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HANDBOOK OF EXPORT ASSISTANT IN NORILSK NICKEL  
HARJAVALTA OY

Degree Programme in International Business  
2018

# HANDBOOK OF EXPORT ASSISTANT IN NORILSK NICKEL HARJAVALTA OY

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Degree Programme in International Business

June 2018

Number of pages: 40

Appendices: 6

Keywords: export assistant, exporting process, handbook, Norilsk Nickel, orientation

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The purpose of this thesis was to investigate Norilsk Nickel Harjavalta Oy orientation process for export assistant's position. Original thought was to create a handbook for future summer trainees and for their orientation process. The idea came up when I was working as a summer trainee in Norilsk Nickel Harjavalta Oy. Company did not have any specific problem regarding to the orientation, we just came up with the idea how the process could be improved. My task was to come up with the upgraded idea to their orientation process. Then the handbook idea was released and research started.

This topic was chosen because there is always something that could be done better in orientation. The topic was current for the author because she had recently had her own orientation for the tasks of export assistant.

Theoretical data for this thesis is gathered mainly from books, but reliable online articles and YouTube-videos are also used.

The thesis was project-based and qualitative approach was applied when completing the empirical part. In interview the method was semi-structured and was held in Nor-nickel Harjavalta office. Interviews consist of relevant topics regarding the handbook and exporting process.

Empirical part was gathered by making interviews to export assistants who have been working several years in this position. They both have had their own orientation and trained summer applicants. Therefore, this was a perfect opportunity to investigate the orientation process. They both have several years of experience regarding exporting, so their knowledge was important when gathering information to the handbook. With this qualitative method, purpose was to research the improvement possibilities to the orientation process. These interviews also gave more perspective to the whole exporting process and gave idea what kind of matters are essential to take into consideration when gathering the handbook.

## CONTENTS

1	INTRODUCTION.....	4
2	PURPOSE AND OBJECTIVE .....	5
2.1	Purpose and objectives.....	5
2.2	Conceptual framework.....	6
3	EXPORTING PROCESS .....	7
3.1	Exporting process.....	7
3.2	Incoterms.....	8
4	DOCUMENTATION.....	11
4.1	Order .....	11
4.2	International waybill (CMR).....	12
4.3	Packing list.....	12
4.4	Bill of Lading.....	13
4.5	Proforma invoice.....	13
4.6	European Union’s Certificate of Origin.....	13
4.7	Dangerous goods declaration (DGD).....	14
4.8	EDI- customs .....	15
4.9	EUR1-document .....	15
5	ORIENTATION.....	16
6	HANDBOOK AS AN ORIENTATION METHOD.....	19
7	RESEARCH METHODOLOGY .....	22
7.1	Interview .....	23
7.2	Reliability and validity.....	24
8	PRESENTATION OF CASE COMPANY.....	26
9	EXPORTING PROCESS IN NORNICHEL.....	28
10	DOCUMENTATION IN NORNICHEL.....	30
11	ORIENTATION IN NORNICHEL.....	31
12	ANALYSIS .....	32
13	RECOMMENDATIONS .....	34
13.1	Handbook.....	34
14	CONCLUSION .....	36
	REFERENCES.....	37
	APPENDICES	

## 1 INTRODUCTION

The idea for this thesis came up during the practical training in the summer of 2017. The author was working as an export assistant in Norilsk Nickel Harjavalta Oy. The author has been interested in logistics for some time and her current studies have been consisting supply chain management and logistics. She was hoping to obtain suitable thesis topic for her interests and studies.

Norilsk Nickel Harjavalta Oy (later referred as Nor Nickel) is well-known metal industrial company producing nickel chemicals and metals. Since 2007 the company has been in Russian owned concern which is world's leading mining and metal company. Company has customers all around the world.

The writer came up with the idea for the handbook when working in Nor Nickel. She felt that the orientation is taken care well in general, although there is still space for improvement. This thesis is used to search information to include into the handbook. Company has requested not to publish the actual handbook. Therefore, thesis includes only the results without the actual handbook.

## 2 PURPOSE AND OBJECTIVE

### 2.1 Purpose and objectives

The purpose of the thesis is to improve the orientation process with a handbook. The idea was invented when during practical training season in Nornickel. We reached mutual understanding to create assisting tool for orientation of summer trainees.

The thesis has following research objectives. Research focus is on handbook as an orientation method and exporting process. Results indicate what kind of handbook is created for Nornickel. My project task will be to investigate their orientation and exporting process and find solutions which will benefit case company.

The key research objectives of this thesis are following: export process management, documentation and general knowledge of logistics, orientation and handbook as an orientation method. General understanding is created utilizing key words: exporting process, documentation in logistics, orientation and handbook as an orientation method. The habits of Nornickel regarding these subjects are discovered through interviews.

The main research problem is which topics to include in the handbook to make it the most efficient for the case company. The thesis included several research questions and those are wanted to be accurate. These questions will support the research. Results to these questions are shown along the thesis.

The research questions are:

1. What main topics needs to be covered about exporting process?
2. What kind of phases exporting process includes?
3. Why is the orientation important?
4. What are handbook's advances and disadvantages in orientation process?
5. What kinds of documents are used in exporting process?
6. What is good to know in general when starting logistical process?

The thesis has limitations that are created to rule the thesis with correct boundaries. In this thesis handbook is the only orientation method investigated. The final handbook and this thesis will cover alone exporting process. Reliable online sources and books from library are used. Exporting process is described according to general knowledge and based on Normickel's process. Handbook is created to be utilized as a part of Normickel orientation process for summer trainees.

## 2.2 Conceptual framework

Conceptual framework shows the information included into the thesis. Topic is seen in the middle and the most important topics are gathered around it. Thesis includes the main topics of exporting and general knowledge of orientation. Conceptual framework is seen below.

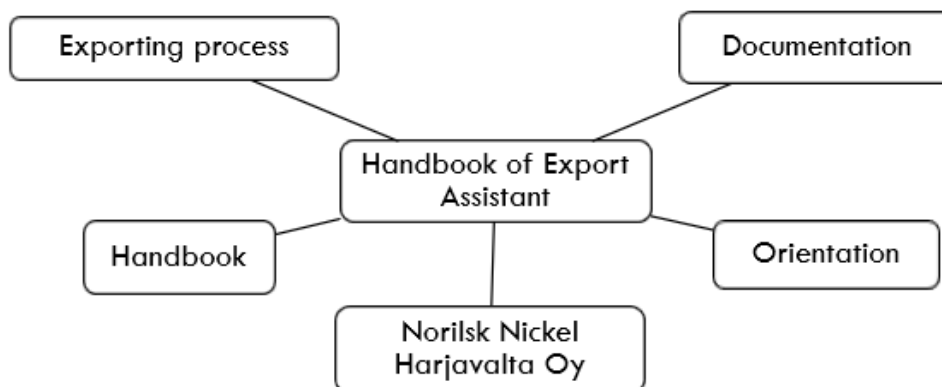


Figure 1. Conceptual framework: Subjects related to the thesis

The thesis will begin with the explanation of the exporting process and its documentation. Subsequently the orientation and the importance of orientation in general level will be covered. After that there will be specific look about handbook as an orientation method. Research methodology is explained and then there is analysis what are the benefits and how it is used in most beneficial way. At the end of literature review is the case company introduction.

### 3 EXPORTING PROCESS

#### 3.1 Exporting process

Logistical process is a combination of many smaller processes, such as exporting and importing. Those terms cover the service when the product is transported in or out from the country. Logistics include transportation with many possible transportation modes. In international logistics ocean, air, rail or road modes are used. (Bloomberg, Lemay, Hanna 2002, 291)

In general level exporting is an action of trade, where goods are manufactured in factory and delivery is made to another city, country or continent. Exporting can be domestic or international. Both these require actions that might vary. Exporting as a process can be a world-wide transaction and have influences to nations all over the world. Countries have made trades for ages and it is growing constantly. Large scale of exporting created uprising effect to exporting countries economy. (Website of Investopedia 2018)

Exporting is a process that is related to logistical solutions in a company. Company will adjust the costs of exporting process to product price. Company can, depending delivery terms, adjust the costs in a way that the process is profitable. (Sakki 2001, 24, 42)

Exporting process is an everyday activity in companies of all sizes. When there is business there is exporting. Whenever there is logistics the properties of the product must be considered suitable for transportation. Matters like packing and transportation mode are needed to take into consideration. Deciding the payment method and other specific requirements for the buyer are included into the exporting process. (Website of International Trade Administration 2017)

The ability to export goods helps the economy to grow. One of the core functions of diplomacy and foreign policy within governments is to foster economic trade for the benefit of all trading parties. Exports are a crucial component of a country's econo-

my. Exports facilitate international trade and stimulate domestic economic activity by creating employment, production and revenues. (Bloomberg etc. 2002, 290)

Overall understanding about the exporting process is important. Realizing the process in correct order is crucial for export assistant. Being aware about the general information, needed documents and policies in the export process is important. Export process can be handled in various ways. Options depend on the number of intermediate companies. (Website of International Trade Administration 2017)

When beginning the exporting process, it is a combination of several facts. It includes gathering customers and making sure that the product is valuable for the customer. The transportation mode must be suitable for that specific product. Completing the process with respect and reliability is essential for both parties to maintain their reputation and gather positive feedback. (Website of International Trade Administration 2017)

Company demands capacity and resources to manage exporting process. It is obligatory to assure goods for every step of the way. Companies should have insurances for the transaction and for their products. Insurances might cover also company's purchasing process. Options for money transactions should be compared. Especially, when exporting via sea, possibility to extended terms of payment, insurance should be taken in consideration because of the extended delivery time. Matters regarding terms are taken care in advance and agreed with the customer in the contract. Companies operate with Incoterms to maintain the level of understanding in transaction. (Bloomberg etc. 2002, 293-295)

### 3.2 Incoterms

When transporting goods from the seller to the buyer several phases are included and these actions create costs. Both parties benefit from clear terms of delivery without having a long negotiation every time. Incoterms are developed during the years and are now serving the needs of transportation world. Nowadays incoterms have con-



create their position as a general delivery term. Purpose of the incoterms is to adjust transportation costs and risks. Delivery term is included into the contract as a letter combination created from the sentence. For example “Delivered at place” is DAP. This incoterm means that the goods are delivered all the way where the customer wants it. Usually, the destination included to delivery term is named, for example, DAP Berlin. Delivery term includes terms of responsibility of actions, costs and risk taking. (Railas 2016, 21-22)

Incoterms are updated frequently, but not every year. Active terms are updated in 2010. First incoterms were created in 1923. Incoterms are standardized, and the terms are international. In INCOTERMS 2010 includes eleven delivery terms, those are divided depending suggested transportation mode. Seven of the terms are suitable for all the transportation modes. Those are EXW, EXW Ex Works, FCA, CPT, CIP, DAT and DDP. (Railas 2016, 84-88) See explanations for the Incoterms in appendix six

Following delivery terms are designed to be used only in sea or other water transportation. This includes in-water transportations. Guideline is that these terms are not suitable for terminal traffic where the goods are given to customer at the port terminal. These terms are: FAS, FOB, CFR and CIF. (Railas 2016, 84-88) See explanations for the Incoterms in appendix six.



Picture 1 Combination what to take in consideration when exporting. (Website of International Trade Administration 2017)

Above is seen the picture of the most important parts in the export process. Those matters need to be considered every time when exporting, and especially at the beginning of a new customer relationship. Duties, taxes, shipping and insurances are

important information and required before transportation. It is important to figure out how these differ between the countries where the exporting is made. What kinds of documents are needed to prepare for the destination country, who does not require those documents or vice versa. For example, the hazardous goods differ between countries and continents. (Song & Panayides 2012, 30-31)

Some companies trust their matters in other companies' hand. Overseas buyer wants to make sure that the product is purchased properly and the responsibility of the actual transportation to destination does not belong to the responsibilities of the manufacturing company. This will be safe choice if the exporting company is not that familiar with the purchasing company or the country. With larger overseas buyers it is better for the company to increase their business opportunities internationally. (Song & Panayides 2012, 31-33; 54-58)

When entering over sea exporting, it is good to make an investment to a forwarding agent company that has experience particularly in the field where the company is working. There are several forwarding companies around the globe and they are all specialized in some field of exporting or importing. That will make it easier when booking the transportation or making sure that the documents are correct. (Hörkkö 2010, 52-56)

## 4 DOCUMENTATION

Documentation is an important part of export assistants work. Documentation needs to be specific. This includes documents such as order, waybill, bill of lading, dangerous goods declaration, invoice and custom documents. (Bloomberg etc. 2002, 129)

Basic purpose of documentation is to create standards for the goods and the delivery terms. There is also documentation for certifications that are proving the origin and the quality of the certain product. Documentation can be used to meet the regulations that have been named and are there to check if the goods have gone missing or broken. (Website of International Trade Administration 2017)

### 4.1 Order

When receiving an order, specific information needs to be included. Both companies, the seller and the buyer need to be mentioned clearly. Also the specification about the product and amount needs to be mentioned. Order needs to have information about delivery time, at least some estimation. It is also important information if the order is for example monthly quota from larger scale. Company can sell large amounts at once and make contract so that similar amounts are sent once a month. For that reason, it is good to mark the quota which order it is concerning to minimize possibilities of error. (Lai. 2004, 84)

Order batching occurs because firms place orders periodically for different amounts of the product to minimize their order processing and transportation costs. In a typical buyer-supplier scenario, demand draws down inventories until a reorder point is reached at which the buyer places an order with the supplier. Ordering will assist company to assume safety stocks, inventory level and place their monthly or shorter time of order periods. Pre-placed orders ease companies to concentrate on full-load orders. (Lai 2004, 55)

In some time, after the order is dispatched and there is no new order closed, there is no demand at all for the supplier's goods. This kind of order batching amplifies variety and needs some bullwhip effect. (Lai 2004, 56)

Bullwhip effect is explained as an occurrence in supply chain where orders are placed. The movement from sales is sending misleading information to manufacturer from the store. When customer makes unordinary purchases that might start a bullwhip effect and create more products to stock than necessary. Retailer is ordering larger amounts than usual which requires manufacturer to produce more products to fulfill the order. (Website of Aalhysterforklifts 2018)

In appendix two there can be seen an example of an order outline. Export process will become easier along the process when order is made clearly and it includes all the necessary details.

#### 4.2 International waybill (CMR)

Despite the transportation mode waybill is always required. It needs to be mentioned in a clear way who is the transporter and what is the product. Time when the loading is made and when the unloading is supposed to happen is also required to be seen in a waybill. Also, the buyer who is receiving the product is needed to be mentioned in a waybill. (Salminen 1997, 252)

There can be different kinds of waybills depending on the transportation mode. Same basic information needs to be found in every waybill. Sea, truck, rail or air waybill will look a little different. (Salminen 1997, 252)

#### 4.3 Packing list

Packing list is a transporting document which includes specification of every pallet in that delivery. Invoice should be based on the products listed in packing list. Copy of the packing list is sent to a consignee party so they can approve the shipment.

Some countries need specification details or markings in the packing list. (Salminen 1997, 230)

#### 4.4 Bill of Lading

Bill of Lading (later referred as B/L) is document provided by the shipping company, which includes information regarding the amount of goods received to transport, with the terms named in the contract. B/L has the information about the consignment in a specific location against this documentation. B/L can be set only for specific person or for other who has the power to have the product. B/L defines the goods shipping and receiving details towards the receiver. (Salminen 1997, 175) B/L can be referred as check because the document represents the goods in shipment. (Bloomberg etc. 2002, 129) B/L is crucial in sea transportation since it includes specific information about the goods and it is used to hand over the goods from the destination port. (Bloomberg etc. 2002, 129)

#### 4.5 Proforma invoice

Invoice is document that gives the price for the product that has been sent. Proforma is estimated invoice made by the seller of the product. Proforma invoice is also known as a preliminary invoice. Proforma invoice includes following information: estimated price, weight and transportation charges. (Salminen 1997, 245 & Webpage of Business dictionary 2018)

Export assistant will create proforma invoice that is formal form of the invoice but does not include demand of payment. Proforma invoice is used to make customs declaration. (Hörkkö 2010, 116-117)

#### 4.6 European Union's Certificate of Origin

In some countries it is required to provide certificate of origin. In Finland this document is possible to receive from the Finland Chamber of Commerce. Purpose of this

document is to show the origin of the goods and assure the process with the customs and to proof the material quality to match with the contract. Chamber of Commerce's certificate of origin is a form, that is used when doing business between European Union and the third countries. (Website of Kauppakamari 2018)

In general, the certificate is given in to companies that have contract with the Chamber of Commerce. Outline of the certificate can be found in appendix three. Certificate needs to be applied again for every delivery separately. Local Chambers are found in the website: <https://kauppakamari.fi/k2/kauppakamarit/etsi-oma-kauppakamarisi/> The Most common and the fastest way to apply certificate of origin is through e-Vientiasiakirjat- service. Username and password is required. (Website of Kauppakamari 2018)

There is a possibility to have it printed from the company's office or in Chamber of Commerce and to be sent via local post. It normally takes longer time and if there is no time for it, online version is regularly used. Then printing takes place in company's office. This certificate costs 28 € and verified copy costs 14€. (Website of Kauppakamari 2018)

#### 4.7 Dangerous goods declaration (DGD)

When exporting hazardous goods, this document is needed. DGD is required to be attached to the CMR document with all the phases of transportation. Declaration example can be seen in appendix three. When booking transportation, it is needed to consider the hazardousness. Document is obligated to provide in to transportation booking phase. All the transportation modes are not available for certain hazardous classes. (Salminen 1997, 274)

When having the document there needs to be signatures from exporting company and person responsible for loading. Document contains following information: place of loading, destination, safety class and product details and amount. Document may contain information about possible stops and seal details. (Salminen 1997, 274)

#### 4.8 EDI- customs

Customs declaration can be given from customs to their registered customer when the unformal declaration has been given. EDI-customs are common in exporting but not that frequent in importing. This is a service provided by customs. Company is required to solicit permission to message exchange. Used document form is strict, decided by customs. Service is constantly evolving. (Hörkkö 2010, 117.; Webpage of Customs 2018)

#### 4.9 EUR1-document

With this document the exporter can point out the origin of the shipped product. Product is declared with customs benefit contract in a way that is shown in a tariff agreement. Rules and regulations are attached to the contract. EUR1 document is used in most of the trades made inside European Union. When using EUR1 document there is two possibilities how to apply it. Exporter can provide value limited trade announcement or subject the license of the trade. Certificate can be purchased from [www.kopiostore.fi](http://www.kopiostore.fi) or single copies are available in Finnish Customs customer service offices. (Website of Tulli 2018)

Exporter or someone they have authorized in that country where the goods are exported from is demanded to compose the EUR1 document. The document needs to be filled with diligent. All the positions are needed to fill and enclose proforma invoice to the application. Certification is confirmed by authorized custom official. Exporting company will receive two documents and the first one is delivered to the buyer or the receiver. (Website of Tulli 2018)

## 5 ORIENTATION

Orientation is one of the most important forms of education in working environment. It has an impact to results, motivation, safety and healthcare. Orientation is a multi-faced process that will try to make working process easy and make results more efficient and make the working more productive and long lasting. (Lepistö 2000, 63)

Nowadays it is more crucial to handle the work tasks efficiently and fast. Talented work performance has always been an economic, social and personal value. These criteria have become more important during the years. It is important to be able to implicate new tasks and information fast. For individual it is meaningful to evolve personal skills and maintain the level of motivation. When learning new frequently the motivation maintains, and tasks stays interesting. (Lepistö 2000, 63)

Orientation process can benefit all the parties in orientation process. Benefits can be seen in long haul and at the same time in short period. Parties that benefit from orientation are employee, employer, customers and the company. Following orientation benefits are for the employee. In orientation the uncertainty and tension towards the tasks are lower. Absorption to working environment is easier and efficient. Beginning to work for the company will be smoother and habits are learned correctly at the first time. Employee can show talent and knowledge earlier and that way create stronger relationships to co-workers. Employee will get to know his/her responsibilities and begins to follow those automatically. Interest to take care of those responsibilities will raise. If company is regularly keeping quality checkpoints employee will reach and maintain the certain quality level more easily. When orientation is successful, and employee is trained to own tasks, normal payment level will be reached faster and working level will be maintained. (Lepistö 2000, 64)

Employer can benefit from orientation process in different ways. Process can advantage manager and employee relationship faster and easily. Problem solving might become easier and worker is able to ask guidance easier when they know each other better. Well-performed orientation process will create good ground for ability for cooperation. Time management might become easier and in addition manager does not need to advise employee multiple times. (Lepistö 2000, 64)



Also, the company will benefit about the orientation process in. In the most cases effort that company is using in orientation will pay out in a short time. Usually benefits are more valuable and seen more clearly in companies that use orientation than those who does not. Employee will grow better attitude towards work tasks and environment. The amount of errors and accidents stay low when correct working skills are learnt from the beginning. Employee will have fewer absences and will have better touch about working life. Also, mental health will be in better balance which indicates to company's industrial health amount. Employee will probably stay in the same company for a longer period when he/she feels welcome and knows ones tasks well. Company will have better image when workers are satisfied and well-trained. (Lepistö 2000, 64)

In orientation the fact is that only few job tasks remain the same needs to be taken into consideration. (Santalahti 2001, 4) Today working is constantly changing and environment is moving. This highlights the importance of orientation and the education of current personnel. New employee needs to have the orientation before starting to work. Orientation will change along the process and will be evolved to fit for all. (Santalahti 2001, 4)

When going through the orientation process risk management should be taken in consideration. Good orientation process will include also reminding the current staff about the risk management and the safety handling in the office. Main issues in work protection is so called invisible dangers which can happen in situations like maintenance or cleaning tasks. (Santalahti 2001, 4)

In orientation process all the available knowledge should be included. Difficulties arise when all the information cannot be printed. Employees who have years of experience are called professionals. There can be difficulties to be able to get all the information available out from the professionals because knowing the correct questions for that is the key. (Santalahti 2001, 5)

After completing the orientation process of a new employee, the working environment will be safer. Participation of every employee is needed to advance the safety and comfort of the work environment. (Santalahti 2001, 12)

## 6 HANDBOOK AS AN ORIENTATION METHOD

Handbook as an orientation method is discussed in this chapter. Questions what kind of specification handbook can offer in orientation, what are the benefits and what are the things why it should not be used. If there are any. Needs to be considered when gathering the handbook materials.

Handbook can have information how to act in specific situations. There could be instructions what is needed to know about the future tasks. In handbook there can be safety instructions, and what to do in a case of an emergency. (Santalahti 2001, 9)

A handbook is written for the employee, goal is to create a binding relationship with all the employees. Handbook is an excellent method to begin a bond between employee and employer. This will also give the same information for all employees at the beginning of the employment relationship. Information included to the handbook are following: rules, expectations and the tasks required. (Santalahti 2001, 9)

Handbook will give resources to educate new employees whether they are seasonal or permanent. Handbook will give an opportunity to answer questions and some uncertainties that new employee might face during the beginning of the employment. When creating the first handbook there can be a problem of over-information or focusing on the in-correct issues and questions. (Santalahti 2001, 12)

Handbook can be used as a communication tool in the beginning. Agreements and notices can be included into it. Handbook should have values and expectations lined up and what company expects employees to know and expectations how employees should behave and communicate in working environment. (Website of When I work 2014)

Handbooks language is required to be clear and understandable to avoid understanding errors. Questions can always be presented if needed. In handbook it is meaningful to concentrate on the attitude in context. Employees are required to adopt the proactive, positive and encouraging attitudes that are good to have when entering the business life. (Website of When I work 2014)

Handbook is required to have safety- and security guidance. Although these matters are considered in many other parts in orientation process, these are convenience to be available to check at any point of work process. This matter is important especially for the seasonal staff. The handbook is a good way to remind employees not to take safety and security issues for granted. (Website of When I work 2014)

When creating a handbook, it is important to remember to assure all included is correct. When gathering the material if possible legal review may be on point. This can be important to do because company does not make itself legally responsible for something that is not their business. In these cases, the wording is crucial point. (Website of When I work 2014)

Handbook can be many things. It is a convenient way to inform new employees about company code of conducts, what kind of behavior is acceptable in community and what is restricted and what the time of breaks and where those can be spent. This handbook will make specification about matters that might be confusing in the beginning. Matters such as working time, possible benefits and compensations are included. In handbook there can be specified for example paydays, holidays and other legal matters. Handbook might also be just sum up about the tasks that are included in position. (Website of When I work 2014)

Handbook can be modified just to be specific for the needed purpose. Different companies need to have their own matters included into it. Every company manufactures handbook that serves their needs most efficiently. When creating process is ongoing there is outline matters that should be taken into consideration. Crucial fact is that the handbook needs to be to be lined so that it is easy to read and maintain interest through the handbook. Attention should be paid for example to headings and making text clear. In careers where creativity is important there might be room for colors and symbols. Mainly handbook should look formal. (Website of When I work 2014)

Handbook can never be considered as finished. There must be possibility to modify the handbook. Reasons can be for example growth, development of business or changes in industry. Also, time and policies change. Crucial fact is that change is

natural and is happening frequently. Company needs to be ready to adapt to change and sometimes be ahead of the change. When the first handbook is created the first updated version should be released yearly or at least make sure that the information is still valid. Of course, there is needed to take into consideration the field where the handbook is made, some fields are more exposed to change than others. Sometimes the changes are based on legal rules and regulations. That is why it is good to stay focused regarding the field and the news. (Sistonen 2008, 25)

## 7 RESEARCH METHODOLOGY

This thesis is created for Nornickel to improve their orientation process for export assistants. Nornickel has well created orientation process in general level for all summer trainees. Working in Suurteollisuuspuisto requires many safety precautions, those are covered in general Nornickel orientation. Those are not needed to include in the handbook.

This thesis gave opportunity to go through all the needed documents in exporting process and become familiar with the exporting process. The handbook is designed to produce solution for summer trainees' orientation.

When selecting research method decision between methods needs to be done. Main research methods are qualitative and quantitative method. Quantitative research includes positive principles and relies to standards of strict base of research style. This style has formed from the prior of actual research. Quantitative research relies to statistical analysis and is used frequently in several fields of business, for example clinical and sociological researches. (Adams, Khan, Raeside & White 2007, 26)

Qualitative is the type of research where data collection and analysis are made with relying on numbers. This is the opposite research method for quantitative research. Results are based on reality and experienced answers since the people chosen are experts or at least they have experience about the topic. Also, target group is determined with more specific requirements than in quantitative research. (Adams etc. 2007, 26)

In this thesis qualitative method is used for gathering information. The qualitative research method follows general qualitative process figure. The qualitative process includes four key points. Designing, gathering, analyzing and conclusion. Those are the main steps that should be followed when accomplishing a qualitative research. When designing the research, it is essential to focus on literature review, sources, ethics and validation. When all these matters are taken into consideration subject is covered well. The whole research is easy to outturn with good plans to follow. (Kananen 2010, 36)

Qualitative research is the base of researches because it provides answers to the question what. This research method includes qualitative questions which are asked from carefully chosen persons. Difference between qualitative and quantitative research is the number of answers and persons who answer. In quantitative research, questions are asked from the group of random people. When using qualitative method, the participants are selected. The objective is to choose persons, who have the highest knowledge and interest in the subject. Qualitative method includes gathering information from books, articles and websites. (Kananen 2010, 37-40)

Information regarding the importance of handbook was gathered using books, articles and interviews. Data was gathered from two export assistants who have been working in the case company. Those two different points-of views will provide good angle for analysing the need of required information in orientation. Data was gathered by presenting similar questions for the both export assistants. Questions were made to be simple to answer and to gather information effectively.

## 7.1 Interview

Interviews took place in Harjavalta at Nornickel office. Subject persons are from the case company who are working as an export assistant. Export assistants were interviewed during the same day. Questions were given pre-hand. Questions are open questions and are presented during the interview. Assumption was that the answers would be more informative since export assistants had a possibility to prepare their answers. They received the questions one day before interviews.

Export assistants were chosen precisely. Years of experience from the exporting field and regarding orientation process was required. Best scenario would have been if the person would have done orientation lately and has recent memories of his/her own orientation process. The atmosphere was wanted to maintain unformal and during the interview discussion was open. That created an environment where the ideas and answers were given easily.

With these interview questions it was easier to focus on the relevant topics regarding the handbook. The questions are found in appendix four. Interviews were not standardized. Both interviewees had the same questions, but the outline of the interview was not so determined before. Export assistants who answered to these questions wanted to stay anonymous. Two exports assistant were chosen with different backgrounds of experience. That will support the qualitative method since the large inquiry would have been difficult to process. The interview was wanted to keep open minded so that new possible ideas would have been found for the handbook. The Handbook was supposed to be modern version in comparison to basic book-version and maintain easy to modify.

The received answers were informative. Topics where discussed thoroughly. All the thesis objectives were covered. Answers can be found in the end of the thesis. Interview method is semi-structured method. Semi-structured method indicates that the group is selected pre-hand. Interview had also themes that were pre-selected straight from the conceptual framework. Persons are chosen based on their occupation. Semi-structured determinates that questions are chosen before and are arranged similar for the both respondents, but questions can be added or altered during the interview. (Website of KAMK 2018)

## 7.2 Reliability and validity

The used sources in the literature review are extensive. The literature review is solid and trustworthy because there were handled multiple sources to form the final text. The sources are reliable book sources, articles and online sites. In this thesis the qualitative research interview was an information gathering method. Interviews gather information regarding the Nornickel protocols. Exporting process and documentation literature found from books is reliable but easily outdated, therefore online sources are supplemented. Orientation and handbook materials are constantly evolving so therefore it was important to use online sources side by side with literature from books.



Interviews are done by interviewing employees who have years of experience from logistic process and orientation. This will ensure that their answers are based on real-life knowledge and experience. Two candidates were chosen among six export assistants. The sampling of two persons out six is enough to gather the information. Both were chosen because of their experience regarding exporting. The first one has been working in the field over ten years. Last ten years of it in Nornickel. She orientated me last summer and I had good experience. Therefore, her knowledge regarding exporting and orientation is valuable and trustworthy. Other candidate has been working nearly two years for Nornickel but has exporting experience from other company. Her experience of Nornickel orientation is in a recent memory. Learning her experience and memory regarding the orientation revealed development ideas. Based on their both knowledge and experiences it was convenient to form information for the handbook.

The research is possible to repeat. Result may not vary in short time period, in long-term changes may occur. Habits and norms that are discovered in the interview might never change, but in case of new law adjustment changes can happen rapidly.

Creating a handbook for case company is common subject for thesis. Nowadays companies want to improve their orientation process and therefore creations that upgrade the level are on the table. Nornickel wants to have the handbook and its subjects to be based on real-life and the topics to be relevant and important. Therefore, it was important to base the handbook to the results of interviews. Nornickel requested the handbook to improve their export assistant orientation process.

The handbook is easy to read to avoid understanding errors. This handbook provides general information about export assistant's work prescription. In the handbook the daily tasks are mentioned but it does not restrict how the tasks are done. Main terms are gathered and explained so that the new employees can adapt those quicker. The handbook was created with Microsoft Power Point and saved as pdf-file. This way the handbook is a secured file but also makes printing possible. Purpose was to create short and efficient package, in the final version there is 15 slides. The length is designed to be compact and the last page is left for employee's possible own notes.

## 8 PRESENTATION OF CASE COMPANY

Case company in this thesis is Norilsk Nickel Harjavalta Oy. Company has launched brand name Nornickel in 2017. Nornickel is producer of metallic nickel and nickel based special chemicals. Company is part of Russian Nornickel Group. Company is located in Harjavalta, Satakunta region, Finland. Nornickel has been operating in Suurteollisuuspuisto since 2000. (Website of Nornickel 2017) Before that there was nickel production in same plant but with different company name and owner. From 2007 the company has been owned by Russian corporation.

Suurteollisuuspuisto in Harjavalta is nearly 300-hectare size industrial centre located along the Kokemäki-river. It was founded in 1944 and has been developing ever since. Today in the area operates twenty companies employing over thousand individuals. Companies functions around metallurgy, chemical industry and processed energy solutions. Also, companies which support these subjects and provide specialization. Core values for all the companies operating in Suurteollisuuspuisto are taking care of the people, the environment and safety issues. Their goal is to be part of sustainable development and evolve their knowledge to succeed. (Webpage of Suurteollisuuspuisto 2017)

Nornickel has an aim to become responsible and trustworthy in industrial markets in a long term. Their goal is to constantly develop themselves and their working environment. Nornickel thinks that all the development is based on learning new and applying it to the previous knowledge. (Website of Nornickel 2017)

The company has listed their core values and they have released these in summer 2017. These values are following: reliability, efficiency, responsibility, expertise, development, and co-operation. Reliability as a value indicated to maintain the business operations profitable and to fulfil company's obligations and commitments towards stakeholder groups and other staff. Efficiency means to this company to maintain the level of good results through the years with best practice, latest technology and level of qualified staff members. Company has committed to minimize their use of natural resources. Nornickel is setting effort to occupational safety and health, environmental matters and compliance with regulations that are central to their opera-

tions. To Nornickel expertise means to be involved in continuous development. Professional behaviour in plant means taking care of safety and environment. In development company has committed to have long-term goals such as take care environment operations. Nornickel wants to modernize and develop technology. Company has made agreement to remind everyone about the constant problem solving and respect of others. Base for this thought is in openness and in good communication. (Website of Nornickel 2017)

Company headquarter is located in Moscow, Russia. Nornickel has international sales network in all over the globe. Offices are located in North-America, Europe and Asia. In year 2016 the whole organization from mining to sophisticate chain the turnover was 8.3 billion dollars. (Website of Nornickel 2017)

Nornickel produces today several products from nickel. Nickel cathodes and briquettes are nearly pure nickel, with 99.8% capacity of nickel. (Website of Nornickel 2017)

## 9 EXPORTING PROCESS IN NORNICHEL

Exporting process is a multi-phased path in Nornickel Harjavalta. Both Export Assistants described similar tasks. When the sale has been processed with the sales office information will enter the exporting office. Exporting office has connection to manufacture planning. It is crucial that the both parties are aware of each other's movements to be able to make the best possible solutions for all the parties. Production planning works in cycle with the customer's orders.

Transportation is booked in advance. Lead time for booking the transportation depends on the transportation mode. Ocean vessel transportations are needed to book at least one month before estimated shipping date. What comes to truck or domestic transportation, the booking can be done with shorter lead time. Ocean vessels are booked via forwarding agency. Many other possible transportation modes are booked via e-mail or online booking site.

When transportation is confirmed a loading schedule from Nornickel warehouse needs to be done. Loading is arranged to fit to transportation schedule and in ocean transportation there are port closing times that need to be obeyed. Before those closing times custom clearance needs to be done and prepare Bill of Lading instructions to forwarding agency. They will take care manufacturing the original Bill of Ladings and be in contact with the shipping company.

When the delivery has been left the plant or marina, invoice can be issued. Export Assistants will create the invoice and send it with exporting documents to the destination office. In ocean transportation first, copies of these documents are sent via e-mail to destination office. Example following documents: Bill of Lading, certificate of origin, certificate of analysis and packing list. The number of documents vary between destinations. If there is truck delivery in Europe, the documents are sent only via e-mail.

Both Export Assistants had similar opinion of how well the process is working in a general level. Mutual opinion was that inconveniences from outside might occur difficulties in exporting process. They named several examples due to these inconven-

iences. If there is lack of vessel space from shipping line, shipment can miss the prepared schedule. In some situations, there can be lack of empty containers in port. When there is no available container that can cause rush to loading phase or even postpone the shipment in the worst-case scenarios.

Issues may occur in custom clearance. Even a single dot in wrong place might cause error in clearance which might mean starting the process from the beginning. Sometimes error might appear at the beginning, misinformation on declaration regarding product code, amounts or destinations. These errors have possibility to escalate to mistakes and then product is sent to wrong plant or wrong product is sent to customer. Mistake can happen with the loader in the warehouse or at the dock. Sometimes delays happen when trucks get stuck in traffics in middle Europe. Even though the possibility of inconvenience seems high, the risk is taken and there are safety instructions for emergency situations.

Transportation varies between products especially when comparing hazardous and non-hazardous product. Some transportation modes can be prohibited when combined to specific products. When dealing with hazardous goods more documentation is needed. For example, Bill of Lading requires more details about the hazard classification. These deliveries obligate Dangerous Goods Declaration included through the shipment. Classification of the hazard goods must be informed during the booking phase. Documentation differs in these different modes. Destination customer or country can create specifications in the documentation and handling processes.

## 10 DOCUMENTATION IN NORNICHEL

Documentation in Nornickel follows rules and regulations of general exporting process. Transportation requires several documents that have been listed previously. Nornickel provides documents on their behalf or requests documents from customs, chamber of commerce or forwarding agent. All documents are essential and information is demanded to be correct.

Documentation is not changing regarding the customer or country, but the information in the documents may vary. Basic information is the same in all, but some countries or customers insist more detailed information than others. Sometimes customer claims special clauses on the documents.

Documents used in Nornickel exporting process are following: contract, carriage note, packing list, certificate of origin, certificate of analysis, dangerous goods declaration, invoice, Bill of Lading and customs clearance from Finland. In some special situations it is required to fill documents such as EUR1 and fumigation certificate.

## 11 ORIENTATION IN NORNICHEL

In Nornickel the export assistants are doing the orientation by themselves. The orientation is established with general orientation day about working in Suurteollisuuspuisto factory plant. After safety matters have been covered, summer trainees are placed to exporting team. The basic matters including the everyday tasks are went through in the beginning. Both interviewed persons have oriented someone. They both agreed that these tasks are learnt best by doing. Good instructions are necessary, and the lack of instructions slow down the process.

Frequent problem with orientation is poverty of time. Both interviewees agreed that they had short period orientation at the beginning of their career. Time was used sufficiently and afterwards they felt that they can ask from someone to give guidance if needed. The whole exporting team works together in challenging situations.

Problems in the orientation can be situations that happen 'once or twice a year'. These situations cannot be taught beforehand, these are handled as 'along the road'. Approaching angle in orientation depends persons history. Education and previous work might affect where the orientation should start.

## 12 ANALYSIS

In overall the results of the interviews were informative and gave good answers for the thesis analysis. Comparing the answers to literature regarding exporting process, similarity is remarkable. Main reason for that is legislation and common exporting rules in Finland. When exporting industrial products there are many phases and all of the steps are essential. When comparing general and Nornickel's process there can be timing differences for example delivery booking times. In Nornickel the booking is made approximately from one month to one week before the estimated loading. In general, there are several opportunities and those can vary between transportation companies or the length of the delivery.

Main exporting process phases should be figured out before working as an export assistant. It is an advantage to know the process in general level, and after that can be adjusted to the specific company process.

Documentation is strict because of the legislation inside Finland and European Union. Outline of the documents can vary but the information is strict and determinate. Nornickel provides some documents their selves, but not all. Documentation is inquired for example from customs, Chamber of Commission or forwarding agent. Those documents that are provided by outside company are general forms that are same to all. For example, specific exporting reference can be requested to include. Nornickel can provide to their customers some specifications in documents by declaring clauses or stamps. It is good that they have maintain their own provided documents clear and informative. Documents are easy to read and all information is clearly visible.

Orientation is important part of the beginning of the new work relationship. Nornickel has taken it to their heart that they want to provide the best possible orientation process for their beginners. They have participated several years in a row to Vastuullinen Kesätyö campaign. There are regulations that needs to be filled during the beginning of the work. Everyone who enters the building are appointed with a supervisor who must show all the topics from that list. In general, nowadays companies are focusing more on work well-being and successful orientation process is one crucial



step for good work-wellbeing. Nornickel has general orientation for all summer trainees, for office work and industrial work. This general orientation includes mainly safety measures. When working in one of the largest industrial plants in Finland that handles extremely hazardous chemicals, the safety needs to be a top priority. They handle their orientation well. Created handbook is an excellent way to close the orientation at the exporting office. The handbook as an orientation method will provide a solution for the company and give maximum information efficiently.

There is no specific time limit for the most cost-efficient orientation process. Nornickel has a process approximately two to three weeks. This time would be suitable for all the general information and adapt the process in general. In that time, it is possible to go through as many situations as possible. In unusual situations there is always possibility to ask someone to give guidance. In general, it is good to have a back-up possibility and community where the atmosphere is open and no pressure about asking questions.

## 13 RECOMMENDATIONS

### 13.1 Handbook

The recommendation was to create handbook before the research was even begun. Research was started after the decision was made. After this the research was mainly pointing what kind of information is going to be included to the handbook. Which terms of logistics were discovered to be the most crucial.

The handbook was created to match the company needs and general understanding about the handbooks. Main ideas and specification requests came from the company. Handbook needed to have information not so much about the company but mainly the tasks of export assistant. Main exporting chain was needed to be opened and explained. All the moving parts and those which have influence to the process needs to be listed. Good topics were discovered from the interviews and from the theory material. Also, information was searched from other handbooks made for logistics or exporting division.

There was an agreed policy of the handbook updating for the future. The handbook is checked yearly, by the persons who are going to orientate new employees. There are usually two persons in exporting team, who will have their summer employees. Therefore, it is their responsibility to make sure that the handbook is regularly updated, and possible new information is gathered. Suitable time would be before summer trainees start. Updating date and name will be marked to the bottom corner.

At the end of the handbook, terms and product explanations were collected to make terminology more familiar. When person does not have any industrial knowledge and nickel production is not familiar, there can be difficulties to understand the whole process. Although, there is needed to remind that if this handbook is used for orientating only summer trainees, the understanding does not have to go so deep. When orientating someone to permanent position there is possibility to advance the understanding regarding the nickel production even more. In summer position that is an

advantage when person separates the products codes and recognizes differences between chemicals, cathodes and briquettes and how shipping those vary.

## 14 CONCLUSION

The thesis has been a great opportunity to learn for the last time in university of applied sciences. The project began last summer from the practical training in Nornickel. The idea to improve the orientation process was invented then. This was an unusual thesis project because there was solution before the actual research of thesis so different kind of research was needed. Not so much is the handbook relevant or effective but what is needed to include for the handbook.

There were discussions outside interviews with my Nornickel supervisor when we created ideas for the handbook. The whole handbook was created during my practical training and actual work relationship. That opened up opportunities to create handbook to match the original needs and requirements of a new employee. During the final month Nornickel received new summer trainees and they gave ideas and subjects to include to the handbook. Solution to create it as an e-book was developed in very early stage. Focus was to create modern and easily modified handbook to be used for many years. E-book opened opportunity for printing it out and making own notes if wanted so.

Outline models from case company was used to create the handbook. There were not that many actual handbooks in public. Most of them were sealed if made during the thesis. And that is going to happen also with this thesis and handbook. Handbook was created only for company's usage. Thesis will be public and all the material in it can be used in future to create next possible handbook.

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Picture 2. Website of SAP. Referred 9.3.2018. <https://sapfidocz.wordpress.com/2012/12/14/goods-receipts-for-initial-entry-of-inventory-sap/>

Picture 3. From Nornickel empty forms.

Picture 4. Website of Chamber of Commerce. Referred 2.3.2018. <https://kauppakamari.fi/kansainvaliset-asiat/asiakirjat/ulkomaankaupan-asiakirjat-2/alkuperatodistus/>

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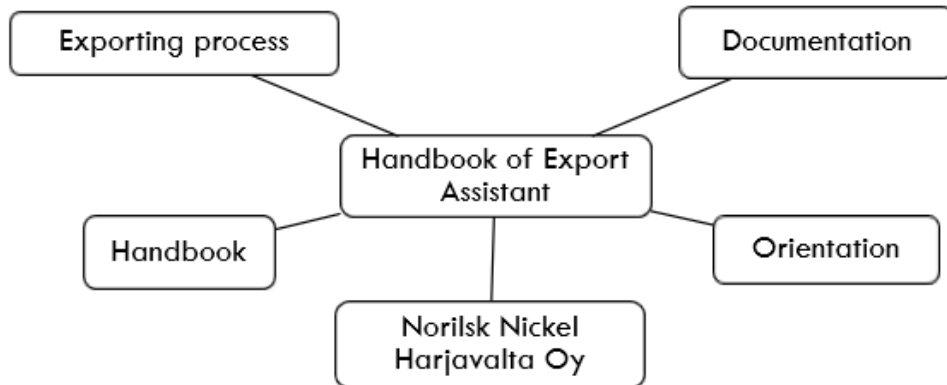


Figure 2. Conceptual framework: Subjects related to the thesis (Linja. 2018)



Picture 1 Combination what to take in consideration when exporting. (Youtube)

APPENDIX 2

SKE Americas NEWARK DE 97201		<table border="1"> <thead> <tr> <th colspan="3">Purchase order</th> </tr> </thead> <tbody> <tr> <td>PO number(s)</td> <td colspan="2">4500017846 / 06/01/2012</td> </tr> <tr> <td>Contact person/telephone</td> <td colspan="2">Mr. Sanchez/0024045427</td> </tr> </tbody> </table>			Purchase order			PO number(s)	4500017846 / 06/01/2012		Contact person/telephone	Mr. Sanchez/0024045427	
Purchase order													
PO number(s)	4500017846 / 06/01/2012												
Contact person/telephone	Mr. Sanchez/0024045427												
Your vendor number with us 1011	Your person responsible Mr. Reinwald												
Please deliver to: Plant 1000 D-													
Terms of delivery: CIF Schweinfurt													
Terms of payment: Within 10 days 5 % cash discount		Currency EUR											
Within 20 days 2 % cash discount													
Item	Material Order qty	Unit	Description	Price per unit	Net value								
00010	400-510	20 piece(s)	Ball bearing	0.64	12.80								
			Deliv. date	Day 06/19/2012	0.00								
00020	100-431	32 piece(s)	Mains adaptor 100 - 240 V	5.00	160.00								
			Deliv. date	Day 06/28/2012	0.00								
			Washer										
00030	KR117182	26 piece(s)	Cover plate	10.20	265.20								
			Deliv. date	Day 06/22/2012	0.00								
Total net value excl. tax EUR					438.00								
EURO					0.00								

Picture 2 Example of order (Website of SAP.)

**DANGEROUS GOODS DECLARATION**

Shipper/Consignor/Sender		Transport document number	
Consignee		Page 1 of 1 pages	Shipper's reference
		Booking Number	Freight forwarder's reference
		Port of loading	Port of discharge
		Vessel	Destination
Unit type	<input type="checkbox"/> OPEN <input type="checkbox"/> CLOSED <input type="checkbox"/> FULL <input type="checkbox"/> EMPTY, UNCLEANED	Container / vehicle identification No.	Tare weight (kg)
		Seal number(s)	Total gross weight (including tare) (kg)
Marks and Nos.	Proper shipping name		
		Hazard class	UN No. UN
		Packing group	PG
		EMS	Flashpoint °C c.c (where assigned) °C
Number and kind of packages	Additional information		<input type="checkbox"/> Marine pollutant Net weight (kg)
		<input type="checkbox"/> Limited quantity Gross weight (kg)	
Marks and Nos.	Proper shipping name		
		Hazard class	UN No. UN
		Packing group	PG
		EMS	Flashpoint °C c.c (where assigned) °C
Number and kind of packages	Additional information		<input type="checkbox"/> Marine pollutant Net weight (kg)
		<input type="checkbox"/> Limited quantity Gross weight (kg)	
Marks and Nos.	Proper shipping name		
		Hazard class	UN No. UN
		Packing group	PG
		EMS	Flashpoint °C c.c (where assigned) °C
Number and kind of packages	Additional information		<input type="checkbox"/> Marine pollutant Net weight (kg)
		<input type="checkbox"/> Limited quantity Gross weight (kg)	
<b>CONTAINER/VEHICLE PACKING CERTIFICATE</b>		Name of company	
I hereby declare that the goods described above have been packed/loaded, packed together, into the container/vehicle identified above in accordance with the applicable provisions. For the purposes of the IMDG Code, see 5.4.2.		Place and date	
<b>MUST BE COMPLETED AND SIGNED FOR ALL CONTAINER/VEHICLE LOADS BY PERSON RESPONSIBLE FOR PACKING/LOADING</b>		Name/status and signature of declarant **)	
<b>SHIPPER'S DECLARATION</b> I hereby declare that the contents of this consignment are fully and accurately described above by the Proper Shipping Name, and are classified, packaged, marked and labelled/placarded and are in all respects in proper condition for transport according to the applicable international and national government regulations.		Shipper preparing this note	
		Place and date	
		Name/status and signature of declarant **)	
Carrier	Shipment approved by (name of the line or agent)		
Company on whose behalf the document of transport has been issued	Signature of authorized person		
Haulier's name	Vehicle reg. No	Signature and date	Driver's signature
<b>RECEIVING ORGANIZATION RECEIPT</b>			
Received the above number of packages/containers/trailers in apparent good order and condition, unless stated hereon: RECEIVING ORGANIZATION REMARKS:			
<b>DANGEROUS GOODS:</b>			
*) You must observe the mandatory requirements under applicable national and international governmental regulations. For the purposes of the IMDG Code see 5.4.1.1.***) If the dangerous goods documentation is presented to the carrier by means of electronic data processing (EDP) or electronic data interchange (EDI) transmission techniques, the signature(s) may be replaced by the name(s) (in capitals) of the person authorized to sign.			

Films 23/02.2002/cargo (50x50) (Dangerous Goods Declaration.doc)

Picture 3 Example of Dangerous goods declaration.

APPENDIX 4

1 Consignor - Expéditeur - Expedidor	No.	ORIGINAL
2 Consignee - Destinataire - Destinatario	<b>EUROPEAN UNION</b> UNION EUROPEENNE - UNIÓN EUROPEA <hr/> <b>CERTIFICATE OF ORIGIN</b> CERTIFICAT D'ORIGINE - CERTIFICADO DE ORIGEN	
	3 Country of Origin - Pays d'origine - País de origen	
4 Transport details - Informations relatives au transport - Datos relativos al transporte (Optional)	5 Remarks - Remarques - Observaciones	
6 Item number, marks, numbers, number and kind of packages; description of goods	7 Quantity	
8 THE UNDERSIGNED AUTHORITY CERTIFIES THAT THE GOODS DESCRIBED ABOVE ORIGINATE IN THE COUNTRY SHOWN IN BOX 3 L'autorité soussignée certifie que les marchandises désignées ci-dessus sont originaires du pays figurant dans la case N° 3 La autoridad infrascrita certifica que las mercancías abajo mencionadas son originarias del país que figura en la casilla n.º 3		
Place and date of issue; name, signature and stamp of competent authority Lieu et date de délivrance; désignation, signature et cachet de l'autorité compétente Lugar y fecha de expedición; designación, firma y sello de la autoridad competente		

Printed by Estia Prima Oy, 2017 Finland. Imprimi por Estia Prima Oy, 2017, Finland. Impreso por Estia Prima Oy, 2017, Finland.

300930

Picture 4 Empty Certificate of Origin. (Website of Chamber of Commerce. 2018.)

## APPENDIX 5

Interview questions for the Export assistants:

### **Theme 1 - Exporting process**

1. How would you describe the exporting process in NNH?
2. Is the process working and what are the possible phases where troubles occur?
3. How much the exporting process differs between products and continents? And how?

### **Theme 2 - Documentation**

1. What kind of documents ~~is~~ are used in exporting?
2. Do the documents vary depending the customer?

### **Theme 3 - Orientation**

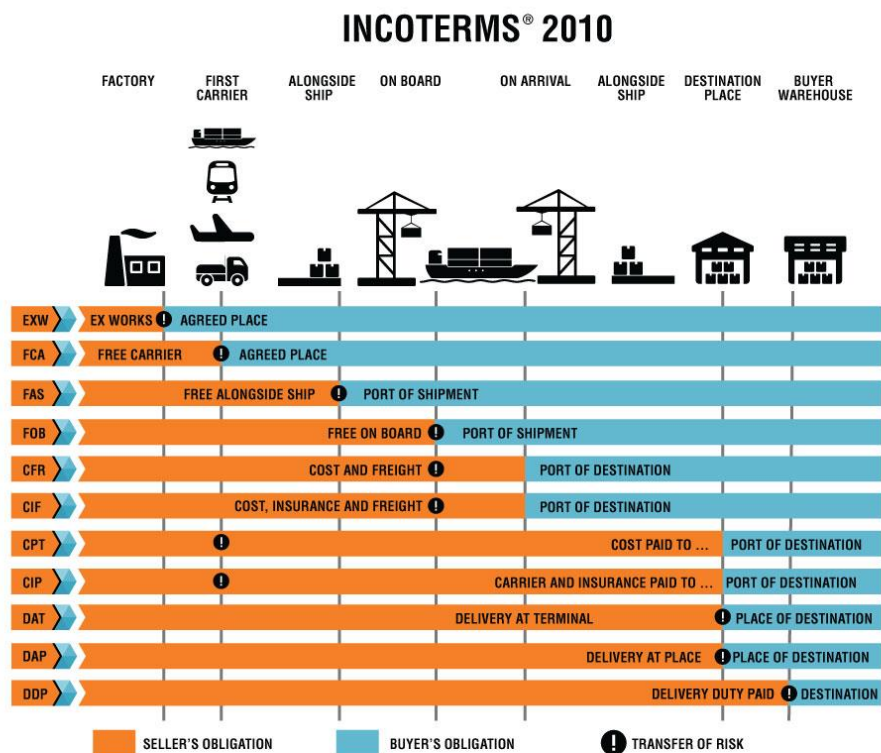
1. Have you orientated someone? When and how did it go?
2. What are challenges in orientation?
3. What do you remember about your own orientation, did you have orientation and what where the advantages and disadvantages of it?

### **Theme 4 - Handbook**

1. Would you think that handbook would make orientation process easier for the company?
2. What is your general opinion about handbooks?
3. What are the most important topics that should be included in the handbook regarding exporting?
4. What would be the best form for handbook, actual book, only e-version, printable e-version?
5. Name three advantages and disadvantages about handbook.

INCOTERMS 2010 explained:

- EXW= Ex Works
- FCA= Free Carrier
- CPT= Carriage Paid To
- CIP= Carriage and Insurance Paid to
- DAT= Delivered At Terminal
- DAP= Delivered At Place
- DDP= Delivered Duty Paid
- FAS= Free Alongside Ship
- FOB= Free On Board
- CFR= Cost and Freight
- CIF= Cost, Insurance and Freight



Internationalcommercialterms.guru by J. Montezuma under Creative Commons CC BY-SA 4.0

Picture 5 INCOTERM 2010 responsibilities and costs explained (Website of International Commerce)