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# IMPORTING CLASSIC CARS: BUSINESS PLAN, EXECUTION AND PREVIOUS OUTCOMES



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## TURUN AMMATTIKORKEAKOULU THESIS

It started in late fall 2009 as we both got more and more interested in entrepreneurship, and starting our own business some day. With our backgrounds it seemed natural and convenient to be related to importing something from Mexico to Finland, or vice versa. First we were actually just browsing the internet for our own interests, kind of daydreaming, but soon we realized that actually that could be tried as a business in practice. This approach would combine our knowledge, Eduardo knowing the Mexican business customs and Jukka being familiar with Finnish legislation and paperwork involved in cars, as he has been interested in car business and therefore sold already quite many.

We thought that even in worst case we would end up more or less even financially, and gain greatly valuable experience in business, including taxation, marketing, economics, and juridical knowledge. We could apply the knowledge we had already gained during the first two years of our studies in Turku University of Applied Sciences, experience how that knowledge applies in practice, polish our existing skills and learn some more.

Our primary objective is to make a business plan for an import business as described above, calculate estimate expenses and profitability, and practice importing by actually importing cars. In best case we could form an actual business and keep it running. We want to find out if we can compete with North American imports or domestic price levels, as well as discover the nature and size of the market in question.

The reasons we chose classic American cars were the facts that European import markets in Finland are quite overcrowded and we were more interested in classic cars. Also the legal and tax issues are in favor of this selection.

Mexico has an enormous selection of old classic cars, especially compared to Finland. Most of the biggest American car brands have had, or still have factories in Mexico. This is one of the reasons why the price level there is so much lower than here. Also parts are much more easily available and labor relatively cheaper, so we considered that cars in Mexico with slightly below or same asking price as ones in Finland, should be in better condition.

What it seemed like was that for a pile of rust in Finland, it's possible to get a decent project to be finalized from Mexico. This was based on on-line comparison, and it was found for example that 1973 Dodge Charger for sale in Finland with an asking price of 7000 Euros was covered in rust, on a trailer and not moving on its own, and not registered or passed the vehicle inspection. We found already similar cars for sale in Mexico which would cost us roughly 6000 Euros with all the expenses calculated, and in good running condition.

**KEYWORDS:**

Import, Mexico, Finland, Cars

Jukka Tång Eduardo Garza

## VANHOJEN AUTOJEN MAAHANTUONTI: LIIKETOIMINTASUUNNITELMA JA KÄYTÄNNÖN TOTEUTUS

Idea opinnäytetyöstä sai alkunsa syksyllä 2009, kun aloimme enemmän ja enemmän kiinnostua yrittäjyydestä ja mahdollisuudesta perustaa oma yritys. Taustoistame johtuen tuntui luontevalta että liiketoiminta voisi liittyä Meksikon ja Suomen väliseen tuontiin ja vientiin. Aluksi selailimme internetiä lähinnä mielenkiinnosta, mutta hiljalleen alkoi kypsyä ajatus että harrastuksen voisikin yhdistää liiketoimintaan.

Selasimme Meksikolaisessa internetpalvelussa myynnissä olevia klassikkoautoja, enimmäkseen Amerikkalaisia. Lähestymistapamme yhdistäisi Eduardon tuntemuksen Meksikolaisista kaupantekotavoista ja Jukan tuntemuksen ja kokemuksen Suomalaisista käytännöistä autojen katsastuksesta, myynnistä ja verotuksesta.

Uskoimme että jopa huonoimmassa tapauksessa päätyisimme melko lailla omillemme taloudellisesti, ja saisimme tärkeää kokemusta liiketoiminnasta yleisellä tasolla, sekä verotuksesta, markkinoinnista, ekonomiasta ja juridisista menettelytavoista sekä asiakirjoista. Pystyisimme hyödyntämään kahden ensimmäisen opiskeluvuoden aikana oppiamme teoreettisia kokonaisuuksia käytännössä, oppisimme lisää, sekä saisimme mahdollisuuden kehittää jo olemassaolevia taitoja ja vahvuksiamme.

Päätavoitteenamme on suunnitella ja laskelmoida maahantuontiyritys, ja perehtyä aiheeseen syvemmin, harjoittelemalla käytännössä maahantuoden kaksi autoa. Parhaassa tapauksessa voisimme perustaa ja ylläpitää oikeaa yritystä.

Haluamme selvittää, voimmeko kilpailla Yhdysvalloista suomeen autoja tuovien yritysten kanssa, sekä saada kokonaiskuvan kyseessä olevan sektorin markkinoiden koosta sekä luonteesta.

Syyt miksi valitsimme tuontiartikkeliksi pääasiassa amerikkalaiset autot ovat faktat että Eurooppalaisten autojen tuonnista on Suomessa jopa ylitarjontaa, ja olemme itse henkilökohtaisesti enemmän kiinnostuneita klassikkoautoista. Myös verotus- ja lakitekniset asiat puoltavat valintaamme.

Meksiko lähdeemaana on mielestämme hyvä valinta, koska amerikkalaisten autojen tarjonta on siellä täysin eri tasolla kuin suomessa. Osat ja työ ovat siellä huomattavasti halvempia, joten sieltä tuotavat autot ovat keskimäärin suomalaisia vastineita parempia, ja hinnoiteltu ilman harvinaisuuslisää. Amerikkalaisten klassikkoautojen korkea hinta suomessa johtuu osittain siitä, että niitä ei uutena juurikaan tuotu maahan 1990-luvulle asti.

ASIASANAT:

Yrittäjyys, Liiketoiminta, Meksiko, Suomi, maahantuonti, autot, yhdysvallat

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## **LIST OF ABBREVIATIONS (OR) SYMBOLS**

USA	United States of America
VAT	Value Added Tax
RoRo	Roll on, roll off sea transport method.
SUV	Sport Utility Vehicle



# 1 RESEARCH OBJECTIVES

Our research objectives are to learn about shipping and custom standards, documents and regulations, as well as about import/export taxation, and import business and supply chains in more general level.

Further objectives include learning concretically about entrepreneurship and researching the market for classic cars and comparing our competitiveness to other actors in the business. Our research includes theoretical part in form of business plan and SWOT analysis, and practical part data gathered from actual experiences while executing our plan.

Another objective is to utilize data and experiences in possible later entrepreneurial contexts.

## 2 BUSINESS PLAN

*“Planning is one of the most important roles of management. A company’s corporate or business plan runs the business. A company’s marketing plan is a key input to the business plan. It should identify the most promising business opportunities for the company and outline how to penetrate, capture and maintain positions in identified markets. It is a communication tool combining all the elements of the marketing mix in a coordinated action plan. It spells out who will do what, when, where and how, to achieve its ends.” (How to write a marketing plan, Revised third edition, John Westwood, Introduction, 2011).*

### 2.1 Objectives

Our objectives are quite clear and simple. We want to succeed in second-hand cars and classic cars business.

Our objectives further include expanding our business within three to five years time to different products, and even different locations.

We are determined to achieve a positive reputation in car sales business and build and develop our brand.

We aim to operate at least slightly profitably already during our first business year.

### 2.2 Mission

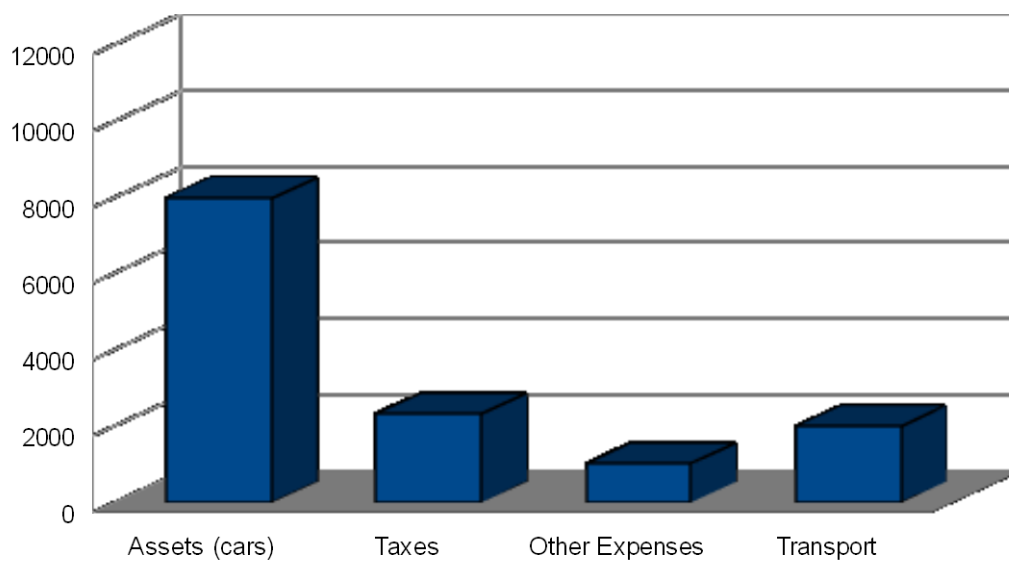
Our mission is to offer a good selection of classic cars of good level of quality, at a competitive price level, meaning offering better value for the money than our competitors. We also want to fill even more individual needs, by searching for more rare models, for example. We are not aiming to bargain pricing, but as we have to possibility to use pricing as a competitive advantage, we can exploit that advantage to attract customer attention in the early stages.

### 2.3 Company ownership

In the beginning our company would be owned by us two, but possibly after the expansions, partly by stakeholders. Our ownerships would be divided even, starting with 50% Jukka and 50% Eduardo.

### 2.4 Company start-up and funding

Our strength in start-up phase is that we do not really need special premises. Company could be considered in a way as a “web store”. Naturally we need to store the cars somewhere, which is in our own garages. Later on we would naturally need a real showroom/garage/office building. What we need in the beginning, financially, is the price of two cars, plus taxes, costs, fees etc. We ended up with a sum of about 15000 Euros. This sum is an estimate based on asking prices in Mexico, including VAT and Taxes, registration fees and estimated transport costs, and a safety margin as well, in case of some unexpected expenses appearing. After the first cars were sold, we would use more money on next imports. This funding model is not only simple, but also quite risk-free approach. We could take loan at some point if it is really necessary, but we don't want to do the common mistake of applying for too big loans in too early stages of business.



1972 Charger and us

## 2.5 Location of the company

We would start the company in our hometown Salo. Salo has reasonable connections by means of transportation. Later on, if we would find it necessary, we could move or expand to Turku, or to Helsinki (Helsinki having the benefit of better nearby harbors). During our “First Round”, the location did not seem to really matter, as both of the customers came from over 400 kilometers away. Salo also seems to be a good starting location, as rents, or prices, of premises, would not be even close as high as in Turku or Helsinki. Again, choosing Salo or Turku, we have to spend more on transport costs, although the difference is not significant. (from Helsinki harbor).

## 2.6 Products

Our main products, at least in the beginning are classic cars, mostly Americans, bought from Mexico or Southern parts of United states. Our future plans include possibly adding spare parts and motorcycles, maybe even tires and such to the product line. Also we have an idea of adding small, compact-class used modern cars in addition to classic cars, selling the idea of an ecologically responsible combination of an classic (which are usually driven in Finland for maximum of couple of thousand of kilometers a year) and economical all-round everyday car, providing an yearly average fuel consumption level still lower than driving around the year in an (unnecessary) SUV. This would benefit our reputation and corporate responsibility, as this kind of business could be otherwise, and still, placed under criticism.

## 2.7 Staff

The real benefit of our multinational duo is that at least in the beginning we don't necessarily need many affiliates abroad. Eduardo can handle the business in Mexico and both Jukka and Eduardo in Finland. Eduardo's trusted friends and family could be used as Mexican connections later on, so we would not have to travel too often. And also later on in growing stages, we could both

travel to Mexico and buy a couple of containers filled with cars at once to compensate the travel expenses, as well as to seek for new sources of solid cars and parts.

Of course cars like these naturally need some maintenance. Smaller, minor repairs and basic maintenance we can perform ourselves. But we need also a trusty garage here in Finland as our partners. This is not a challenge, as we already know a couple of good candidates.

## 2.8 Exit Strategy

If we have to phase a situation that our operation is non-profitable or desperate by any means, our exit strategy is quite straightforward. We would lower the prices of the cars to the point they would sell, and regain some of our investments that way. We believe that there is no actual risk of losing the entire sum of money invested.

## 3. MARKETING PLAN

*"Marketing is simply a beneficial exchange process between you and your customers. The key factor in this relationship is your ability to identify customer needs. It is up to you to develop the products or services that will satisfy those needs. The marketing process begins with an analysis of the types of markets that you want to focus on. It continues with the determination of how to get specific clients to purchase your products or services". (Writing and implementing a marketing plan: A guide for small business owners, Gerson, Richard F. Shotwell, Nancy, 1991, page 19).*

Car imports and car sales are always challenging businesses and closely tied to the current economical climate. The business is also quite vulnerable to changes, and changes may be quite rapid, in legislation or taxation. Still, as cars of our business are considered as recreational vehicles, like motorcycles,

we have a strong feeling, and experience, that average Finns still have the money and the willing to spend it on such leisure activities.

The type of market we want to focus on is quite narrow: the people, who are willing to buy, drive and own a classic car, and who have an economical possibility for that.

We will research our customers need by monitoring demand, based on cars sold and by investigating online forums (for example [www.overdrive.fi](http://www.overdrive.fi) is a great tool), and statistics, partly based also on local supply (we can determine that classics which classic cars are commonly for sale and scarce in the Finnish market, which makes them more desirable and exotic, and thus are very potential for us to import and make profit.

Also the shows and expos are great opportunities to hear and feel what the customers need and for example what make or model is a boom.

In our sector of business there are a couple of sub-segments: People interested particularly in muscle cars, those who prefer cruisers, hotrods, trucks, rat rods etc. For us, each vehicle category can be roughly seen as a segment.

### **3.1 Competition**

*“Analyze your competitors to identify where they are strong, where they are weak, and where You can capitalize on areas that they have left open to you” (Writing and implementing a marketing plan: A guide for small business owners, Gerson, Richard F. Shotwell, Nancy, 1991 page 24).*

We have not tried to invent the wheel again. Importing cars from North America (or from Germany, Italy or elsewhere Europe), is by no means anything original.

Many Finnish companies are already importing cars from United States to Finland. Our strength compared to these companies is the lower price levels of Mexico, making a higher selling price one of their weaknesses. We would naturally still operate at a profit margin level that is reasonable for us, and later

as we don't have to raise attention as much as in the beginning, we can correct the price levels.

The strengths of our more experienced competitors is that they usually have more purchase power than we have in the beginning, which means that they can buy can more cars at once, and they have more money to invest in marketing. Another strength of competitors are that some of them have already made name in the industry, which we still have ahead of us.

Still we believe that we could compete with these companies (which mainly import vehicles from United States), not only by price, but variety and condition of vehicles. In Salo, for example, there is only one company even slightly specialized in used American cars.

In Turku and Helsinki there are some more, but even in whole Finland this sector is not necessarily overcrowded. And not many companies are importing from Mexico, partly because of the language barrier, which we have already dealt with.

Main competitors

Is Automotive (<http://www.isautomotive.fi/index.php>)

Finnish company, which according to them, services consumers, car dealers and companies, importing special and classic cars from United States and Europe.

Company is based in Leppävesi, Finland.

Is Automotive mostly acts as an agency: they don't have many cars for sale that are already in Finland and registered to Finland, or even yet Owned by company.



Most of the cars listed are still in United States, and IS Automotive seems to operate on much higher price levels than us, with numerous cars costing over 50,000 Euros.

In this way, they differ a lot from our model, where the car is, in most cases, already here, registered and taxes paid. Also they do not import vehicles from Mexico. These are the key issues we consider as our strength compared to them.

Triangle Motor Co. (<http://www.trianglemotor.com/>)

Triangle Motor has a showroom in Oriketo, Turku. It is mostly specialized in British classics, but sometimes they offer European and American cars as well, but quite rarely and not in high numbers. They also have a world class restoration garage in connection of their showroom. We have visited their premises, and the whole appearance of the company, car's and the garage has a high standard.

Because they offer some American cars as well, they have to be considered as a competitor to certain extent. They also have a much stronger experience in the business than us. Based on our visits and the cars listed on their website, the American cars we have seen are imported from United States, so it seems they do not import U.S cars from Mexico.

Salon Autoagent (<http://www.autoagent.fi/>)

As the name implies, acts as an agent company. They import from U.S, Germany, and Sweden. They also import more modern, big basic American cars, which for us do not seem very desirable and they are not usually in good reputation in Europe, in car magazines, garages, and vehicle inspection statistics and in public opinion. Their selection of cars that are actually in Finland is very small. Again, we have the advantage of having Mexico as a source country. This company should still be considered as a potential serious competitor for us and their actions and success should be monitored.

US Parts (<http://www.usparts.fi/>)

Helsinki-based US Parts is not importing cars, just accessories and parts, and thus cannot be seen as a direct competitor, as for us the parts and accessories would be only secondary articles.

Company	Articles	Source Countries	Effect on our business	Pricing
<b>IS Automotive</b>	Mostly American, also European classic vehicles	Mostly USA	low to medium	significantly higher than us
<b>Triangle Motor Co.</b>	Mostly British but also European and American classic vehicles	Mostly Europe and Great Britannia, USA as well	medium	slightly higher than us
<b>Salon Autoagent</b>	Mostly American modern and classic vehicles	USA, Germany and Sweden	between low and medium	slightly higher than us

### 3.2 Customer base

*“You must know who your customers are, where they come from, what they will buy, how and when they will buy it, and what you have to do to keep them loyal to you” (Writing and implementing a marketing plan: A guide for small business owners, Gerson, Richard F. Shotwell, Nancy, 1991, page 29)*

We have to keep in mind that this kind of special business is always a niche business to a certain extent. But there certainly is a target market big enough for us. Our customers would mostly consist of private individuals, but not totally forgetting companies, as some companies would like to have an old pick-up, or a truck, for example, for marketing purposes. Actually we have witnessed that this is getting more and more common. The company may be for example specialized in tires, beverages, or musical instruments. For example we have seen Red Bull, Battery and Mad Croc using pretentious vehicles in promoting purposes.

Most likely our target individuals are roughly 25-70 year old, who can afford to have a classic vehicle as an “extra”, for seasonal use.

We have to give a good impression of ourselves as a trusty company which knows it’s business, and delivers a high quality-value product in precise time according to what is agreed. Shadowy amateur dealers are quickly left alone.

### 3.3 Advertising

Advertising of this type of business is mostly based on fulfilling esteem needs.

According to Maslow’s hierarchy of needs the esteem consists of self-esteem, confidence, achievement, respect of others, and respect by others.

Having a nice vehicle, which can also be considered as a collectible item, affects self-esteem, confidence and respect. Buying a classic vehicle can be also considered rewarding self for person's achievements.

In our opinion, potential customers of this kind of business want to reflect their own persona and interests in the look of their bike or car.

Rajput, Namita Vasishth, Neeru describe esteem needs in their book "Advertising and personal selling"; (2008, page 87), as "the needs to satisfy our ego, power and prestige. Luxury products like expensive cars, jewellery, foreign travel etc. are advertised with the appeal to satisfy our esteem needs".

What we are marketing are dreams, images and certain type of lifestyle in a way, as it is always with these kinds of leisure businesses (bikers, horse enthusiasts, sports, etc.)

This kind of business is also marketed by mouth-to-mouth, a fact that is both good and bad, as a single mistake may cause serious damage to the reputation of the company.

Advertising would be done in on-line and in magazines, and further on on our web-page if we decide to continue officially. During the "practice" round, we only advertised on-line. We have found that pretty efficient, as well as sufficient, and on-line marketing easily covers the whole Finland, and is still cost-effective. Newspapers and special magazines (like "V8" in Finland, for example), are a natural, classic way in addition to on-line marketing.

In today's commercial landscape we can certainly not ignore social media as a good tool to gain visibility for relatively small amount of investment. We could easily update the latest imported vehicles and offers in social media, and even find out what's "in", fashionable, at each moment. For example IS Automotive has a facebook page, and US-Parts has adverts in one of the biggest Finnish American car forums, Overdrive, [www.overdrive.fi](http://www.overdrive.fi)

All kinds of different happenings, get-togethers, shows, races and expos are an excellent showcase for our company and products to get shown and known. Our marketing plan includes having a really eye-catching company showcase car, most likely a “rat rod” or a hot rod, with website and company stickers which we would tour around the Finland with; considered as a life-size business card. Also actual business cards, flyers and brochures would be distributed. Later on, as we gain name for our company, we would move on to using our cars in tv-commercials, movies, tv shows and even music videos.

When we had our Dodges for sale in [www.nettiauto.com](http://www.nettiauto.com), both adverts were read over 1,000 times after the first week, and in a month about 5-7000 times each. For a free channel it has proved to be highly efficient. If the service is used more frequently, certain charges have to be paid (<http://www.nettix.fi/hinnasto-nettiauto>), but for us, they seem reasonable. Also more money can be spent to additional visibility features on the site.

Forums and discussion boards start from no-cost. Overdrive.fi was highly efficient for us. We had the adverts in the for sale section and it did not cost anything for us.

Money can be spent on banners in these kind of forums, and the prices start roughly from 50 Euros a month, depending on the forum and number the banner is shown etc.

During our first years we would advertise in the magazines, mostly by just single car adverts which are commonly free or very low-cost. Some company adverts could be placed already in the early stages of our company, and later on we could have bigger adverts and more often, if needed.

Expo and race fees for smaller events are usually free or very low, and for the bigger once the companies may have to pay charges. For the smaller ones the only costs consist of travel costs.

Advertising method	Advertising Cost	Efficiency
<b>On-line sales lists, such as nettiauto.com, autotalli.com</b>	under 1000 euros a year	very high
<b>Forums, Discussion Boards, Facebook</b>	0 to 2000 euros a year	high
<b>Car Magazines</b>	0 to 2000 euros a year	medium
<b>Shows, expos, races</b>	0 to 1000 euros a year	medium to high

### 3.4 Cost Structure

Base of the final price of the car is car's selling price in Mexico. Then the shipping costs to Finland are added, as well as port fees, vat for car and shipping, car tax, registration fees and possible repair costs. After these expenses the price should be competitive and tempting for the potential customers. Based on our experiences, starting prices for cars seem to be lower in Mexico than in United States.

### 3.5 Target market area

In the beginning, our target market area is whole Finland. Possibly later we could expand to Sweden and other Nordic countries, Russia, Germany.

## 4. SWOT ANALYSIS

*“A swot analysis is a snapshot of a business’s position and provides an input into the generation of strategic options. It gives management an outline of the major issues affecting the industry and the business and identifies the basis for developing strategies. A swot analysis is well understood and easily communicated. Of particular value is the identification of weaknesses and threats. In addressing these realistically, a business plan will become more plausible and robust. It demonstrates that you are not just looking at the upside, but are aware of the challenges that face your business.”(Guide to business Planning, Friend, Graham Zehle, Stefan, 2004, page 88).*

### Strengths:

We consider our strengths in the business to be following:

Pricing: We can offer competitive pricing and price / vehicle condition ratio, compared to our domestic competitors.

### Advantages over other competitors:

Having Mexico as our location from where we get the “raw material” gives us a remarkable cost-price advantage over our competitors. The difference between Finland and Mexico in labor cost is quite big. This meaning that, car fixing and paint job are radically cheaper in Mexico than in Finland.

For example:

Average paint job price:

Finland: 2,000 Euros

Mexico: 450 Euros

There is also a huge difference in welding prices and technical fixes. These kind of cost differences give us the opportunity to deliver a better product (car) at a

cheaper price. A good example is that for the 1966 Coronet, the windshield had to be changed. That was done in Mexico. The windshield, including fitting, cost us 100 Euros. In Finland, it would have cost at least 250 Euros.

**Selection:** Selection of classic (mostly American) cars in Mexico is much wider than it is in Finland. Similar models are better equipped, with more desirable options, and models which are rare in Finland or Nordic countries, may be found more easily. We could also try to find specific models by customer orders.

**Spare parts:** We could deliver, simultaneously with the car, spare parts needed, in competitive price, as the part range and offer are much wider. Parts could be transported in vehicle transport.

**Multinationality:** Even nowadays, it is not quite straightforward for an European to do business with south-American individuals (at least private persons or small entrepreneurs). At least we believe that we can get better deals by having a native Mexican Spanish-speaker as the other half of the company. That is also something that differs us from most of our competitors, whose main source for classic American cars is USA. We believe that local Mexican companies and individuals would ask higher prices if some non-native would be purchasing the cars, as it would be obvious that it would be exported and maybe used to generate profit, or, if bought for private use, the person buying the classic would be considered wealthy as he or she has already traveled to Mexico to buy the car.

**Experience in basic sales:** both of the company-owners have a good, solid experience in different kinds of business to customer sales positions.



Bonding with the customer is important. It can be thought that both the seller and the buyer are quite similar in this kind of business: Classic motor enthusiasts.

### **Weaknesses**

**Delivery times:** As classic cars, and cars in general, are considered, at least to a certain extent, emotional buys, sometimes the waiting time of sea transport may feel frustrating to a customer. Of course this is only the case in bought by order – cars, as our normal way of doing business is to sell cars that are already in and registered in Finland.

**Inexperience:** As we witnessed in the first trial round, our practical inexperience sometimes will lead us to challenges. Most important solution to cope with this inexperience is exactly to consider it as a challenge, not an obstacle. This is a way of thinking which is a crucial founding on a journey of entrepreneurship.

**Size of the company / Lack of resources.**

In the beginning, we can't offer as big selection as some of our competitors or invest as much in advertising.

### **Opportunities**

**Markets:** Despite the recent windy economical climate, there is certainly a strong market in classic vehicles in Finland. Also the poor selection of American car's in Finland creates a gap for us to fill. During our target decades, 1950-70's, American car's were not often imported to Finland, mostly due to harsh economical times and thus poor demand. The kids of those decades are now middle-aged and have the opportunity to buy a classic car for the summer months.

### Expansion / Growth / Change of main products

If everything rolls smoothly we could expand our business to importing motorcycles, bicycles, spare parts, tools and such. Even if we are not successful with import cars, we could, by utilizing the knowledge and skills gained in process, drop the cars as the product and import / export other goods and products.

### Threats

One of the big threats is the already mentioned economical changes. This kind of luxury, like a convertible or a motorcycle, or a classic car for the summer, are quite easily the first ones in a row to get “downsized”, sold, or left not bought if the monetary policy of an individual consumer gets tight.

### Gas prices

Classic cars are not driven in Finland very much in a year by average. Thus high prices are not a problem themselves. Hard – core enthusiasts will drive with v8 classics until the very last drop of oil, not giving a thought to the price. But at some point the prices will be painfully high for average customers. For this issue we also had in mind to offer driveline transplants to improve classic’s fuel economy. For example, to replace old, worn out engines with similar modern day fuel injected ones, which still make the right noises and have the same, or more power. This is quite common procedure nowadays in hot rod business, and gives more power for less fuel and pollution. Engines are relatively cheap and could be brought overseas as well as cars themselves.

### Sudden political changes

We can manage with current tricky regulations and legislations. But at the moment Finland is changing some laws and regulations quite steeply. If some

tax policies, for example, would change quickly and radically, we could face troubles. Luckily, these changes usually do not happen overnight. More or less it seems that political climate in Finland is unusually unpredictable at the moment. Most radical solution to this and the gas price issue is to change our business completely, with the capital generated by this business.

## 5. PROCEDURES INVOLVING CAR IMPORTS

We listed procedures crucial in importing an car from outside European union to Finland.

### 5.1 CUSTOMS:

When trading cars between EU countries, no custom tolls are paid. When importing a car outside EU area, value added taxes have to be paid for the purchase price of the car, added with transport costs, tax percentage being 22%, which was the case with us. Importing car from inside the EU area, the regulations and taxes are not that strict.

Normally, with more modern cars, also a toll of usually 10% would have to be paid, but for old cars (at the moment being 25 years or more old), finnish custom lists them as “collectible items” and thus that toll does not have to be paid.

An example:

Price of the old car in Mexico: 5000€

Transport costs of one car: 1200€

$6200€ \times 0,22 = 1364€$

Amount of the value added taxes: 1364€.

Price of modern car in Mexico: 5000€

Transport costs: 1200€

Toll: 10%

=6820€

$6820€ \times 0,22 = 1500,4€$

Value added tax to be paid for the import= 1500,4€

## 5.2 TAXATION

For modern cars (cars that have been registered after 2002), the tax is related to carbon dioxide emissions.

[http://www.tulli.fi/fi/suomen\\_tulli/julkaisut\\_ja\\_esitteet/asiakasohjeet/autoverotus/autotiedostot/025.pdf](http://www.tulli.fi/fi/suomen_tulli/julkaisut_ja_esitteet/asiakasohjeet/autoverotus/autotiedostot/025.pdf)

For the older car's, the car tax (autovero) is an estimate calculated with the mass of the car. As our cars are old, we don't have to pay that much taxes. Taxes were about 100 Euros for older car and 150 for the 1973. If they were for example 2003 cars with same engines, 4.5 and 5.2L, car taxes (autovero) would have been thousands of Euros.

Because there is very little information for originally imported cars to Finland in these times, the customs government estimates the value by comparing the car (in the photo, Dodge Charger), to very roughly similar car (new Bmw coupe) and then by deducting a percent of the value from every month since the car was new, and additional 15%, "because of the uncertainty factors of calculation method" (as written in Finnish on the document next page).

TULLIHALLITUS, Autoverotusyksikkö  
LTP / Turku 32302210200001100

17 / 8 / 2010 2010312058

LAUSUNTO AJONEUVON YLEISESTÄ MYYNTIHINNASTA

**Merkki ja malli:** DODGE CHARGER 6.6 2D A  
**Veropäivä :** 01 / 07 / 2010  
**Käyttöönottopäivä:** 06 / 08 / 1974  
**Ajokilometrit :** 0 000 km

**Yleinen myyntihinta:** 667 euroa.

**PERUSTELU:** Ajoneuvon yleinen myyntihinta on määritetty autoverolain 11 b §:n 3 momentin mukaisesti, koska sitä ei voitu määrittää käytettyjä ajoneuvoja koskevien markkinatietojen perusteella niiden vähäisyyden vuoksi.

Verotettavana olevaa ajoneuvoa vastaavan uuden ajoneuvon yleisestä pyyntihinnasta on vähennetty tavanomaisia alennuksia vastaavana määränä 4 % ja 300 euroa, kuitenkin enintään 20 %. Näin saatua yleistä myyntihintaa on alennettu verotettavana olevan ajoneuvon iän perusteella 1 prosentilla kuukautta kohden kunkin edellisen kuukauden loppuun lasketusta jäännösarvosta. Näin saatua arvoa on alennettu 15 prosentilla menetelmään liittyvien epävarmuustekijöiden vuoksi.

*Vastaava uusi ajoneuvo: BMW 330 CIA COUPE*  
Sen yleinen pyyntihinta varusteineen: 61851.13 euroa.

Sen yleinen myyntihinta: 59077.0848 euroa.

Hintalähde: BMW.fi/17.08.2010

**LASKELMA:**  $(59077.0848 * 0.99^{430}) * 0.85 = 667$

Laskelma perustuu lausunnon antopäivän tietoihin, eikä se ole valtiota sitova.

TULLIHALLITUS, Autoverotusyksikkö  
Mikko Erkkilä  
Tulliylitarkastaja

Puhelin: vaihde (09)6141.

Vastauksessa pyydetään viittaamaan tämän kirjeen numeroon ja päiväkseen.

This kind of method is naturally beneficial for us and favors classic cars, as in reality, the value of the car stops decreasing, and may actually increase.

### 5.3 REGISTERING

Car to be imported has to be inspected (vehicle inspection, katsastus in Finnish) for registration, before registration. In practice this means that the car has to fulfill the requirements set at the time the car has been classified for the first time. In our case, 1966 and 1973. In Finland, this means for example that the 1966 car does not need to have seatbelts, but 1973 needs as they became mandatory in Finland in 1972. Also the car tax (autovero) has to be paid for a car to be valid to be registered in Finland. So called temporary custom license plates can be used for 3 months, even if the car is not totally meeting all the inspection requirements, if it is mostly road legal and safe. During this 3 month period the import registration has to be done.

The newer the car, the more issues with registration comes within, even with European cars.

For example, for the latest two generations of Ford Mustangs (1994-present), some of the glasses and lights need to be changed to meet Finnish regulations. Again with older cars, this kind of time and money issues can be avoided.

[http://www.trafi.fi/tieliikenne/katsastukset/kaytetyn\\_auton\\_maahantuonti](http://www.trafi.fi/tieliikenne/katsastukset/kaytetyn_auton_maahantuonti)

## 6. TRANSPORT

*“ To move goods between continents, sea or air transport are resorted to in most cases. And when is essential, air transport is preferred. A coast-to-coast shipment via air requires only a few hours contrasted to days with other modes of transportation. But quick delivery costs more. So generally a trade-off between the two, speed and cost is taken up”( Muthiah, Krishna Veni, Logistics Management and world seaborne trade, 2010 page 158).*

In this kind of business (transporting big items between long distances), sea transport is the only reasonable option (airplane freight is way too expensive in this field of business to be profitable, as cars occupy a lot a space on a plane transportation in relation to their value). Drawback of sea transport is quite long duration, which from Mexico to Finland is roughly estimated to be one month. In our case, the cars needed to first be transported from Monterrey to the port in Altamira. This cost us 340 Euros. Then the cars were packed into a 40feet (12m) container. Container shipping is more convenient than roll-on-roll-of shipping, because RoRo method requires more space on freight ship and is not offered from all ports to all destinations. The normal sea transport duration from Mexico to Finland is roughly four weeks, but with container cargo sea transport, there always has to be room for delays, because of the bad weather or jams in the harbors.

Before the cars can be loaded into the ship, certain paperwork is required. First the car needs to be removed from Mexican register. The ownership needs to be proved: the person who is shipping the car has the right to export it. Required papers are bill of sales and TITLE (to some extent an equivalent to “rekisteriote” in Finland. Same papers are needed when the car will be picked up from destination, in our case, Helsinki, Finland. Copies can be used too, but we had already the originals during the time of shipments arrival. Also the destination of the car(s), has to be, naturally, stated clearly.

When it comes to cars and container sea transport, the gas tanks need to be

empty and batteries disconnected. Also in our case, we added anti-freeze to cooling systems of the cars (in Mexico, anti-freeze is usually not needed), to prepare for a possible frosts during the transport. Naturally, no hazardous material is allowed to be in the cars or in the container. Also the accessories like stereo, for example, have to be listed and documented before shipping, in case of theft.

If a theft happens, we can prove that the stereo was in the car when it was loaded, and we get the insurance compensation.

During our first practice, we drove the other car home and took the other home on a trailer. This is where we aim to: cars have to be in drivable condition. The other would have been us well but we did not have the keys.

In future, when we would import at least four vehicles at once, we would consider hiring a truck, and further on even buying our own.





Our 40ft (12 meters) container in Altamira.



### **Unloading**

Unloading of the container can be done by customer (of shipping companies, in this case, us), stevedoring company or port services. What needed to be done in our case was to transport the container outside official port area. We did not have a real truck ourself, so we had to use stevedoring company to move the container to their yard, were we unloaded it and they returned the container.

## **7. SUPPLY CHAIN**

*“ Many factors are involved in international trade, including language, culture, monetary exchange, international law, time zone differential, governmental stability, logistics, and transportation.”(Supply management and procurement, Robert W. Turner, 2011, page 176)*

Our supply chain from Mexico to Finland consists of numerous parties.

At the beginning of the supply chain is a **person** or a **company** selling a car in Mexico: **we** buy it, drive or otherwise transport or have it transported using **external help** to Altamira **port** (or port of Veracruz if the car is bought from the southern parts), then the car is loaded into a container (by a **stevedoring company**) and the container to the ship. Ship of a **shipping company**: cruises to Finland, and the container is unloaded by another **stevedoring** company, and the cars unloaded from the container, by **us**. Then the cars are driven, or taken on a trailer to home. At the end of our supply chain is logically the **end customer** who buys the car from us. Later on the end customer does not have to be necessarily Finnish, as we can easily transport and sell cars to Sweden, for example. Other parties that at least may affect the supply chain are Finnish customs, car part dealers and service garages, liikenteen turvallisuusvirasto (traffic safety bureau) **Trafi** and vehicle inspection offices.

## 8. RISK MANAGEMENT

*“It has always amazed me just how little importance many organizations and some individuals in management place on risk identification and management.”*  
(*Supply management and procurement, Robert W. Turner, 2011, page 127*).

During our first experience we faced a lot of obstacles and challenges due to our lack of experience and knowledge in the import/export field. We did not put enough attention to risk management before the execution of the plan. We thought some of the risk, but not really in a way that could be referred as real risk management. Afterwards we gained experience from the first delivery and we will not trip over the same stones.

*“Plans just don’t happen, you have to make them happen and that’s where risk management plays a major role. What could happen to affect the completion of the task? If one of those possibilities (risks) does occur, what can you do to accomplish the task anyway? How will you know if something (risk) is going to affect what you want to do (monitoring)? These are the questions that should be asked whenever you attempt a procurement project, are changing processes, or are developing strategies.” (Supply management and procurement, Robert W. Turner, 2011, page 127)*

The following are some obstacles we faced and the possible solutions in order to avoid them next time:

1. Shipping Company. We made a huge mistake on our first shipment. We did not do any research about shipping companies. We got the shipping company through a friend that currently works there. This company turned out to be a mess, the shipping prices were high and affected the delivery time. Due to our lack of knowledge we did not pay attention in the contract so we did not get any compensation for the delay. After this bitter experience we made some research about other shipping companies, and we found out that we could get a better offer. Moreover, we have to pay attention and double check the contract in order to get some kind of compensation if the goods are not delivered in time.
2. Bill of Lading. The bill of lading has to be double checked. The information regarding the details of the shipment e.g. weight, dimensions, exact contents, may be faulty. In addition to that there can be some words misspelled or missing. All of these kinds of mistakes will cause problems in the customs when trying to obtain the shipment.
3. Condition of the car. Old cars commonly need fixes, restoration, paint job, etc. It would be more profitable to get it fixed in Mexico than in Finland. By fixing we mean from labor to auto parts. By doing this we can deliver

a better product to the final customer, and also save us some time and money.

4. Supply chain risks. In our case, our supply chain was quite complicated with two different stevedoring companies, shipping company, Mexican and Finnish ports and so on. Link that failed in our supply chain was the Mexican stevedoring company which forgot to ship the keys with the cars and this led to couple of hundred Euros losses for us in lost workday, gas and a trailer hire fee.
5. Entrepreneurship risks. We experienced some of the basic risks in entrepreneurial life, in forms of loss of money, loss of sleep, loss of quality of life and affect on family members and close personal relationship, caused by stress. These were the risks we were willing to take, and we will be willing to take in the future as well.

## **9. THE SALE EVENT**

As the price of the product increases, increases the amount of time and trust needed to close the deal. Buying a car is not very far away from buying a house, so professional sales skills are needed to be, at least, very successful. Sometimes it is true that good product “sells itself”, but many times a hesitant customer can be convinced with pure sales skills and confident presentation. Car business is quite tightly image-related, and therefore good speaking and presentation skills are crucial. Sam Deep and Lyle Sussman wrote in their “Close the Deal” (1999) that “ Someone once said that the most effective orators are those who make people see with their ears”. This applies to e-marketing as well: well-written (and well photographed) adverts stand out from the crowd of plenty.

## 10. PRACTICAL DATA

In the first stages of planning our business, we evaluated that even though gas prices are high and rising, it does not matter that much in this kind of business, because usually cars like these are only driven for a couple of thousands of kilometers a year, thus not causing enormous gas expenses.

Based on monitoring the markets, online and car dealers, it also seems that there is a reasonable market for classic cars in Finland, even despite the windy economical situation during the last couple of years. Points speaking in favor for importing are price levels and availability.

We were already familiar with Finnish taxation on classic cars, as well as VAT, but cargo costs were more roughly estimated. Still some more thorough studying of Finnish legislation was required. Also one of the risks in car business is that, especially in Finland, laws and regulations may change quite rapidly.

We started by making calculations with estimated taxes and carriage costs, and then projected a rough reasonable actual selling price. Finnish asking prices were used in comparison, and we deducted estimated bargaining sum. We used quite a broad margins (rounding up all the costs), to stay realistic and leave room for errors.

Our plan was to import desirable models and versions, meaning famous body designs and 8 cylinder engines for example, mostly because those are much rarer in Finland and thus more valuable.

In the beginning, mostly because of our capital limitations, we would aim for cars in medium condition, making them affordable for us and also for the final customer, as we estimated that it's easier to sell a 100000€ car which needs work for couple of thousands, than a flawless 20,000€car. This assumption is based on the nature of enthusiasm of old machines of any type: even with 20,000€+ price ranges the products are never totally plug-and play like modern

vehicles, and therefore the customer needs to have basic understanding on the relevant technology. Many enthusiasts in the business have a strong DIY spirit, and therefore slightly unfinished vehicles are good products, as the customer gets the feeling of saving money. Also the current cloudy economical climate suggests that in the 10-15,000€ price range demand for products such as ours is healthier than for those significantly more expensive.

Because of carriage costs we came to decision that it's wiser to import two cars at ones rather than one. Two big cars can be fitted in one 12m (40ft) container, and it is more economical that way.

We do not own any trucks or such, so it was clear that shipping or stevedoring company would bring the container somewhere in the harbor area where we would unload it, as the cars were in running and drivable condition. Neither of us had any previous experience in importing anything, but this was seen more as a challenge than an obstacle. We had the right attitude, that at least after this first practice run we would have the experience.

Eric Ries lists this kind of "Validated learning" as one of the five principles of the Lean Startup.

"Startups exist not just to make stuff, make money, or even serve customers. They exist to learn how to build a sustainable business." (Learn Startup, Eric Ries, page 18).

He also states in the end (page 274) of the "Lean Startup" that "Reading is good, action is better". This statement sums up our approach to this research.

Our plan was to have the cars in Finland during the spring or late spring, on the edge of summer, practically march-may, which would be the optimal season for people buying cars and bikes in Finland.

Our planning also involved further revision and studying of Finnish legislation

and transport issues, as well as finding out about Mexican export practices.

Marketing would be done in on-line and in magazines, and further on on our web-page if we decide to continue officially.

Eduardo went to see his family and friends, and was seeking for potential cars online and in papers.

When he found something interesting, he emailed Jukka for his opinion. Finally two candidates passed our criteria, a 1966 and 1973 Dodge coupes. Eduardo went and bought the cars after appropriate test drives. Cars were stored in his parent's garage in Monterrey, Mexico, waiting for the shipping, and Eduardo returned to Finland in late January 2010.

Shipping from Mexico to Finland should roughly take four to six weeks. First the cars were expected to arrive in late April or early may, and then the delays started, week on a time. Mid-may, late may, early june, mid-june. Finally we received information that our shipment would arrive on the week before midsummer's day.

As it is with large container ships, also the amount of days needed for loading and unloading are just estimates, as so many small or big things can go wrong, causing at least delays. A phone call was what we were waiting for during the week, that our container would be ready to be collected. So we were just standing by, trying to arrange our works so that we could leave when ever needed.

Finally, on Thursday 24 Of June 2010 we received that call and headed to Vuosaari harbor in Helsinki, around 9 in the morning. It was one of the hottest days of the summer so far.

We were loaded with all kind of possible tools and equipment we would need

on our adventure.

First thing after our arrival was to enter customs building and sign the import documents, including release note, and pay the VAT for the cars and shipping as well. Next step was to go to office of vehicle registrations to get temporary license plates and insurances for the cars. Hours went by and it was already afternoon. Now we were just waiting for our container to be ready for pick-up. That was exactly when we hit our first major obstacle.

The release note, which is made by Mexican shipping company, had marked our container weight 7500kg (which is the weight of an empty container) and cars weighing about 3500kg:is in total, leaving Finnish customs in believe that we have 4000kg of non-tolled material. That was why they could not release the container for us. Meanwhile we had arranged a transport company to pick up our container and drop it to their yard for us to unload it.

Time was reaching 15.00 and then 16.00, at 17.00 everything would be closed, especially because of the midsummer's day which was the very next day. Stevedoring company was trying to reach our shipping company Kronoz internacional to fix the bill of lading. We were very frustrated at the time, as were naturally eagerly expecting to get our cargo, especially after all the previous delays. Finally it came to us that it could not be done during that day anymore, and we would have to get back there next week. Practically what it meant that both of us lost a working day, and gas expenses for two cars. But even more it was a mental blow, with all the excitement discharging in a disappointment. With our spirits not very high we headed home. It was already on the way home when Eduardo started trying to reach our shipping company Kronoz.

Midsummer was gone and it was the beginning of the new week. Again it was a time to wait, wait until the very moment the corrected release note would arrive



to Eduardo's e-mail inbox. Finally on Tuesday morning that happened, and from standby position we left again in the morning to Vuosaari, Helsinki.

Further papers were handled and finally we went to the yard of the transport company that would deliver our container on any minute. That any minute was again about 4 hours of non-occupied waiting. Because of the wait, Eduardo had already leave to work to Turku, a drive almost 200 kilometers.

We got the container, and the ceremonial moment of opening the seal was on our hands. And there they were, our long waited friends. Two old cars covered in dust, in a line in a dark dirty container. First we checked them in case of any transport damages, which were not found. Cars looked a bit worse than in photos sent by Eduardo, though. It is possible that sea air had speeded up corrosion, causing our products some further damage. This is natural, and impossible to determine because cars had some corrosion already in Mexico.

But then, as a good example of risks in supply chain links, another rock fell onto us, as no keys were found either, to either of the cars. After a couple of calls to Eduardo's work we could reach him, and he confirmed that the deal was made with the shipping company that the keys would be in one of the cars.

We searched for an hour but we just could not find them. At this point, the transport company started to breathe on our necks, claiming also that the container has to be returned soon. Stress levels naturally started to increase. So the strains were untied and we started pushing the cars out from the containers (some of the tires were flat because of 6weeks in a container), which nearly killed us in 30c degrees outside and 50 in the container. After that, Jukka realised that as he was working as a janitor in a big mall that time, he had a bunch of 30 keys in his car. He tried all the keys through and one of them seemed to fit in 1966 dodge. It must have been a slot machine key or something similar. So battery cables were connected and the key seemed to work. The car started! It seemed that at least one car could be driven back to

our hometown Salo.

Cars were finally out of the container, but the 1973 had the steering lock locked. It was badly situated in the port terminal of Vuosaari, on a transport company's yard, where there were trucks, traffic and trailers. We were told to move the car as soon as possible. We tried to jack it up and turn it that way so we could push it to the corner of the yard. Nothing seemed to work, so we had to break the steering lock, which already meant a small decrease in the value, or at least some work, as it is needed to pass the Finnish vehicle inspection.

The convoy started slowly driving towards Salo, arriving finally at 23.00. It was a mixed day with still 50% of disappointment. Despite the disappointments, it was kind of rewarding feeling to drive home with a 1966 Dodge, completely imported by yourself from the very beginning to that very moment, from almost the other side of the world.

The same Eduardo was informed that the keys were still in shipping company's office in Mexico.

Again we were involved in a waiting game. Express delivery of keys was sent from Mexico on Wednesday via UPS parcel service. It was on Friday evening we got the keys already, which is reasonably quick.

We planned to leave to Helsinki again on Friday, this time with a trailer to avoid trouble, and thus we did not need the keys. We hired a couple of friends with a pickup to tow the trailer and followed them with a normal car. From two options we rented the bigger trailer, just in case. We left around five in the evening because of working hours of team members.

On the way we were thinking, "this time nothing should go wrong anymore"

At harbor, the very familiar transport company's yard, things started smoothly.

As there were four of us, we easily pushed the car halfway up the trailer. But then again something unexpected came up: the wide, hot-rod rear wheels of the 1973 Dodge seemed too wide for the standard large trailer. Another tsunami of frustration and disappointment rolled over. With pieces of wood and other junk we raised the floor of the trailer so the car finally just fitted with strong pushing.

It also seemed that we possibly damaged the tires, which are quite expensive to replace because of their less regular size. Car was on the trailer and we headed back home, disappointed and disbelieving another setback.

This could have been avoided by measuring the width of the rear, and not just assuming that the larger of the two available trailers for hire would be big enough, so basically on this mishapening we ourselves are the only ones to blame.

Late night, around 23.00 again we arrived and with some force we finally got the car down from the trailer. It was time to go and try to sleep again in a bad mood. At this time, our stress levels started to have a slight negative effect on our friends and family. We had already lost couple of hundreds in useless drives and wasted working days, as well as in damages to the other car, and altogether three summer days were spent in harbor instead of one.

On Monday the tire issue was coped with and tires checked in a wheel shop. Luckily, they were not broken, the air just got out when rubber came off the wheel as we pushed the car to the trailer. Something good happened for a change, which felt nice.

The same week we went to import vehicle inspection with the cars. It turned out that they had more faults than was first expected, even though we tried to be realistic with the expectations. For example, the totally rusty floor of the 1966 car was fixed with slices of empty tin oil can. Still, we felt more challenged than disappointed and gradually started dealing with the faults. At this point, cars

were already put for sale on-line, in the condition that they were, with starting prices hopefully high.

Our cars raised great interest very quickly and lots of enquiries, which was promising. Some parts were already ordered to the cars, and small problems fixed by ourselves. In two weeks time, a guy came to see the 1966. He inspected it well through, revealing even more rust and problems. Still, he wanted the car as it was quite rare in Finland.

We had to take 2008 Fiat in change but that wasn't a problem as we considered it profitable. No money was involved in the change. The Fiat was eventually sold couple of months later, leaving us on the profit side. Not very much but still we were satisfied.

Gradually the 1973 was being fixed, and we got a shorter list of things to be fixed from vehicle inspections office. Numerous potential buyers came to see the car and promised to call back after thinking about it, but no deal was closed. At this point it was already September, and we were at the wrong end of the season. We decided to fix what there was left to fix at spring. Car was stored in a cold garage on Jukka's parent's yard. After that point, it was more or less out of sight and out of mind.

Finally in February a potential buyer contacted us. This deal would also include trading, but it still seemed reasonable. A day was scheduled, and so it was time to prepare the car to run. That's when we found out the worst mistake we made during the whole project, and also the one that could have most easily been avoided. The car's radiators were empty when they were shipped to Finland. In the harbor, in summer, we filled them with water and only lean mix of antifreeze to prevent corrosion, and that's how they were left.

Because it took longer than expected to sell, we made embarrassing amateur

mistake. And of course the extreme winter, coldest in a decade, played it's part. What happened was that the cold had cracked the engine so coolant did not stay in. Motor was running but something at least moderately serious damage had been done. We talked our way out of it and negotiated a reasonable price reduction for the buyer. Deal was done, and we took a classic Volkswagen convertible with cash in trade. But we calculated that we lost about 500 Euros in selling price because of that incident.

Our purpose was to sell the Volkswagen in the spring as it was fully functioning and in good condition. It happened that Jukka got too attached to it and bought it for himself.

According to our theoretical calculations, we ended up on our own financially, if we don't count losses of days in work and some other small expenditures. To us it seems a small price for all the experience and knowledge we gained. What we also learned was that great deal of patience is required, not only in car import business, but in being an entrepreneur in general.

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## **11. CONCLUSIONS**

After the combined practice and theory we still believe that our chosen business could be profitable, as it slightly already was for us, despite of some misfortunes. Mostly those misfortunes were due to the lack of sufficient planning, but naturally not everything can be avoided or calculated out in such a complicated business field, with numerous legislations, regulations and other bureaucracy.

We mentioned the variety of cars as our strengths in the business plan, and the models that are not easily found in Finland. Both of our cars were catching a lot of attention, but the 1966 Dodge Coronet Hardtop Coupe is so special that we have seen similar car once in Finland during last five years. The customer who bought it also mentioned this fact and this made the selling process easier for us, despite the fact that the car itself was in a slightly worse condition than it was supposed to be.

“The products a startup builds are really experiments; the learning about how to build a sustainable business is the outcome of those experiments. For startups, that information is much more important than dollars, awards, or mentions in the press, because it can influence and reshape the next set of ideas.” Eric Ries, Lean Startup ( page 80).

For us, the research was a combined theoretical study and a practical experiment: “The products a startup builds are really experiments; the learning about how to build a sustainable business is the outcome of those experiments. For startups, that information is much more important than dollars, awards, or mentions in the press, because it can influence and reshape the next set of ideas.” Eric Ries, Lean Startup ( page 80).

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[www.overdrive.fi](http://www.overdrive.fi)



## AUTOVEROTUSPAAOTOS

Postitusosoite	Asianumero	Päätöspäivä
Garza Gonzalez Eduardo	32302210200001100	19.08.2010
Puimalankatu 6	Veropäivä	Vireilletulopäivä
24100 SALO	01.07.2010	01.07.2010
	Veropäivän selite	Arvonmääräytymispäivä
	Ilmoituspäivä	01.07.2010
	Asiamies	
Verovelvollinen / Verovastuullinen	Asiakastunnus	Asiakkaan viite
Garza Gonzalez Eduardo	FI 030385-2135	

## VEROTETTAVAN AJONEUVON TIEDOT

Ajoneuvoluokka	Uusi / Käytetty / Käyttöön otettu	Valmistenumero
Henkilöauto	Käytetty	T2-H15477
Merkki	Malli	Ensimmäinen käyttöönottopäivä
DODGE	CHARGER	06.08.1974
Ajokilometrit	Ajokm selite	Lisävarustelu, euroina
0	Mittarilukema	
Käyttövoima	Oma massa (kg)	
Bensiini	1700	

## VERON MÄÄRÄ

Verotusperuste	Yleinen vähittäismyöntiarvo
Alennus / Vapautusperuste	
Verotusarvo	667,00 €
Autoveroprosentti	33.40 %
Autovero	222,77 €
Autoverosta kannettava alv	0.00 %
Uuden kuljetusvälineen alv	%
Veronkorotus	%
Veronlisäys	€
Yhteensä	222,77 €

Päätöksen ehdot

## Toimipaikan yhteystiedot

Läntinen tullipiiri  
Turku tullii  
PL 386  
20101 TURKU  
puh. 020 391 111  
faksi 020 492 4260

## Käsittelijä

JANI-PEKKA KANERVA

## Muutoksenhakuohjeus

Tähän päätöksen haetaan muutosta tekemällä kirjallinen oikaisuvaatimus päätöksen tehneelle tullipiirille. Muutoksenhakuajan on 3 vuotta veron määräämistä tai palauttamista seuraavan kalenterivuoden alusta, kuitenkin aina vähintään 60 päivää päätöksen tiedoksisaannista. Oikaisuvaatimus on toimitettava muutoksenhakuajassa päätöksen tehneeseen tullitoimipaikkaan. Oikaisuvaatimuksen tulee olla perillä muutoksenhakuajan viimeisenä päivänä ennen tullitoimipaikan aukioloajan päättymistä. Tullitoimipaikan aukioloaika päättyy kello 16.15.

Oikaisuvaatimuksessa on ilmoitettava:

- muutoksenhakijan nimi ja kotipaikka
- postiosoite ja puhelinnumero, johon asian käsittelyä koskevat ilmoitukset voidaan toimittaa
- autoverotuspäätös, johon vaaditaan oikaisua
- mitä kohdin verotusta vaaditaan oikaistavaksi ja mitä siitä halutaan oikaistavan
- perusteet, joilla oikaisua vaaditaan.

Oikaisuvaatimukseen on liitettävä

- tämä päätös alkuperäisenä tai jäljennöksenä
- ne asiakirjat, joihin muutoksenhakija vetoaa, jollei niitä ole jo aikaisemmin toimitettu Tullille

Asiamiehen, ellei hän on asianajaja tai julkinen oikeusavustaja, on liitettävä oikaisuvaatimukseen valtakirja.

Lisätietoja autoverotuksesta:

[www.tulli.fi](http://www.tulli.fi)





Verovelvollinen / Verovastuullinen Garza Gonzalez Eduardo	Asianumero 32302210200001100		
<b>VEROTUSLASKELMA YLEISEN VÄHITTÄISMYNTIARVON PERUSTEELLA</b>			
	€	%	SELITE
Hintalähde			Markkina-arvoryhmän lausunto :
Yleinen pyyntihinta	952,85		
Lisävarustelu	0,00		
Tavanomaiset alennukset	285,85		5 % ja 750 e, min 1500 e, max 30 %
Yleinen myyntihinta	667,00		
Kuntovaikutus	0,00		
<b>VEROTUSARVO</b>	<b>667,00</b>		
Autovero ennen vähennyksiä	222,77	33.40	
Pakettiauton alennus	0,00	0.00	
Kiinteä vähennys	0,00		
Arvonalenema	0,00		
Alennus- /vapautusperuste	0,00		
<b>AUTOVERO</b>	<b>222,77</b>		
Autoverosta kannettava ALV	0,00	0.00	
<b>YHTEENSÄ</b>	<b>222,77</b>		
<b>KOROTUKSET JA LISÄYKSET</b>			
<b>UUDEN KULJETUSVÄLINEEN ALV</b>			
<b>YHTEENSÄ</b>	<b>222,77</b>		



