



SAVONIA

■ **THESIS - BACHELOR'S DEGREE**
ENGINEERING AND TECHNOLOGY

STARTING A SMALL BUSINESS IN TAMPERE REGION IN FINLAND

Business Plan

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<p>Abstract</p> <p>Nowadays in Finland, there are a lot of people who are searching for a job. Also, there are opportunities for opening a new business which provides better quality or cheaper service. Such findings can lead someone to create his own workplace and reduce the level of unemployment.</p> <p>Repair, maintenance, and service of a passenger car are very expensive in Finland, especially in central and southern parts of Finland. The author assumes that there is a possibility to provide the described services cheaper by using new technologies and at the same time to have a potential for a good profitability creating more convenient services for the customer.</p> <p>The main objective of this thesis was to make a business plan for the start-up related to a passenger car's repair work and cleaning. The thesis includes profitability calculations and the general idea of opening a business of one's own in the passenger car care field. Also, market research was carried out to identify competitors and their services in Tampere area. The theoretical framework of the study consists of the steps to make a business plan.</p> <p>It was found out there is a possibility to open the company with perspectives of increasing growth and make a lodgment in the Tampere region. The author is planning to establish the company in spring 2017.</p>			
<p>Keywords Business Plan, Passenger Car, Start-up, Profit Forecast, Market Analysis</p>			

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1 EXECUTIVE SUMMARY

The number of car owners is steadily increasing, and hence the maintenance and repair work needs of cars are increasing. The demand for car services is always stable, major and minor needs appear regularly, even for the owners of the most advanced modern vehicles. To successfully open a car repair and service station, there is a need for detailed planning.

In this thesis, the case is a shop for car cleaning, repairing, and car selling. The company will be engaged in some services: exterior and interior cleaning, restoration of a painted surface and small repairs such as changing of oil and wheels. In a greater depth, the idea is related to opening a self-service, where customers just need to drive in and clean their cars in a short period at a low price. At the first stage, as there are fewer customers, it is possible to focus on reselling of cheap cars, not only customer services. Reselling means buying broken or cheap cars, repairing them and selling them after that. It helps to stay in the market. For such business, the author of this thesis wants to avoid loans, all kinds of equipment and rent expenses should be paid only from start capital or profits.

1.1 Objectives

The most important target is to start the business and increase or at least keep the same financial rates. In other words, there are three general objectives:

1. Entering automotive cleaning and repair market in Tampere. Within the first half of a year, the objective is to get a certain number of customers, and after one, two years grow as a company and open a second garage in Pirkkala. The observation indicates that the level of competition is low for this type of business in Pirkkala region.
2. Substantially increasing income and profitability; improving by escalating seasonal work, such as wheel changing and winter maintenance.
3. Providing the best quality and take a sustained position on the local market.

1.2 Mission

The first mission of the company is to perform the best quality work at an average price in Tampere region. The company could achieve this by using best quality chemicals for professional use from the best suppliers, by employing high-skilled professionals to work or provide professional courses for special technics, by introducing innovations in this field by using high-quality equipment, knowledge, and skills, by getting customers' loyalty and by entering other markets.

1.3 Keys to Success

Keys to success can help to follow the right way, at the same time keys to success help to make a competitive edge and identify the reasons why a customer would choose this company. The company's competitive advantages are:

- High-quality performance
- Flexible working hours
- Attractive pricing and special offers
- New features on the market
- Convenience
- Individual approach to every customer.

2 COMPANY SUMMARY

2.1 Company Ownership

The company is supposed to be launched in the form of individual entrepreneur, and then in the case of growth, it should be changed to limited-liability company, located in Pirkanmaa region, inside or outside of Tampere.

2.2 Start-up Summary

According to estimation, a start-up should include legal costs, at least two months of rent, advertising, and some additional costs. There is also need of purchasing or renting the equipment for cleaning and repairing.

As opening a new business, there is a need to buy new equipment and to have the amount of about 2-3 months of rent on the bank account. In the case of such company, 5000 euros is enough for opening a passenger car repair and washing station.

Here is the list of needed equipment:

1. Air pressure system
 - Compressor
 - Filtering
 - Powered tools
2. Hand tools
3. Vacuum cleaner
4. Chemicals
5. Water pressure cleaner and tools
6. Drying machine
7. Computer with diagnostic tool
8. Set of special dealer hand tools
9. Lift.

All the tools and the equipment listed above should be approved for professional use. At the same time, all the required inspections for lifting and safety tools must be up to date.

2.2.1 Start-up Expenses

If the company spends average prices for equipment, we get the following numbers:

- An air pressure system 1000e
- Hand and electrical tools 500e
- A pneumatic or hydraulic lifting system 1500e (in case the system is not included in the rent)
- Special tools and a computer 500e.

There is also a need to add advertising and other small costs.

3 PRODUCTS AND SERVICES

The company will sell car cleaning and repair services to the general public (business to customer) and car shops (business to business). The list of services will include cleaning inside; chemical purification of seats and upholstery, carpet cleaning, quality outside washing, polishing and restoration of painting surface as well as repairs such as oil changing, computer diagnostics, changing of sensors and parts, installation and changing of belts, mechanical diagnostics.

At the beginning of the business, there will not be a lot of customers willing to repair or to clean something; that is why company's main focus at that point is car reselling and advertising other services. Car reselling requires only small start-up capital and skills. At a closer view, it is possible to divide the task into the following steps:

- 1. A car buying and checking.** In Finland, there are some places where you can buy a car, for example at an auction, or on the Internet from such websites as Nettiauto.com or Tori.fi or other car shops. The most attractive sources for a company are the first and the second ones. When buying a car, there is a need to be very attentive to small damages, to check the car for noise, smoke, leaks, to check the car's body, quickly check fault codes by computer with special tool and familiarize oneself with the history of maintenance and the owners.
- 2. A car preparation and full checking.** Typically, a car bought at a cheaper than average price is very dirty and requires maintenance, cleaning, and repairing.
- 3. Improvement and gloss.** Polishing and small tuning. Finnish people like cruise control, heating systems like Webasto, wheels in a good condition. In the case of cars over five thousand euros, it is better to install additional equipment. It can give a possibility to get more money from this car deal, and on the other hand, the car may be sold faster.
- 4. Advertising.** The car needs to be nice and different from others, good and clear photos and a clear description of the car must be included in the advertisement.
- 5. Presentation and guarantee.** When a customer comes to see the car personally, he needs to get information about the car and a guarantee of the technical condition of the vehicle as well.

The company specializes in cleaning and repairing of passenger cars of maximum 20 years old. The company manages car shop, selling cars repaired after crashes or not-working cars, which were bought at a lower price.

Furthermore, the company suggests services in fast and qualitative diagnostics (computer and mechanic) and tuning especially for cars produced by VAG-concern.

In long term plans, the company will purchase special equipment for changing, balancing, restoration and repairing of wheels. It looks profitable because of current prices of original parts and service, very often new wheels are about 500-600 or even more euros, it should be cheaper, and repair works should cost less than 100 euros per hour.

The company will also suggest car start help. It includes such a service that a customer comes to the car in the morning, his car is not starting. The customer just needs to call and give his location, after that the specialist will come to the place and will help to start the engine with a special tool. This service also includes selling and changing battery, or computer diagnostics on the spot.

Application of automation equipment is also expected at the stage of washing - service center will be equipped with an automatic high-pressure wash device for cars. The system including oil and sand separation, purification and recycling of water must be in good condition.

4 MARKET ANALYSIS

In Finland, the average age of a car is constantly increasing, and nowadays it has achieved 11,7 years (Trafi, 2016). This statistic data demonstrates that demand for car repair and maintenance is only growing. The average age to change passenger cars is shown in Figure 1 below.

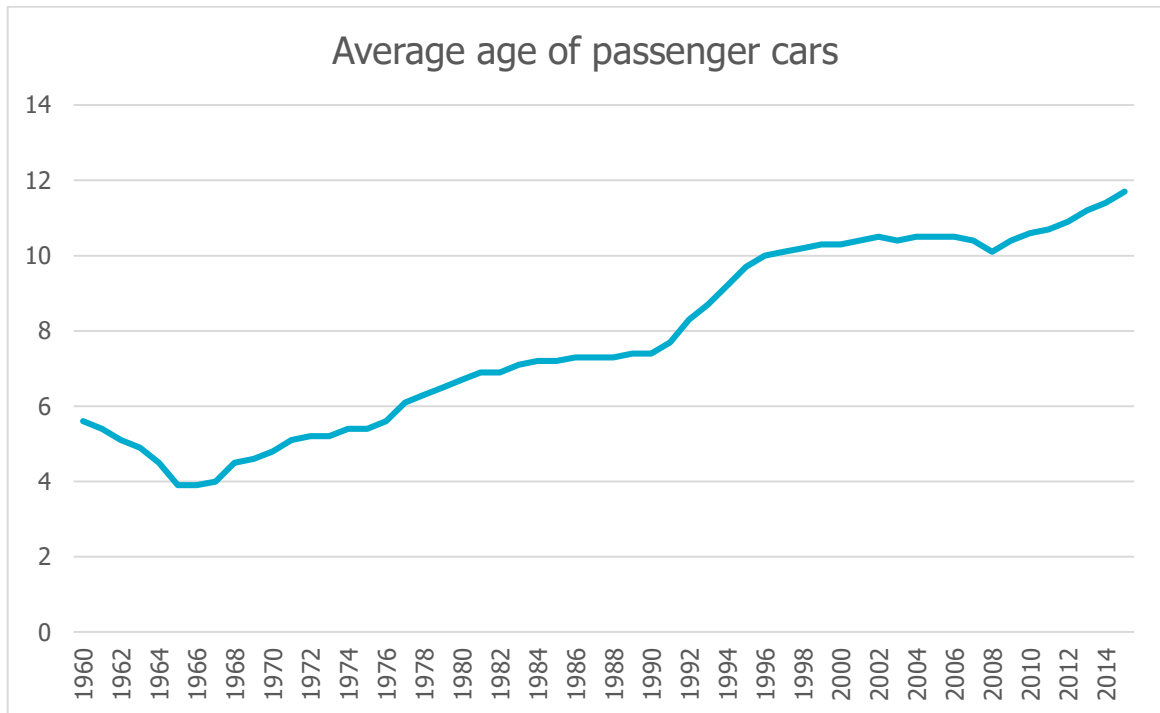


Figure 1. The average age of passenger cars in Finland (Trafi, 2016).

The potential customer group of such a company includes males and females at the age range from 25 years and up. Cheap washing and basic interior cleaning will be an interesting service to all car owners. Also, the company suggests high-quality polishing and smart cleaning for those who sell cars, car shops and for those, who would like their cars to look new. So, the company will suggest repairs and other works also in evenings; it can help customers to save money, time and nerves.

Customers of the company want:

- Quality cleaning work and attention to details
- Low prices
- Customer services close to home or workplace.

Not only the quality of work is important in customer service, but also attention to service, and taking care of the customer and his car. At the same time, the price should be sufficient and relatively low. These are the keys to success and good reputation.

4.1 SWOT

4.1.1 SWOT Summary

The SWOT analysis is a simple framework for generating strategic alternatives from the analysis of a business situation. SWOT stands for Strengths, Weaknesses, Opportunities, and Threats. Below there is a SWOT, which was done for the company of this thesis.

Strengths	Weaknesses
<ul style="list-style-type: none"> – Flexible working hours – Good prices – Special offers – High-quality service 	<ul style="list-style-type: none"> – Not big start capital – First-time location – Limited number of customers
Opportunities	Threats
<ul style="list-style-type: none"> – Opening a second garage – Making permanent contracts with customer companies 	<ul style="list-style-type: none"> – Lack of customers – Rising prices of consumables – Breakage of equipment – Rising of taxes

Figure 2. SWOT.

4.1.2 Strengths

A great strength of a company is to offer maximum comfort to the customer. It includes flexible working hours which are suitable for customers, providing a customer with a replacement car in case his car needs a lot of repair work or restoration work, and takes a lot of time. In case a car requires small repair or maintenance, a customer may wait in the special customer area, where he or she may get coffee, watch TV, use a game station, or have other entertainment. If the customer wants, he or she can take part in process of repairing and learn something new in this field.

4.1.3 Weaknesses

For the first time, there will be a small garage, and the company will not be able to take many customers at the same time, and location of this garage is undefined. The case with customers can be solved with time reservation.

4.1.4 Opportunities

When the self-washing shed is opening, this place will be more stable financially and may lead to opening a second garage in another place in Tampere or outside the city.

4.1.5 Threats

In the case of customer lack, it is possible to focus on car reselling, this line of activity will live until it is in the process.

4.2 Location

The company's location will be based on market and competitors, the entrepreneur of the company has researched that a better place to open a business is Pirkkala area and Tampereen Kolmenkulma, there are a lot of people living or working there, but a small number of car maintenance shops. When people see the quality of work, they will come from other parts of Tampere also.

4.3 Competition

Competitors are car hand-wash shops and some car repair shops in the Tampere region. Usually, people choose nearest places, where they can wash or repair cars, that is why other shops in Finland are not competitors.

As a result of the research in this field, it was found out that all the potential competitors use cleaning vacuum machines made by Kärcher. This device is the cheapest one, but it is more expensive in usage and takes more time than the innovative solution of the company for this issue.

4.3.1 Hand-Wash Autoclean

Hand-Wash Autoclean suggests car wash outside and inside, polishing and tire changing. It is located in two places in Tampere: Lielähti and Hervanta. Prices are about 25e per wash or 100e per polishing (Autopesula Hand-Wash, 2016).

4.3.2 Clean Maker

Clean maker has been running their business from 1978 in Tampere and suggests car washing, abrasive polishing, finish polishing, upholstery cleaning, windshield repair. The location is in Hätänpää area. Prices are 23e per wash, 130e per polishing, 250e per an upholstery cleaning (Clean Maker, 2013).

4.3.3 Koskipesu

Koskipesu has been running their business from 1989 in Tampere, and they suggest car washing, polishing, windshield change inside cleaning with prices about 25e per wash, 180e per a complex cleaning and special work 50e (Koskipesu, 2014).

4.4 Pricing

The company provides a bit smaller than average prices for basic services such as washing, small maintenance, and cleaning. For special services such as tuning or problem diagnostics the price will be higher than competitors, because the company suggests better condition and more comfortable services.

4.5 Advertising

As for advertising, it is planned to create a web-site and make a Google-Ad contract; it is also needed to print out a lot of business cards and make agreements with big local stores such as Motonet or Ad Varaosamaailma and put cards to on cashier counters. Customer cars may also be used for advertising, for example, customers who can assemble company banner in the own car can be offered a free of charge car washing sometimes, for example once per week and discounts for other services. These customers should drive at least 30km per day, in this case, it can be profitable as an advertisement.

5 MARKET SEGMENTATION

Market segmentation is the process of dividing future or current customers to different segments within different classifications, such as customers, customer's needs, reasons for the purchase decision, etc. (Business Resource Software, Inc, 2015).

- Material outlets. Reselling of cleaners and polish pastes
- Self-service cleaning. It is a cheap and fast choice for students and for those who like to do that by themselves
- Car hand wash
- Upholstery cleaning by Tornador
- Polishing and color restoration
- High-quality protection coating
- Diagnostics and repair
- Tuning and assembly.

Services of the company are aimed to be used by everyone, who has a car and lives or works in the Tampere region. The "Quick help" service helps drivers who pass through Tampere and have some problems on their way and need fast troubleshooting.

Customers who buy self-service cleanings and cheap repairs are mostly students and young men who have a low income but have a car. For hand-wash and upholstery cleaning and polishing the customers are people who need their cars to be clean and look representative.

5.1 4Ps Model

The 4Ps model is one of the marketing tools to analyze competitive advantages of one's own business aspects with a position on the market concerning the product, location, price, and promotion (Philip Kotler, 2010). The 4Ps model helps to combine all parameters and understand what needs to be paid attention to first.

Product	Place
<p>Service variety:</p> <ul style="list-style-type: none"> – Material outlets. Reselling of cleaning chemicals and polish pastes – Self-service cleaning. Cheap and fast choice for students and for them who like to do that by themselves – Car hand washes – Upholstery cleaning by Tornador – Polishing and color restoration – High-quality protection coating – Diagnostics and repairing – Tuning and assembling 	<p>Pirkanmaa region near Tampere. Near big roads</p>
Price	Promotion
<p>Average prices for basic services and special offers help the company to get permanent customers.</p> <p>List of prices:</p> <ul style="list-style-type: none"> – Car wash 22-25e – Three-month service 50-70e – Six-month service 99-120e – Year service 150e or over 	<p>For advertising, it is possible to use customer cars, stick banners with the company name with special offers.</p> <p>Google Adwords Business cards Website</p>

Figure 3. 4Ps model.

6 STRATEGY AND IMPLEMENTATION SUMMARY

In Finland, there are a lot of passenger cars, and the majority of these cars is used to drive from home to the workplace and back. Many passenger cars are used every day. Therefore, the technical part, as well as body condition, need to be in good shape. Nowadays in Finland, there are registered more than 3 257 000 passenger cars, and more than 2 635 thousand are in use. These numbers have grown by 2% compared to the last year (Tilastokeskus, 2016). Figure 4 illustrates the graph of growth as shown below.

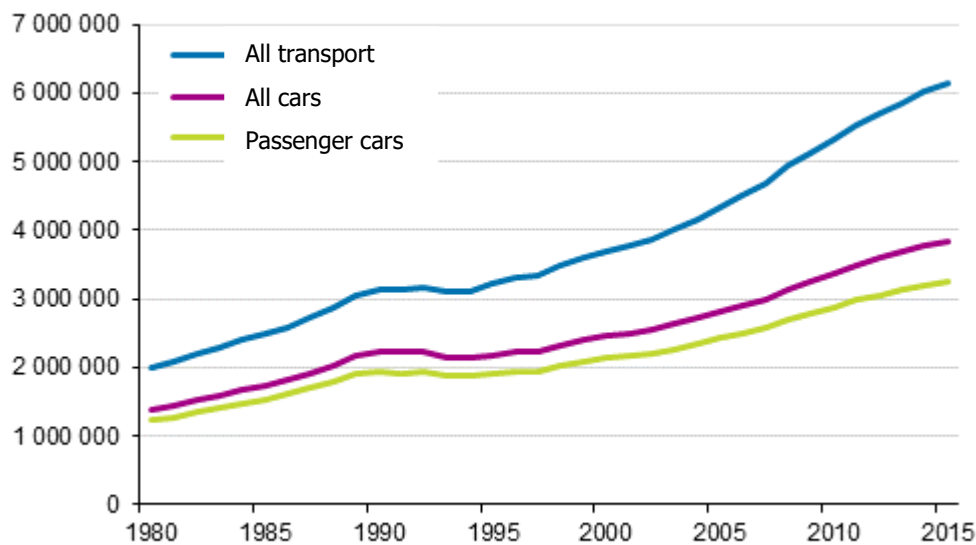


Figure 4. Growth of number of passenger car (Tilastokeskus, 2016).

The strategy of the company is to start a new business in the local market in the car maintenance field and make new features available in this field and to make car maintenance cheaper in Tampere region.

In the case of Finland all the services and consultations are closed already after 4 or 5 pm on the same time when a usual working day ends, but very often some breakages happen in the middle of a working week, and usually by continue driving with broken parts it can cause even more breakdowns. It is needed to come for checking the problems as soon as possible. Then, for example, the most common problem with cars manufactured between 2000 and 2010 is water pump's bearing. It looks like a small problem: at the beginning of failure there is a small gap in the bearing and it is possible to hear a small noise from the motor's belt side. After this stage, the noise of the motor increases and finally bearing will stuck, water pump will stop abruptly and timing belt will tear. That means the car is not a roadworthy and the repair would cost thousands of euros. Instead of sea vacation, the car owner has to pay for the motor change.

6.1 Competitive Edge

In car cleaning and maintenance business it is needed to compete in quality, convenience and time, but not in prices because if the company gets some customers just because of a sweet price, it may lose them after some competitor decreases prices or in the case of raising its own prices.

Also, many people do not like to wash their cars very often, and the company suggests them special ultra hard ceramic coating. Flexible working hours, new features, and low prices encourage customers to choose this company.

6.2 Marketing Strategy

Marketing strategy is the foundation of the marketing plan; it helps to identify and isolate different ways to advertise and represent company to potential customers and to get maximum profit from this.

6.3 Sales Strategy

Strategic analysis of the project shows prospects of development in the case of the following development strategy:

1. Coming to the local market as soon as possible
2. Possibility of using lower price of services than the competitors' offer
3. The use of competent marketing policy, permanently monitoring the market situation
4. The use of newest equipment, introduction of new features
5. Setting of production and services in the interest of consumers, all-time-feedback
6. Production flexibility, the possibility of expanding the range of services offered

Adhering to this development strategy, the company will be able to achieve success. That means within one year it will be possible to return the spent funds, as well as to create preconditions for the development of production, create a sustainable image of the company and sustainable employment segments in the market of road transport services in the area.

6.4 Sales Forecast

For sales forecast, the information on the Internet about other competitors' finances was used. Usually, small companies which start progress from zero have a few customers; this is the reason why the company focuses on advertising and car reselling. For car reselling there is no need of customers with their own cars, there is just a need to find buyers for the cars. The next stage is suggesting

wheel change work, opening in the spring or autumn. The target is the coming season with many customers who are already aware of the company and will return again for some service. The average amount of sales for four years is shown in Figure 5.

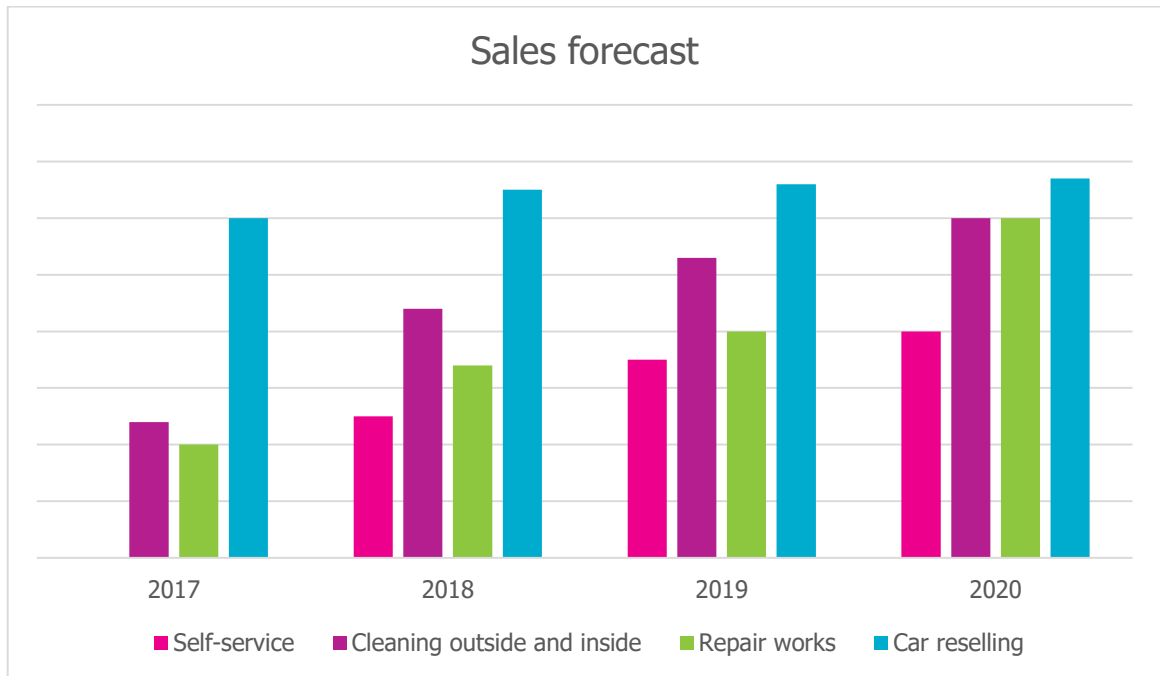


Figure 5. Sales forecast.

Based on the facts provided above it can be noticed that there are four critical aspects to consider in order to achieve competitive edge:

1. Avoiding loans for starting of a business
2. Using high-quality tools
3. Skilled staff
4. Special service.

7 SALES AND PROFITABILITY CALCULATION

7.1 Selling Prices of Products

Sale and profitability calculations are very important as a part of a business plan. They show approximate profits, and can be used as a base to set prices.

Product	Unit	Sale price per Unit, vat 0%
Car wash	Single entry	20,00 €
Polishing	Single entry	100,00 €
Inside wash	Single entry	30,00 €
Wheel change	Single entry	40,00 €
Oil change	Single entry	30,00 €

Figure 6. Selling prices.

7.2 Gross Revenue

SALES BUDGET - Quantity Sold (Number of products you sell each month)

Month	Car wash	Polishing	Inside wash	Wheel change	Oil change	Total Quantity
January	200	17	30	10	20	7400
February	250	18	32	13	22	8720
March	280	22	37	17	23	10050
April	280	25	45	30	21	11070
May	280	23	35	28	20	10470
June	220	20	30	13	22	8260
July	180	20	23	12	21	7190
August	150	18	16	10	19	6060
September	200	19	20	15	18	7460
October	240	18	30	35	20	9300
November	250	16	35	40	22	9690
December	220	15	30	15	21	7820
Total Revenue (Quantity)	2750	231	363	238	249	103490

Figure 7. Quantity sold.

7.3 Costs

Variable Costs / Unit € vat 0 %	Car wash	Polishing	Inside wash	Wheel change	Oil change
Payment for supply of goods	2	8	1	4	0
Payment for supply of services	1,2	3	0	1	0
Salaries and wages	3	20	2	4	4
Other expenses	1	1,5	0	1,5	2,5
Total / Unit € vat 0%	7,2	32,5	3	10,5	6,5

Figure 8. Variable costs.

Payment for supply of goods

Month	Car wash	Polishing	Inside wash	Wheel change	Oil change	Total € vat 0%
Total	5500	1848	363	952	0	8663

Figure 9. Payment for supply goods.

VARIABLE COSTS**Payment for supply of services**

Total	3300	693	0	238	0	4231
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Figure 10. Payment for services.

VARIABLE COSTS**Salaries and wages**

Total	8250	4620	726	952	996	15544
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Figure 11. Salaries and wages.

VARIABLE COSTS**Other expenses**

Total	2750	346,5	0	357	622,5	4076
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Figure 12. Other expenses.

7.4 PROFIT BUDGET AND PROFITABILITY

A planned financial forecast for the operating income of the business is presented in Figure 13. "A manager in charge of projecting the future financial performance of a company might produce a profit budget in order to provide a reasonable estimate of projected net revenue that will permit the company and its shareholders to assess how well it is attaining its profitability goals" (WebFinance, 2016).

SALE		
Value Added Tax (VAT)		
OPERATING INCOME (VAT 0 %)	103490	100%
Variable Costs		
Payment for supply of goods	8663	
Payment for supply of services	4231	
Salaries and wages	15544	
Other expenses	4076	
Variable costs, Total	32514	
GROSS MARGIN ON SALES	70976	69%
Fixed Costs		
	per Year	
Salaries for management	0	
Rents	10000	
Marketing	1500	
Travelling expenses	1200	
Phone, internet, ict	300	
Cleaning	0	
Office expenses	0	
Accounting	2400	
Insurances	2000	
Magazines etc.	0	
Representation	1000	
Repairing	2000	
Other expenses	1000	
Fixed Costs, Total	21400	
OPERATING PROFIT = GROSS MARGIN (Am.)	49576	48%
Income tax	9915,2	
Income before taxes	49576	
INCOME BEFORE EXTRAORDINARY ITEMS	39660,8	38%
Depreciation write-off		
NET PROFIT	39660,8	38%

Figure 13. Profit budget.

8 CONCLUSION

The number of passenger cars is growing every year, and all of these cars need maintenance and repair. The company can suggest to customers more comfort or cheaper service.

In this thesis a business plan was made with the idea of opening a car wash and maintenance workshop. The company has good perspectives in increasing and transforming to a full car workshop or tuning shop. This company can suggest to customer confident service in the field of car care and repairs. It should also be mentioned, that none of the car wash companies in Tampere provide their customers with inside cleaning with Tornador. The sufficiently detailed market research was carried out to identify competitors' services in this area.

In this business plan the organisation that provides high-quality service was considered; as well as legal forms of company and description of the services that the organisation will provide consumers. The calculations of profitability are presented in chapter 7.

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