Cover sheet for submission of work for assessment

UNIT DETAILS

Unit name
Introduction to Business Information Systems

Class day/time
Thursday 330PM

Office use only

Unit code
INF 60007

Assignment no.
1

Due date
3 April 2017

Name of lecturer/teacher
Tanya

Tutor/marker’s name
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Family Name(s)
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Executive Summary

The purpose of this report is to help Honest Jim Carsales deliver its long-term objectives for expanding their local business interstate.

The first part of the report presents information to help strategic and executive managers understand the trends affecting the automotive industry, the required resources and predictive models required to foresee a successful future with a competitive advantage in online car dealerships.
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Introduction

Honest Jim came onto the scene in 1972, but it was not until 1975 that one of their most loyal customers debuted to become an international icon.

Honest Jim then invited him to perform in their car yard. Ever since then, they became the preferred supplier of fleet cars for business corporations and government agencies centered in Victoria.
**PART A: Evaluations of the Business**

**Industry Background**
Over the past five years preceding 2016-17, the sales growth of established car dealers in Australia has been underscored by a shift in consumer demand towards low cost, smaller, cheaper, fuel-efficient cars. The high sales volume of cheaper cars have passed the discounts to their customers as well, increasing the demand for cheaper cars.

At the start of 2011, the Japanese tsunami affected the supply chain management of car dealers. Although there was a slight growth of demand during 2012-13, the depreciating Australian dollar from 2013-14 caused a decline in industry revenue. Therefore, industry partners had to adjust their purchase prices, contributing to a decline in demand.

During 15 January 2015, when Australia signed the Japan-Australia Economic Partnership Agreement (JAEPA), car import tariffs were abated and the demand for imported cars grew. Similarly, the Korea- Australia Free Trade Agreement (KAFTA) on 12 December 2014 also produced similar results. (Allianz Australia Limited, 2017)

A large percentage of industry market share is affected by foreign imports – 30% for Japan and 11% for Korea respectively. This caused the gradual liquidation of local Australian car manufacturers since labour costs could be reduced by outsourcing manufacturing processes overseas. (Windle, 2017)

**Business Model Type and Environment**
The used car dealer industry utilizes a business model that is highly labour intensive. Unlike more capital intensive market segments of the industry like car manufacturing, wholesaling or passenger car rental and hiring, used car dealers main focus is not about simply having good debt management.

While manufacturers tend to operate in the investment economy, utilizing cheap labour overseas to achieve economies of scale, used car dealers would be better off focusing on promoting brand awareness and customer loyalty. In other words, used car dealers should focus on the traditional service economy, where quality after sales services and customer service would capture the attention of a wider middle-class audience with an average discretionary income. See Fig 1 for an illustration of the market positioning.
Value Proposition

Honest Jim Carsales will deliver to its customers quality used car dealerships. We will be honest with our customers and have a policy for full disclosure in our promotional material. Our services include quality reassurance, free onsite test-driving, after-sales service, personal financing assistance and expert advice. Low income earners can now be free of the stresses associated with finding a cheap, usable and sustainable car sourced from a private seller.

SWOT Analysis and Discussion

<table>
<thead>
<tr>
<th>Strengths</th>
<th>Weaknesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>- High brand awareness and customer loyalty</td>
<td>- Minimal R&amp;D</td>
</tr>
<tr>
<td>- Preferred local dealer centered in Victoria</td>
<td>- Weak cost structure</td>
</tr>
<tr>
<td>- Quality after sales services and financing services</td>
<td>- Lack of online presence</td>
</tr>
<tr>
<td>- Wide range of products</td>
<td>- Lack Economies of scale</td>
</tr>
<tr>
<td>- Expertise knowledge</td>
<td>- Staff lack relevant computer savvy</td>
</tr>
<tr>
<td>- Cost advantages</td>
<td>- Limited international expansion</td>
</tr>
<tr>
<td></td>
<td>- Aggregate websites are DBMS that have no local relevance</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunities</th>
<th>Threats</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Online Market</td>
<td>- Fluctuating currencies</td>
</tr>
<tr>
<td>- New technology</td>
<td>- Mature market</td>
</tr>
<tr>
<td>- Loosening regulations. E.g. free trade agreements</td>
<td>- High level of competition</td>
</tr>
<tr>
<td>- Inventory information systems</td>
<td>- Product and service substitutes from other C2C businesses</td>
</tr>
<tr>
<td>- Database management systems</td>
<td>- Governmental regulations and policy</td>
</tr>
<tr>
<td>- Low entry barrier</td>
<td></td>
</tr>
</tbody>
</table>

Strengths

The film and broadcast industry in Australia airs its free to view television shows on channels like the Australian Broadcasting Corporation and the Special Broadcasting Service. The iconic celebrity of Honest Jim Carsales would have traditional marketing channels absent an online presence. Therefore, Honest Jim has a large local appeal to its community, building brand awareness and customer loyalty more effectively.

Since the used car industry is largely based on the traditional service model, focus on their strengths in after-sales services and financial services would help them outshine their private selling competitors.

The wide range of products sold to corporations and government agencies should be based on the market demand for: Light passenger cars, 10.2%, compact SUVs, 9.3%, medium passenger cars, 5.8%, after sale service, 2.9%, sports-utility vehicles, 24.5%, small passenger cars, 21.8%, utility vehicles, 14.2%, large passenger cars and other vehicles, 11.3%. (Windle, 2017)
Staff with expertise knowledge would be tantamount to differentiating Honest Jim Carsales from its competitors. The company would have cost advantages as long as they do not involve themselves in the new car industry.

**Weaknesses**

The biggest market segment that the used car industry would be competing against is the new car industry. The new car industry would have higher expenses incurred in purchasing new car models, parts and accessories. They would also need to invest in more R&D, and have more pressure in expanding their manufacturing bases to cut expenses and retain profit. Honest Jim Carsales may be better off focusing on their local appeal in selling used cheap cars than using a capital intensive business model.

Honest Jim has a weak cost structure. The reason for this is that they act as a middleman between B2C models. There are many supply wholesalers that directly deal with businesses and customers. The cost providing all the services that new car dealers normally provide is almost non-existent in a cost structure of a C2C transaction.

Honest Jim’s lack of online presence severely diminishes the local impact that they wish to achieve with their thriving brand awareness. Fans who interact with the representative celebrity of Honest Jim on Facebook, for example, could be then reached with promotional videos of cheap cars that they can recommend to their friends and relatives online. This also means that they lack the economies of scale to promote used cars to a wider audience in QLD and NSW. Also, Honest Jim managers and employees do not have the sufficient capabilities to manage information systems that could help them have an online presence.

There is not much leverage that can be attained from aggregate websites like carsales.com.au other than the fact that they do provide a great data catalogue for choosing cars. Since much of the used car service industry is based on face-to-face interactions and onsite testing, there is not much reason for investing in these aggregate promotions as a main priority.

**Opportunities**

The free trade agreements between Australia and Asian countries like Japan and Korea opened up tariff free importations of cars like Toyota, Subaru, Mitsubishi, and Kia. This can signify an opportunity to make use of DBMS and inventory management systems that can manage a larger amount of cars. But this pales in comparison to the effect that online media presence could do for company influence of customer sentiments.

Capitalizing on social media strategy is of greater value opportunity. The online promotional material would get the consumers interested to make a sales transaction, not the other way around.

Used car dealerships have a significantly lower entry barrier than new car dealerships. This is because of the usually reduced stock price and overheads. This alleviates expenses normally incurred to new car dealerships.
Threats

With a high level of competition involving C2C private dealers and new car dealers, the used car industry is also maturing in its business life cycle. This means that the trend for selling cheap, fuel-efficient cars has reached the end stages of its innovation capacities. Volatile currencies also make the future of the industry a risky investment.

Although there are lower barriers to entry for Honest Jim, there still are very strict governmental regulations and policies that cost a lot of capital investment. New franchisee arrangements can cost up to 6 million dollars.

**Porter’s 5 Forces Analysis**

<table>
<thead>
<tr>
<th>Industry rivalry</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>- C2C private sellers of used cars. E.g. carsales.com.au</td>
<td></td>
</tr>
<tr>
<td>- The new car industry</td>
<td></td>
</tr>
<tr>
<td>- Automotive Holdings Group Limited. Market share of 7.1%</td>
<td></td>
</tr>
<tr>
<td>- AP Eagers Limited. Market share of 4.9%</td>
<td></td>
</tr>
<tr>
<td>92.2% of the market share are not major players.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Threat of substitutes</th>
<th>Threat of new entrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>- New car deals - medium</td>
<td>- Entrants with superior product differentiation - high</td>
</tr>
<tr>
<td>- Alternative modes of transport – medium- low</td>
<td>- Entrants deterred by capital requirements – low</td>
</tr>
<tr>
<td>- Cars from private sellers - high</td>
<td>- Entrants with cost advantages – high</td>
</tr>
<tr>
<td></td>
<td>- Entrants deterred by strict government regulation and policy – low</td>
</tr>
<tr>
<td></td>
<td>- Entrants have direct access to distribution channels - high</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Bargaining power of suppliers</th>
<th>Bargaining power of customers</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Suppliers have low concentration market share – low</td>
<td>- Ability to bulk purchase from manufacturers and wholesalers to gain cost advantage – high</td>
</tr>
<tr>
<td>- Suppliers with good product differentiation – high</td>
<td>- Ability to find alternative substitutes – low</td>
</tr>
<tr>
<td>- Wholesalers and direct online selling – high</td>
<td>- Suppliers product is unimportant to the quality of buyers services – high</td>
</tr>
<tr>
<td></td>
<td>- Using self- manufacture of cars to bargain - high</td>
</tr>
</tbody>
</table>

(Porter, 1979)
### Table Creation and Discussion

#### Honest Jims Cars Sold (past 12 months)

<table>
<thead>
<tr>
<th>Maker</th>
<th>Model</th>
<th>Year</th>
<th>Fuel</th>
<th>Body Type</th>
<th>Price</th>
<th>Sold Dates</th>
<th>Price After Discounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Holden</td>
<td>Captiva</td>
<td>2009</td>
<td>Diesel</td>
<td>SUV</td>
<td>$11,000.00</td>
<td>2/1/2016</td>
<td>$9,240.00</td>
</tr>
<tr>
<td>Ford</td>
<td>Falcon</td>
<td>2011</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$15,880.00</td>
<td>2/15/2016</td>
<td>$13,339.20</td>
</tr>
<tr>
<td>Ford</td>
<td>Territory</td>
<td>2012</td>
<td>Diesel</td>
<td>SUV</td>
<td>$19,500.00</td>
<td>1/15/2016</td>
<td>$17,355.00</td>
</tr>
<tr>
<td>Holden</td>
<td>Commodore</td>
<td>2012</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$14,900.00</td>
<td>6/22/2016</td>
<td>$13,261.00</td>
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<tr>
<td>Nissan</td>
<td>Patrol</td>
<td>2013</td>
<td>Diesel</td>
<td>SUV</td>
<td>$26,500.00</td>
<td>8/9/2016</td>
<td>$23,585.00</td>
</tr>
<tr>
<td>Ford</td>
<td>Ranger</td>
<td>2013</td>
<td>Diesel</td>
<td>Ute</td>
<td>$23,900.00</td>
<td>3/2/2016</td>
<td>$20,315.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Camry</td>
<td>2013</td>
<td>HyBrid</td>
<td>Sedan</td>
<td>$27,800.00</td>
<td>2/22/2016</td>
<td>$25,576.00</td>
</tr>
<tr>
<td>Kia</td>
<td>Rio</td>
<td>2014</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$12,300.00</td>
<td>10/31/2016</td>
<td>$10,947.00</td>
</tr>
<tr>
<td>Ford</td>
<td>Territory</td>
<td>2014</td>
<td>Petrol</td>
<td>SUV</td>
<td>$25,600.00</td>
<td>7/11/2016</td>
<td>$22,784.00</td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>Triton</td>
<td>2015</td>
<td>Diesel</td>
<td>Ute</td>
<td>$37,800.00</td>
<td>6/10/2016</td>
<td>$32,130.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Hilux</td>
<td>2015</td>
<td>Diesel</td>
<td>Ute</td>
<td>$38,900.00</td>
<td>10/14/2016</td>
<td>$33,843.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Corolla</td>
<td>2015</td>
<td>HyBrid</td>
<td>Sedan</td>
<td>$29,900.00</td>
<td>3/30/2016</td>
<td>$27,508.00</td>
</tr>
<tr>
<td>Ford</td>
<td>Ranger</td>
<td>2015</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$21,000.00</td>
<td>1/19/2016</td>
<td>$18,690.00</td>
</tr>
<tr>
<td>Holden</td>
<td>Commodore</td>
<td>2015</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$26,500.00</td>
<td>12/8/2016</td>
<td>$23,585.00</td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>Lancer</td>
<td>2015</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$19,200.00</td>
<td>10/14/2016</td>
<td>$17,088.00</td>
</tr>
<tr>
<td>Mazda</td>
<td>MX5</td>
<td>2015</td>
<td>Petrol</td>
<td>Sport</td>
<td>$26,300.00</td>
<td>3/24/2016</td>
<td>$23,407.00</td>
</tr>
<tr>
<td>Ford</td>
<td>Ranger</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$56,990.00</td>
<td>6/18/2016</td>
<td>$48,441.50</td>
</tr>
<tr>
<td>Holden</td>
<td>Colorado</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$45,790.00</td>
<td>3/14/2016</td>
<td>$38,921.50</td>
</tr>
<tr>
<td>Holden</td>
<td>Colorado</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$48,500.00</td>
<td>8/1/2016</td>
<td>$41,225.00</td>
</tr>
<tr>
<td>Holden</td>
<td>Colorado</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$48,880.00</td>
<td>31/06/2016</td>
<td>$41,548.00</td>
</tr>
<tr>
<td>Mazda</td>
<td>BT50</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$35,980.00</td>
<td>6/11/2016</td>
<td>$30,583.00</td>
</tr>
<tr>
<td>Mazda</td>
<td>BT50</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$39,900.00</td>
<td>5/16/2016</td>
<td>$33,915.00</td>
</tr>
<tr>
<td>Mitsubishi</td>
<td>Triton</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$37,900.00</td>
<td>6/11/2016</td>
<td>$32,215.00</td>
</tr>
<tr>
<td>Nissan</td>
<td>Navara</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$48,880.00</td>
<td>6/29/2016</td>
<td>$41,548.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Hilux</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$53,990.00</td>
<td>3/10/2016</td>
<td>$46,971.30</td>
</tr>
<tr>
<td>Toyota</td>
<td>Hilux</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$52,900.00</td>
<td>4/12/2016</td>
<td>$46,023.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Hilux</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$51,900.00</td>
<td>7/8/2016</td>
<td>$45,153.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Hilux</td>
<td>2016</td>
<td>Diesel</td>
<td>Ute</td>
<td>$48,900.00</td>
<td>5/8/2016</td>
<td>$42,543.00</td>
</tr>
<tr>
<td>Toyota</td>
<td>Corolla</td>
<td>2016</td>
<td>HyBrid</td>
<td>Sedan</td>
<td>$32,900.00</td>
<td>11/18/2016</td>
<td>$30,268.00</td>
</tr>
<tr>
<td>Holden</td>
<td>Commodore</td>
<td>2016</td>
<td>Petrol</td>
<td>Sedan</td>
<td>$29,000.00</td>
<td>3/9/2016</td>
<td>$25,810.00</td>
</tr>
</tbody>
</table>

#### Wholesale price discounts

<table>
<thead>
<tr>
<th></th>
<th>% below Retail</th>
</tr>
</thead>
<tbody>
<tr>
<td>Toyota Utes*</td>
<td>13%</td>
</tr>
<tr>
<td>All hybrid cars**</td>
<td>8%</td>
</tr>
<tr>
<td>All other Utes</td>
<td>15%</td>
</tr>
<tr>
<td>All pre-2012 cars</td>
<td>16%</td>
</tr>
<tr>
<td>All other cars</td>
<td>11%</td>
</tr>
</tbody>
</table>

**Sales bonuses back to the business.**

* Toyota Ute sales bonus of $400 per car sold
** Sellers of hybrid cars receive a $600 rebate per car sold from Gov.

<table>
<thead>
<tr>
<th>Average cost of car by fuel type</th>
<th>Average cost of car by fuel type after discounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td>Diesel</td>
</tr>
<tr>
<td>$ 40,450.56</td>
<td>$ 34,753.07</td>
</tr>
<tr>
<td>Hybrid</td>
<td>Hybrid</td>
</tr>
<tr>
<td>$ 30,200.00</td>
<td>$ 27,784.00</td>
</tr>
<tr>
<td>Petrol</td>
<td>Petrol</td>
</tr>
<tr>
<td>$ 21,186.67</td>
<td>$ 18,767.91</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average cost of car by year</th>
<th>Average cost of car by year after discounts</th>
</tr>
</thead>
<tbody>
<tr>
<td>2009 $ 11,000.00</td>
<td>2009 $ 9,240.00</td>
</tr>
<tr>
<td>2011 $ 15,880.00</td>
<td>2011 $ 13,339.20</td>
</tr>
<tr>
<td>2012 $ 17,200.00</td>
<td>2012 $ 15,308.00</td>
</tr>
<tr>
<td>2013 $ 26,066.67</td>
<td>2013 $ 23,158.67</td>
</tr>
<tr>
<td>2014 $ 18,950.00</td>
<td>2014 $ 16,865.50</td>
</tr>
<tr>
<td>2015 $ 28,514.29</td>
<td>2015 $ 25,178.71</td>
</tr>
<tr>
<td>2016 $ 45,172.14</td>
<td>2016 $ 38,940.38</td>
</tr>
</tbody>
</table>

The field label choice for price after discounts catalogues the pricing after wholesale discounts. This is important, as the car dealer would be competing against many wholesalers.

The four trends identified are listed above in the tables, where average costs are plotted against the categories of fuel type, year, fuel type after discounts, and year after discounts. From the insights gleaned from the datasets, there is a lot of incentive for salespeople to sell more utes and hybrid cars. This is due to the large discounts and the available sales bonuses.

Since the consumer market is more prone to demanding for cheaper cars, the way Honest Jim can avoid writing off stock and still managing a wide range of products is to sell their utes and hybrid cars to other businesses. Also, they can expand their business model to allow customers to become sales people. In other words, they should expand to C2C business.

This would enable to business to keep up with the market trends and therefore gain a competitive advantage.
PART B: Information Portal Design

Design review and justification

In terms of visibility, the web page is designed with a simple menu, some social media links to other promotional material, supporting graphical representations of products and a search bar. The simplicity and conventionality of the design makes it easy to navigate.

The conventionality of the icons used demonstrate an affordance to help the user easily figure out the functionality of the website. For example, the large font with a caricature of a tradesman on the home page suggests the presence of a conventional logo. The lateral selection menu has easy to understand labels associated with its fields: home, about us, products, buy used, and enquiries. The buy used label contains an active verb that is direct about what it wants the user to do.

The menu panel has five selection options to choose from. Upon the selection of a panel, it is shaded and is no longer clickable. This is a constraint imposed on the user to prevent the user from making a mistake like reselecting the page that the user is already browsing. The fields in the product sections closely resemble the field dataset in the table. However, the broad categories are categorized in a particular order. This is due to the percentage allocated to each product differentiation in market research data.

The main engagement method of the website is the social media links to the Facebook page. The Facebook page would involve a link to promotional videos. Most notably, the Facebook page would embed links to Youtube videos promoting the main television personality’s profile or show reel. On the page, the customers can read about the actor/presenter’s history. This is not only to garner fans for the film star, but to also show that the company has good public relations.

In terms of web analytics, the conversion rate for visitor-customer can be increased by providing buttons with call to action phrases – for example “Buy Used”.

02/04/2017
**Conclusion**

From the analysis, Honest Jim’s best business model would be to focus on developing a C2C oriented structure that is largely based on their online presence. These can be leveraged through customer loyalty rewards. Their first public relations campaign through the film star that launched them as a successful fleet supplier for businesses can be further expanding if they are willing to hand out more contracts to customers as affiliate businesses. These campaigns can be advertised through Facebook advertisements and embedded promotional material. This approach not only would generate more ROI, but it would also help Honest Jim compete against private sellers.
Appendix

Honest Jim Carsales
Business History

1972 - First car yard opened

1975 - One of our most loyal customers became a film star. As a favour he used our car yard as a backdrop to a locally produced television show.

Mission Statement

“Good cars at a Good price”

Lorem ipsum.
References
