliable. (Do, N. 2020.). House/Office Cleaning, Homestay/Hotel Cleaning and Deep Cleaning are included in the home cleaning service category of bTaskee.

House/Office Cleaning is the basic cleaning including dusting, vacuuming, sweeping and mopping the surfaces and floors of all rooms in a house/flat as well as getting rid of garbage or leftovers. This service is commonly booked by plenty of bTaskee's customers. The service is calculated by working hours with a rate of 50,000 – 60,000 VND/hour (US\$2.14 – US\$2.57). Besides the basic cleaning, the service also offers add-on services, including one-hour cooking, one-hour ironing and cleaning supplies with a price of 30,000 VND (US\$1.29). One task is only accepted by one cleaner. In this service, there are additional functions designed to meet customers' needs.

- *Weekly schedule*: This feature is for those who want to repeat cleaning sessions on a weekly basis. By selecting any date of the week, the task will be automatically posted in the system in advance without having to fill in information every time. Customers can adjust, temporarily halt or cancel the weekly schedule on the application by tapping on the "Current Task"

→ "Scheduled" tab. In the event that customers want to change starting time on a random day of a week, they can modify directly in the task. To be eligible for this function, customers need to have at least one task successfully done.

- *Manual selection of taskers:* This function allows many taskers to accept the booking at the same time and customers can select the best and most suitable cleaner they want rather than get a cleaner randomly. Cleaners will be on the waiting list so the task will be pending until customers have to choose one of them to do the task. If customers do not select one tasker by themselves one hour prior to the task, the system will automatically pick one random cleaner from the list to guarantee the task has been accepted and there is enough preparation time for the tasker to perform the job. Customers need to pay 20,000 VND (US\$0.86) for this function. All the maids of bTaskee must maintain a 4-star rating; therefore, customers do not need to use this function.
- *Home at pet:* It is important for users to indicate the pet in their house as some cleaners are allergic to furred animals or afraid of animals. This function helps avoid any tasks being done ineffectively.
- *Subscription:* This function is for customers who are in need of the service monthly, for instance, they need a cleaner three days every week, total of 12 days a month. Customers are recommended to have one booking done first so as to fully experience the best quality of the service. This package is automatically activated once the payment is made one time only in advance. They can make a payment either on the application by VISA/MasterCard/ATM, Internet Banking or bPay/MoMo e-wallet. Tasks are posted at least two days in advance of the actual working time. To be eligible for this function, customers have to contact bTaskee's customer support for further instruction.

Deep Cleaning is similar to House/Office Cleaning but requires at least two cleaners and three working hours due to more workload. In this service, cleaners are compulsory to bring their own cleaning supplies at the workplace and they will work as a team of at least two people. Depending on the amount of work, there are several options for customers' demand.

- 60 sq. m – 2 cleaners – 3 hours: 480,000 VND (US\$20.65)

- 80 sq. m – 2 cleaners – 4 hours: 580,000 VND (US\$24.95)
- 100 sq. m – 3 cleaners – 3 hours: 720,000 VND (US\$30.98)
- 150 sq. m – 3 cleaners – 4 hours: 960,000 VND (US\$41.30)
- 200 sq. m – 4 cleaners – 4 hours: 1.2 million VND (US\$51.63)
- 400 sq. m – 2 cleaners – 8 hours: 2.4 million VND (US\$103.26)

Although the area of the property is mentioned in the description, customers still heavily rely on the workload and the working time. To specify, if a customer's house is between 100 – 150 sq. m large with little amount of work, he just opts for the option of 2 cleaners and 3 hours. Reversely. Yet if a customer's house is not that large but requires more cleaning performance and working hours, then the option of 3 cleaners and 3 hours can be the most suitable for the demand. Deep Cleaning is popular on special occasions, especially Lunar New Year when everybody is busy cleaning their house to celebrate a new year.

Homestay/Hotel Cleaning is exclusively for hotel and hospitality facilities. Cleaners working in this sector are compelled to gain relevant skills and experiences to deliver excellent working performance and customer satisfaction. Customers are usually owners or managers of Airbnb properties, hostels, motels and hotels. The application allows users to create a listing of properties, including apartment/hostel/hotel's brand name, address, room size along with sample photos. They can make bookings several times without filling in the information again whenever accessing the service. In addition, housekeepers can easily perform the task following the sample photos. The service price ranges from 100,000 VND (US\$4.33) to 300,000VND (US\$12.98) depending on the number of rooms and the total area size.

The booking process for these services is simple and easy. Customers only need to follow the instructions on the application by adding the required information and selecting proper functions based on individual demand. It takes only 60 seconds to book a task and 60 minutes to get a cleaner. What is more, it is convenient for users as they do not need to depend on the taskers' schedule and wait for them in such a long time. Afterward, they can choose to pay by card/bPay or by cash. There is a charge of 20% on the service price during peak hours (before 8 AM and after 7 PM as well as on weekends). Customers are also recommended

to limit the number of cancellations, maximum seven times in seven days. Cancellation can reduce the level of credibility as a customer on the application.

For House/Office Cleaning and Homestay/Hotel Cleaning, if the task requires more than four working hours, customers should book two tasks at the same time to get two cleaners (one cleaner per task). In case there is no one accepting the booking, a customer support staff will contact users to change the time or the date of the booking 30 minutes before the actual starting time of the booking expires. bTaskee does not support tasks between 11 PM – 5 AM. Moreover, even when the task has been accepted by a tasker, users can request for change of working hours by contacting the customer support hotline. This request is available only for House/Office Cleaning and Deep Cleaning. For example, they initially book a House/Office Cleaning task of four working hours whereas the task is completed one hour beforehand. Users can inform the customer support department of this issue prior to completion of the task to avoid getting charged for overtime hours.

1.3 Why is Malaysia the target market in the research?

Malaysia and Vietnam share similarities in geography and climate. Both countries are situated in the tropical zone in Southeast Asia, and Malaysia shares maritime borders with Vietnam. There are well-connected flights from Malaysia to major cities of Vietnam, usually it will take 1 hour and 45 minutes from Kuala Lumpur to Ho Chi Minh City and 3 hours to Hanoi. Both Malaysia and Vietnam are members of ASEAN community (The Association of Southeast Asian Nations), which can receive the benefits from “the five core principles of the ASEAN single market and production base”, including “Free flow of goods, Free flow of services, Free flow of investment, Free flow of capital, and Free flow of skilled labour” (ASEAN Up 2019).

The year 2015 was seen significant growth in on-demand applications in several industries (including housekeeping industry) in Malaysia as 70% of residents had got a habit of working from places rather than from offices according to an online survey conducted by Logitech Malaysia (Khoo 2015). Interestingly, respondents were either worked in the car or on public transport during their daily travel made

up 31%. Busy people valued time, which was the reason why on-demand services like Foodpanda or Helpr thrived. Today, there have been fast-growing successful start-ups pioneering especially the household industry in Malaysia, namely Kaodim, ServisHero or Maideasy (these are the potential competitors of bTaskee that are to be analysed in the further section of the report). Similarly, in the last few years, there is also a great number of Vietnamese start-ups that provide on-demand services to bring solutions to customers' needs in daily activities, such as travelling, food delivery, home cleaning and so on. Thanks to the growth of these companies, customers can find ways to meet their own needs and thousands of people get employed. The tech start-ups from both nations have been significantly impacting on people's lives, reducing inconveniences and upgrading living standards.

Remarkably, Malaysia is an amazing country with prominent features and achievements, such as:

- Malaysia is the third richest country in Southeast Asia behind Brunei and Singapore. It comes first as the most attractive emerging market in Asia according to Bloomberg Emerging Market Scorecard (2018).
- Malaysia shares land borders with Thailand and Indonesia and ocean borders with Singapore. The infrastructure network among Malaysia with these countries is excellent with means of transportation which creates plenty of benefits for trade and economic corporation among these countries. Besides, Malaysia is considered "a gateway into Asian markets". It is cost-competitive to live here and establish a strategic base with the aim to expand to other markets within the region. The transport infrastructure is excellent for people who want to take advantage of Malaysia as a hub.
- Malaysia is ranked at 24th in 2018 World Bank's Ease of Doing Business, making it one of the attractive investment destinations to set up a business in the country.
- 26.69 million people get access to the Internet which accounts for 83% of the whole population.
- English is widely spoken in the country as a second language, which is used at all levels of industry and administration.

(HSBC 2019.)

- Specifically, the overall revenue of cleaning services industry in Malaysia reached RM4.1 billion (approximately US\$94 million), in which the proportion of private companies' revenue accounted for 63% whereas that of public companies constituted 37% (Department of Skills Development – Ministry of Human Resources of Malaysia 2013).

1.4 Thesis structure

Chapter 1 describes the thesis background, indicating why the topic is important as well as its purpose and research questions to be answered. Next, an overview introduction of the case company bTaskee along with its cleaning services is mentioned. Finally, there is a section that explains why Malaysia is the target market in this research.

Chapter 2 provides a collection of interrelated concepts known as theoretical framework to support the theories of this thesis. It is where the thesis research defines and evaluates theories relevant to the research issues. Such concepts as PESTEL analysis, SWOT analysis, competitor analysis, market entry strategies, customer research and methodology are explicated for the particular study.

Chapter 3 gives a big picture of the country analysis using the PESTEL framework and competitor analysis. While *Chapter 4* concentrates on identifying internal capabilities (strengths and weaknesses) as well as external possibilities (opportunities and threats) of the case company based on SWOT analysis.

Chapter 5 offers the recommendation on not only the choice of market entry modes for bTaskee, but also the pilot marketing plan when entering a new foreign market. *Chapter 6* includes a conclusion.

2 THEORETICAL FRAMEWORK

2.1 PESTEL analysis

PESTEL analysis is a conceptual framework in the marketing principle that is used to analyse and monitor the macroenvironmental (external environment) factors influencing an organization (Professional Academy n.d.). It gives an overview picture of the whole environment from many different aspects that companies want to keep a track of when working on a certain plan. PESTEL is a mnemonic which is an expanded form denoting “P” for “Political”, “E” for “Economic”, “S” for “Social”, “T” for “Technological”, “E” for “Environmental”, and “L” for “Legal” (PESTLE Analysis n.d.).

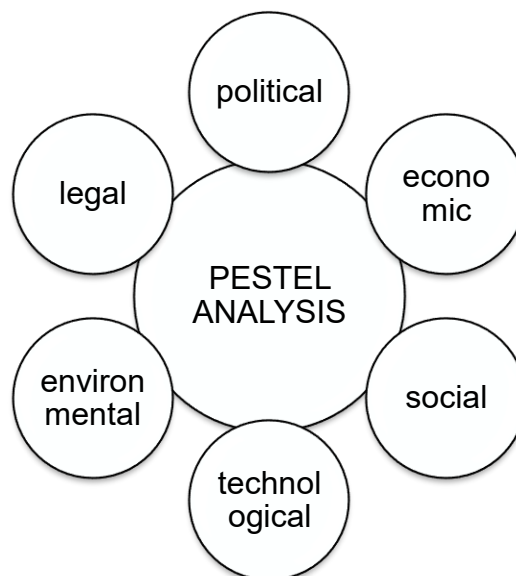


FIGURE 1. The elements of PESTEL analysis.

The following list describes key variables that are present in each PESTEL factor.

- *Political factors:* Government stability, regulation, policies of political parties, the activism of regulatory agencies, tax policy.
- *Economic factors:* Economic growth, inflation, monetary policy, employment rates, interest rates.
- *Social factors:* Demography, income distribution, education, lifestyle factors, cultural background of citizens.
- *Technological factors:* International influences, tech transfer, R&D initiatives, communication channels.

- *Environmental factors*: Climate change, pollution levels, infrastructure.
- *Legal factors*: Court system, regional laws, law enforcement, health and safety.

Although many enterprises recognize the importance of the external environment, this analysis often ends up making a small contribution to the strategy analysis and formulation (Bensoussan & Fleisher 2013, 45-202).

2.2 Competitor analysis

Competitor analysis is the process of evaluating the competitors' background, products and marketing strategies. The purpose of competitor analysis is "to provide a comprehensive picture of the strengths and weaknesses of current and potential competitors to identify opportunities and threats for an organization" (Bensoussan & Fleisher 2013, 45-202). In this analysis, there are four main objectives.

- Identifying competitors' future plans and strategies.
- Forecasting competitors' probable reactions to competitive initiatives.
- Determining the match between competitors' strategies and capabilities.
- Understanding competitors' shortcomings.

This conceptual framework is useful for business owners, start-up founders, entrepreneurs, product managers and marketers as it covers business metrics, product/service analysis and marketing assessment. However, before practicing this analysis framework, it is vital to identify:

- The right competitors
- Which aspects of them are worth investigating?
- Reliable sources to collect the data
- The gathered insights to improve the company's business

(Maksimava n.d..)

Table 1 describes the types and categories of information that are taken into account in the process of identifying what to know about competitors.

TABLE 1. Types and categories of information related to competitors (Maksimava n.d.)

	Competitor 1	Competitor 2	Competitor 3
COMPANY OVERVIEW			
Legal name			
Year founded			
Founder(s)			
Operating location(s)			
FUNDING			
Money raised			
Funding status			
Last funding type			
Investor(s)			
PRODUCT			
Product offerings			
Product features			
Payment			
MARKETING			
SEO			
Advertising/promotion /partnership			
Customer service channels			
OTHER			
Unique facts			

2.3 SWOT analysis

SWOT analysis, also popularly referred to as situation analysis, is a common method for analysing and exploring an organization's situation, guiding executives in developing an overall marketplace context for an organization (Bensoussan & Fleisher 2013, 45-202). This method can be applied to many areas of an organization, such as products/services, divisions and operation. SWOT, an acronym for Strengths, Weaknesses, Opportunities, and Threats, will help businesses to:

- Evaluate their internal environment (consisting of human resources, operations, sales, and marketing) and external environment (economics, technology, legal issues, and social trends).
- Explore the inner strengths to set up a strategy.
- Identify weaknesses that need improvement.
- Determine which opportunities companies should attain to maximize success and minimize risks.

This analysis gives managers not only a better understanding and response to the factors that have the most significant impacts on an organization's performance (Bensoussan & Fleisher 2013, 45-202), but also a definitive answer on where a business is doing well and what to improve, both from an internal and external perspective (Jackson n.d.).

	HELPFUL	HARMFUL
INTERNAL	S STRENGTHS	W WEAKNESSES
EXTERNAL	O OPPORTUNITIES	T THREATS

FIGURE 2. Generic SWOT analysis.

2.4 Customer research

Customer research can be carried out as part of market research, product research or design research. It is a method conducted to identify customer behaviours, needs and segments. The research helps businesses understand customer psychology and create purchasing behaviour profiles in detail. It applies research techniques to present systematic information on customers' needs. As a result, businesses can make a product or service adaptation, making them more "customer-centric" thereby leading to an increase in customer satisfaction. There are certain objectives in customer research, such as:

- Gaining a thorough understanding of what customers want or need in a product/service, what attributes are missing and what they are looking for.
- Improving brand equity as it is essential to know customers' opinions when buying a product/service from a brand. Every business idea will not be successful without efficient customer research.
- Boosting sales by examining various aspects of consumer psychology and notify their buying pattern.

Specifically, it is essential to determine customers' pain points. A pain point is a specific problem that customers are experiencing. In other words, pain points can be considered as problems that are diverse and varied. There are four main types of pain points.

- *Financial pain points*: Customers want to reduce their spending as they are spending a large amount of money on current providers/solutions/products.
- *Productivity pain points*: Customers want to use their time more sufficiently as they are wasting so much time on current providers/solutions/products.
- *Process pain points*: Customers want to improve internal processes, e.g. nurturing lower-priority leads.
- *Support pain point*: Customers do not get enough support as expected at critical stages in the customer journey or sales process.

(Shewan 2020.)

This research is based on two types of research methods, namely qualitative and quantitative customer research. For qualitative research, it is a method using open-ended questions to collect relevant insights from participants and heavily depends on the following market research methods.

- *Focus groups*: It is a small group of experts who come to analyse a product/service. There are around six to ten participants.
- *One-to-one interview*: It is a more conversational method where open-ended questions are utilized to gather meaningful data from respondents. However, this method is time-consuming and may take more than one attempt to get the desired insights.
- *Content/text analysis*: Researchers will analyse social life by decoding words and images from the available materials. They analyse the context of the images from which they draw conclusions.

For quantitative research, it is about numbers and statistics. The common data collection tools consist of online surveys, questionnaires and polls. “Data that is obtained from consumers is then statistically, mathematically and numerically evaluated to understand consumer preference” (Bhat n.d.).

2.5 Market entry strategies

A market entry strategy is a method chosen by an organization that decides to enter a market. The selection of entry strategy is one of the key decisions that the organization makes in international business (Cavusgil, Knight & Riesenberger 2017, 376-378). Market entry strategies can be divided into three categories, including export entry modes, intermediate entry modes and hierarchical entry modes.

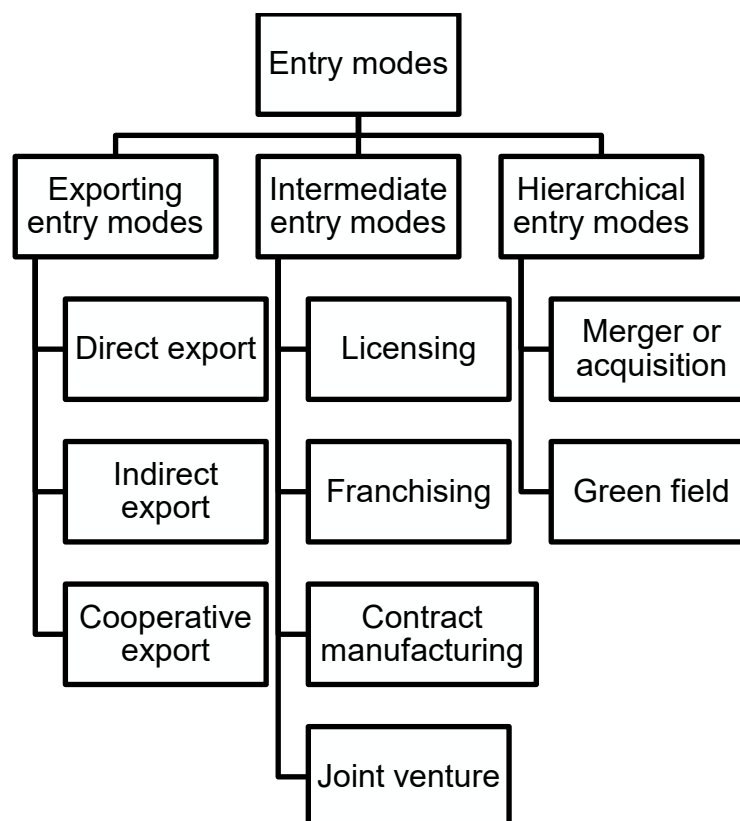


FIGURE 3. Three types of entry modes (Khadka & Akande 2017).

2.5.1 Exporting entry modes

With exporting entry modes, the products made in the home country or a third country will be then sold or distributed either directly or indirectly to the target

country. Exporting is traditionally and commonly used in the initial entry. Although firms can easily both enter and withdraw from the foreign market with minimal risk and expense, they have fewer opportunities to learn about the foreign market environment, such as customers, competitors, and other aspects. In exporting entry modes, there are three types: indirect, direct and contractual exporting.

Companies with limited resources and facilities can benefit from indirect exporting by contracting with intermediaries in the home market and not getting involved in the manufacturing activities. Usually, smaller exporters or companies new to international business hire an export management company or a trading firm in the local market, taking responsibility in looking for global buyers, shipping products and making payment (Cavusgil, Knight & Riesenberger 2017, 376-378).



FIGURE 4. Indirect exporting process (Khadka & Akande 2017).

In contrast, direct exporting is accomplished by contracting with agents located in the foreign market. The foreign agents are in charge of negotiating on behalf of the exporter and undertaking such responsibilities as local supply chain management, pricing and customer service. Direct exporting enables extensive control over the export process and potential for higher profit along with a good relationship with foreign buyers and the market (Cavusgil, Knight & Riesenberger 2017, 376-378).

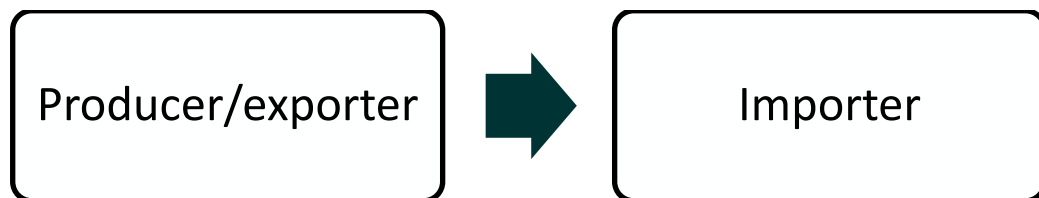


FIGURE 5. Direct exporting process (Khadka & Akande 2017).

Cooperative exporting or piggybacking takes place when there are at least two (or more) firms collaborating together concerning the exporting activities. This

entry mode helps organizations approach the foreign market without associated risks coming along with other entry modes. All the collaboratives mutually share benefits and risks, for example, in reducing manufacturing and selling costs.

2.5.2 Intermediate entry modes

Apart from exporting entry modes, intermediate entry modes enable transferring knowledge and skills as well as creating more opportunities with no full ownership involved by the parent firm. Licensing, franchising, contract manufacturing and joint venture are contractual approaches included in intermediate entry modes. There are following benefits for companies pursuing these entry modes.

- Getting closer to customers and the market.
- Lower foreign production costs.
- Transportation costs may render heavy or bulk productions.
- Accessing governmental favour towards national suppliers.

(Brownlees N.d..)

In licensing, the owner of intellectual property is called the licensor, and the user of the property is called the licensee. There are two main types of licensing agreements, including trademark and copyright licensing, and know-how licensing. In exchange for a royalty, trademark and copyright licensing grants firm permission to use another firm's proprietary names, characters or logos in a certain period of time. Trademarks can be seen on such merchandise as games, clothes, food, drinks, presents, toys and home furniture. Regarding know-how agreement, the licensee can obtain technological or management knowledge about how to design, manufacture or deliver a product/service provided by the focal firm in exchange for royalty (Cavusgil, Knight & Riesenberger 2017, 376-378).

Franchising is an advanced licensing form where the franchisor gives the franchisee the privilege to use the brand and the entire business system in return for compensation – a royalty representing a percentage of the franchisee's turn over. The franchisee may be requested to purchase specific tools and supplies according to the franchisor to guarantee standardized products and consistent quality. In most cases, the franchising package comprises:

- Trademark name

- Copyright and Intellectual Property
- Design
- Patents
- Trade secrets
- Know-how
- Geographic exclusivity
- Store design
- Market research for the area
- Location selection

(Brownlees n.d..)

Contract manufacturing is used when an organization outsources the manufacturing process of a product to a third party. All certain production activities are performed by the manufacturer to a third party. The hiring party is responsible for the marketing and selling of the product unless further arrangements have been made.

A joint venture is a business entity created by the partnership of two or more parties with a view to accomplishing business activities or working together based on mutual business ideas. It is a type of foreign direct investment (FDI) that takes place when a firm establishes a physical presence overseas or acquires foreign business assets, such as capital, technology or human resources (Cavusgil, Knight & Riesenberger 2017, 419-421). A joint venture is an attractive entry strategy as many foreign markets are seen as significant obstacles and complex. Co-operating with a local enterprise enhances the opportunities to navigate the target market. There are two types of a joint venture, equity versus project-based, non-equity ventures.

Equity joint ventures are typical collaborations where a new firm is set up through “the investment or pooling of assets by two or more parent firms that gain joint ownership of the new legal entity” (Cavusgil, Knight & Riesenberger 2017, 419-421). The stakeholder in a joint venture may hold a majority, equal (50-50) or minority ownership. Opposite to equity joint venture is wholly-owned direct investment. Wholly owned direct investment is FDI where the investor acquires 100% ownership of the business and secures managerial control over its operations. Whereas project-based, nonequity ventures are formed by the partners who create a project in a narrow scope and a designated schedule, without creating a new legal entity.

2.5.3 Hierarchical entry modes

Hierarchical entry modes comprise greenfield, merger and acquisition that belong to types of FDI. Greenfield investment occurs when a firm invests to set up a subsidiary in a different nation, building its fundamental operations, such as a new manufacturing, marketing and administrative facility to earn existing amenities. According to Cavusgil, Knight & Riesenberger (2017), acquisition is “the purchase of an existing company or facility”, allowing firms to take advantage of established brands or corporate reputation. An acquisition can be presented in two common formats, “horizontal (similar products and markets) and vertical (the acquired firm becomes supplier or customer of the acquiring firm)” (Brownlees n.d.). Merger is a special type of acquisition where two enterprises join to form a larger firm. Similar to the joint venture, the merger can bring about positive outcomes, for instance, increased scale economies, inter-partner learning and resource sharing.

2.5.4 Factors influencing the choice of market entry strategies

Today, there are more companies growing and gaining competitiveness. The choice to develop the business beyond national boundaries has become less of a choice. It is becoming more of a necessity. Besides a tactical well-structured go-to-market strategy with specific objectives, companies should consider factors that may impact the choice of entry modes to make decisions accordingly, including internal and external factors.

Internal factors relate to inner characteristics of a company, such as:

- *Firm size*: Koch (2001) states that owing to limited resources, small companies tend to not only have fewer market servicing options, but also face a tough competition. This may lead to a higher chance of failure and insolvency of companies. Reversely, companies with abundant resources and sizes can get a wider range of choices of market entry modes. They can invest large capital, resources and operations which enables them easily to compete the others in international business.
- *International experience*: Firms with adequate experience have acquired certain development in business operation. They are highly confident in

the ability to manage business entities in the foreign market and attain higher profit to minimize risks and uncertainty. Thus, these firms prefer direct investment to exporting. Due to a lack of international experience, smaller companies usually contract with an exporting agent to take care of business activities abroad.

- *Product characteristics*: It is another factor that affects the choice entry modes. Product features, offerings and uniqueness differentiate a firm from other rival's products. Product attribution indicates specific requirements of service and maintenance for the product. For instance, for the purpose of taking over the production, luxury products of high value are directly exported; while licensing is a proper choice for expensive products to cut down transportation costs.

(Van der Tas 2010.)

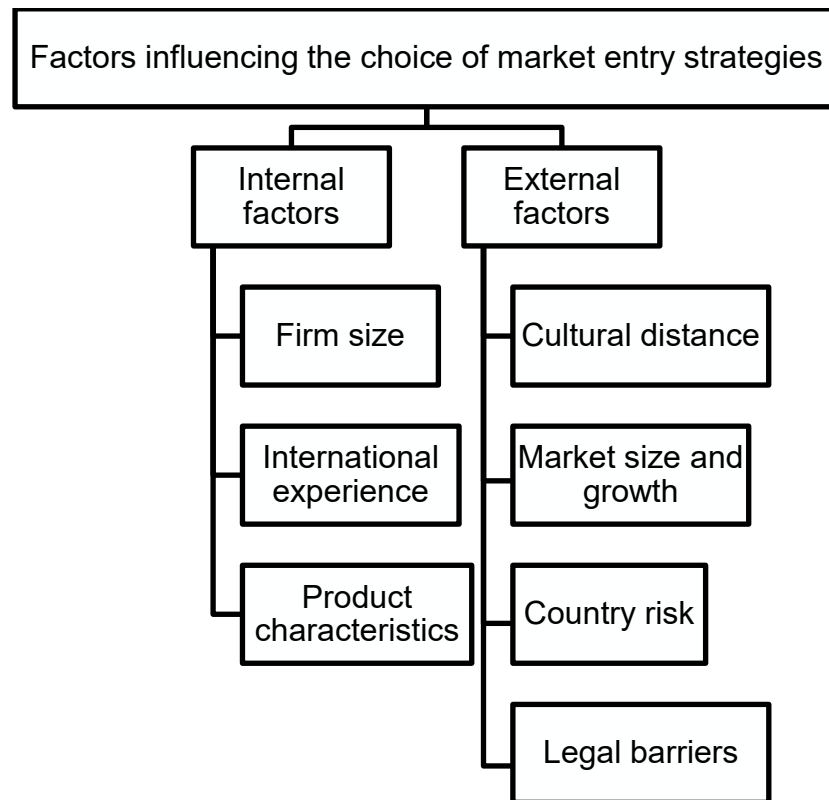


FIGURE 6. Factors influencing the choice of market entry strategies (Khadka & Akande 2017).

On the contrary to internal factors, external factors are under no control of the company, including cultural distance, market size and growth, country risk and legal barriers.

- *Cultural distance*: One of the most frequently considered external factors affecting the choice of entry modes are probably cultural differences between the home and the host country, consisting of cultural features, language barriers, labour skills, and set of norms governing the business sector. The greater the cultural distance, the greater will be the uncertainty along with the cost of information collection and communication. Consequently, companies prefer exporting or intermediate entry modes to hierarchical entry modes, which requires lower resource commitment.
- *Market size and growth*: If the market size is larger, there will be a higher potential for growth and for a company to commit greater resources for its development. Companies have a tendency to decide on intermediate entry modes, for example, licensing or franchising in smaller markets. On the other hand, by observing the larger market with rapid growth and abundant resources, companies will usually go for hierarchical entry modes, such as wholly-owned direct investment to take over the entire business system in the host country.
- *Country risk*: Factors related to politics, economy, society, technology and environment can outstandingly impact the potential of a host market. Many firms will not adopt entry modes requiring huge resource commitments in the host country if the country undergoes many unstable changes in the political and economic environment as there is a high risk of doing business here. Contrarily, a country with stable macro-economic indicators and a free-market mechanism is a perfect market where companies can go for hierarchical entry modes.
- To protect and encourage local production, the government of the host country imposes tariffs and quotas on imported products from other countries. It will lead to the firm's decision on intermediate entry modes, such as wholly-owned direct investment or a joint venture. At the same time, immoderate restrictions on the full foreign ownership by the host government will force the firm to choose over exporting entry modes.

(Bedi & Kharbanda 2014.)

2.6 Methodology

The primary methodology adopts secondary and qualitative research. Secondary research is a research method that involves using the existing data from previous research (Bhat n.d.). In this case, the author of the thesis paper will utilize the secondary data gathered from various sources, such as e-books, online websites, coursebooks, articles, e-magazines, etc. for the research on the country analysis, competitor analysis, market strategies and business planning before going international. Qualitative research is used to explore people's beliefs, mind-sets, experiences, attitudes, and behaviours that generate non-numerical data. There are three broad approaches in qualitative research: observational studies, interview studies and documentary analysis of written records. (Vibha, Bijayini & Sanjay 2013.)

The interview method has been used to collect practical information from the target stakeholders. A semi-structured interview is well prepared with relevant questions. To support the SWOT analysis of bTaskee, the author performed the interview assessment with the following target respondents in the internal company:

- *52 customers*: Customers were being interviewed to express their perspectives on specific aspects as long time bTaskee's service users, such as the quality of work, taskers' attitudes/performance, conveniences/disadvantages of the application or problem-solving process by customer service department. They also gave suggestions on how to improve the services as well as the application and rated the service quality based on a satisfaction scale. Part of the data gathered from customers are presented in the Application/services, Customer service, Marketing and Human resources sectors of the SWOT analysis.
- *11 taskers*: Cleaners were being interviewed to mention the problems they had overcome, the achievements they had gained at work and the care support they received from the company. What is more, they talked about characteristics of the cleaning job and their satisfaction/dissatisfaction as long time employees at bTaskee. The data related to the taskers are included in the Application/services, Customer service and Human resources sectors of the SWOT analysis.

- *Five bTaskee's staff (four managers from core departments - 1/ Customer support, 2/ Marketing, 3/ Service and business development, 4/ Human resources and the Co-founder of the company):* Each manager who is in charge of their own departments revealed strengths, weaknesses, opportunities and threats of four main areas of the company. They stressed the consideration on the aspects of a foreign market, namely the cultures, the language or the laws/regulations formulated by the local government and authorities. Finally, a final interview with the Co-founder was conducted so as to identify motivations, bTaskee's outstanding selling points and the most suitable market entry modes when the company wanted to enter a foreign market. He also gave advice about establishing a pilot marketing plan, searching for investors as well as conducting customer behaviour research among customers and cleaners regarding the home cleaning service. The insights from the Co-founder can be founded largely in Chapter 4 and Chapter 5.

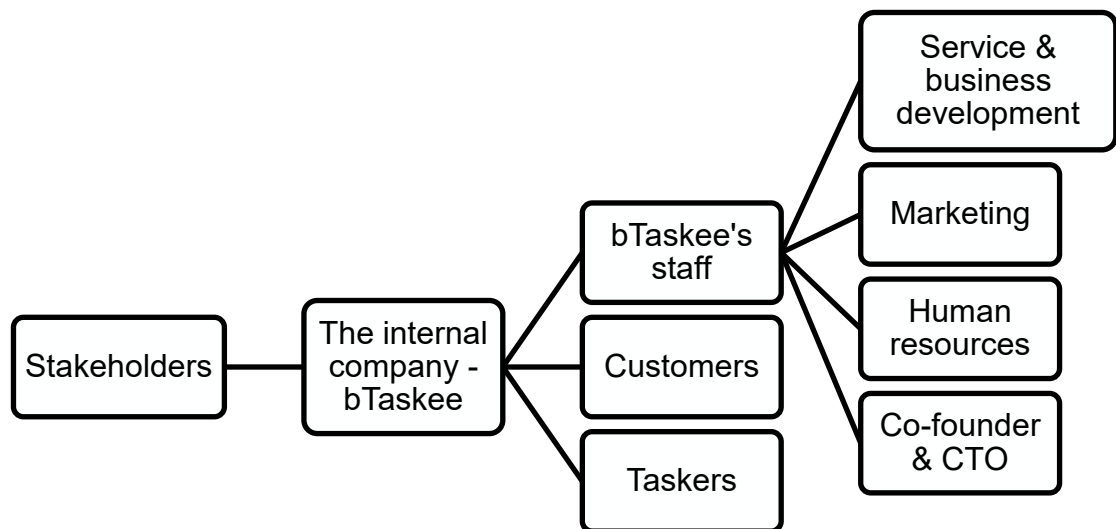


FIGURE 6. Stakeholders in the interview process.

The interview sessions with customers and taskers were conducted through phone calls using a call centre software. The average duration of every call was five to seven minutes, but a few calls took place between 15 and 20 minutes. The interview sessions with bTaskee's staff was performed online via communication tools, such as Skype and Slack. Every online meeting took place around one to two hours. Methods of recording combined audio recorder on the author's phone

and note-taking. In addition, the author approached two Malaysian people who were the admins of a Facebook group called “Maids in Malaysia” by sending them several questions through Facebook Messenger in order to confirm the information related to the majority of immigrants in Malaysia and the most popular private vehicles in the country.

The data from the qualitative interviews was being analysed by one of the most commonly used data analysis methods – content analysis. Content analysis is used to examine documented information in the form of media, text or even physical objects. Depending on the research questions, this method is applied to the analysis of interviewees’ responses. (Bhatia 2018.). Qualitative data analysis was conducted in the following three steps.

- *Developing and applying codes:* Coding can be demonstrated as categorization of data. A “code” can be a word or a short phrase representing an idea or a theme. (Research Methodology n.d.). All the data of qualitative interviews in this research were presented in an Excel document. Based on that, the author could easily classify essential information for coding. Appendix 7 contains elements to be coded and explanation of relevant codes.
- *Identifying themes, patterns and relationships:* Word and phrase repetitions is a common and effective method for scanning words and phrases that are most used by respondents. With the questions, the author investigated on key words and important phrases that were meaningful and relevant to represent the ideas.
- *Summarizing the data:* The author linked research findings to the research aim and objectives.

(Research Methodology n.d..)

Furthermore, there is a proposal on the survey about customer behaviour research among Malaysian maids and customers in the cleaning industry (Appendix 1 & 2) so as to identify the expectation and pain points of both sides, and study factors that influence the buying decision of the customers towards the cleaning service. The survey contains closed-ended and open-ended questions to gain various insights and information from respondents on specific aspects of interest.

3 COUNTRY ANALYSIS

Malaysia is located in Southeast Asia, lying close to the equator to the north. The landmass of the country is separated by the South China Sea into two similarly sized regions, Peninsular Malaysia and Malaysian Borneo. The country shares the land borders with Brunei, Indonesia, and Thailand, and the maritime borders with Singapore, Vietnam, and the Philippines. It consists of thirteen states and three federal territories (Kuala Lumpur, Putrajaya and Labuan governed by the Federal Government of Malaysia), which has a total land size of 329,613 km², similar to that of several European countries, such as Finland, Norway and Germany. (PwC 2018, 2019.)



PICTURE 1. Location of Malaysia on the map (Pinterest 2019).

The capital of Malaysia, Kuala Lumpur is located on the west coast of the peninsular. However, Putrajaya, which is 25 km far from Kuala Lumpur, is the heart of the Malaysian government and was previously developed to be the new administrative capital of the country. Malaysia's total population is 32.6 million with a diverse and multicultural ethnic composition, consisting the dominant racial groups of Bumiputra accounting for 69% of the population (mainly Malays and

Orang Asli in West Malaysia and other indigenous natives of Sabah and Sawa-rak), Chinese (23%), Indians (7%) and other ethnic groups (1%). (PwC 2018, 2019.)

Colonized by the British Empire before, English is widely used as a second language in the nation, especially in business, while its official language is Malay, also known as Bahasa Malaysia. Its political structure and legal framework are largely based on British systems (PwC 2019). In addition, the country seems to be the place where the world's major religions are noticeably represented. Islam is the official religion and Muslims (people who follow or practice Islam) constitute more than half of the whole population (60.4%), followed by Buddhist (19.2%), Christian 9.1%, Hindu (6.3%), traditional Chinese religions (Confucianism, Taoism, and others) (2.6%), other or unknown (1.5%), and none (0.8%) (Commisceo Global Consulting Ltd 2020).

TABLE 1. Malaysia – The Country Snapshot (HSBC 2019).

Official name	Malaysia (previously Federation of Malaysia)
Capital city	Kuala Lumpur
Other major cities	Putrajaya, Johor Bahru, George Town, Kota Kinabalu
Population	32.6 million
Main language(s)	Bahasa Malaysia (official language), English (second language), Mandarin and Tamil
Currency	Malaysian Ringgit (RM), RM1 = US\$0.23
Corporation tax	24%
GDP	US\$11,521 per capita
Average GDP growth	5.2% per year, over the last five years (2015-2019)
Unemployment rate	3.3%
Inflation rate	2.4% per year, over the last five years (2015-2019)
Typical office hours	9:00 am – 5:00 pm, Monday to Friday
Dialling code	+60
Time zone	UTC +8

3.1 The external environment

3.1.1 Political factors

The Federal Government of Malaysia

Malaysia is a federation comprising 13 states and three federal territories, such as Kuala Lumpur, Putrajaya and Labuan; nine of which are administered by hereditary rulers called the Sultans serving as the constitutional heads of state. The remaining four states are administered by the Yang Di-Pertua Negeri, also known as governors, serve as constitutional heads of state for fixed terms of office. Each state of Malaysia has its own written constitution and an elected legislative assembly. Each state government is headed by a Menteri Besar (Chief Minister) that is appointed by the members of the legislative assembly. The Federal Constitution plays a role in not only providing for an autonomy measurement for the 13 constituent states, but also defining the division of powers between the various state governments and the federal government. Malaysia practices parliamentary democracy with a constitutional monarchy form of government under the Westminster system consisting of three branches, Legislative, Executive and Judiciary. (PwC 2019.)

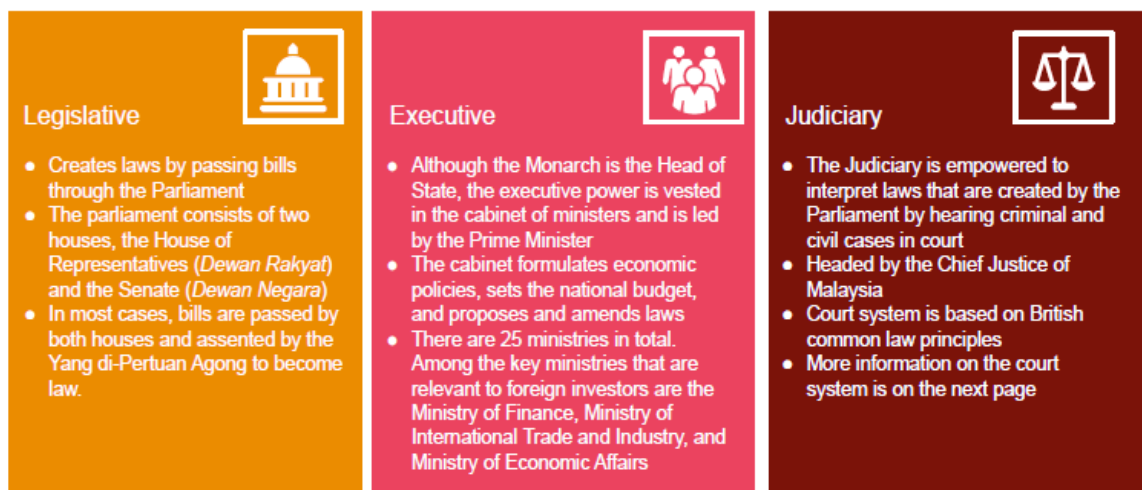


FIGURE 1. Three branches the constitutional monarchy form of government of Malaysia (PwC 2019).

Several relevant important regulatory departments and agencies

a. Ministry of International Trade and Industry (MITI)

The ministry takes on overall responsibilities for international trade and industry development, acting through the following agencies:

- Malaysian Investment Development Authority (MIDA): this is the main government agency that provides assistance for investors who have the intention of establishing manufacturing and its related support services projects in Malaysia.
- Malaysia External Trade Development Corporation (MATRADE): this is an external trade arm of MITI which acts as a central source for trade-related information for local exporters and foreign importers.

(PwC 2018.)

b. Immigration Department

The department is in charge of the application process on work permits for the expatriate posts and conversion of social/tourist passes into business passes (PwC 2018).

c. Ministry of Science, Technology and Innovation

The ministry functions for promoting and encouraging awareness, research and development in the field of science and technology (PwC 2018).

d. Ministry of Domestic Trade, Co-operative and Consumerism

The ministry plays a role in formulating strategies, policies and appraising matters in view of domestic trade within the scope of “wholesalers and retailers, co-operatives, franchise, direct-selling, hawkers and petty traders as well as downstream sectors of petroleum” (PwC 2019).

e. Companies of Commission of Malaysia (CCM)

All the companies, partnerships and sole proprietors intending to start their business in Malaysia must register through the CCM, which takes responsibilities for the administration of the Registration of Business Act 1956 and the Companies Act 2016 (PwC 2018).

f. Ministry of Communication and Multimedia Malaysia

The ministry is primarily charged with “communications, broadcasting, multimedia, personal data protection, the media industry, film industry, domain name, postal, courier, mobile service, fixed-line service and broadband services”. Malaysian Communications and Multimedia Commission (MCMC) and Multimedia Development Corporation Sdn Bhd (MDEC) undertake the regulations of the communication and multimedia sector. (PwC 2019.)

g. Bank Negara Malaysia

The central bank of the country aims to issue the national currency, functions as a banker and supervisor to the Government of Malaysia and regulates the national financial institutions, credit systems along with monetary policy conduct (PwC 2018).

h. Department of Islamic Development Malaysia (JAKIM)

The department plays a vital role to take over affairs exclusively related to the Islamic community, such as granting the halal certification in Malaysia. Besides, JAKIM is responsible for protecting Muslim consumers in the country and guaranteeing them to look for halal-certified products as urged by Shariah. “Malaysia Halal Certificate is an official document stating the halal status of products and/or services according to the Malaysia Halal Certification scheme issued by the competent authority”. The scheme is divided into the following categories:

- Food Product/ Beverages/ Food Supplement;
- Food Premise/ Hotel;
- Consumer Goods; (e.g. clothes, shoes, etc.)
- Cosmetic and Personal Care;
- Slaughterhouse;
- Pharmaceutical;
- Logistic

(Jabatan Kemajuan Islam Malaysia (Jakim) 2015.)

Taxation policy on business

a. Corporate tax

Malaysia has remained its corporate tax rate at 24% while other countries have reduced the rates and opted for a wider basket of taxes. However, there is a lower rate whereby companies will pay only 17% on the first RM600,000 then on the subsequent chargeable income, the rate of 24% is applied. If a company with the paid-up capital amount exceeds RM2.5 million, they will be charged with 24%. There have been requests to the government to decrease the rate so as to create more competitiveness in the region. For example, Singapore – Malaysia's neighbour to the south, introduces a corporate tax rate of 17%. There are allowances depending on the profit levels posted. In fact, the rate was lowered to 24% in 2016 after the implementation of the GST (Goods & Services Tax) in April 2015. There is an exemption from the corporate taxes for the income sourced abroad as the corporate taxes are territorial. Only businesses' income derived in the country is taxed.

TABLE 2. Malaysian corporate income tax rate (3E Accounting n.d.).

Year Assessment 2020

<ul style="list-style-type: none"> • Resident company with paid-up capital of RM2.5 million and below at the beginning of the basis period (SME) • Company having gross business income from one or more sources for the relevant year of assessment of not more than RM50 million 	
On first RM600,000 chargeable income	17%
On subsequent chargeable income	24%
Resident company with paid-up capital above RM2.5 million at the beginning of the basis period	24%
Non-resident company/ branch	24%

b. Withholding taxes

There is no withholding tax paid on dividends. Yet there is a tax rate of 15% on interest paid to a non-resident, to royalties (10%), "fees for advice, assistance or services rendered in Malaysia by a non-resident and the income of non-resident

entertainers” (15%). Under specific tax treaties, the rate is cut down though. (HSBC 2019.)

c. Sales & Service taxes (SST)

The sales and service tax has been imposed on the cleaning services along with securities brokerage and underwriting, amusement park operations and training services since March 2019. According to the Malaysian-German Chamber of Commerce and Industry (2020), the service tax rate is 6%. A specific tax rate of RM25 is imposed upon the provision of credit card and charge card services. The service tax is charged on the following cases.

- any provision of taxable services;
- provided in Malaysia;
- by a registered person; and
- in carrying on his business

While the sales tax rate is “subject to 5%, 10% or to a specific rate (for petroleum)”. (Malaysian-German Chamber of Commerce and Industry 2020.)

d. Foreign-owned enterprise

People coming from overseas are permitted to fully possess their businesses in Malaysia. Foreign investors can easily expand their business operations to the country. Firstly, they need to apply for an Employment Pass. However, to be qualified, a minimum paid-up capital is as followed:

- RM500,000 for a 100% foreign-owned company
- RM250,000 for a 100% locally owned company
- RM350,000 for a mixed foreign and local ownership

A flat rate of 24% is taxed on the Non-resident companies deriving their income within the country. (3E Accounting n.d..)

e. Individual taxes

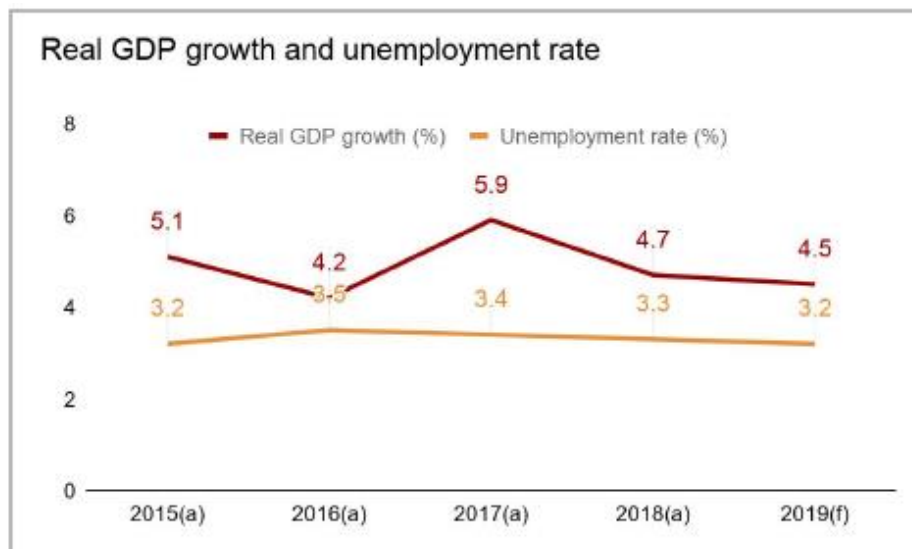
28% is the maximum individual tax rate. In the Budget for 2018, income tax was reduced by 2% for earnings of between RM20,000 and RM70,000 a year, with a view to benefiting Malaysian workers and boosting the personal income. Interestingly, in the case that the expatriates are not regarded as a resident fiscally or if the employment period in Malaysia is no longer than 60 days a year, expatriates can also benefit from a specific tax regime on their income. There is a category

called a “lifestyle tax relief” which is individual tax relief for spouses. In Malaysia, the tax year starts on 1st January and ends on 31st December, running along the calendar year. Both employers and employees should make contributions to the Social Security organisation (SOCSO) and the Employees Provident Fund (EPF). (HSBC 2019.)

3.1.2 Economic factors

Malaysia is an upper-middle-income country with its “sound macro-economic fundamentals and a more diversified economy”, which is one of the most developed economies in the region. The country’s Gross Domestic Product (GDP) per capita reached US\$11,521. According to World Bank Group 2019, Malaysia’s open economy was highly trade-dependent, with exports and imports of goods and services accounting for about 129% of GDP. (HSBC 2019.)

The real GDP growth of the country has averaged 5.2% per year since 2015 (Figure 2). In spite of the current uncertainties in the global economy and trade, the country has remained a stable economic growth and an average unemployment rate of 3.2% per year since 2015. (PwC 2018, 2019.)



(a) actual (f) forecast

FIGURE 2. Real GDP growth and the unemployment rate in Malaysia (PwC 2019).

Figure 3 indicates that the economy was led by the service sector accounting for 56.2% of GDP, primary subsectors within the service sector consist of wholesale and retail trade (15.6%), finance and insurance (6.8%), and information & communication (6.3%). The government planned on developing the service sector which was forecasted to contribute 60% of GDP by 2020. Placed second only to services, the manufacturing sector contributed about 23.3% of GDP. Other major sectors Malaysia include mining & quarrying, agriculture and construction sectors, which constituted about 8.0%, 7.9% and 4.6% of GDP respectively in 2018. (PwC 2018, 2019.)

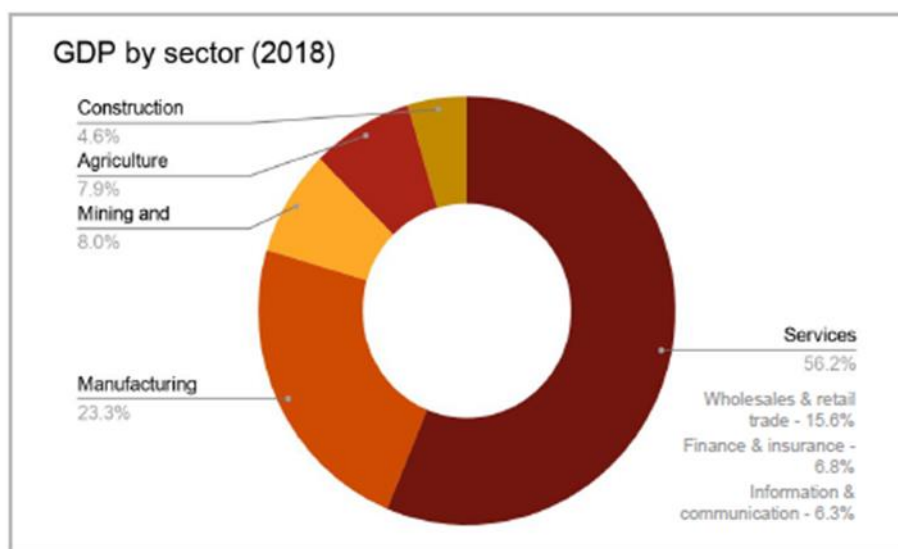
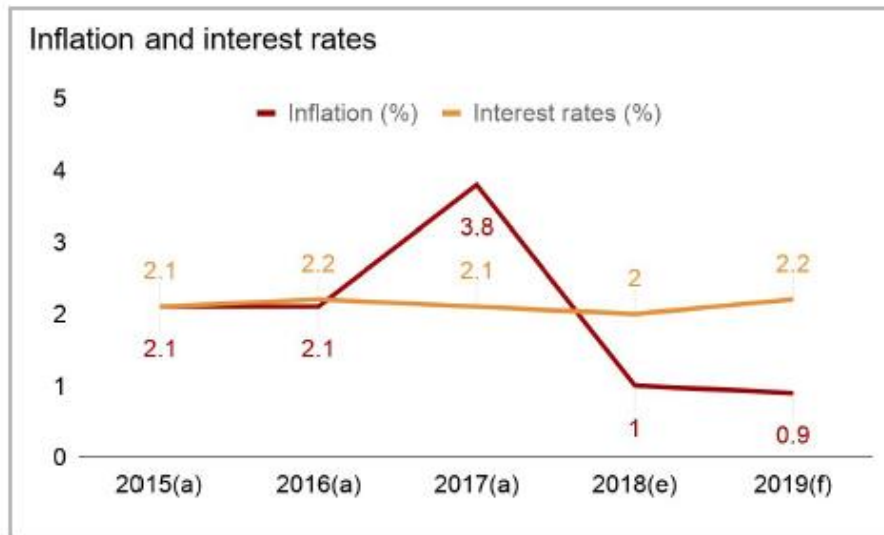


FIGURE 3. GDP by sector in Malaysia in 2018 (PwC 2019).

The Malaysian economy has noticed the low inflation and stable interests, creating an accommodative environment for doing business. The inflation rate was expected to fluctuate between 0.9% and 2.1% in 2019 (Figure 4), which reflected a smaller contribution from “global cost factors and a stronger ringgit” in comparison with 2018. “With modest inflation and sustained economic growth”, the central bank was expected to maintain an interest rate between 2% and 2.2%. (PwC 2018, 2019.)



(a) actual (e) estimate (f) forecast

FIGURE 4. Inflation and interest rates in Malaysia in the period 2015-2019 (PwC 2019).

The currency

Malaysian Ringgit is the national currency of the country, which operates on “a managed-float exchange regime against a trade-weighted basket of currencies” (HSBC 2019). Offshore trading of the ringgit is prohibited as it is against the country’s policy. “The central bank, Bank Negara Malaysia, decreased the Overnight Policy Rate (OPR) to 3.0% in May 2019, from the previous rate of 3.25%” (HSBC 2019). As of November 2019, it maintained at 3.0%. It has been emphasized by the World Economic Forum that foreign currency regulations have been one of the most problematic factors for businesses in Malaysia.

3.1.3 Socio-cultural factors

Background of citizens

Malaysia’s population has reached over 32 million people, with about 69% Malays, 23% Chinese, 7% Indians and 1% other. The annual population growth rate decreased to 0.6% in 2019 and to 1.1% in 2018. The decrease in both fertility rates and net international migration predictably resulted in this decline. In 2019, the male population outnumbered females by 1 million. There were more males in the age groups of 0-14 years and 15-64 years. In contrast, there were more

females in the old-age group of 65 years and above in the year under review (1.06 million males and 1.13 million females). (Department of Statistics Malaysia 2019.).

Most residents in the metropolitan area lived and grew along the river mouths near the sea, with a few located along the rivers further inland. As the economy has transformed its sectors, from an agricultural base to manufacturing and services, the people have moved to higher living standards cities and towns.

As mentioned above, Malaysia is home to 60.4% of Muslims (people who follow or practice Islam). As an integral part of the Malaysian Malay culture, Islam rituals and practices are deeply associated with the national culture. For those who have just get acquainted with the Islamic cultures, it is advisable not to do the left-handshake in the meetings, especially in doing business. In addition, it is noted that Friday is the Muslim holy day when Muslim people spend two hours of their lunchtime practicing Friday prayers. (Islamic Tourism Centre n.d..). Muslims participate in congregational prayers at the mosque or surau every Friday. There are many prayer rooms called surau in public, and tourists must not enter for the purpose of resting and relaxing.

One of the most important and sensitive topics in Islam is hygiene as Muslims are taught to be physical hygiene and ritually clean whenever possible. The fundamentals for Muslims include hair and beard care, ablution and full ablution, cleaning the private parts, cleaning for worshipping, washing the hands and the feet and after going to the restroom.

Labour

Malaysia does have a sweet spot although it is not the cheapest country in the region for labour. Malaysia observes that there is a labour pour coming from overseas to look for certain unskilled roles. Such labour-intensive sectors as farming, construction and manufacturing highly rely on foreigners. The state of Selangor, surrounding the capital is the destination where highly skilled workers are residing with the highest wages. For lower-skilled, cheaper labour, Sabah on Borneo could

be a consideration for businesses to hire. (HSBC 2019.). For maids or house-keeping cleaners, the average hourly pay in Malaysia is RM10, with the total yearly pay ranging between RM16,862 and RM21,783 and a bonus of RM1,500 (PayScale 2019).

The number of immigrants in Malaysia amounted to nearly 3.5 million in 2019 (Hirschmann 2020), most of whom came from Indonesia (up to 40% of Malaysia's total foreign workers), followed by Nepal (22%), and Bangladesh (14%). MOHR data also indicated that half of the registered immigrants located in the three states of Selangor (30%), Johor (18%) and Kuala Lumpur (15%). Foreign workers tended to engage in low-skilled occupations or machine operating jobs in sectors/subsectors of manufacturing (36%), construction (19%), plantation (15%), and services (14%), especially foreign domestic workers accounted for solely 7% of the total. (World Bank Group 2019.)

3.1.4 Technological factors

Malaysia aims to become a developed country by 2025. There are a number of key digital areas to drive ICT sector identified by the Government of Malaysia, such as “cloud, internet of things (IoT), data analytics, cybersecurity, data centre, e-commerce and artificial intelligence (AI) being the main drivers for Industry 4.0 and Smart City development”. The government formulates the National Industry 4.0 Policy with the purpose of “catalysing the adoption of emerging technologies to increase productivity and competitiveness across industry sectors”. (Privacy Shield n.d..)

According to Ismail (2019), there is a continued call from the local technology industry to the government in an attempt to further boost the capabilities of local SMEs and start-ups, enrich digital content, enhance e-commerce, embrace digitisation and adopt 5G technology. It is pointed out that the authority is motivating many local enterprises to move rapidly into the technology aspect. Based on the report by Gartner, Inc., Malaysia's spending on technology products and services was expected to hit US\$15.5 billion in 2019, an increase of 4.6% from 2018 (Privacy Shield n.d.).

Internet users research among Malaysians

The Internet Users Survey (IUS) was an annual survey implemented by the Malaysian Communications and Multimedia Commission (MCMC) in 2018. The survey presented information related to the Internet users' behaviour and characteristics in Malaysia and analysis to examine changes in view of users' trends and behaviours. A sample of 4,160 participants at the national level was conducted. The survey presented two remarkable points:

- Internet was regarded as “a pivotal medium” for people engaging socially. In particular, the most popular activities among Internet users to keep in touch together were text communication (96.5%) and entering social networking platforms (85.6%).
- Most Internet users shared content online, especially among young generations accounting for 61.8% with the content about education and entertainment/humour being the most frequently shared content. The majority of the content was shared through social media channels (73.8%) and group messaging (70.6%).



FIGURE 5. Social networking and communication apps account ownership (Malaysian Communications and Multimedia Commission (MCMC) 2018).

In Figure 5, it was estimated that social networking population reached 24.6 million in 2018, of those, 97.3% had their Facebook account, making it become the most popular social media platform in Malaysia, followed by Instagram (57%), YouTube (48.3%), Google+(31.3%) – it was shut down by Google in early 2019, Twitter (23.8%) and LinkedIn (13.3%). In view of communication and chat applications, there were a total of approximately 27.8 million users in 2018 with the most preferred one, WhatsApp making up to 98.1% whereas half had their Facebook Messenger application in phones (55.6%), followed by WeChat (36.8%) and Telegram (25.0%).

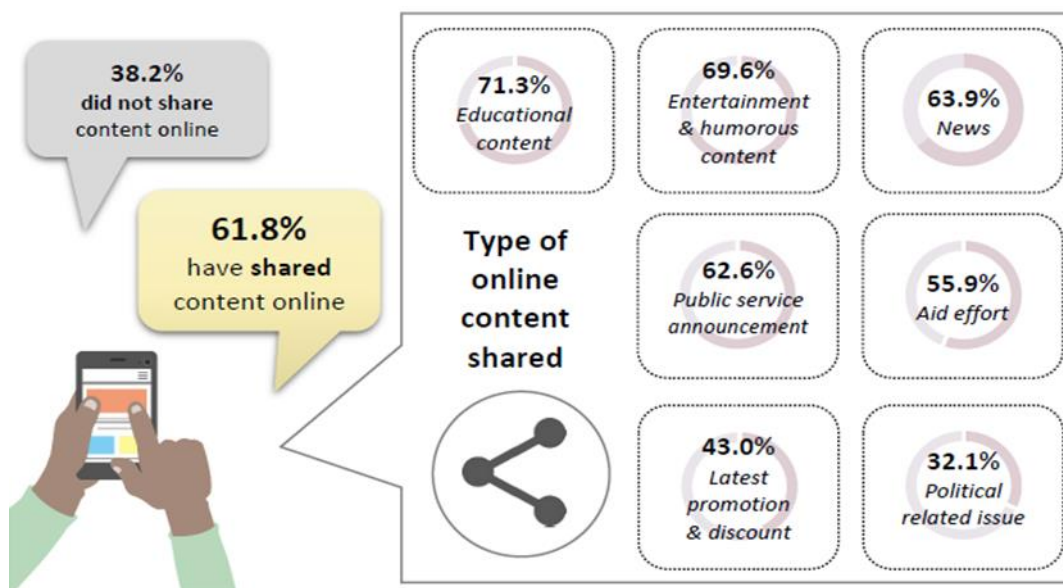


FIGURE 6. Percentage of Internet users that have shared content online and type of content shared (Malaysian Communications and Multimedia Commission (MCMC) 2018).

Educational content was the most common shared content online with the proportion of 71.3%, including content about workings, guidance, how-to-do, advice, or experiences to help people make things or gather useful knowledge. Followed by educational content were entertainment and humorous content (69.6%) and news (63.9%). On the other hand, 62.6% of users also paid attention to share content about public service announcements, such as natural disaster warnings or environment protection campaigns. Aid effort, for example, searching for the missing people, fundraising for the red cross organization was shared by 55.9%. The latest promotion and discount advertising were shared by less than half users

(43%), while political-related issues bottomed the list with the proportion of users dropping at 32.1%.

3.1.5 Environmental factors

Infrastructure

Among the Asian newly industrialised countries, Malaysia today has some of the most well-developed rail networks, ports, roads and air-links (HSBC 2019). More than 90% of the national trade activities are via Malaysia's seven international ports, which means the maritime infrastructure has been an important part of the economy. Port Klang and the Port of Tanjung Pelepas are ranked among the top 20 container ports in the world. There are high-tech public transportation systems that include "an integrated rail network and one of the longest automated driverless metro systems in the world". The government has made up grand plans to boost the country's infrastructure "both physically and digitally". (HSBC 2019.)

Transportation

Malaysia's transport system extensively covers an area of 250,023 km, including 1,956 km of expressways. The main highway is 800 km long, connecting Thai borders and Singapore (Wikipedia n.d.). Generally, Malaysia's transportation is excellent, it is even possible to get access to the rural areas by some or other means of transport. The modes of transport in the country consist of buses, cars, trains and airplanes. The main transport hub is the capital city – Kuala Lumpur. Meanwhile, the transport system in East Malaysia is not developed compared to that of Peninsular Malaysia (West Malaysia). There are a total of seven international and domestic airports in the country through which most of the cities get connected. Malaysia Airlines is the national airline, operating both domestic and international services along with carrier services.

There are two types of means of transportation in Malaysia, private vehicles and public transport. Owing to the expensive purchase of vehicles, Intelligent Transport (2019) states that 20% of the Malaysian population prefers to use public transport which is divided into the below categories:

- *Buses:* Travelling by bus is the most affordable way to get around the city. There are interstate connecting buses with fixed rates but those running within the city offer a price according to the number of travel distance.
- *Rail system:* Keretapi Tanah Melayu Berhad (KTM) connects all the major cities/towns in Peninsular Malaysia. People can travel by rail from Peninsular Malaysia to Thailand or Singapore.
- *Monorail system:* It serves 11 stations that cover a distance of 8.6 km in the city centre. Well-known shopping centres like Bukit Bintang, Imbi and Chow Kit are serviced by the monorail. It departs from Kuala Lumpur Sentral Station and arrives at Titiwangsa Station.
- *Taxis:* This is considered an expensive way of transportation. Usually, foreigners who just arrive in Malaysia for the first time and are not familiar with the road system tend to the taxi service. On the other hand, those whose place does not have access to bus or train stations have to use taxis for daily commuting. It is suggested that taxis should be used when necessary.

(IndiaEducation n.d..)

Regarding private means of transport, Road Transport Department (JPJ) data shows that there are now 31.2 million units of motor vehicles registered in Malaysia as of December 31, 2019, consisting of cars, commercial vehicles and motorcycles (Lim 2020). According to statistics by the Pew Research Center (2015), 83% of Malaysian households own a motorcycle, making it the second most common transport mode in the country, followed by cars (82%) and bicycles (53%).

Air pollution

Several experts are stating that Malaysia has been suffering from air pollution due to urbanisation and the seasonal haze in the country (The Star 2020). There has been a warning from the environmental experts that the annual cost of air pollution in Malaysia is likely to be higher than RM28 billion which was estimated in the Greenpeace study. Moreover, the aftermath of the pollution is the leading cause of asthma, stroke and lung cancer. This will result in the loss of economic costs, such as the cost of treatment, management of health conditions and absence from work. For instance, authorities were forced to shut down schools in

the Pasir Gudang area of Johor in July 2019 – for the second time in three months as students suffered from vomiting, nausea and breathing difficulties by hitting the polluted air from nearby factories. (Thomas 2020.)

3.1.6 Legal factors

Court system

Malaysia’s court system largely adopts the British legal system and principles of the common law. There are a total of five courts in the system that take cognizance of both federal and state laws. Most cases come before the Magistrates Court and Sessions Court. “The Federal Court, the highest court in Malaysia, reviews decisions referred from the High Court of Peninsular Malaysia, the High Court of Sabah and Sarawak, and subordinate courts” (Nation Encyclopedia Malaysia n.d.).

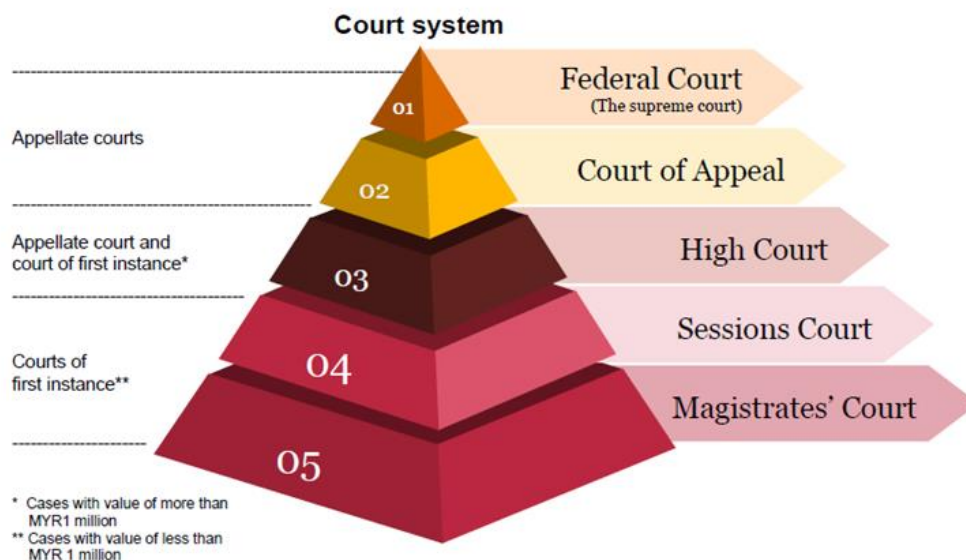


FIGURE 7. Malaysia’s court system (PwC 2019).

Besides the fundamental courts of law, there are specialised statutory tribunals, Industrial Court, Labour Court, Tribunal for Consumer Claims to name a few. These bodies serve to provide “an alternative, inexpensive and expedited means to settle disputes between parties within their specialised jurisdictions”. The parallel system of state Syariah Courts has jurisdiction only on matters related to Islamic laws and customs. (PwC 2019.)

Employment regulations

The Employment Act 1955 mainly provides the employment law and regulations in the private sector in Malaysia which shall be applicable in the Peninsular Malaysia and the Federal Territory of Labuan among other sources of law. The provisions of the Act cover for those who work for an employer under a contract of service and who have the earning less than RM2,000 a month on wages, or specific categories of employees. Those whose earning is more than RM2,000 but not over RM5,000 may use “the enforcement provisions of the Employment Act to enforce monetary claims under their contracts”. This is applied to West Malaysia only whereas The Sabah and Sarawak Labour Ordinances cover certain types of employees who sign a working contract of service with their employers. Foreign workers of these specified occupations are included in the ordinances. “Where the persons are not covered by the Employment Act and the ordinances, common law relating to employment will apply to them”. There are several notable sections in the Employment Act, such as the form of contract, annual leave, hours of work and rest day, or maternity leave and paternity leave to be taken into account. (Chia, Lee & Associates 2019.)

a. Form of contract

In Section 2 when a person is engaged to serve one’s employer, a contract of service should be in the oral or writing form whether by implied or express conditions. Section 10 of the Act states that the contract of service or employment contract should be in writing for the employment period of over one month. A termination clause by either party shall be included in the contract.

b. Time for wages payment

The wage shall not be paid to the employees not later than the 7th day after the last day of any wage period which will be normally one month, depending on the contract (Section 19 of the Act). In case there is no wage period indicated in the contract, the wage period shall be deemed to be one month.

c. Probation

Under Section 12 of the Act, the period of probation usually lasts one to six months relying on the sectors the employees are working in, and there are no

“legal provisions for the required period of probation”. Probation is the trial period of employment that can be ended when the employees are confirmed or terminated. “Termination of probationer must be subjected to ‘just cause and excuse’ as provided under Section 20 of the Industrial Relation Act 1967” (Employment Act 1955 2012, 24).

d. Termination

Either the employer or the employee may give notice or payment in lieu of notice for the termination of the contract of service under Section 12. The length of notice of termination depends on the employee’s tenure of employment.

TABLE 3. Termination of the contract (Chia, Lee & Associates 2019).

Length of notice of termination	Tenure of employment ('x')
4 weeks	$X < 2$ years
6 weeks	$2 \leq x < 5$ years
8 weeks	$5 \leq x$ years

e. Annual leave

Based on Section 60E, the employee is entitled to the number of paid annual leave depending on one’s tenure of employment (Table 4). “For the incomplete 12 months of service, the employee’s entitlement to paid annual leave shall be in direct proportion to the number of completed months of service” (Employment Act 1955 2012, 61).

TABLE 4. Annual leave (Chia, Lee & Associates 2019).

Annual leave	Tenure of employment ('x')
8 days	$X < 2$ years
12 days	$2 \leq x < 5$ years
16 days	$5 \leq x$ years

f. Maternity leave and paternity leave

Under Section 44A, all female employees are entitled to 60 consecutive days of paid maternity leave. There is no requirement for employers to grant paternity leave to new fathers.

g. Sick leave

According to Section 60A, the employee is entitled to the number of paid sick leave depending on one's tenure of employment (where hospitalization is unnecessary) (Table 8). Meanwhile, if hospitalization is needed, the employee shall be entitled to paid sick leave of 60 days "in the aggregate in each calendar year" and "be certified by such registered medical practitioner or medical officer" (Employment Act 1955 2012, 53). The number of annual sick leave and hospitalization leave entitled to the employee shall not exceed 60 days in total.

TABLE 5. Sick leave (Chia, Lee & Associates 2019).

Sick leave	Tenure of employment ('x')
14 days	$X < 2$ years
18 days	$2 \leq x < 5$ years
22 days	$5 \leq x$ years

h. Hours of work and rest day

Under the contract of service, the employee shall not be required to work

- above five consecutive hours without a break of over 30 minutes
- more than eight hours a day
- in excess of a spread over a period of ten hours a day
- more than 48 hours a week

In the event the employee is required to work on a rest day, he or she shall be paid not less than twice the daily pay rate. If the employee's working hours exceed the normal hours of work per day, he or she shall be paid at a rate of not less than 1 ½ time the hourly pay rate.

i. Public holiday

According to Section 60D (1), every employee is entitled to 11 celebration public holidays, five of which are

- the National Day,
- the Birthday of Yang-Di Pertuan Agong,
- the Birthday of the Ruler or Yang di-Pertua Negeri or Federal Territory day (all of which varies in different states),
- the Workers' day
- the Malaysia Day (16 September)

(Chia, Lee & Associates 2019.)

On the other hand, the employer can freely choose the following six public holidays to make up the 11 days and the chosen days must be “effectively communicated with the employees either through a notice or stated in the employment contract”,

- Birthday of the Prophet Muhammad
- Chinese New Year (2 days, except 1 day in the states of Terengganu and Kelantan)
- Wesak Day,
- Hari Raya Puasa (2 days)
- Hari Raya Haji (1 day, except 2 days in the states of Terengganu and Kelantan)
- Deepavali
- Christmas day
- Nuzul Al-Quran – only in Federal Territory of Kuala Lumpur, Putrajaya, Labuan

(Chia, Lee & Associates 2019.)

If the employee is required to work on a public holiday, he or she shall be paid not less than three times the daily pay rate.

j. Minimum wages order 2020

The monthly minimum wage is RM1,200 (US\$283) in 2020, an increase of RM100 (US\$23) from the previous year. The Government of Malaysia has increased the minimum wage for major towns under 56 city and municipality councils. The new wage hike came into force on 1st February 2020.

TABLE 6. Minimum wages rates in 2020 (Chia, Lee & Associates 2019)

Minimum wages rates				
Monthly	Daily			Hourly
	Number of working days in a week			
	6	5	4	
RM1,200	RM46.15	RM55.38	RM69.23	RM5.77

Guide to set up a business in Malaysia

Among various types of business entities available in Malaysia, there are two common business entities for foreign entrepreneurs, a locally incorporated company or a foreign-owned company. To set up a sole proprietorship or partnerships in Malaysia, foreign investors are required to hold a permanent residency in the

country. Apart from those, the private limited company (also known as Sendirian Berhad which is abbreviated as Sdn. Bhd), a Labuan company, or a representative office are the worthy options for foreigners. The name of a new business should be taken into account as it will greatly impact the brand identity and marketing activities. To get a name for the newly set up business, the company firstly picks up a name, fills in the “Request for Availability of Name” form and then submits the form to Suruhanjaya Syarikat Malaysia (SSM). Each name applied costs a registration fee of RM30.

After the name check, the company should register the name at SSM to get approved by the Company Formation in Malaysia. In the Companies Act 1965, before the registration of a business or its change of name, the Minister of Domestic Trade and Consumer Affairs or the Registrar of Companies must first approve the name or the new name of the company respectively accordingly.

Every business in Malaysia must legally register an office address and should prepare the following required papers to submit the Incorporation Documents to SSM within three months from the approval date of the company’s name by SSM.

- Memorandum and Article of Association/Constitution
- Statutory Declaration by A Director or Promoter Before Appointment
- Declaration of Compliance
- Company name’s approval letter from SSM (one copy)
- Identity card of every director and company secretary (one copy each)

(3E Accounting n.d..)

Every company is charged an amount of RM1,000 for the registration fee. A Registration Certificate of the new business is delivered in one hour after the payment of registration fee is made.

Private Limited Company (as defined in Malay words “Sendirian Berhad” in the abbreviation of “Sdn. Bhd.”) is not only the most common types of business for a business setup, but also the business entity that foreign investors are allowed to register under the Company Commission of Malaysia (CCM). Foreigners are not permitted to register sole proprietor, enterprise or limited liability partnership companies unless they own a permanent residency in the country. Foreign investors can establish a 100% foreign-owned Sdn. Bhd. company with a minimum paid-

up capital of RM500,000 depending on the industry. On the other hand, if the ownership is a joint venture between Malaysian and foreigner, the minimum paid-up capital is RM350,000. There are basic requirements in setting up the business.

- Minimum one shareholder or can be solely owned by a corporate body (either 100% local or 100% foreign-owned)
- One resident director is required (who is not necessarily a Malaysian, but must have a valid work permit and register a residential address in Malaysia)
- Qualified secretaries, public accountants or lawyers who are registered with the Companies Commission of Malaysia (CCM) can be responsible for the incorporation documents and other requirements.

(3E Accounting n.d..)

There is no restriction on conducting all business activities and recruiting local or foreign staff. However, foreign investors should pay attention to the tax treatment. In particular, the business will be taxed as a Malaysian resident entity with local tax benefits available. A tax rate of 25% is imposed on the sourced income, while an SME company is subject to income tax at a rate of 20% on the first RM500,000 of chargeable income (3E Accounting n.d.).

Besides, it is essential for the founders to get patents/trademarks for their set up business. The process can be quickly completed through the Intellectual Property Corporation of Malaysia (MyIPO) with the cost under US\$100. Trademarks can be filed in English or Malay. (Chua 2019.)

3.2 Challenges while doing business in Malaysia

Although Malaysia is an attractive market with full potentials in conducting business expansion, investors coming from overseas have to face up to challenging factors and should be prepared to overcome the obstacles. The first visible factor is cultural diversity in Malaysia. The country has been often described as “Asia in miniature” with a “multicultural, multi-ethnic and multilingual” society (Malaysians in New Zealand 2012). These varying cultures may have a significant effect on the approach to Malaysia’s doing business environment, for instance, a foreign business should ensure the product/service adaptation to meet local cultural and

regulatory requirements. In some cases, overseas investors are likely to end up with miscommunication due to language barrier or a difficult decision-making process. Another factor is the political-related issue, namely the national election. With the announcement of a new government for Malaysia in the General Election 2018, the country is expected to “undergo a number of reforms” in the near future (HSBC 2019).

Additionally, Malaysia’s doing business environment is lacking competitiveness owing to several restrictions and policies favouring the natives formulated by the government. For example, foreign investors may not be able to open a company’s bank account or increase the company’s paid-up capital. Hence, it is crucial to establish a local partnership to compete in the market. (HSBC 2019.)

3.3 Competitor analysis

There are numerous home cleaning providers in Malaysia. Among them, Kaodim, ServisHero and Maideasy are considered the most potential target competitors to bTaskee in accordance with the following features.

- All the competitors are fast-growing Malaysian internet start-ups that have been set up with an aim to provide customers resolution to their individual problems by connecting with service professionals in the region.
- All the competitors operate similarly to Uber and Grab. They all offer on-demand services specifically in the home cleaning industry to customers through the bookings on the application. Additionally, Kaodim and ServisHero allow customers to book the services via the main websites or WhatsApp/Messenger application. Customers will order their requests by themselves and get the booking confirmation within a certain period of time. The booking always shows date, time, price, worker’s profile and contact information. All notifications of changes will be proactively sent to customers.
- Kaodim, ServisHero and Maideasy are considered the major players in this domain in Malaysia. In other words, they are also competitors to each other in the local market.

Interestingly, the Co-founder of bTaskee had been in contact with ServisHero’s and Maideasy’s co-founders/founder(s) before discussing the operation model of

the on-demand services. The competitor analysis concentrates on the competitors' founding background, product offerings, marketing and other unique facts. A table of overview of bTaskee's target competitors can be found in Appendix 3.

3.3.1 Kaodim

Overview



PICTURE 2. Kaodim's logo
(Kaodim 2020)

Launched by two former lawyers, Jeffri Cheong and Choong Fui-Yu in 2014, Kaodim currently has around 3331 vendors though they do not disclose the number of customers they get a day and is now operating in four Southeast Asian countries, including the home market - Malaysia (available only in Klang Valley, Johor Bahru and Penang), Singapore, the Philippines (under the brand – Gawin) and Indonesia (under the brand – Beres). Kaodim's portfolio of investors consists of 500 Startups, BEENEXT, East Ventures, KK Fund and Venturra Capital with funding capital of US\$11.6 million (Crunchbase, 2020). The legal name of the company is Kaodim Sdn. Bhd., and its name, Kaodim was taken from a Cantonese phrase "gaau dim", meaning "job done".

The products/services

Kaodim offers a total of 85 services (39 main services with 46 sub-services) in Home, Events, Health & Fitness, Automotive & Transport, Office, and Lessons sector. For the cleaning services, instead of recruiting maids directly, Kaodim partners with cleaning companies by offering the platform where customers and vendors interact with each other. Kaodim's cleaning services include:

- Car Disinfection
- Car Seat Sanitizing
- Disinfection Service
- Move-In/Move-Out Cleaning
- Sofa Cleaning
- Mattress Cleaning
- House Cleaning
- Car Seat Cleaning
- Carpet Cleaning Service
- Deep Cleaning

- Event/Party Clean-Up
- Post Renovation Cleaning
- Office/Commercial Cleaning

The company offers a wide range of options in the cleaning services. However, the research concentrates on Move In/Move Out Cleaning, House Cleaning, Deep Cleaning, Event/Party Clean-Up, and Office/Commercial Cleaning as they are similar and can be compared to the services bTaskee is operating.

To get access to the services, customers need to create an account by filling in their personal information on the required fields, such as phone number, email. This step as well as the booking step can be done via the application or the main website. Each time customers need a vendor, they simply follow all the instructions on the app or the main website, indicating their request after which the vendor receives the opportunity to respond and connect by sending a quote. Customers go through three steps to book the services either on the application or the main website:

- *Request services:* First, the customers select one of the cleaning services → enter the address → go through a questionnaire of 4-5 questions related to a price range based on the demand, cleaning tools if needed, and the date and time selection. There is no specific time to choose from. The customers can only see 1/ Morning (before 12 PM), 2/ Afternoon (after 12 PM) and 3/ Any time. It means they have to depend on the vendor, discussing and negotiating with them about the exact time they should arrive.
- *Get connected:* Depending on the services, Kaodim will send quotes or assign a vendor at fixed prices. If customers have requested for a Direct Service, the pricing is fixed and only one vendor will accept their job. If they have requested for a Compare Service, they will receive multiple quotes from vendors. However, Direct Service is only available in the cleaning services. At this step, both customers and vendors get in touch via phone, WhatsApp or SMS to confirm further information.
- *Hire, pay and review:* After confirmation, the vendors come and finish their work. Afterward, the payment of the booking is charged if the customers pay by card or the vendors will directly receive cash from the customers.

The chances of getting cleaners are higher if the customers set the preferred date to be at least 48 hours from the time they book the services. The information related to how much Kaodim charges the service providers for commission fee

has never been revealed. According to Demystify Asia (2016), Kaodim earns by charging RM4.33 to RM26 (US\$1 to US\$6) to suppliers for the proposals as well as for responding to requests; however, it remains free for customers.

Kaodim offers Kaodim Insurance underwritten by Allianz that covers accidents to third parties, damage to property, fire, and theft. It is only provided to customers in Klang Valley for certain service types. Only jobs with the insurance logo are covered by Kaodim Insurance (Kaodim 2020). Damage or theft can be covered up to RM3,000 (RM30,000 for moving services) and up to RM50,000 for third party public liability (Kaodim 2020). Customers are advised to make a police report within 24 hours from the time the incident occurs so as to submit the claim.

Additionally, Kaodim also offers Kaodim Guarantee which provides reservices for users who are dissatisfied with the services rendered by the vendors. To be eligible for this offer, customers must make a booking request and pay for the service rendered via Kaodim. Nevertheless, the Kaodim Guarantee does not cover the services performed “as a result of a variation, extension, repetition or recurrence of the original service request”. Additional services and items requested in the proposal submitted beyond what is provided in the base price are not included in the Guarantee. It does not charge on “any other cost, liability, damage, injury or claim of any kind arising from or in connection with the service performed by the service providers”. The Guarantee only applies to the service fees or labour costs and does not cover any payments made for items or materials. (Kaodim 2020.)

The marketing

Kaodim has partnered with Grab – a super application providing highly-used daily services such as ride-hailing, food delivery, payments, and more in the region. The objective of this partnership is to introduce the new service, Clean & Fix, which is the on-demand help to clean up or repair things in the house. There is a variety of services, for instance, house cleaning, air-conditioner servicing, pest control and house movers for users to set up an appointment for a visit. There are two types of offers: fixed-rate and quotation-based for all services. For the fixed-rate, users will get connected with a verified vendor within minutes. For the

quotation-based booking, customers will receive multiple offers from four to five companies with vendors issuing quotations. Then, customers can select the most suitable one based on their demands or budget. The Clean & Fix service is displayed on both Kaodim's and Grab's platform. Therefore, customers can get support by contacting both Kaodim and Grab through email, regular hotline, WhatsApp hotline, and live chat. They can also receive benefits from Kaodim Insurance and Kaodim Guarantee even if they book the services on Grab application and pay by card or cash. (Tariq 2019.)

At times, the company presents several promotion codes for specific services to users, such as ALLIANZ50 - a discount of RM50 for home disinfection service in selected areas or THANKYOU30 - a discount of RM30 for selected services in selected areas. Besides, the referral program for customers who introduce Kaodim to their friends and family attracts more people as both existing and new users will get RM50 once the first booking is completed.

According to HubSpot Website Grader, the overall website assessment of Kaodim scores 55/100. In particular, the webpage performance is graded at 5/30 as the page size is 10.2 MB which is heavy and slow. Usually, the page size should be below 3 MB for optimal performance. There are plenty (150) of page requests which take 31.3 seconds for the page load whereas the best-in-class webpages should be interactive within 5.3 seconds. Another problem is the image size that takes a long time to load. The mobile webpage scores 20/30 as there is a failure in the tap targets, for instance, buttons and links are too small or too close together which might cause the abandon in the site, reducing conversions and sales. The webpage SEO is 25/30 due to a lack of descriptive link text that enables audiences to know what they will see when clicking the link. Lastly, the webpage security is not guaranteed enough with the score of 5/10 due to its JavaScript libraries. To increase the security of the webpage, JavaScript libraries should be removed or updated with a security patch.

In the last three months of 2020 (January – March), the total website traffic reduced at 7.51% (241,892 visits), including incoming traffic from the desktop (53.31%) and mobile web (46.69%) (SimilarWeb 2020). The percentage of in-

coming traffic to the website varied in different marketing channels, including Organic Search (41.05%), Direct (39.88%), Paid Search (11.38%), Social (4.46%), Email (1.73%), Referrals (1.07%) and Display Ads (0.44%). Kaodim had been most active on Facebook, getting audiences to the main website to increase engagement by sharing its blog with topics related to current trends, special occasions, educational content or housing tips:

- Coronavirus: How to get rid of coronavirus from your home and car, 90% affected by coronavirus, but only 70% take action?
- Valentine: 3 ideas to impress your partner this Valentine's
- Children's allergies: Items in your home triggering your children's allergies
- Tips: 3 house improvement tips to wow your guest
- Christmas: 5 must-have decorations for this Christmas

Kaodim also accepted a guest post on the social channel. (Buzzsumo 2020.)

The traffic coming to Kaodim's website from Facebook accounted for the most proportion (79.74%), followed by LinkedIn (6.81%), YouTube (6.21%), WhatsApp Webapp (3.78%) and Pinterest (3.45%). Regarding the search traffic, the organic search made up 77.99% with top five organic keywords, including "kaodim", "kaodim malaysia", "house cleaning services", "best air conditioner malaysia" and "house renovation checklist"; while the paid search comprised 22.01% with top paid keywords, such as "kaodim", "kaodim promo code", "air cond installation" and "grid.upgrade". (SimilarWeb 2020.)

3.3.2 Servis Hero

Overview

ServisHero was a separate brand business established by Business Pixel Sdn. Bhd. in 2015 under the legal name, ServisHero Pte Ltd. The brand has been featured on famous e-magazines, such as Forbes, CNN and the BBC and has been recognized as one of the game-changing applications in the Southeast Asian region. The concept was first designed as a tool to democratize access to digital marketing for small service providers; later the company's today vision is "to increase human productivity and connectivity, to uplift lives and businesses in Southeast Asia" (ServisHero, 2020). The company is headquartered in Malaysia

(services available in Klang Valley, Penang, Johor Bahru) with branch offices in Thailand (Bangkok, Chonburi), Singapore, and Vietnam. ServisHero's funding capital reached US\$2.7 million with the investment from Golden Gate Ventures, YTL Corporation, Lelong.my, and Cradle Seed Ventures - a VC Fund of the Malaysian Government.



PICTURE 3. ServisHero's logo (ServisHero 2020)

ServisHero also runs a SaaS small brand, WorkMagic which is a management tool for SMEs in terms of the home services sector available in Malaysia and Singapore. WorkMagic provides features and functions over the website and the mobile application, particularly digitizing daily operations and management of mobile workforces, job assigning and scheduling, customer relationship management and invoicing. (ServisHero 2020.)

The products/services

ServisHero offers ten services in Home Cleaning, Professional Disinfection, Home Defect Inspection, Aircond Servicing, Electrical Repair, Plumbing, Contractors & Renovations sector. The services are free for customers, but suppliers have to pay a fee to respond to proposals. The cleaning services include Spring Cleaning (annual, intensive/deep cleaning), Basic Home Disinfection & Clean (basic disinfection of all high-touch surfaces using household germicide. General cleaning included) and General Cleaning (regular cleaning including bedroom, bathroom, kitchen, and living room) (ServisHero 2020). ServisHero directly hires service professionals (cleaners, AC servicing professionals, plumbers and handymen) when they sign up via a Google Form by providing their contact information, location and ID card.

The service booking process on ServisHero is simple and similar to that of Kaodim. It can be done via the application, WhatsApp or Messenger. For the

application, customers need to download the application and fill out details on the form provided. After submitting the request, a qualified supplier, known as “the hero”, is matched with the proposal and will then send a quote. Users can select the most suitable supplier from multiple quotes. Today, there are two types of services, Direct and Quote-based service. Customers are required to make payment upfront to obtain services. The ServisHero Direct is only valid for General Home Cleaning in Kuala Lumpur, Johor Bahru and Singapore. For Quote-based service, customers can submit their request for selected services and get multiple quotes by Heroes located nearest. By comparing prices and reviews, customers will opt for the Hero that best meets their requirements.

In the application, there is a specific choice for fixed time slots, such as Morning at between 8:00 AM and 11:00 AM, Afternoon at between 12:00 PM and 6 PM. It is recommended that customers should add an alternative slot to get a higher chance of getting cleaners. Finally, when work is finished, they can pay by cash or by card (they will be automatically charged on the application). In case the booking hours are not enough, customers will have to purchase another cleaning session for another day. It is suggested that they should purchase more hours and/or more cleaners per booking if more work is required or the property is large. (ServisHero 2020.)

Cancellation or reschedule should be done prior to 48 hours to avoid additional charges. The cancellation and refund policies are as followed.

- > 48 hours 100% refund
- Within 24 – 48 hours 50% refund
- < 24 hours No refund

The money will be transferred to the users’ bank account between five to seven working days. In the event of damages and theft during the job, all bookings ordered via ServisHero are covered up to RM100,000 through its insurance partner Allianz.

The marketing

In the early days, ServisHero applied “unusual tactics to growth hack their way to the top” with the only purpose of attracting as many people as possible to the

services (Madhukar 2015). For instance, they registered themselves on Tinder, swiping right, finding matches and chatting with people on there before persuading them to download the application. They also reached out to more than 100 shoppers in a queue at IKEA to convince them to download the newly introduced application, ServisHero. At 5 PM every day, ServisHero crowned a winner for Fact of The Day. They came up with interestingly strange questions and expected audiences to give their own answers. Afterward, they would randomly choose the most correct answer and give the winner a special gift, for example, a mini Thor's hammer. Nowadays, this campaign is no longer active.

Instead, ServisHero has come up with a number of attractive and creative ideas for the content marketing, proposing such as "fun facts", "quote of the day", "top tip Tuesday", "did you know" that are all related to home cleaning service. An example of the idea is recommended as "blend with water and dish soap to clean your blender easily" or another one is "organize electric cords with toilet paper tubes".

ServisHero has partnered with Sime Darby Property to offer Move-in package service, including cleaning and transportation services for customers who relocate to their new home developed by Sime Darby Property. Customers need to book the services at least three days in advance of notice. For the cleaning sector, it is similar to Spring Cleaning's task description, such as tidying up bedrooms, living room, kitchens and so on. There will be three cleaners in charge of responsibility in three hours. Every additional man-hour will be charged at RM35/person and RM35 x 3 for the whole team. General cleaning supplies are included in the cost. For the transportation service, there will be a team of a minimum of three movers, and the moving journey must depart and arrive in the Klang Valley. The service includes moving items from property to lorry, full lorry to destination and items from lorry to property. (ServisHero 2020.)

Based on HubSpot Website Grader, the overall website assessment of ServisHero reaches 56/100. ServisHero's webpage is facing problems similar to those of Kaodim's. In particular, the webpage performance scores at 6/30 as the page size is 15.2 MB which is vaster and slower than the standard performance. There are 85 page requests which take 9.4 seconds for loading. The image size

is out of place, taking a long time to load. As the tap targets are inappropriately sized when they are too small or too close together, the mobile webpage is graded 20/30. Moreover, the webpage SEO scores 25/30 since the meta description which tells audiences what the webpage is about in search results is missing. Lastly, with a score of 5/10, the webpage security is not guaranteed enough due to its JavaScript libraries. To increase the security of the webpage, JavaScript libraries should be removed or updated with a security patch.

In the period of 90 days (January – March) in 2020, ServisHero’s total website traffic was 14,412 visits (increasing 131.48%), consisting of incoming traffic from the desktop (63.82%) and mobile web (36.18%). The percentage of incoming traffic to the website varied in different marketing channels, including Organic Search (53.88%), Direct (26.93%), Paid Search (6.19%), Social (4.48%), and Referrals (8.53%) with top two websites sending direct clicks to the main site, namely lelong.com.my and shopee.com.my. The traffic coming to ServisHero’s website mostly from Facebook accounted for the most proportion (nearly 100%). Regarding the search traffic, the organic search reached 88.85% with top five organic keywords, including “servishero”, “covid servishero”, “servis hero”, “servishero disinfection” and “ervishero”; while the paid search made up 11.15% with top paid keywords, such as “sevihero”, and “grid.upgrade”. (SimilarWeb 2020.)

3.3.3 Maideasy

Overview

Back in 2015, Maideasy (legal name – Maideasy Sdn. Bhd.) was founded by husband and wife, Azrul Rahim and Meriza Mustapha as a platform for homeowners to easily and quickly hire cleaners. This concept business stemmed from the founders’ own demand for a reliable maid for their home. While trying to resolve their own demand, they soon realized that there was a recurrent issue of punctuality and reliability in the cleaning agencies in the market. Currently,



PICTURE 4. Maideasy’s logo (Maideasy 2020)

the company is operating only in specific areas in Malaysia, including Kuala Lumpur, Putrajaya and Selangor (not available in several districts). Maideasy has been funded by Axiata Digital Innovation Fund.

Maideasy hires maids directly who will undergo a three-day training program that is “guided by an in-house developed manual to ensure the quality of service delivered” (Sidhu 2019). The company hires only Malaysian and offers a platform for those looking for or providing cleaning services. To date, the business has trained around 5,000 cleaners with 30% of students and a significant pool of male cleaners. However, owing to the temporary nature of the job, not all of them stay in the long term. They mostly find full-time jobs or start their own business with the capital accumulated while working here (Sidhu 2019). Available cleaning crew remains steady at 500 to 600 staff months to months. For those working full-time, they can earn up to a minimum of RM2,000 monthly. They are free to work according to their schedule and the more they work, the more they earn. The company takes around 25% of the total payment for a commission fee (Ruxyn 2017). There are the following criteria in the maid hiring process.

- Should be positive and able to listen to commands
- 18 to 50 years old
- Has one’s own vehicle (motorcycle/car)
- Malaysian
- Be physically fit and able to work
- Has an Android smartphone
- No criminal record

(Maideasy 2020.)

The products/services

Maideasy offers only cleaning services, consisting of Basic Home Cleaning, Move In/Out Cleaning and Spring Cleaning. The services cover most districts in Klang Valley. The booking process is done only on the application with a cash-free payment system. It is simple and easy as it takes only 60 seconds. Users will first download the application and then sign up with a local phone number. The application allows solely phone number registration. There is no other sign-up option for Facebook or email. After entering personal information and verifying the account, customers continue to fill in the required details in the booking ses-

sion. When a cleaner accepts the job, customers will get an SMS on job confirmation. Should there be a case no cleaner has accepted the booking, users will be notified via SMS within 24 hours. Maideasy accepts online payment, such as bank transfer technology provided by Billplz and Braintree, credit card or using MaidEasy coins. The services' price displayed on the webpage excludes 6% of sales and service taxes. (Maideasy 2020.)

In Basic Home Cleaning, customers have to provide their own cleaning supplies to cleaners at the moment. The selection for cleaning equipment provided by cleaners will be added to the application soon. Maideasy's cleaner comes either alone or in a pair of two people. If there are two cleaners accepting the booking at the same time, the working hours will be halved, and the actual "man-hours" will remain as per request when customers pay for working hours. With two cleaners, the job will be completed faster in comparison with one cleaner doing the same amount of workload. For example, for a four-hour booking with two cleaners, the job that starts at 10 am will be finished at 11 am. Whereas, one cleaner will finish her job at 2 pm. Customers may specify one or two cleaners based on their preference when booking the service. On the other hand, they should select the exact date and time. They can make their booking request seven days one week and freely opt for any working hours between 9 am and 5 pm. In case customers cannot be reached after 45 minutes, the booking is automatically cancelled without any refund.

When customers relocate their stay to a new home, they will choose to Move In/Out Cleaning. Depending on the size of the property, there are differences in job preferences. There are two to four cleaners and they will bring their own cleaning material and tools. Customers only need to pay 25% of the total price in the booking and will pay the rest to the cleaners on the service day. On the other hand, cleaners cannot remove or dispose of large items such as a sofa or old cupboard. Instead, customers are advised to contact a disposal company for this purpose. For left-over trash from post-renovation works, Maideasy will try to dispose of them in the designated disposal area at the customers' building.

In Spring Cleaning, there will be at least two cleaners – either male, female or a female/male team for each session. The booking is random, and customers are

unable to select the crew. This service does not cover areas outside of the house. It requires more workload and specialized tools provided by Maideasy. Users can contact Maideasy for specific outdoor cleaning requirements. In the event that no one accepts the booking, all payment made will be automatically converted to Maideasy Coin which can be used for another booking or customers can redeem it on the application. The full payment will be refunded back to them. Furthermore, there is a last-minute booking fee for the session made within 24 hours ahead of the session.

The marketing

In searching for safe cleaning supply sources, Maideasy has partnered with Lovas to distribute HALAL certified cleaning materials for their Malay and Muslim employees. Lovas is a Malaysian company that offers plant-based, non-toxic cleaning supplies for cleaning home. All the supplies are environmentally friendly which are made in Malaysia in a factory near Kuala Lumpur. As a result, it is more cost-saving to obtain these products for the cleaners instead of buying cleaning tools that are made overseas and shipped to the country leaving a long trail of carbon footprints. (Maideasy 2020.)

HubSpot Website Grader indicates that the overall website assessment of Maideasy scores 73/100. Particularly, the webpage performance is graded at 13/30 due to plenty (189) of page requests and slow page speed at 18.5 seconds. In contrast, the mobile webpage is perfect on 30/30 with no failures. Nevertheless, the webpage SEO scores 25/30 since the meta description which tells audiences what the webpage is about in search results is missing. Lastly, with a score of 5/10, the webpage security is not guaranteed enough due to its JavaScript libraries. To increase the security of the webpage, JavaScript libraries should be removed or updated with a security patch.

From January to March in 2020, Maideasy's total website traffic dropped at 34.7% (21,646 visits), including incoming traffic from the desktop (34.45%) and mobile web (65.55%). The percentage of incoming traffic to the website varied in different marketing channels, including Organic Search (58.21%), Direct (28.60%), Social (4.84%), and Referrals (8.34%). The traffic coming to Maideasy's website mostly

from Facebook accounted for the most proportion (nearly 100%). To get more audiences to the main website to increase engagement, Maideasy shared its blog with topics related to part-time cleaner, coronavirus disinfection – Maideasy, basic housekeeping or insurance by Zurich General Insurance Malaysia Berhad (Buzzsumo 2020). Regarding the search traffic, the organic search made up to 100% with top five organic keywords, such as “maideasy”, “part time maid”, “where can I hire people to clean...”, “maid clean shah alam” and “maideasy penang”. (SimilarWeb 2020.)

4 SWOT ANALYSIS OF BTASKEE

The SWOT analysis of bTaskee concentrates on core areas of the company, comprising Application/Services, Customer Service, Marketing and Human Resources related to the taskers. The analysis is used to assess the fit between the company's internal capabilities (strengths and weaknesses) as well as external possibilities (opportunities and threats) with the aim to maximize the potentials and minimize the risks. To support the SWOT analysis, the author collects useful insights collected from the interview session with 52 customers, 11 taskers, four managers from the core departments and the Co-founder of bTaskee. The author also utilizes individual experiences during working time as a customer support specialist at bTaskee.

4.1 Application/services

4.1.1 Strengths

Founded in 2016, bTaskee currently has been one of the pioneers in the on-demand housekeeping services with a vision of providing a marketplace that can firstly offer services to customers without having to negotiate or talk with an agent (VnExpress 2018). The company's long-term vision is to create a marketplace where people can look for jobs and earn high salaries across the region (LinkedIn 2020). The business has been operated for almost four years, owning a positive image and reputation in the on-demand service industry and creating a base of loyal customers. Particularly, nearly 99% of the interviewees as bTaskee's long-time customers state that they are totally satisfied or neutral with the services and will continue to use the services until further change. There is no negative review on the service experience from customers although they point out several disadvantages of bTaskee, such as the difference in the taskers' work quality, an increase in price or lack of promotion/discount codes. Around 1% of customers say that they do not want to keep using bTaskee's services due to the higher price than before.

Another thing to mention is bTaskee's unique selling proposition which makes the company differentiate from several "indirect competitors" in the home country, namely Jupviec.vn or Okiaf.vn. Indirect competitors offer the same products/services but their end goals and strategy to grow revenue are different. Creating a balance between taskers and customers is the major point of bTaskee's unique selling proposition (Do, N. 2020.)

First of all, both customers and taskers contribute the same value to the business. Customers can generate the company's profits and revenues by using the services at their requests. At the same time, they also facilitate more opportunities for taskers to earn a living by asking them to perform their work. While taskers meet customers' demands and deliver high quality of work, which helps increase customer satisfaction and further develop the brand image.

Secondly, bTaskee does not place too much emphasis on users without taking care of taskers' rights and responsibilities. Particularly, bTaskee charges customers a certain amount of money including a commission fee of 15% when using the services while taskers receive the rest (65%) of the total payment displayed on the application. The commission fee is paid by customers, not taskers. The company also offers a reward program for both customers and taskers. Customers who have been using the services many times can exchange their collected points for a voucher of a gift, and taskers who maintain their efficient performance with a high rating of at least 4.6 can receive bonuses.

Thirdly, bTaskee has a vision of creating a marketplace where maids can get access to more jobs and higher earnings. Actually, having been worked at bTaskee as a Customer Support Specialist, the author observes that there are taskers whose income reaches nearly or almost over US\$1000 per month (even much higher than that of a typical collar worker in Vietnam) as taskers are free to work according to their schedule. The more they work, the more income they get.

Last but not least, the company significantly concentrates on better quality of the services delivering to customers. Although there are many proposals on lowering the price by users, bTaskee wants to ensure that the price and the quality should rightfully go together. If the firm listens to customers and lowers the price, this will

also affect to taskers who put great effort to do the job at their best. With well-done jobs, customers get happy with the services. At the same time, taskers are deserved to get good pay which motivates them to maintain their productivity at work. Importantly, the company acknowledges that customers will go with taskers, not the company. Plenty of taskers have attached themselves with several customers for such a long time. They play an important role in maintaining a long-term relationship with service users.

The Co-founder (2020) shares that the application is only a tool. It is a platform where customers and taskers connect together. Other companies simply think that they can offer the services via the application without identifying a unique business model that differentiates them from their competitors. Instead, they focus on gaining profits by charging a large amount of commission fees from the cleaners' earnings. Jupviec.vn once would like to merge with bTaskee into an organization. However, their offer turned down due to differences in business vision and unique selling proposition. (Do, N. 2020.)

Besides, the application is a top-notch product developed by bTaskee's in-house developers, including the Co-founder and Chief Technology Officer who is an experienced developer with extensive knowledge of the business (Tran, T. 2019). The application has received mostly positive reviews from the interviewed customers in terms of its convenience, easy function, and attractive user interface. It also allows them to enter existing data after several bookings without having to fill in the required information from scratch. Furthermore, bTaskee's brand identity (e.g. logo, symbol, name, colour and design) on the application appeals to new customers to make the service booking when choosing among companies offering the same home cleaning services. One new customer says that they prefer bTaskee to the others due to its adorable and outstanding design of the application.

Among key players in the same industry in the domestic market, bTaskee is the only service provider that offers accident insurance worth 2 billion VND (approximately US\$85,000) to the service users and 100 million VND (around US\$4,000) to the taskers.

4.1.2 Weaknesses

The application errors in the log-in step or booking the services still happen at times (Tran, T. 2019). For example, customers cannot verify their accounts as they do not receive any confirmation codes in their SMS. Or people who are in the middle of booking the service have to wait or even look for other service providers when the application suddenly collapses.

Another case to mention is that several customers are not sure if their booking is successfully done as the application keeps loading in the final step all the time. On the next day, the tasker has arrived at their house without customers knowing that their booking is actually active on the system. At that time, they have to cancel their booking since they assume that no one has accepted their booking because of the error in the application. Unfortunately, there have not been any prompt solutions to fix these errors (Tran, T. 2019). The process takes much time to wait. As a result, it leads to a negative experience in customers, especially those who are new to the service. Additionally, the application should be always up to date so that it can fully perform all the functions. This might cause inconvenience to customers as they have to spend some time updating the application. In some cases, they cannot implement this action due to a shortage of storage space on their phone.

Unlike House/Office Cleaning and Deep Cleaning, Homestay/Hotel Cleaning is less common among users and taskers. This service is sometimes mistaken for House/Office Cleaning especially by new customers since they think that Homestay/Hotel Cleaning resonates with the description and characteristics of House/Office Cleaning, but at a lower price. A few taskers accept the tasks of this service which leads to a lack of service supply for existing tasks.

4.1.3 Opportunities

Being a pioneer in the on-demand service industry in the home country, bTaskee has acquired certain experiences during its four-year operation, undergoing fluctuations of the market, accomplishing achievements and gaining abundant re-

sources and capital to become a household name to both existing and new customers in the domestic market. Thanks to that, bTaskee takes the opportunities to expand its business out of national borders, firstly in Thailand and then in Malaysia.

As bTaskee's domestic customer base grows, there are more proposals on new services – move in/move out, pet care, air conditioner instalment, elderly care and babysitter to name a few. Based on the feedback from customers, the company has the intention of opening one of the suggested services in the coming time. This will lead to the wider choice of services offered by bTaskee.

According to the Co-founder's shares, there is relatively a number of investors that are interested in bTaskee's business. With a significant growth rate of 120% last year (2019) and 150 tasks per hour, bTaskee has attracted great resources from investors. Thanks to that, the company takes the opportunities to expand their business in Thailand, Malaysia and Indonesia. (Do, N. 2020.)

4.1.4 Threats

Today, there is a rising number of Uber-like applications in the on-demand service industry, including housekeeping. It means bTaskee will get in competition with the other players in a similar industry. Grab and GoViet are regarded as super applications offering transportation, logistics, food delivery and payment services. They also offer a sub-service in the on-demand home cleaning sector. Although they do not specialize in this service, they are well-known brands with a significant customer pool.

bTaskee also faces the stereotypes towards the housekeeping industry (Nguyen, T. 2019). The home cleaning job is underrated and workers in this field do not gain enough respect from a certain number of people. In the instance, the author once sees a case that a tasker has been treated badly by a very young customer. She is told to do errands, such as giving some water or taking some stuff requested by the customer while those tasks are not included in the service. The customer does not politely ask for help; instead, she yells at the tasker which

makes her feel uncomfortable. Hence, the tasker does not want to serve this customer anymore. In addition, two to three customers absolutely believe that cleaners have to listen to and follow their requests all the time, and no mistakes are permitted because they are the ones who pay the services. Hence, they have a full right to tell what the tasker can do. There are many repeated cases of theft or property damage happening among cleaners in general. This might be the reason why customers might feel insecure and have to be careful as always. They do not put complete trust in the cleaners. Some taskers share that they have been examined with their clothes and belongings before and after finishing their work. In worse cases, whenever customers cannot find their items, they will firstly doubt the taskers and assume that they steal their items without any evidence.

New customers using the services for the first time do not understand how the application and services operate (Tran, T. 2019). In some cases, they cannot recognize the characteristics of the work which leads to a mistake in booking, for example, a new customer request for a post-renovation cleaning service, but they are mistaken with the deep cleaning service. The taskers being there have to go home or look for other requests which are time-consuming.

4.2 Customer service

4.2.1 Strengths

The availability of bTaskee's customer service department covers an extensive timeframe between 6 AM to 10 PM on Monday to Saturday and 8 AM to 6 PM on Sunday in various channels, including the call centre, online chat on the main website, social media platform, email and a report form on the application. It ensures that every customer and tasker can manage to keep in touch with bTaskee in the most possible way regarding their inquiries. There are two separate hotlines, one for customers and one for taskers to easily distinguish cases by both sides.

In addition, customer service employees are active, young, and willing to take on challenging responsibilities (Nguyen, T. 2019). They help each other and share tasks at work. Everybody can easily understand the features of the services and

get access to daily information to assist customers because of the characteristics of the housekeeping industry. The industry is familiar to people in daily life, so it is not difficult for employees to learn about how it works. There are common rules and working guides that everybody needs to follow to make sure that all the information can be followed up in time.

Both customers and taskers receive quick support with satisfying experience (based on the interviews with these two groups). Customers get all the answers as expected and they sometimes send their feedback on a particular topic with a hope that bTaskee will listen to them and meet their demand. As usual, bTaskee will take down customers' opinions and consider them as insights to review and develop the services. The customer support department helps taskers with their work and takes care of them by listening to their stories and giving proper advice on individual issues taskers are facing at work.

4.2.2 Weaknesses

Although the employees are young and enthusiastic, they lack experiences and sometimes cannot handle specific cases well which leads to customer or tasker dissatisfaction and reduces their trust in the services (Nguyen, T. 2019). Besides, with a growing customer base, bTaskee's customer support sector cannot meet all customers' needs. As a result, there are likely two cases to happen.

- They will ask customers to strictly follow the problem resolution process by the company. Sometimes, it can be a dearth of flexibility and efficiency.
- Or they will have to follow customers to satisfy their demand. Otherwise, there are consequences, particularly customers no longer want to use the services, or they will leave negative reviews on this experience. However, it might be complicated if the staff are not aware that customers' requests can go beyond the limitation.

Most of the time, there is a shortage of employees in the department to handle tons of calls from users. Some of the interviewed customers say with an aggressive voice that there are moments they contact bTaskee's hotline for quick support repeatedly in the day, they never get in touch with anyone. They have to wait

for nothing while their problems remain unsolved. Because of that incident, they consider not continuing with bTaskee's services.

4.2.3 Opportunities

Customer service contributes to the brand building of the company and generates sales leads that develop into new customers. Besides excellent services with high quality, customer service is critical for customer delight when all the problems that take place out of the blue get solved and leave an unforgettable impression on customers as they feel that they are listened to and valued. The delight emotion can lead to word-of-mouth or loyal trust in the brand. In addition, customer support employees are those who should understand thoroughly about the product/service so that they can introduce and convince potential new customers looking for a solution to respond to their demand to use the services. Working on various cases, employees have opportunities to learn and be quickly adapted to a different situation. When they become more skilful, they can create a good experience for users which results in an increase in brand awareness of the services.

As the customer service department works directly with users and taskers, they are the first ones to get informed of unexpected issues related to technical errors, promotion program and complex situations. Hence, they are knowledgeable about whether aspects of the company are functioning well or not so that they can report to other departments accordingly for the problem resolution. In the instance, the customer service team occasionally conduct a quantitative survey on new or inactive users in order to gain diverse insights on the quality of the services. Besides, the collected data can be relevant to the marketing team to develop proper strategies based on customers' opinions.

Another thing to mention is that the customer support department should also spend time taking care of new customers using the services to ensure they know how to book the services through the application properly and understand the way everything operates.

4.2.4 Threats

Owing to a rising number of customers' demand and a shortage of employees, the department has to deal with the upcoming large number of requests to handle complaints, solve minor/major issues and provide information related to the services. Occasionally, the system is overloaded and plenty of cases coming from various channels remain unsolved, which causes delays and inefficiency in problem-solving approaches.

It is observed that the customer support department has not yet communicated the company's unique selling point to customers whenever they ask about the price (Do, N. 2020). In these cases, employees only say that they will take down these opinions for further discussion which can make customers understand the value of the services in a totally different way. All they care about is money. They prefer not to spend so much money, but still have high standards for the work. When users mention the price, bTaskee will have to talk about the quality delivered to users, explaining that the excellent result is worth a certain amount of money spent by customers.

4.3 Marketing

4.3.1 Strengths

bTaskee has largely used the webpage SEO without paying for better SEO (Nguyen, V. 2019). To get bTaskee to grow, the company has strategically grown the website presence so that bTaskee comes up on a Google search easily when people search for "on-demand housekeeping service(s)". In fact, with an effective SEO strategy, bTaskee always appears at the top of the Google search results page when it comes to the services the company offers. To date, incoming traffic from Organic Search to bTaskee's website accounts for 66.03%, followed by Direct with a percentage of 32.5% (SimilarWeb 2020). The search traffic is 100% organic with top-ranking keywords, including "btaskee", "tay muc dinh tren quan ao", "btaskee.com", "giupviecnhanh", "giup viec", and "cong ty giup viec gia dinh" (Moz 2020). According to HubSpot Web Grader, bTaskee's webpage SEO scores a maximum point of 30/30. Obtaining strong website SEO is cost-effective

for bTaskee in order to establish brand awareness and generate more leads, sales and market share for business.

Furthermore, bTaskee has produced consistent content in the marketing strategy, actively sharing content on bTaskee's blog platform as well as primary social media channels – Facebook, Twitter, Instagram and LinkedIn. The quality and frequency of social media posts are key when it comes to consistent content. The content is comprised of strong visualized design and attractive educational information related to daily life. In particular, a graphic in every post is always outstanding and recognizable with bTaskee's logo and a branding colour of orange. In addition, the marketing department always updates on the latest trends/topics in routine life, such as tips in cooking, taking care of houses, decorating houses on special occasions or the most recent situation of coronavirus in Vietnam. The posts are frequently published on bTaskee's marketing channels so as to drive more engagement and interaction with audiences, thereby increasing brand engagement.

4.3.2 Weaknesses

Not only is the inhouse marketing team not strong and experienced enough, but there is also a shortage in the employees (Nguyen, V. 2019). Thus, the marketing department has to collaborate with an outsourcing agency, but the outcome is not as good as expected. In spite of a strong network with the partners, the above problem also leads to a lack of creativity in promotion activities, particularly promotion of bRewards – a promotion section where there are many reward programs of different categories for the service users. They can exchange their bPoints (the point is gained in every booking) for a voucher for a gift or a discount code for using another service beside bTaskee's. One interviewed customer thinks that bRewards should be replaced with a sales promotion program for those who have used the services for a long time. He also states that long-time customers should receive more benefits like discount codes or free service booking on their birthday rather than from bRewards so that they feel valued by the company and continue to place their trust in the services.

Apart from the main branch in Ho Chi Minh City, bTaskee's marketing strategy has not been effective in other office branches (Hanoi, Can Tho, Nha Trang, Da Lat and Da Nang). Those branches largely depend on online marketing channels – Facebook and Google. Meanwhile, these channels do not attract many service users from those cities according to the Marketing Manager of bTaskee. (Nguyen, V. 2019.)

4.3.3 Opportunities

bTaskee has been in the direction of developing an inbound marketing strategy as it helps reduce expense, strengthen brand awareness, improve bTaskee's position as a thought pioneer, and increase lead and opportunity generation. The strategy focuses on drawing in potential users and audiences with unsolicited content which is based on customers' needs. Such approaches as blogging, in-depth interviews (maximum 10-minute phone calls) and maximizing results from SEO can be implemented by the marketing team. (Nguyen, V. 2019.)

Besides, bTaskee can produce education-based content that delivers great value to customers. This content strategy is about knowledge sharing with the aim of building trust with customers by using educational messages. The content can be in many forms, such as practical (how-tos and tutorials), theoretical (emphasis on specific objects), or brand-specific (service information and features).

With the unique selling proposition, bTaskee pursues the goal of finding and developing "blue oceans" (uncontested, growing markets) and avoid "red oceans" (overdeveloped, saturated markets). This is called "Blue Ocean Strategy" which is about "creating new market space and making the competition irrelevant" (Kim & Mauborgne 2004). The marketing team can establish a blue-ocean-oriented strategic marketing plan to stand out from competitors. At the same time, the team also focuses on building a brand strategy for the sustainability of the good service-oriented business run by the company. (Do, N. 2020.)

4.3.4 Threats

In consideration, several new/existing competitors can follow and learn from bTaskee's branding strategy and business model. Consequently, bTaskee might no longer be a pioneer in the on-demand housekeeping industry. If competitors implement their marketing strategies well, bTaskee's market share in the domestic market might be affected to some extent. (Nguyen, V. 2019.)

In some cases, the marketing process is not strong and explicit enough which leads to the fact that new users cannot understand properly the operation of the application or the service in some cases. They wrongly use the services; hence, taskers cannot do their jobs in an actual way. On the other hand, there is a possible difficulty in educating new customers with the product/service. Although it is crucial to believe in the product/service with high confidence; more than that, the business should indicate the approaches to express that belief. (Nguyen, V. 2019.)

4.4 Human resources – The taskers

4.4.1 Strengths

The number of taskers is distributed throughout the cities in Vietnam, mostly in Ho Chi Minh City, Hanoi and Da Lat due to an increase in demand in the housekeeping service (Do, L. 2019). All taskers are women in the age of between 18 and 50. Most of the taskers are highly skilful, responsible and receive great customer satisfaction through the productive performance at work. Even a bad cleaner is still better than that of other companies. Before getting hired officially by bTaskee, they must go through three stages: application → interview → ability test to be qualified for becoming a tasker at the company. Besides skills and knowledge, attitude is significantly emphasised in the working environment. Hence, taskers always keep a friendly, relaxing and committed attitude at work. Most of the interviewed customers compliment taskers on doing their great job with positive attitudes and manners.

Thanks to a flexible working schedule, taskers are encouraged to take as many jobs as possible according to their preferences. The more they work, the higher salaries they get (Do, N. 2020). With the bonus program exclusively for those dedicated to their job, taskers are highly motivated to improve their job performance and help businesses achieve certain goals as they are valued and respected by the company. To be eligible for this program, taskers must keep their profile rating at a minimum of 4.6/5 and gain a number of working hours accordingly (Do, L. 2019). This bonus program also guarantees the consistent performance of taskers so that they can maintain productivity and deliver the best outcomes at work. Taskers tend to get attached to bTaskee for a very long time. All the interviewed taskers share that they are completely content with their work at bTaskee and would like to be part of the company in the long term. Furthermore, there is a community that is comprised of a large group of bTaskee's taskers. This is the place where working women meet, share and help each other. To date, there are over 1,000 members in the community.

Taskers always receive full support from bTaskee so that they can be assured of doing their best at work. There is a separate human resources department that is in charge of the administration of bTaskee's taskers, including hiring, guiding, training, and care support. The staff of this department along with the customer service department will work closely with taskers to provide quick and necessary assistance to them.

4.4.2 Weaknesses

Not all the taskers are skilled at their work. Some of them lack not only abilities, but also attitudes and responsibilities, which leads to the difference in the quality delivered to their work among taskers. As cleaning is an effort-based job, taskers are only required to be hard-working and committed to their work. They can learn how to improve their skills with the self-learning approach suggested by the company. With the guidance on a cleaning job in the application, taskers can easily and quickly get information even while performing their tasks at a customer's house. However, taskers are not aware of this self-learning approach. They only concern about getting everything done without examining the quality at the end

of the work. As a result, several interviewed customers express their disappointment with the taskers' irresponsibility. (Do, L. 2019.)

For taskers above 40 years old, they have difficulty in using the application to accept the jobs which might cause delays at work occasionally. In this case, the human resources staff will directly instruct taskers on how to manage the application. What is more, most taskers are not good at English or any language other than English when coming to work at foreigners' homes. The language barrier creates misunderstanding in communication which can impact the work efficiency and quality. (Do, L. 2019.)

4.4.3 Opportunities

The long-term relationship between bTaskee and taskers has been firmly built with the base of trust, care and value. In the interview session with taskers, 11/11 taskers who have been working at bTaskee for three to four years would like to attach with the company in the long term. They find that they have the opportunity to go to work according to their schedule with high salaries whereby their life have been improved since their employment at bTaskee. These women are always in the top 10 or top 30 of the best taskers of the company, which highly motivates them to keep moving forward and delivering the most effective outcomes. bTaskee has made taskers feel valued, listened, empathised and supported by providing prompt assistance and specific benefits, such as accident insurance for workers. Moreover, bTaskee infrequently organizes an offline meeting with taskers, inviting them to participate in an event that can be outdoor or at a special place. There, bTaskee's staff will meet with taskers to share stories and thoughts and taskers are able to express their perspectives as well as form strong bonds with each other. Interestingly, these taskers have recommended bTaskee as the best workplace for their friends and families.

During work at bTaskee, taskers can get the chance to talk with foreigners and study English as well as their cultures (Do, L. 2019). Additionally, there have been a number of proposals from customers that bTaskee should hire a supervisor to train unskilled taskers. Nonetheless, the company states that the final outcomes are the most important no matter if it is a training or self-learning approach. The

cleaning job is an effort-based work, so cleaners are required to be careful, responsible, hard-working and attentive to details. The self-learning approach proposed by the company has increased taskers' self-discipline at work on a voluntary basis.

4.4.4 Threats

There are cases that taskers secretly come to work for customers without registering themselves on the application (Do, L. 2019). A few customers who are looking for maids have the intention of negotiating with several taskers from bTaskee. They offer higher income and more benefits if taskers agree to come and work at their house as a normal maid. This is considered one of the most concerning threats as: 1/ It is illegal and against to the company's rules and regulations, 2/ It greatly influences human resources system and reduces the trust of bTaskee towards taskers as well as 3/ It does not guarantee the safety and security of the work. For example, if a tasker agrees to work at the customer's house secretly and she has to deal with an issue during her work, the company will not support her with the specific case, and this will be the same for the customer. In this situation, the company permanently cancels the working contract with these taskers and requests them to pay a fine.

Besides, theft and property damage must be handled cautiously. There have been few unfortunate events happening which negatively impact on the business. In the event of serious or unresolvable conflicts, both parties must adhere to legal authorities for further intervention. bTaskee will cooperate with the authorities by providing relevant papers and information from involved parties.

5 PENETRATING THE MARKET

5.1 Market entry mode

The international market entry mode is influenced by internal factors (company size, international experience and service characteristics) and external factors (cultural distance, market size and growth, country risk and legal barriers). Firstly, bTaskee has been a pioneer in the housekeeping industry since its establishment in 2016 and has specifically provided the home cleaning services through an application-based platform. Notably, bTaskee's application is considered the only one in the world to get cleaners in 30 minutes to one hour. Operating in nine cities, bTaskee has been performing well domestically, recently achieving 150,000 paying users, above 600,000 tasks completed and over 2 million hours of work done. Additionally, the company has also expanded their business in Thailand. Afterward, Malaysia is the next target market with plenty of potentials for growth.

Secondly, Malaysia is an attractive emerging market with a fast-growing on-demand economy where a number of digital marketplaces and technology companies allow customers to immediately access to goods and services so as to fulfill their demand. Meanwhile, Malaysia has been described as "Asia in miniature" with many different languages, ethnicities and religions which make up the varying cultures. Today, the country is more diverse than in other Southeast Asian countries. In addition, the Government of Malaysia has brought in several restrictions and policies favouring the natives. For instance, foreign investors cannot set up unlimited, enterprises, sole proprietorship or limited liability companies unless they hold a Malaysian permanent residence status. Another thing to mention is they may not be able to open a company's bank account or increase the company's paid-up capital. Hence, it is crucial for foreign investors to establish a partnership with a local enterprise in order to get over risks of business set up and complex cultures.

All things considered, bTaskee is recommended to adopt a joint venture as the market entry mode when entering the Malaysian market. In this case, the company will look for local experts whose business concepts fit bTaskee's business

model, especially the unique selling proposition to provide core values in the product offerings. According to Do, N. (2020), the second option for the market entry mode is the wholly-owned direct investment in the event that the organization unsuccessfully cooperates with a local partner due to the divergent business mindset. In other words, bTaskee will operate 100% foreign-owned businesses in Malaysia. Furthermore, the firm will be registered as a private limited company under the legal name – bTaskee Sdn. Bhd. with a required minimum paid-up capital of RM350,000 for the ownership of a joint venture between bTaskee and a Malaysian partner. Whereas, the minimum paid-up capital will reach RM500,000 depending on industry provided that the company holds 100% foreign ownership.

In Malaysia, Private Limited Company (Sendirian Berhad) is the most popular entity among foreign investors due to the benefits of tax incentives along with special government grants and exemptions. This type of company can be awarded a Multimedia Super Corridor Malaysia (MSC Malaysia) status – a recognition by the Multimedia Development Corporation (MDeC) for both local and foreign enterprises that develop or use multimedia technologies to produce and enhance their products and services. There are several benefits granted by the government to MSC Malaysia status companies, such as:

- 100% exemption from taxable statutory income, referring to corporate tax: This privilege is valid up to 10 years, starting from the date a business begins generating income.
- 100% deductions on capital qualifying expenditure in terms of the investment tax allowance.
- Terms and conditions apply on duty-free import and sales tax exemption.

Kaodim and ServisHero are the two businesses that have been qualified with MSC Malaysia status.

5.2 The marketing plan

After having decided on the market entry mode, a pilot marketing plan is established to outline several suggestions on customer research among Malaysian maids and customers, sales strategy as well as creative approaches to reach

local maids and potential users with the purpose of promoting bTaskee to as many Malaysian people as possible.

5.2.1 Customer research

The customer research method plays a vital role in providing bTaskee with relevant, reliable and current information about the needs, wants, expectations and behaviour of the target stakeholders, particularly Malaysian customers and maids. The primary objective of this research is to identify their pain points (specific problems that users and maids are experiencing in the home cleaning service), distinguish their expectations, needs and wants as well as explore the channels where they access to/know about the service. Moving forward, bTaskee will implement marketing strategies on the service adaptation which is about the modification of the service to become better suited to the users in Malaysia.

In this customer research, the quantitative method is implemented to get numbers and overview statistics with the supporting tool – an online survey. There are two separate surveys that are designed for customers and maids, combining closed-ended and open-ended questions on specific aspects of interest. They are created with a web-based survey tool, namely Google Form, and will be sent to target respondents via Facebook groups and forums of the Malaysian community. It is agreed that bTaskee will be in charge of conducting the surveys and evaluating the data collected from participants. In this report, there is a suggestion on samples of two surveys on customer behaviour research among Malaysian users and maids.

In the survey on customer research among Malaysian maids (Appendix 1), there are a total of 27 questions that are categorized into four main sections.

- *Demography (questions 1 – 5):* Gender, age, nationality, location and speaking languages are important information to be included in the first part of the survey. As usual, maids or cleaners are supposed to be female. However, in Malaysia, male cleaners are still hired by companies, such as bTaskee's potential competitors – Maideasy so it is worth gaining insights from them to understand their perspectives towards the cleaning job. In addition, along with local maids, it is crucial to define whether the cleaners

also come from neighbouring countries, such as Thailand, Singapore or Indonesia, which indicates the diversity in labour market. By knowing their languages and current location, bTaskee is able to find ways to get over language barriers and determine which states/cities most of the cleaners are residing and looking for jobs with a view to easily reaching out to the maids.

- *Background (questions 6 – 17):* As on-demand home cleaning job usually requires a smartphone that has the mobile data connection and a private vehicle, bTaskee wants to know if a local cleaner also has a smartphone that is connected to the Internet and which private vehicles the cleaner owns in Malaysia. In the domestic market, every cleaner is required to have a smartphone using mobile data and a motorbike for moving from places to places. Besides, it is essential to acknowledge which transportation modes cleaners frequently use on their way to work. Next, information about cleaners' current occupation status, working hours and monthly income helps measure the hourly rate paid to them as either a full-time or freelance worker. More importantly, information related to the cleaners' common problems, commitment and experience in the cleaning job helps predict their current working environment and possible reasons why they commit/do not commit to the work in the short-term/long-term.
- *Preferences (questions 18 – 24):* By listening to cleaners' expectations of the cleaning job, the company can help ease their pain points and fulfill their needs accordingly. Particularly, the cleaning industry often faces stereotypes, so cleaners tend to lack confidence in performing their work. By identifying their lack of confidence, the company knows how to provide care and support to cleaners which motivates them to accomplish their work. Sometimes, the company is not aware that cleaners also have an expectation in their job, for instance, they would like to get higher pay for being industrious at work. They think that the more effort they put into their work, the higher salary they should earn. Moreover, it is not about money all the time. Cleaners tend to prefer a stable job, so they are open to maintain a long-term relationship with the company. Working schedules, types of cleaning jobs and interests in other household jobs are among factors that cleaners likely to pay attention to. Afterward, by identifying all the mentioned expectations, bTaskee is able to offer solutions to resolve their

problems which makes the company stand out from the other companies in the same industry.

- *Communication channels (questions 25 – 26)*: A list of choices on communication tools, such as SMS/call, Facebook Messenger or WhatsApp is mentioned to explore the most common and convenient tools that cleaners usually use. Additionally, the question about the platforms where cleaners look for a new job is helpful for bTaskee to promote its cleaner recruitment to the local maids.

In terms of Malaysian service users, the survey (Appendix 2) concentrates on gathering users' insights that involve their demand, frequency of using the cleaning service and top priority when using the service. It is crucial to be aware of users' criteria when choosing one cleaning service provider over the others. As there are many choices on the service providers, customers tend to make comparisons among companies probably based on quality, price, convenience or other factors. On the other hand, risks are unavoidable when the cleaning task is performed at customers' homes. Therefore, they are in need of customer support to look for a resolution. By knowing customers' experience and expectation of customer support, bTaskee can create a better customer service experience by listening to their needs and quickly supporting them in urgent cases. Notably, the company can study the approaches to promote their service to local users in Malaysia through the survey. It can be done through Google search, Facebook ads or prints (magazines, brochures and newspapers).

For those who use the cleaning service on a weekly/monthly basis, bTaskee wants to know their preferences in getting someone to perform cleaning tasks frequently in order to distinguish what they want and what they need. For example, customers prefer only one and favourite cleaner rather than anyone else as they want convenience and security. They do not want to give instructions from scratch as there is always a new different cleaner every time, they use the service. Additionally, security is another concern when customers find it uncomfortable to meet different cleaners. However, there is a risk that the only one and favourite cleaner can be absent from work anytime if she is sick or busy with her own issue. In this case, customers have no other choice than to either look for another cleaner or call it a day. They are not aware that they can have many

favourite cleaners to clean their house while there are plenty of excellent cleaners that they can rely on. bTaskee believes that customers should have many cleaners to perform the work so that they can get different experiences using the cleaning service and have a wider range of choices to reduce risk by requesting their favourite cleaners instead of one cleaner. Lastly, based on the survey, bTaskee can study the customers' willingness to recommend their acquaintances with the cleaning service after their satisfying experience.

Although the company can look for existing data on the aspects of interest, the survey data can help give a better understanding of the behaviour of respondents and increase the success of long-term business planning. By delving deeper into the gathered data via surveys, the company can obtain detailed insights that influence decision making on the business strategies.

5.2.2 Promotion of bTaskee

Based on the commissioner's wish, first and foremost, the primary objective of the marketing strategy is to promote bTaskee to as many people as possible in the foreign market after having decided the market entry mode. The aim is to increase brand awareness of Malaysian users as well as local maids, thereby increasing the probability of not only customers' purchasing decisions, but also local maids' willingness to apply for a job. It is suggested that there are several marketing approaches containing innovative ideas that can be implemented via online and offline channels.

The most common and fundamental advertising method is the use of social media platforms to engage with audiences with a view to building bTaskee's brand, generating sales and increasing website traffic. According to Hootsuite (2020), 41% of Malaysian Internet users aged 16 to 64 say that they discover new brand products through ads in social media. Facebook Ads campaigns are the most efficient way to advertise bTaskee online. bTaskee can launch one campaign to reach customers and the other one to reach local maids. For the customers' campaign, the post should be emphasized with outstanding design offering a hot discount or free use of the home cleaning service. Regarding the maids' campaign, the post is related to the cleaner recruitment along with conditions and benefits that

the first five or ten people coming to register as bTaskee's will receive souvenirs/uniforms/an amount of money. bTaskee can also create a video campaign on YouTube as YouTube has been the most used social media platform in the past few months in Malaysia (Hootsuite 2020). The company's YouTube account has gained over 2,700 subscribers and nearly five million views. Besides, the company can create an account on Instagram as "@btaskee.malaysia" by utilizing hashtags, such as #btaskee, #homecleaningservice, #malysiacleaning or #bestcleaningappinMalay", which allows audiences to browse content related to the home cleaning service that they are looking for. bTaskee can learn from its competitor – ServisHero who produces interesting content. For instance, ServisHero launches occasional posts about fun fact, quote of the day or top tip Tuesday, providing funny, but still educational information to audiences. bTaskee can search for and collect several tips or facts relevant to cleaning. According to the Internet Users Survey of Malaysia, educational content accounts for 71.3%, making it the most common content shared online.

Moreover, besides social media platforms, communication tools, such as WhatsApp and WeChat are also popularly used among Malaysian people. WhatsApp has been always the most common communication application. Kaodim and ServisHero have their own WhatsApp channel for customer support which is available for chat and call for free. As 7% of the total population in Malaysia is Chinese so WeChat is widely used by the Chinese community. bTaskee can create WhatsApp and WeChat business accounts in order to keep in touch with potential customers and maids who are interested in the home cleaning service. These two tools are convenient and cost-saving for the company to provide support and care.



PICTURE 1. Malaysia's largest online community – lowyat.net (Lowyat 2020).

Another channel to mention is the forum. The largest online community in Malaysia is lowyat.net where active members hang out and discuss various interesting subjects and topics, from today's fuel price to world politics. Its forum's name is Kopitiam. bTaskee can approach the local maids by posting a thread of hiring cleaners.

bTaskee can conduct outside sales strategy by physically going out into the field to reach out to prospective stakeholders. In particular, the company can place a stand nearby ideal places, including kindergartens, nursery schools, primary schools, or universities to look for local maids who are young moms, housewives or even students looking for jobs for earning an income. They can also distribute brochures to anyone passing by the stand. To increase interaction with people, the company should offer attractive giveaways by inviting everyone to join a game which is called "Wheel of Fortune". Players will spin the wheel and when it stops, the needle will randomly point at a certain slice which indicates one of the giveaways people receive. There are choices for this game: name tag, postcard, refrigerator magnet, one-time free promo code, two-time free promo code, three-time free promo code and nothing. Kahoot quiz game is also an interesting option for catching people's notice. Everyone being there will enter the game pin on the website and compete with each other to be the winner. The person in the first place will get a special reward from bTaskee. The company can create a quiz game related to house cleaning process or tips. The free Kahoot account is available for ten players.



PICTURE 2. bTaskee's postcards.

Furthermore, there are other creative business growth methods. For example, learning from ServisHero, bTaskee can try being online on Tinder or Borak – a

Malaysian dating application, swiping right, finding matches and chatting with people before convincing them to download the application. On the other hand, bTaskee can visit IKEA where plenty of buyers (mostly families and couples) are looking for home furniture. By approaching them who are staring at their phones, the company persuades them to download the application. An online photo contest is also an engaging activity with audiences. The contest topic may be about “Your house” in which customers will take a photo of their most favourite space in their house and indicate how they keep things clean and fresh. Customers are required to write a short statement describing how much they love to take care of their favourite space at home. The winner will be able to experience bTaskee’s service for free in a certain period of time, such as 21 days.

A creative and distinct way to make bTaskee attract audiences is storytelling, using fact and narrative to communicate messages to audiences. In this case, the company can create touching comics of the Human of bTaskee which describes the sharing stories of taskers working at bTaskee. Such free tools as Pixton or Strip Generator are suitable to get started. On the other hand, the referral program has been repeatedly launched by many businesses. Both referrer and referee get rewards after purchasing the product/service. This word-of-mouth marketing strategy motivates customers to introduce the service to the others. The more people refer to the others, the more familiar the brand and the service become. The referral program can be applied for both customers and taskers who refer bTaskee to their family and friends.

5.3 Searching for funding/investors

To effectively build and grow business in the foreign market, bTaskee will search for and select investors to take part in the firm’s next round of fundraising. Based on the Co-founder’s perspectives, angel investors and/or venture capitalists are the most appropriate ones for supporting and providing capital to a start-up business. Along with social media channels like LinkedIn, Facebook and Twitter, there are platforms that the company is able to look for investors from anywhere, preferably in Malaysia.

5.3.1 Angel Investment Network

Set up in 2004, Angel Investment Network connects entrepreneurs and investors through a platform that streamlines the whole funding process. Today, the platform has been the world's angel network with more than one million entrepreneurs and over 220,000 investors. Entrepreneurs can take advantage of the platform to build and present their pitch about their businesses, while investors can browse all the options and filter them down by location, industry, investment level and so on. If they are interested in any business model, they can connect with the entrepreneurs for further discussions. The platform is available in over 150 countries, including Malaysia.

The registration process is not complicated and easy to follow. Firstly, a start-up signs up to get connected with investors and get funded. There are around 200,000 angel investors around the world joining the platform daily. Secondly, the company will create a pitch by applying the tried-and-tested template provided by the platform. There are on-screen instructions and sources of information guiding users in every step. Next, once the pitch gets approved, it will be published on the site for investors to browse and implement. (Angel Investment Network 2020.)

There are four packages, consisting of Novice (30-day), Pro (90-day), Global Pro (90-day) and Executive (120-day) with the price of US\$0, US\$49, US\$299 and US\$1,299 respectively.

5.3.2 BEAMSTART

BEAMSTART, previously known as BEAM, is a Malaysian company that operates a social networking platform for businesses. Its monetisation is categorised into three main areas:

- Tech solutions: There is a software team that is specialized in platform deployment and integration for SMEs.
- Cross-border commercialisation solutions: Marketing solutions are provided to companies that have the intention of expanding and crossing borders. This includes their events and media/marketing businesses.

- Opportunity matching: Digital purchases, talent solutions or investor matching are included in BEAMSTART's monetisation.

(Dayangku 2019.)

To date, there are over 130,000 users on BEAMSTART across the Southeast Asian region, a large number of whom are from Malaysia and Singapore. Moving forward, BEAMSTART is carrying out three main activities, including offering a resolution to business problems, increasing engagement with users via offline-to-online activities like events and business networking online, and connecting people within the start-up/SME space more effectively. This is also the place to look for co-founders and business partners along with investors.

5.3.3 NEXEA

NEXEA is a Malaysian venture capital and angel investor network that specialises supporting and funding technology start-ups in the Southeast Asian region. It also provides services for investors and corporates that want to invest or work with potential technology small companies. NEXEA's core activities include SEA start-up fund, accelerator, venture builder, angel investor network and technology development outsource/partner.

NEXEA also offers venture capital and angel investors programs for start-ups to apply, which are NEXEA Early Stage Venture Capital (VC) Program and NEXEA Angel Investors. The VC Program is for technology start-ups that already gain revenue and are willing to grow further, whilst angel investors support and provide funds for fast-growing small companies that are seeking for aid to overcome funding gaps to sustain their growth. In NEXEA Angel Investors, angel investors can make an investment with the amount in the range of between RM50,000 and RM1 million and typically take around 10-25% equity in a start-up, in return for funding. (NEAXEA 2020.)

6 CONCLUSION

bTaskee has been growing effectively in the home country as a leading service provider in the housekeeping industry for four years. The company has defined their own position in the marketplace, getting at the heart of their business: the offered value and the solved problem. The Co-founder of bTaskee has said that the application is only a tool, not the solution. The solution is the core value that helps the company to determine whether they are in the right direction and attaining their goals by developing the sustainable business model which creates a balance between customers and taskers.

As a technically savvy company with a unique solution, bTaskee takes advantage of adequate existing resources to expand beyond the national market. The company has launched their business in Thailand. After Thailand, Malaysia is the next destination with a fast-growing on-demand economy. By understanding the country's macroenvironmental factors and potential competitors in the housekeeping industry as well as adopting the proper market entry modes, bTaskee is expected to successfully carry out a unique business model which makes the company differentiate from the others in the same industry and has a significant impact on the on-demand home cleaning service.

The company is on the journey of fulfilling their missions, including:

- Providing an application-based platform that allows users to quickly get access to the services to meet their demand.
- Creating a marketplace where maids can get access to jobs and earn high salaries across the region.
- Breaking the stereotypes towards the housekeeping industry which will take a long time to accomplish as well as to professionalize and modernize the household chores.

REFERENCES

3E Accounting. 2020. 3E Accounting Assist Company Registration in Malaysia. Read on 11.12.2019. <https://www.3ecpa.com.my/>

Angel Investment Network. 2020. Connecting Malaysian Entrepreneurs and Angel Investors. <https://www.angelinvestmentnetwork.com.my/>

ASEAN Up. 2019. Benefits of the ASEAN Economic Community – AEC. Last updated on 9.3.2019. <https://aseanup.com/benefits-asean-economic-community-aec/>

Bedi, P & Kharbanda, E. 2014. Factors Affecting the Choice of Entry Mode by MNCs. University of Delhi. Research paper. Read on 13.3.2020.

Bensoussan, B. & Fleisher, C. 2013. Analysis Without Paralysis – 12 Tools to Make Better Strategic Decisions. 2nd edition. Pearson Education, Inc., 45 – 202.

Bernama. 31.12.2018. SST to be imposed on cleaning services from March 1. FMT News. Read on 1.3.2020. <https://www.freemalaysiatoday.com/category/nation/2018/12/31/sst-to-be-imposed-on-cleaning-services-from-march-1/>

Bhat, A. N.d. Consumer Research- Examples, Process and Scope. QuestionPro. Read on 1.3.2020. <https://www.questionpro.com/blog/consumer-research/>

Bhatia, M. 2018. Your Guide to Qualitative and Quantitative Data Analysis Methods. Read on 30.5.2020. <https://humansofdata.atlan.com/2018/09/qualitative-quantitative-data-analysis-methods/>

Brownlees, T. N.d. Understanding Entry Modes in International Marketing. 440 Industries. Read on 1.3.2020. <https://440industries.com/entry-modes-in-international-marketing/>

bTaskee. 2020. About bTaskee. <https://www.btaskee.com/>

BuzzSumo. 2020. Find the content that performs best. <https://buzzsumo.com/>

Cavusgil, Tamer S., Knight G. & Riesenberger, J. 2017. International Business – The New Realities. 4th edition. Pearson Education Limited, 376 – 421.

Cheema, S. 2020. Malaysian startups are booming. Here's the reason why they'll get even bigger. Mashable SE Asia. Read on 1.3.2020. <https://sea.mashable.com/tech/8956/malaysian-startups-are-booming-heres-the-reason-why-theyll-get-even-bigger>

Chia, Lee & Associates. 2019. Your Chief Legal Advisor. Read on 10.3.2020. <http://chialeee.com.my/>

Chua, ST. 2019. I'm planning to register a startup in Malaysia. Where do I begin. Published on 22.7.2019. Read on 1.3.2020. <https://e27.co/im-planning-register-startup-malaysia-begin-20181029/>

Commisceo Global Consulting Ltd. 20.1.2020. Afghanistan - Language, Culture, Customs and Etiquette. Read on 1.2.2020. <https://commisceo-global.com/resources/country-guides/afghanistan-guide>

Companies Act 1965. Laws of Malaysia. Act 125. Last revised on 14.12.1973. Read on 20.3.2020. <https://www.ssm.com.my/bm/acts/a125pdf.pdf>

Crunchbase. 2015. ServisHero. Read on 1.11.2019. <https://www.crunchbase.com/organization/servishero#section-overview>

Crunchbase. 2017. Kaodim Group. Read on 1.11.2019. <https://www.crunchbase.com/organization/kaodim-group#section-overview>

Dawson, C. 2002. Practical Research Methods: A user-friendly guide to mastering research techniques and projects. Cromwell Press, Trowbridge, Wiltshire, 88 – 99. Read on 13.3.2020.

Dayangku, S. 2019. BEAM Rebrands To BEAMSTART, We Had to Find Out the Significance of That Additional Word. Read on 1.4.2020. <https://vulcanpost.com/672272/malaysian-business-social-networking-app-beam-rebrands-to-beamstart/>

Demystify Asia. 2016. Kaodim vs. ServisHero. Released on 23.5.2016. Read on 1.2.2020. <http://www.demystifyasia.com/kaodim-vs-servishero/>

Department of Skills Development – Ministry of Human Resources of Malaysia. 2013. Cleaning Services Industry Size In Malaysia. <https://infogram.com/cleaning-services-industry-size-in-malaysia-1gjk92ej8k8qp16>

Department of Statistics Malaysia. 2019. Current Population Estimates, Malaysia, 2018-2019. Released on 15.7.2019. Read on 1.3.2020. https://www.dosm.gov.my/v1/index.php?r=column/cthemedByCat&cat=155&bul_id=aWJZRkJ4UEdKcUZpT2tVT090Snpydz09&menu_id=L0pheU43NWJwRWV_SZkIWdzQ4TlhUUT09

Do, L. Taskers Manager. Interview on 20.12.2019. Interviewer Tran, N. Helsinki.

Do, N. Co-founder & CTO. 2020. Interview on 26.4.2020. Interviewer Tran, N. Helsinki.

e-Conomy SEA. 2019. Swipe up and to the right: Southeast Asia's \$100 billion Internet economy. [Report]. Read on 15.4.2020. https://www.blog.google/documents/47/SEA_Internet_Economy_Report_2019.pdf

Employment Act 1955. 2012. Laws of Malaysia. Act 265. Read on 13.2.2020. <http://www.agc.gov.my/agcportal/uploads/files/Publications/LOM/EN/Act%20265%20-%20Employment%20Act%201955.pdf>

Hamid, L., Toyong, N. & Rahman, A. 2015. Hygiene Practice and the Adaptation of the Modern Muslim. Procedia - Social and Behavioral Sciences.

Hirschmann, R. 2020. Number of immigrants in Malaysia 2005-2019. Statista. Read on 1.3.2020. <https://www.statista.com/statistics/697812/malaysia-number-of-immigrants/>

Hootsuite & we are social. 2020. Digital 2020: Vietnam. [Report]. Released on 18.02.2020. Read on 1.4.2020. <https://datareportal.com/reports/digital-2020-vietnam>

HSBC. 2019. International Business Guides – Malaysia. [Guide report]. Read on 1.3.2020. <https://www.business.hsbc.com/business-guides/malaysia>

HubSpot Website Grader. 2020. <https://website.grader.com/>

IndiaEducation. N.d. Transport System in Malaysia. Read on 2.3.2020. <https://www.indiaeducation.net/studyabroad/malaysia/transport-system.aspx>

Intelligent Transport. 2019. New policy looks to double public transport usage in Malaysia by 2030. Released on 18.10.2019. <https://www.intelligenttransport.com/transport-news/90793/new-policy-looks-to-double-public-transport-usage-in-malaysia-by-2030/>

Interaction Design Foundation. N.d. What is Customer Research. Read on 1.3.2020. <https://www.interaction-design.org/literature/topics/customer-research>

Islamic Tourism Centre. N.d. Islam in Malaysia. Read on 20.1.2020. <https://itc.gov.my/tourists/discover-the-muslim-friendly-malaysia/islam-in-malaysia/>

Ismail, I. 14.10.2019. 2020 Budget: A boost for Malaysia's tech industry. New Straits Times. Read on 1.12.2019. <https://www.nst.com.my/life-style/bots/2019/10/529831/2020-budget-boost-malysias-tech-industry>

Jabatan Kemajuan Islam Malaysia (Jakim). 2015. Manual Procedure for Malaysia Halal Certification (Third Revision) 2014. Read on 20.2.2020. <http://www.halal.gov.my/v4/images/pdf/MPPHM2014BI.pdf>

Jackson, T. A Detailed SWOT Analysis Example (Applicable to All Industries). ClearPoint Strategy. Read on 10.1.2020. <https://www.clearpointstrategy.com/swot-analysis-examples/>

Kaodim. 2020. About Kaodim. <https://www.kaodim.com/>

Khadka, B. & Akande, S. 2017. Market Entry Strategy. Case Company – Mamtus. Oulu University of Applied Sciences. Bachelor's thesis. Read on 13.3.2020.

Khoo, J. 2015. 70% Of Malaysians Have This One Habit That Makes On-Demand Services Necessary. Vulcan Post. Read on 12.11.2019. <https://vulcanpost.com/409391/reason-on-demand-services-thrive-malaysia/>

Lim, A. 2020. Vehicles registrations in Malaysia – 31.2 mil as of 2019. Read on 10.4.2020. <https://paultan.org/2020/04/02/vehicles-registrations-in-malaysia-31-2-mil-as-of-2019/>

LinkedIn. bTaskee's LinkedIn Profile. Read on 2.1.2020. <https://www.linkedin.com/company/btaskee/about/>

Lowyat. 2020. Malaysia's largest online community. <https://forum.lowyat.net/>

Madhukar, A. 2015. 10 Secrets About The M'sian Startup That Raised One Of The Largest Pre-Seed Funds. Released on 29.9.2015. <https://vulcanpost.com/390262/10-things-servishero/>

Maideasy. 2020. About Maideasy. <https://www.maideasy.my/>

Maksimava, M. N.d. How to Perform a Best-in-Class Competitor Analysis (w/ Template). Read on 1.11.2019. <https://buffer.com/library/competitor-analysis/>

Malaysian Communications and Multimedia Commission (MCMC). 2018. Internet Users Survey 2018. [Report]. Read on 1.3.2020. <https://www.mcmc.gov.my/skmmgovmy/media/General/pdf/Internet-Users-Survey-2018.pdf>

Malaysian-German Chamber of Commerce and Industry. 2020. Sales and Service Tax (SST) in Malaysia (2020) (as March 2020). AHK. Read on 10.3.2020. https://www.malaysia.ahk.de/fileadmin/AHK_Malaysia/Downloads/guides/MGCC_SST_2020_EN.pdf

Malaysians in New Zealand. N.d. Asia in Miniature. Read on 2.2.2020. <https://malaysiansinnewzealand.wordpress.com/2012/03/22/asia-in-miniature/>

Medina, A. 26.2.2020. Malaysia Increases Minimum Wage. Asian Briefing. Read on 1.3.2020. <https://www.aseanbriefing.com/news/malaysia-increases-minimum-wage/>

My MSC Office. N.d. Definition of MSC Malaysia Status. Read on 1.4.2020. <https://mymsscoffice.wordpress.com/malaysia-msc-status-offices/>

Nation Encyclopedia. Malaysia - Judicial system. N.d. Read on 20.2.2020. <https://www.nationsencyclopedia.com/Asia-and-Oceania/Malaysia-JUDICIAL-SYSTEM.html>

NEXEA. 2020. About NEXEA. <https://www.nexea.co/>

Nguyen, T. Customer Service Manager. Interview on 10.2019. Interviewer Tran, N. Tampere.

Nguyen, V. Marketing Manager. Interview on 25.11.2019. Interviewer Tran, N. Tampere.

Paul Hype Page & Co. 2019. Can a Foreigner Set Up a Sole Proprietorship in Malaysia. Read on 1.4.2020. <https://www.paulhypepage.my/can-a-foreigner-set-up-a-sole-proprietorship-in-malaysia/>

PayScale. 2019. Average Maid or Housekeeping Cleaner Hourly Pay in Malaysia. Last updated on 24.7.2019. Read on 10.12.2019. https://www.payscale.com/research/MY/Job=Maid_or_Housekeeping_Cleaner/Hourly_Rate

PESTLE Analysis. What is PESTLE Analysis? A Tool for Business Analysis. Read on 10.1.2020. <https://pestleanalysis.com/what-is-pestle-analysis/>

Pew Research Center. 2015. Car, bike or motorcycle? Depends on where you live. Released on 16.4.2015. Read on 12.4.2020. <https://www.pewresearch.org/fact-tank/2015/04/16/car-bike-or-motorcycle-depends-on-where-you-live/>

Privacy Shield. N.d. Malaysia - Information Technology. Read on 1.2.2020. <https://www.privacyshield.gov/article?id=Malaysia-Information-Communications-Technology>

Professional Academy. Marketing Theories – PESTEL Analysis. Read on 1.3.2020. <https://www.professionalacademy.com/blogs-and-advice/marketing-theories---pestel-analysis#targetText=A%20PESTEL%20analysis%20is%20a,used%20in%20a%20SWOT%20analysis.>

PwC. 2018. Doing business in Malaysia 2018. [Guide report]. Read on 11.1.2020. <https://www.pwc.com/my/en/assets/publications/2018-doing-business-in-msia.pdf>

PwC. 2019. Doing business in Malaysia 2019. [Guide report]. Read on 1.2.2020. <https://www.pwc.com/my/en/assets/publications/2019/PwC-DBG-2019.pdf>

Research Methodology. N.d. Qualitative Data Analysis. Read on 30.5.2020. <https://research-methodology.net/research-methods/data-analysis/qualitative-data-analysis/>

Ruxyn, T. 2017. Young Malaysians Are Taking Up Jobs As Cleaners To Earn A Living. Released on 4.8.2017. Read on 2.1.2020. <https://says.com/my/news/more-university-students-and-graduates-taking-on-work-as-house-cleaners-at-maideasy>

ServisHero. 2020. About ServisHero. <https://servishero.com/>

Shewan, D. 12.4.2020. Pain Points: A Guide to Finding & Solving Your Customers' Problems. WordStream. Read on 15.4.2020. <https://www.wordstream.com/blog/ws/2018/02/28/pain-points>

Sidhu Kaur, K. 2019. Slow and Steady the Way for Maideasy as It Looks to Offer More Value. Released on 30.8.2019. Read on 12.3.2020. <https://www.digitalnewsasia.com/startups/slow-and-steady-way-maideasy-it-looks-offer-more-value>

SimilarWeb. 2020. SimilarWeb: Website Traffic Statistics & Analytics. <https://www.similarweb.com/>

Tang, Y. 2017. Young Malaysians Are Taking Up Jobs as Cleaners To Earn A Living. SAYS. Read on 12.12.2019. <https://says.com/my/news/more-university-students-and-graduates-taking-on-work-as-house-cleaners-at-maideasy>

Tariq, Q. 29.11.2019. Grab partners with Kaodim, offers on-demand house cleaning and fixing. The Star. Read on 10.1.2020. <https://www.thestar.com.my/tech/tech-news/2019/11/29/grab-partners-with-kaodim-offers-on-demand-house-cleaning-and-fixing>

The Star, 12.1.2020. Air quality in M'sia getting worse. Read on 2.3.2020. <https://www.thestar.com.my/news/nation/2020/01/12/air-quality-in-msia-getting-worse>

Thomas, J. 24.2.2020. Cost of air pollution in Malaysia may exceed RM28 billion, say experts. FMT News. Read on 2.3.2020. <https://www.freemalaysiatoday.com/category/nation/2020/02/24/cost-of-air-pollution-in-malaysia-may-exceed-rm28-billion-say-experts/>

Tran, T. Business Development Manager. Interview on 10.2019. Interviewer Tran, N. Tampere.

Van der Tas, R. 2010. Entry Modes and Cultural Distance. Tilburg University. Bachelor's thesis. Read on 13.3.2020.

Vibha P., Bijayini J. & Sanjay K. 2013. Qualitative research. NCBI. Read on 10.1.2020. <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC3757586/>

VnExpress. 25.12.2018. Loi ich kep tu ung dung giup viec theo gio. Read on 2.1.2020. <https://vnexpress.net/loi-ich-kep-tu-ung-dung-giup-viec-theo-gio-3852303.html>

Wikipedia. N.d. Transport in Malaysia. Read on 3.4.2020. https://en.wikipedia.org/wiki/Transport_in_Malaysia#cite_note-foo-bar-1

World Bank Group. 2019. MALAYSIA: Estimating the Number of Foreign Workers. [Report]. Released on 28.3.2019. <http://documents.worldbank.org/curated/en/953091562223517841/pdf/Malaysia-Estimating-the-Number-of-Foreign-Workers-A-Report-from-the-Labor-Market-Data-for-Monetary-Policy-Task.pdf>

APPENDICES

Appendix 1. Sample of the survey on customer behaviour research among Malaysian maids

1. Are you: Female Male I'd rather not to say
2. What is your nationality? _____
3. What is your age?

<input type="radio"/> 18 – 25	<input type="radio"/> 46 – 50
<input type="radio"/> 26 – 35	<input type="radio"/> Over 50
<input type="radio"/> 36 – 45	
4. Where do you live now?

<input type="radio"/> Federal territory of Kuala Lumpur	<input type="radio"/> Selangor	<input type="radio"/> Penang
<input type="radio"/> Federal territory of Putrajaya	<input type="radio"/> Malacca	<input type="radio"/> Kelantan
<input type="radio"/> Federal territory of Labuan	<input type="radio"/> Johor	<input type="radio"/> Terengganu
<input type="radio"/> Negeri Sembilan	<input type="radio"/> Pahang	<input type="radio"/> Sabah
	<input type="radio"/> Perak	<input type="radio"/> Sarawak
	<input type="radio"/> Kedah	
	<input type="radio"/> Perlis	
5. Which languages do you speak? (Multiple choices)

<input type="checkbox"/> Malay	<input type="checkbox"/> Arabic
<input type="checkbox"/> English	<input type="checkbox"/> Indonesian
<input type="checkbox"/> Mandarin	<input type="checkbox"/> Thai
<input type="checkbox"/> Cantonese	<input type="checkbox"/> Vietnamese
<input type="checkbox"/> Other (please specify) _____	
6. Do you have a smartphone that connects the mobile data 3G/4G?

Yes No
7. Do you have your own vehicle(s)?

Yes (please specify) _____ No
8. Which of the following means of transport do you often use? (Multiple choices, but please choose the most frequent ones)

Private	Public	Service
<input type="checkbox"/> Car	<input type="checkbox"/> Bus	<input type="checkbox"/> Grab/Go-jek
<input type="checkbox"/> Motorbike	<input type="checkbox"/> Train	
<input type="checkbox"/> Bicycle	<input type="checkbox"/> Monorail	

9. Which of the following categories apply to you?

- | | |
|---|---|
| <input type="radio"/> Housewife/husband | <input type="radio"/> Domestic maid |
| <input type="radio"/> Student | <input type="radio"/> In full-time, paid employment |
| <input type="radio"/> Freelance cleaner | <input type="radio"/> Other (please specify) _____ |

10. How many hours per week do you work?

- | | |
|-------------------------------------|-------------------------------------|
| <input type="radio"/> 0 – 10 hours | <input type="radio"/> 30 – 40 hours |
| <input type="radio"/> 10 – 20 hours | <input type="radio"/> Over 40 hours |
| <input type="radio"/> 20 – 30 hours | |

11. What is your current monthly income?

- | | |
|---|---|
| <input type="radio"/> Under RM500 | <input type="radio"/> RM2,000 – RM3,000 |
| <input type="radio"/> RM 500 – RM1,000 | <input type="radio"/> RM3,000 – RM4,000 |
| <input type="radio"/> RM1,000 – RM2,000 | <input type="radio"/> Over RM4,000 |

12. Which common problems do you often face at work? (Multiple choices)

1 = Never, 2 = Rarely, 3 = Often, 4 = Usually, 5 = Always

- | | | | | | |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| Discrimination/racism | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Low payment | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Unstable income | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Negative complaints | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Abuse | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Mistreatment | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Transfer from houses to houses | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Tight working schedule | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Lack of care support | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Lack of bonus | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Lack of cleaning supplies | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Lack of training | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Other (please specify) _____ | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |

13. How long do you commit to the cleaning job?

- | | |
|--------------------------------------|---|
| <input type="radio"/> Under 3 months | <input type="radio"/> 6 months – 1 year |
| <input type="radio"/> 3 – 6 months | <input type="radio"/> Over 1 year |

14. Which of the following points describe your commitment to the cleaning job?

- It is just a temporary job until I find other suitable ones in my field.
- I prefer to work at a company in the short term (under 6 months).
- I prefer to work at a company in the long term (over 6 months/1year).

15. How many month(s)/year(s) of experience do you gain in the cleaning job?
(You can write the years of experience in range) _____
16. Please share your most memorable (bad or good) experience about your cleaning job shortly (Optional) _____
17. Are you efficient in using any cleaning machines? (If yes, please specify)

18. Which of the following stereotypes do you have towards the cleaning job?
1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree
- | | | | | | | | | | | |
|------------------------------|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|
| Low salary | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Mistreatment | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Lack of respect from others | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Abuse | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Unfairness | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Unstable income | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Labour vs blue-collar jobs | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Other (please specify) _____ | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
19. Which of the following points do you most expect in the cleaning job?
1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree
- | | | | | | | | | | | |
|------------------------------|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|-----------------------|---|
| Salary | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Care support | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Working schedule | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Bonus | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Gift-giving | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Feedback on performance | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Long-term relationship | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Offline meeting | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Insurance | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
| Other (please specify) _____ | <input type="radio"/> | 1 | <input type="radio"/> | 2 | <input type="radio"/> | 3 | <input type="radio"/> | 4 | <input type="radio"/> | 5 |
20. Please tell your expected monthly income (RM per month) in the cleaning job
(You can write the income in range) _____
21. When do you prefer to start working? (Multiple choices)
- | | |
|--|--|
| <input type="checkbox"/> Early morning (5 AM – 8 AM) | <input type="checkbox"/> Evening (6 PM – 11 PM) |
| <input type="checkbox"/> Morning (8 AM – 11 AM) | <input type="checkbox"/> Late evening & mid-night (11 PM – 4 AM) |
| <input type="checkbox"/> Noon (11 AM – 1 PM) | |
| <input type="checkbox"/> Afternoon (1 PM – 6 PM) | |

22. What type(s) of the cleaning job do you prefer to take? (Multiple choices)

- | | |
|---|--|
| <input type="checkbox"/> Basic cleaning | <input type="checkbox"/> Move in/move out cleaning |
| <input type="checkbox"/> Deep cleaning | <input type="checkbox"/> Office cleaning |
| <input type="checkbox"/> Post-renovation cleaning | <input type="checkbox"/> Hotel cleaning |
| <input type="checkbox"/> Shop/supermarket cleaning | |
| <input type="checkbox"/> Other (please specify) _____ | |

23. Do you prefer to work _____?

- Several jobs, but each job with shorter working hours
- Fewer jobs, but each job with longer working hours
- Any kind of job

24. Besides the cleaning job, which of the following household jobs do you take?

(Multiple choices)

- | | |
|---------------------------------------|---|
| <input type="checkbox"/> Cooking | <input type="checkbox"/> Grocery assistant |
| <input type="checkbox"/> Babysitting | <input type="checkbox"/> Laundry/ironing/folding |
| <input type="checkbox"/> Elderly care | <input type="checkbox"/> Other (please specify) _____ |

25. Which tools do you use for communication exclusively at work?

1 = Never, 2 = Rarely, 3 = Often, 4 = Usually, 5 = Always

- | | | | | | |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| SMS/call on phone | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Facebook Messenger | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| WhatsApp | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| WeChat | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Line | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Viber | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| KakaoTalk | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |
| Other (please specify) _____ | <input type="radio"/> 1 | <input type="radio"/> 2 | <input type="radio"/> 3 | <input type="radio"/> 4 | <input type="radio"/> 5 |

26. Which platform(s) do you look for a new cleaning job? (Multiple choices)

- Facebook group(s) (please specify) _____
- Google
- Forums (please specify) _____
- Hiring websites (please specify) _____
- Public employment and business services centre
- Recommendation from acquaintances
- Other (please specify) _____

27. Do you have any comment to share? (Optional) _____

Appendix 2. Sample of the survey on customer behaviour research among Malaysian service users

1. Do you need someone to clean your house?

- Yes No Sometimes

(If your answer is “No”, you can stop this survey here and submit. Thank you)

2. Where do you live now? _____

3. Why do you choose the cleaning service?

- Quality
 Convenience
 Quality and convenience

4. By which way(s) do you use the cleaning service?

1 = Never, 2 = Rarely, 3 = Often, 4 = Usually, 5 = Always

- Book the service on an application 1 2 3 4 5
 Call directly to a cleaning company 1 2 3 4 5
 Look for a cleaner via a Facebook group 1 2 3 4 5
 Look for a cleaner via a hiring website 1 2 3 4 5
 Look for a cleaner via a forum 1 2 3 4 5
 Other (please specify) _____ 1 2 3 4 5

5. How often do you use the cleaning service?

- 1 – 2 time(s)/week 5 times/week
 3 times/week 6 times/week
 4 times/week Every day
 Spontaneous (depending on demand)

6. What is your top priority when using the cleaning service?

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

- High quality 1 2 3 4 5
 Convenience 1 2 3 4 5
 Affordable price 1 2 3 4 5
 Quick service 1 2 3 4 5
 Punctuality 1 2 3 4 5
 Adapt your requests 1 2 3 4 5
 Safety 1 2 3 4 5
 Prestige 1 2 3 4 5
 Other (please specify) _____ 1 2 3 4 5

7. What are your criteria when choosing one cleaning service provider over the others?

1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly agree

High quality 1 2 3 4 5

Reviews by customers 1 2 3 4 5

Convenience 1 2 3 4 5

Affordable price 1 2 3 4 5

Quick service 1 2 3 4 5

Punctuality 1 2 3 4 5

Adapt your requests 1 2 3 4 5

Safety 1 2 3 4 5

Prestige 1 2 3 4 5

Other (please specify) _____ 1 2 3 4 5

8. Are you happy with customer support experience?

Yes No Neutral

9. Please specify your choice in question 8. _____

10. Do you have any expectation of customer support? (Please specify) _____

11. How do you know about the cleaning service provider? (Multiple choices)

Google search

e-news/e-magazines

Facebook ads

Outdoor banners

Forums

Magazines/newspapers

Google Play/AppStore

Recommendation from family and friends

Advertisement on TV

Brochures

Other (please specify) _____

12. Please tell your worst experience(s) when using the cleaning service with a company _____

13. Provided that you use the cleaning service on a weekly/monthly basis, which of the following points will you choose?

I prefer only one cleaner (my favourite cleaner).

I prefer only one cleaner (anyone as long as one cleaner).

I prefer several cleaners (my favourite cleaners).

I prefer several cleaners (anyone).

14. If you are satisfied with the cleaning service, will you recommend it to your family and friends? Yes No

15. Do you have any comment to share? (Optional) _____

Appendix 3. Overview of bTaskee's target competitors

	Kaodim	Servis Hero	Maideasy
COMPANY OVERVIEW			
Legal name	Kaodim Sdn. Bhd.	ServisHero Pte Ltd.	Maideasy Sdn. Bhd.
Year founded	November 2014	February 2015	January 2015
Founder(s)	Jeffri Cheong, Choong Fui-Yu	Adam Burmister, Jason Kang, Karl Loo, Nicole Sia, Paul Copplestone	Azrul Rahim, Meriza Mustapha
Operating location(s)	Malaysia (Klang Valley, Penang, Johor Bahru) Indonesia, the Philippines, Singapore	Malaysia (Klang Valley, Penang, Johor Bahru), Thailand (Bangkok, Chonburi), Singapore, Vietnam	Malaysia: Kuala Lumpur, Putrajaya, Selangor (not available in several districts)
FUNDING			
Money raised	US\$11.6m (Crunchbase 2017)	US\$2.7m (Crunchbase 2015)	N/A
Funding status	Early stage venture	Seed	Series B (pending)
Last funding type	Series B	Non-equity assistance	Venture
Investors	500 Startups, BEENEXT, East Ventures, KK Fund and Venturra Capital	Golden Gate Ventures, YTL Corporation, Lelong.my, and Cradle Seed Ventures (a VC Fund of the Malaysian Government)	Axiata Digital Innovation Fund
PRODUCT			
Product offerings	85 services in Home, Events, Health & Fitness, Automotive & transport, Office, Lessons	10 services in Home Cleaning, Professional Disinfection, Home Defect Inspection, Aircond Servicing, Electrical Repair, Plumbing, Contractors & Renovations	3 services in Home Cleaning: Basic Home Cleaning, Move in/move out Cleaning, Spring Cleaning
Product features	Service booking via website and application	Service booking via application, WhatsApp and Messenger	Service booking via application
Payment	Card and cash	Card and cash	Card only

	Kaodim	Servis Hero	Maideasy
MARKETING			
SEO	25/30 (HubSpot Website Grader)	25/30 (HubSpot Website Grader)	25/30 (HubSpot Website Grader)
Social media	Facebook, Instagram, Twitter, Youtube, LinkedIn, Pinterest	Facebook, Instagram, Twitter, Youtube, LinkedIn, Pinterest	Facebook, Instagram, Twitter, Youtube, LinkedIn, Pinterest
Advertising /promotion /partnership	Referral programs, Occasional promo codes for specific services, Partner with Grab to promote house cleaning and fixing services	Occasional promo codes, Partner with Sime Darby, Allianz	Elite membership, Occasional promo codes, Partner with Lovas to provide HALAL certified cleaning materials for mostly Malay and Muslim cleaners
Customer service channels	Email, Online chat, Regular hotline, WhatsApp hotline, Facebook Page	Email, Regular hotline, WhatsApp hotline, Facebook Page	Email, Online chat, Regular hotline, Facebook Page
OTHER			
Unique facts	Two founders were lawyers before.	Growth hacking in an unusual way: they first found customers via Tinder and at IKEA (Madhukar 2015), The company operates small business productivity SaaS under the Workmagic brand.	Over 35% of workers are students (Sidhu 2019)

Appendix 4. Cleaning service offerings by Kaodim

<p>MOVE IN/MOVE OUT CLEANING</p> <p>Pricing</p> <ul style="list-style-type: none"> • Below 1000 sq. feet (up to 4 hours): RM288 • 1001 to 2000 sq. feet (4 - 7 hours): RM488 • 2001 to 3000 sq. feet (4 - 7 hours): RM688 • 3001 to 4500 sq. feet (4 - 7 hours): RM888 • 4501 to 6000 sq. feet (4 - 7 hours): RM1088 <p>DEEP CLEANING</p> <p>Pricing</p> <ul style="list-style-type: none"> • Below 1000 sq. feet (up to 4 hours): RM288 • 1001 to 2000 sq. feet (4 - 7 hours): RM468 • 2001 to 3000 sq. feet (4 - 7 hours): RM628 • 3001 to 4500 sq. feet (4 - 7 hours): RM828 <p>What is included</p> <ul style="list-style-type: none"> • Stubborn stain removal (not included in Deep cleaning) • At least 2 cleaners • Extensive coverage of areas • Cleaning tools and supplies • Refrigerator, stove and kitchen hob cleaning • Up to 4 hours (1000 sq. feet and below) • 4 - 7 hours of cleaning (1001 to 5000 sq. feet) <p>Fine print</p> <ul style="list-style-type: none"> • The packages do not include post renovation cleaning. • An additional of RM30 per cleaner per hour will be charged if your property needs more time to be cleaned, subjected to availability. <p>Additional services</p> <ul style="list-style-type: none"> • Mattress cleaning: King size: RM120 per unit, 	<p>EVENT/PARTY CLEANUP</p> <p>Pricing</p> <ul style="list-style-type: none"> • 1 cleaner – 4 hours: RM180 • 2 cleaners – 2 hours: RM 180 <p>What is included</p> <ul style="list-style-type: none"> • Sweeping/vacuuming and mopping of floors • Throwing away of rubbish • Wiping of all surfaces • Washing, drying and putting away of dishes <p>Fine print</p> <ul style="list-style-type: none"> • Additional RM45 per cleaner, per hour if more time is required for cleaning (subject to availability) • Minimum 2 hours' notice is needed for extension of cleaning hours • Additional RM30 for cleaning tools and materials (e.g. cloths, broom, vacuum cleaner, mop, brush, sponge, detergent, glass cleaner & trash bags)
	<p>HOUSE CLEANING</p> <p>Pricing</p> <ul style="list-style-type: none"> • One time: RM120 • Weekly (one session every week): RM80 for subsequent sessions. • Bi-weekly (one session every alternate week): RM100 for subsequent sessions. • Monthly (one session every month): RM110 for subsequent sessions. <p>For weekly, bi-weekly and monthly package, RM120 charged for the first session.</p> <p>What is included</p> <ul style="list-style-type: none"> • Bedroom, dining room & kitchen, bathroom, living room • Sweeping, vacuuming and mopping of floors.

<p>Queen size: RM104 per unit Single: RM80 per unit</p> <ul style="list-style-type: none"> • Sofa cleaning: Single (3-4 seaters): RM240 per unit Full set (5-6 seaters): RM320 per unit • Car seat cleaning: Hatchback/sedan (fabric): RM160 per unit Hatchback/sedan (leather): RM200 per unit SUV/MPV (fabric): RM240 per unit SUV/MPV (leather): RM280 per unit 	<ul style="list-style-type: none"> • Wiping and dusting of surfaces, e.g. furniture, mirrors, windows, cabinets, tables, hob, hood, sink, tap fittings. • Bed-making. • Washing of dishes. • Emptying of trash and disposal. • Scrubbing and washing of toilet, bathtub, sink and shower. <p>Fine print</p> <ul style="list-style-type: none"> • 2 hours 2 cleaners • RM40 per hour if your property needs more time to be cleaned. • RM10/session surcharge for Saturday and Sunday. • A fee of RM30 will be imposed for cancellation made 24 hours prior to the service. • Additional RM30 for cleaning tools and materials.
<p>OFFICE CLEANING</p> <p>Pricing + Fine print (the same with House cleaning)</p> <p>What is included</p> <ul style="list-style-type: none"> • Sweeping / vacuuming floor, mopping, rubbish clearing, washing toilet, washing dishes, wiping of surfaces and windows. 	

Appendix 5. Cleaning service offerings by ServisHero

SPRING CLEANING (Annual, intensive/deep cleaning)**Pricing**

- 4 cleaners – 3 hours: RM860
- 3 cleaners – 3 hours: RM680
- 2 cleaners – 3 hours: RM320

BASIC HOME DISINFECTION & CLEAN (Basic disinfection of all high-touch surfaces using household germicide. General cleaning included)**Pricing**

- 2 cleaners – 2 hours: RM150
- 1 cleaner – 4 hours: RM150

GENERAL CLEANING (Regular cleaning including bedroom, bathroom, kitchen, and living room)**Pricing**

- 1 cleaner – 4 hours: RM100
- 2 cleaners – 2 hours: RM100

Hourly rate: RM25/hour

What is included

- Bedroom, dining room & kitchen, bathroom, living room, balcony
- Vacuum (or sweep) and mop floor
- Remove trash from bins
- Dust and wipe surfaces of furniture and fittings, kitchen cabinet, countertop, stove, tables, chairs, etc.
- Bathroom, toilet, basin/sink cleaning
- Wash the dishes

Additional services

- Insurance (Personal accident, public liability damage claim, property damage and theft. Cover for the day of the service + 2 days afterwards): RM5.30
- Cleaning supplies: RM25
- Basic disinfection: RM50 (available for Spring Cleaning, General Cleaning)

Fine print

Only available for max 700 sq. ft

Appendix 6. Cleaning service offerings by Maideasy

MOVE IN/OUT CLEANING			
Small Apartments /Studios	Apartment /Condos	Medium-sized houses	Larger houses
RM260 <ul style="list-style-type: none"> • Up to 1,000 sq. ft • 2 cleaners, 4 hours • 8 man-hours total • Cleaning material and tools provided 	RM380 <ul style="list-style-type: none"> • 1,000 sq. ft – 1,799 sq. ft • 2 cleaners, 6 hours • 12 man-hours total • Cleaning material and tools provided 	RM500 <ul style="list-style-type: none"> • 1,800 sq. ft – 2,499 sq. ft • 2 cleaners, 8 hours • 16 man-hours total • Cleaning material and tools provided 	RM760 <ul style="list-style-type: none"> • 2,500 sq. ft – 3,500 sq. ft • 4 cleaners, 6 hours • 24 man-hours total • Cleaning material and tools provided
SPRING CLEANING			
Small Apartment/Studio	Apartment (Small Houses)	Medium-size houses	
RM300 <ul style="list-style-type: none"> • Up to 1,000 sq. ft • 2 crews • Max 3 bedrooms, 2 bathrooms • Cleaning material and tools provided 	RM540 <ul style="list-style-type: none"> • Not more than 1,800 sq. ft • 2 crews • Max 4 bedrooms, 3 bathrooms • Cleaning material and tools provide 	RM750 <ul style="list-style-type: none"> • Not more than 2,500 sq. ft • 2 crews • Max 5 bedrooms, 4 bathrooms • Cleaning material and tools provided 	
BASIC HOME CLEANING			
On-demand (4-man-hour session)	Weekly (4-man-hour session)	Evening (2-man-hour session)	
RM100/session <ul style="list-style-type: none"> • Choose for morning, afternoon or evening session • Option to select 1 or 2 crew • No contract • Basic Maideasy Guarantee Coverage. • Plus Guarantee option available • RM10 surcharge for 2 hours booking 	RM94/session <ul style="list-style-type: none"> • Choose for morning, afternoon or evening session • Option to select 1 or 2 crew • No contract • Same cleaner each time • Basic Maideasy Guarantee Coverage. • Plus Guarantee option available 	RM60/session <ul style="list-style-type: none"> • Evening Session only • No contract • Basic Maideasy Guarantee Coverage. • One random, qualified cleaner. • Plus Guarantee option available 	

Appendix 7. The qualitative data coding

Respondent(s)/ Aspects of interests	Elements to be coded	Codes
Customers	<ul style="list-style-type: none"> • the service quality • taskers' attitudes/performance • customer support • the application • additional proposals 	<ul style="list-style-type: none"> • good/normal/bad service quality/customer support • friendly/excellent/irresponsible taskers • easy/normal application • suggestions on improving the service quality, training taskers and offering more promotion programs
Taskers	<ul style="list-style-type: none"> • problems • achievements • characteristics of work • care support • additional proposals 	<ul style="list-style-type: none"> • stereotypes, customer-related and co-worker-related problems • excellent top cleaners • quick support from bTaskee • suggestions on the reward program, new customers and work
Business & service development	strengths/weaknesses/opportunities/threats of the application/service	<ul style="list-style-type: none"> • friendly/attractive interface, good customers' experience • technical errors • opening extra services • competition, new customers' misuse in the services
Customer service	strengths/weaknesses/opportunities/threats of customer service	<ul style="list-style-type: none"> • positive reviews from users/taskers • overloaded system, lack of understanding in the business model • learn and grow from previous cases
Marketing	strengths/weaknesses/opportunities/threats of marketing	<ul style="list-style-type: none"> • good SEO, consistent content, attractive design, colours • lack of employees/experiences/skills • inbound marketing, sustainability • competition
Human resources	strengths/weaknesses/opportunities/threats of taskers	<ul style="list-style-type: none"> • skills, attitudes, experiences • long-term relationship • theft, property damage, secret deal
The Co-founder	<ul style="list-style-type: none"> • market entry modes • investors • consumer behaviour research • marketing strategy 	<ul style="list-style-type: none"> • a joint venture, a local partner, 100% foreign-owned business • bTaskee's unique selling proposition • quantitative surveys among Malaysian customers and maids • promoting bTaskee in the foreign market