

The reality of the export process: Case study of an Algerian company

واقع عملية التصدير: دراسة حالة لشركة جزائرية

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Abstract: The success of an export initiative depends on a company's ability to overcome regulatory, logistical, and financial constraints. Through a case study of the Algerian company RAYANOX, this article analyzes the concrete steps involved in an industrial gas export operation. Based on a qualitative approach (interviews, direct observation, and document analysis), the research highlights operational practices, encountered challenges, and discrepancies between regulatory frameworks and real-world practices. Recommendations are proposed to enhance the export performance of Algerian firms.

Keywords: Export, International trade, Algerian company, Logistics, Customs procedure.

JEL classification codes : F14, F10, L25, O12, F13.

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1. Introduction

Exporting is a fundamental level for economic development in a context marked by the growing interdependence of national economies. Exporting is defined as all operations by which a company markets and delivers goods or services produced locally to customers abroad. As an integral part of the dynamics of international trade, it plays a structuring role in the growth, competitiveness and diversification of economies.

By enabling companies to access new markets beyond their own borders, exporting helps to broaden the customer base, increase sales and, potentially, improve profit margins. This process is also accompanied by beneficial effects of scale, likely to boost productivity and competitiveness on world markets. In addition, the expansion of export activities contributes to job creation, by stimulating demand for labor in the sectors concerned, and supports the development of strategic industries.

In macroeconomic terms, exporting contributes to productive diversification, by encouraging economies to adapt to the demands of foreign markets, particularly in terms of quality, innovation and compliance with international standards. It also represents an important vector for technology transfer, as exporting companies are often confronted with stricter standards, new business practices, and even a transformation of their organizational model.

However, embarking on an export strategy also means overcoming a number of challenges: tariff and non-tariff barriers, complex customs regulations, the need to comply with specific local requirements, and the intensity of global competition. These constraints call for heightened skills in business intelligence, international logistics and strategic adaptation.

In the case of developing countries, and Algeria in particular, exports can represent a major opportunity to accelerate growth, reduce unemployment and improve living conditions. However, to achieve these objectives, it is essential to master the administrative, financial and logistical procedures governing export operations.

With this in mind, this article uses a case study of the RAYANOX company to analyze the various stages of an export operation in Algeria. The aim is to answer the following central question: **what are the procedures to be followed to successfully complete an export operation, and how are they implemented in practice by an Algerian company?**

In order to respond to the issues raised, we have adopted a qualitative methodological approach, based on an in-depth case study.

The choice of a qualitative approach is justified by the exploratory nature of the subject, which requires a detailed understanding of the concrete mechanisms involved in an export operation. The main objective is to compare theoretical and regulatory approaches with the operational realities of a company engaged in international trade.

The case study was carried out at RAYANOX, an Algerian company specialized in the production of medical and industrial gases, with significant experience in export activities. Data collection was based on several complementary sources:

- Semi-structured interviews with company managers responsible for foreign trade, logistics and finance. These interviews provided detailed information on the steps involved in export operations, the constraints encountered, and the strategies adopted to overcome them.
- Direct observation of the internal processes involved in preparing, processing and tracking export orders.

- Documentary analysis of administrative and commercial documents (proforma invoices, purchase orders, certificates of origin, customs documents, etc.) used by the company in its export operations.

The data collected were analyzed using both descriptive and analytical methods, and were cross-referenced with the theoretical and regulatory frameworks of international trade and export procedures in Algeria. This triangulation of sources ensures the reliability of the findings and provides a comprehensive understanding of the procedures applied in a real-world context.

The aim of this methodology is to highlight potential discrepancies between theory and practice, and to formulate recommendations that could contribute to the improvement of the export process for Algerian enterprises.

2. Definition and Strategic Challenges of Exporting for Companies

Exporting refers to all the processes through which a company sells and ships its products or services to foreign markets. This strategic endeavor is often driven by a company's desire to grow, diversify its customer base, and access new opportunities beyond domestic borders (Walid, 2022, pp. 444-458).

2.1. Definition

Exporting involves selling goods or services internationally, beyond the national territory. This may take the form of direct export (selling directly to foreign clients) or indirect export (using local intermediaries or distributors) (Segal, 2025)

2.2. Key Motivations for Exporting

Businesses, especially SMEs, engage in export activities for various reasons:

- Market expansion:** Access to larger, sometimes more dynamic, markets.
- Profitability improvement:** Increased turnover through higher sales volumes.
- Risk diversification:** Reducing dependency on a single national market and mitigating local economic or political uncertainties.
- Showcasing expertise:** Gaining international recognition for product quality or innovation.
- Competitive pressure:** Keepingpace with competitors already operating abroad (PHAN, 2021).

2.3. Export-Related Challenges

Engaging in export activities introduces numerous strategic, operational, and financial challenges, such as:

- Managing commercial risks:** Exposure to non-payment, contract breaches, or customer insolvency.
- Product adaptation:** Ensuring compliance with local standards and regulations, including language, labeling, and packaging requirements.
- Internal capabilities:** Need for staff trained in international trade (logistics, customs procedures, contracts, Incoterms, etc.).
- Logistical constraints:** Choosing appropriate transportation modes, managing delivery schedules, warehousing, and handling.
- Legal and regulatory complexity:** Navigating foreign commercial laws, export documentation, trade restrictions, and certifications.

-Financing and risk coverage: Securing export financing, insurance coverage, and protection against payment defaults (Kagan, 2025).

Exporting, therefore, is not merely a sales transaction abroad; it constitutes a **strategic initiative** that involves multiple departments and requires thorough preparation. In this regard, the case study of the company RAYANOX offers a concrete illustration of the procedures and challenges associated with real-world export operations (Gaur, 2017, pp. 327-342).

3.The operational phases of an export

Internationalization represents a decisive strategic choice for any company wishing to extend its activities beyond its national borders. This choice must be based on a rigorous assessment of the internal conditions for success (resources, organization, distinctive skills) and the requirements of the target markets.

In this context, export diagnosis is an essential step. It fulfils two essential functions:

-It enables us to assess the company's overall ability to go internationally, independently of any specific market.

-It is also used to assess concrete opportunities for success for product/market combinations in targeted countries (Katsikeas, 1996, pp. 517-551).

Diagnosis is based on a cross-analysis of quantitative data (market share, growth, performance) and qualitative data (know-how, human resources, organization). Functional analysis is the starting point: it evaluates the major internal functions (production, sales, finance, HR, etc.) and identifies the company's degree of international maturity.

Next comes an analysis of competitiveness on external markets, distinguishing between technological competitiveness (quality, innovation, R&D) and commercial competitiveness (price, network, image). These dimensions must be set against the requirements of the target markets (Jolivot, 2013, p. 128).

The next step is to select target markets. This strategic decision is based on the study of several criteria, including:

- Market size and potential.
- Local demand for the company's products.
- Trade barriers (tariffs, standards, quotas).
- Level of competition.
- Economic and political conditions in the target country.

Market pre-selection is based on a structured analytical approach, designed to reduce uncertainties and prioritize high-potential destinations. It includes analysis of:

- Demand (consumer habits, trends).
- Competition (key players, pricing, channels).
- Trade and regulatory barriers.
- Macroeconomic conditions (stability, exchange rates, inflation).

Finally, sales prospecting enables us to initiate contacts and observe the realities on the ground. This can take several forms:

- Remote, from the country of origin (via agents or partners).
- Through field missions (meetings, assessments, set-ups).
- Participation in business events (trade shows, fairs, conferences, etc.).

This prospecting phase needs to be monitored and analyzed to adapt future steps, taking into account the information gathered, market reactions, and concrete entry opportunities.

4. Logistics issues in the export process

International logistics is a fundamental pillar of successful export operations. It encompasses several technical and legal aspects essential to securing and executing international trade: insurance, transport, payment, incoterms and customs formalities (Noureddine, 2024, pp. 100-110).

4.1. Export insurance

At the international level, risk coverage related to export operations is essential. The complexity of assessing the commercial and technical qualities of foreign partners, combined with the volume and repetitive nature of transactions, generates significant risks. Insurance companies generally cover commercial and payment risks through:

- Premiums in the event of disputes,
- Compensation in case of incidents or payment defaults (Veer, 2015, p. 15).

4.1.1. Insurance Related to the Launch of Export Activity : These insurances are primarily aimed at companies beginning export activities or entering new foreign markets to explore opportunities or build international recognition.

-Prospecting Insurance: This insurance provides financial support to companies in their initial export phase, protecting against the risk of commercial failure in new markets. It covers expenses incurred during prospecting, including market research, travel abroad, the creation and operation of an export department, advertising costs, website development, participation in professional events, as well as legal and fiscal advice. The coverage period can last up to four years, and the contract may cover one or multiple countries. Compensation is capped at 50% of the eligible expenses (Joseph, 1924, p. 6).

-Standard Prospecting Insurance: This coverage extends to a broad range of prospecting-related expenses such as market studies, travel, advertising, and representation abroad. The insurance contract is based on a pre-approved forecast budget of expenses (Hwang, 2015, p. 15).

-Simplified Prospecting Insurance: Operating under the same principles as the standard insurance, this simplified formula allows exporters to present a global budget without itemized breakdown by expense type or country, with a defined ceiling. An additional advantage is the possibility to pledge the contract to obtain bank pre-financing for the prospecting program.

-Trade Fair Insurance: This insurance reimburses up to 50% of expenses incurred by exporters participating in trade fairs or commercial events abroad, in case their sales results do not fully cover the costs or prove insufficient (Dixit, 1987, pp. 201-220).

4.2. International transport

Transport is a strategic lever in the logistics chain. It enables the physical movement of goods, while influencing lead times, costs and quality of service. The modes of transport used (sea, air, road, rail or multimodal) must be chosen according to:

- the type of product to be exported.
- distance.
- infrastructure available in the destination country.

4.3. International payment methods

The choice of payment method is decisive in securing transactions. The main instruments used are:

- Advance payment: payment before shipment.
- Simple collection: delivery of documents against direct payment.
- Cash on delivery: payment on receipt.
- Documentary remittance: documents delivered by the bank against payment or acceptance.
- Documentary credit (or letter of credit): bank guarantee securing payment under strict contractual conditions (Andreas Hoefele, 2016, pp. 296-319).

4.4. Incoterms

Incoterms (International Commercial Terms) are rules codified by the International Chamber of Commerce (ICC). They define the respective responsibilities of seller and buyer with regard to:

- Delivery.
- Transport and insurance.
- Handling (loading/unloading).
- Export and import customs clearance.

Mastering Incoterms is a critical strategic asset for companies engaged in international trade. Certain Incoterms allow exporters to assume responsibility for the transportation process, thereby enabling them to select the most suitable and cost-effective mode of transport. This optimization, however, requires a thorough understanding of the logistical constraints specific to the destination country (such as port congestion, challenges in inland transportation, or customs clearance procedures) (Ulrike, 2004, p. 130).

The primary role of Incoterms is to clearly define the respective obligations of the seller and the buyer in an international transaction, particularly pinpointing the exact moment when the responsibility for the goods is transferred from the seller to the buyer. This responsibility includes managing logistics, choosing transport modes, bearing related costs (customs duties, insurance), and covering risks such as damage, loss, or theft.

In essence, Incoterms serve as a standardized framework that precisely allocates transport-related costs, responsibilities, and risks between trading partners. Proper application of Incoterms provides legal protection for exporters and plays a vital role in securing and facilitating international commercial exchanges.

4.5. Customs formalities

In international trade, customs formalities require rigorous documentation to guarantee the legality, traceability and conformity of traded goods. This documentation is divided into official customs documents and ancillary documents of a technical or commercial nature (DOUANES, 2017)

4.5.1. Official customs documents : Customs declaration documents are stamped by the customs authorities of the importing country. They are drawn up on statutory forms, in particular:

- Form D11: used for export operations.
- Form D10: used for import operations.

These forms include essential elements such as the applicable customs tariff, the customs value of the goods, and the date of customs clearance.

4.5.2. Documents attached to the declaration : These documents may be required by the importer to verify the nature, origin and conformity of the goods. They are often issued by third-party organizations or independent authorities to guarantee the neutrality of the information provided.

-Certificate of origin: This certifies the country of origin of the goods. This document, generally published by the chamber of commerce of the exporting country, entitles you to preferential customs treatment under bilateral or multilateral agreements (Parkes, 2006, pp. 1-63).

-Packing List: This document details the contents of each package (quantity, nature, weight, dimensions). It is drawn up by the exporter and accompanies the goods throughout their transit (Bourgoin, 2025).

-Quality control certificate: Issued before shipment, this certificate attests that the goods have been checked against defined technical criteria. It is issued by an approved body inspection after documentary and physical inspection (Verma, 2020, pp. 1-10).

-Certificate of analysis: Issued by a qualified laboratory or expert, it certifies the composition or quality of the product. It is often required for specific goods such as precious metals or cosmetics (Henderson, 2024).

-Health certificate: Compulsory for certain foodstuffs or products of animal origin, this document is issued by a health authority or an official veterinarian in the exporting country. It guarantees compliance with current sanitary standards.

-Transport documents: These are used to justify the movement of goods and to support customs procedures. A distinction is made between: Bill of Lading, Airway Bill, Road Bill of Lading (Pejovic, 2020, pp. 1-21).

These documents also constitute proof of receipt and can be used in settlement procedures.

5. Case Study: RAYANOX Company Confronting the Realities of the Export Process

5.1. Presentation of the Host Organization: RAYANOX Company

Founded in 2011, **RAYANOX** is an Algerian company specializing in the production of medical and industrial gases. It is managed by Dr. Amine Tazi, a cardiac surgeon trained at the Faculty of Medicine in Montpellier, and co-managed by Mrs. Amina Tazi, a pharmacist. The company builds on a long-standing family expertise: Mr. Hadj Tazi Ali began his career at Air Liquide France and later founded **FLUIDAL** in 1986, a company focused on medical fluids, from engineering to implementation and maintenance.

RAYANOX is located in the Chehairia industrial zone in Bethioua, on a 24,000 m² site with more than 10,000 m² of built facilities. The company operates several modern industrial units, including:

- An Air Separation Unit (ASU) for producing liquid oxygen (LOX) with a capacity of 100,000 liters per day.
- A nitrous oxide production unit, with a daily output of 2 tons.
- A carbon dioxide (CO₂) production unit with a capacity of 10 tons per day.
- An acetylene production unit, producing up to 1,440 kg per day.
- A filling unit for medical and industrial gas cylinders and mixtures, capable of filling up to 5,000 cylinders daily.

RAYANOX is the first company in Algeria to produce the analgesic gas mixture TITINOX (a 50/50 blend of oxygen and nitrous oxide). This product is primarily used in pediatric departments for minor procedures such as circumcisions and central line insertions, but also in adult treatments for fracture reductions, sutures, and by dentists as an alternative to local anesthesia.

The company aims to provide high-quality services to healthcare stakeholders—hospitals, clinics, and patients—ensuring that the Algerian healthcare system can rely on a local, professional, and efficient supplier of essential medical gases. RAYANOX is committed to delivering not only substantial product volumes but also outstanding service quality, driven by the belief that Algerian patients deserve the same standards of care as those in Europe.

5.2. The Export Process of the Company RAYANOX

The internationalization of companies remains a complex process, particularly for SMEs faced with an uncertain environment and stringent regulatory requirements. In this context, SARL RAYANOX, which specializes in the production of industrial and medical gases, illustrates a structured export approach designed to minimize operational and commercial risks.

This case study highlights the different stages of an export operation, from the choice of market to final delivery of the goods.

5.3. Target market selection

The identification of a target export market by RAYANOX is based on a combination of strategic factors and requires a rigorous analysis of economic and commercial data. Several essential elements are taken into consideration in this process.

5.3.1. International Market Research : At RAYANOX, international market research is overseen directly by the Chief Executive Officer to ensure the accuracy and reliability of the collected data. These studies serve as the foundation for designing a coherent export strategy, particularly in terms of pricing policy. They enable the company to:

- Define appropriate market penetration pricing strategies.
- Negotiate favorable freight conditions, especially for maritime transport, in order to reduce costs.
- Develop a negotiation plan to persuade potential clients and assert the company's pricing structure.

5.3.2. Prospecting Methods Used by RAYANOX : As part of its international expansion strategy, RAYANOX adopts multiple prospecting channels to identify and engage new clients in foreign markets. These actions include:

- Participation in various commercial events, including international fairs and trade shows, providing direct exposure to industry stakeholders.
- Market prospecting missions carried out by the export manager to establish in-person contact and explore new business opportunities.
- Inviting high-potential clients to visit the company's facilities, showcasing its production capabilities and product range.
- Leveraging digital technologies and online tools to conduct remote market prospecting and promote the company's offerings.

5.4. Export risk guarantee

To ensure the security and reliability of its international transactions, the company RAYANOX implements several mechanisms aimed at mitigating export-related risks.

5.4.1. Choice of Transport Solutions : RAYANOX primarily uses **maritime and road transport** for shipping its goods abroad. This combination allows the company to transport large volumes while optimizing transportation costs. Maritime transport, in particular, is favored for its cost-efficiency and high capacity.

5.4.2. Selection of Incoterms : In its export operations, RAYANOX mainly adopts the Incoterms **FOB (Free On Board)** and **EXW (Ex Works)**, which help define the logistical responsibilities of each party:

- Under **FOB**, the exporter is responsible for delivering the goods to the port of shipment and completing export customs formalities.

- Under **EXW**, the seller assumes minimal responsibility, placing the burden of transportation and export procedures entirely on the buyer. This Incoterm is often preferred by suppliers seeking to minimize their operational risks.

5.4.3 Payment Methods : To secure international payments, RAYANOX employs various financial instruments, including **letters of credit, documentary collections, and international wire transfers**. These payment methods help reduce the risk of non-payment while ensuring fast and secure transactions, particularly through letters of credit, which involve a payment commitment from the issuing bank.

5.5. Example of an export operation

In this example, we'll illustrate the steps involved in a real-life export operation, carried out by the RAYANOX company, which involves ordering liquid argon from the port of ORAN to the destination port of GEMLIK TURKEY. port of ORAN to the destination port of GEMLIK TURKEY (RAYANOX, Invoice Facture, 2023)

5.5.1 Logistics Planning : The logistics planning phase represents a critical stage in the export process. A shipping notice is first prepared, specifying key operational details such as the total shipment volume (20 metric tons of liquid argon), the packaging method (ISO TANK containers), and the selected maritime carrier.

The company RAYANOX chooses AKKON LINES, based on three primary criteria: cost-efficiency (USD 400 per ISO TANK), transit time (21 days), and operational advantages (30-day free demurrage period).

Empty container bookings are secured with the shipping line, and a customs pre-declaration is submitted, which includes information on the expected loading date, final destination, and the serial numbers of the ISO tanks involved.

5.5.2 Inspection, Loading, and Sealing : Prior to loading, a rigorous quality and safety control protocol is implemented to ensure full compliance with technical and safety regulations. This Protocol includes:

- physical inspection of the tank containers,
- verification of valves, fittings, and internal cleanliness,
- assessment of equipment conformity,
- mandatory use of personal protective equipment (PPE) by all operators involved.

Following the filling process, a dual sealing procedure is applied:

- one seal is affixed by Algerian customs authorities,
- the second by the SGS inspection agency, officially designated in the export contract.

Each container is assigned a unique seal number, ensuring the shipment's security and integrity throughout the international transport chain until final delivery.

5.5.3 Port Procedures and Shipment : The release of the cargo for port loading requires the issuance of an official authorization document by customs. This document includes references to the containers, as well as identification details of all stakeholders (shipper, carrier, and consignee).

The containers are cleared for loading only after the bill of loading clearance form has been validated and signed by all three parties involved: the exporter (RAYANOX), the shipping company (AKKON LINES), and the Algerian customs authority at the port of Oran.

5.5.4. Delivery and Receipt : Upon arrival at the Port of Gemlik (Turkey), the delivery process is conducted in accordance with the contractual terms. The importer takes possession of the goods based on the verification of the following mandatory documents:

-The commercial invoice: It includes the shipment number, the date of loading, the name of the shipping company, and the delivery address. The document also provides a detailed description of the goods and specifies the currency used for invoicing. The customs declaration is formalized through a document known as "D11".

-The certificate of origin: This document, known as a certificate of preference, certifies that the product is of Algerian origin. It enables both the importer and the exporter to benefit from customs exemptions or reduced tariff rates.

-The bill of lading: The bill of lading is a maritime transport contract that defines the legal relationship between the shipping company and the exporter. It also serves as a delivery receipt, a payment instrument (such as by check) for the exporter, and a document of title, allowing the transfer of ownership of the goods from the exporter to the importer (RAYANOX, 2023).

-The certificate of analysis: The certificate of analysis is a document used to verify that the goods sold comply with specific technical or quality standards.

-The certificate of conformity: This is a document through which the manufacturer certifies that the product complies with the essential health and safety requirements of the applicable regulations, thereby assuming full responsibility for its conformity.

-The packing list: The packing list is a document provided by the shipper that contains detailed information about the goods being shipped and their packaging specifications.

-The EUR.1: movement certificate is an official document that allows the shipment of goods originating from the European Union (EU) to a country that has entered into a preferential trade agreement with the EU. It grants access to customs benefits, such as reduced or exempted import duties.

5.6. Discussion and results

The results of the case study reveal that SARL RAYANOX, despite being an SME with limited human and financial resources, was able to implement a structured, coherent export strategy in line with international trade standards. This success is based on several organizational and strategic levers identified during the analysis.

Firstly, the company has distinguished itself by its ability to articulate the various logistical, commercial and regulatory functions around a common objective: to secure the export

operation while optimizing costs and lead times. This coordination is based on a rigorous internal organization, where each stage - from document preparation to final product acceptance - is clearly defined and monitored. The rigorous choice of incoterms, in particular the use of FOB and EXW, has enabled a controlled division of responsibilities between exporter and importer, thus reducing legal and logistical risks.

Another key success factor was mastery of regulatory and customs requirements. The company was able to systematically mobilize the required documents (commercial invoice, EUR.1, certificate of origin, analysis bulletin, etc.), thus ensuring the operation's compliance with Algerian and international legal frameworks. Such compliance is a fundamental prerequisite for long-term access to foreign markets.

The study also highlights the importance of the manager's role in the success of the process. He or she initiates the export strategy, coordinates internal resources, and acts as a direct contact with foreign partners. This centralization of decision-making, though potentially fragile in the event of rapid growth, proves effective here for an SME in an international development phase.

Finally, SARL RAYANOX's experience confirms that international performance does not depend solely on a company's size or resources, but rather on its ability to develop a clear strategic vision, implement an appropriate organization, and adhere to a logic of learning and compliance with international standards. This case study thus serves as a benchmark for Algerian SMEs, providing a concrete illustration of the conditions required for a successful first export operation.

6. Conclusion

This case study highlights the key factors in the success of an export operation carried out by an Algerian industrial SME, in this case SARL RAYANOX. Through a qualitative and descriptive approach, it identified the organizational, regulatory and human levers that enabled the company to overcome the structural constraints often associated with the small size of exporting companies.

Our analysis shows that the success of the operation depends above all on rigorous organization, in-depth knowledge of customs and trade procedures, and the ability to mobilize the tools needed to secure trade (compliant documents, appropriate incoterms, quality assurance, etc.). The manager's central role in leading the internationalization strategy is also a determining factor, particularly in terms of coordination, decision-making and international customer relations.

The experience of SARL RAYANOX thus provides a relevant frame of reference for other Algerian industrial SMEs planning to enter international trade. It underlines the importance of an integrated, methodical approach in line with international standards, regardless of the level of resources available. In this respect, the study calls for greater support for SMEs from public institutions and export support schemes, in order to foster the emergence of a globally competitive industrial fabric.

Future research could involve comparing several cases of exporting SMEs from different sectors or incorporating a quantitative dimension to assess the impact of different variables (organization, training, public schemes, etc.) on export performance.

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