

The Advantages of Implementing Electronic Contracts in Auto Finance

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<p>Hire-purchase agreements are prevalent in car sales in today's market. Over half of the consumers choose to purchase a car by consumer credit. The purpose of the auto finance companies is to provide an effortless process for the hire-purchase agreements. These contracts can be created by paper or using an electronic contract. Electronic contracts are becoming more popular in the industry considering the accelerate usage of online banking and technology development of e-signing.</p> <p>This research studied the advantages of implementing DNB Auto Finances electronic contract solution in the auto finance industry. The case company understood before the study was conducted that there are advantages when implementing the electronic contract. Electronic contracts were already widely used by their customers. They expressed that they would want to have more data on the advantages of electronic hire-purchase agreements because it could benefit the car dealers and the case company.</p> <p>Hence business process management and contract management are an important part of the auto finance industry it is crucial to recognise the advantages that electronic contract can deliver. According to the case company's preferences the focus was on the advantages of digitalising a paper-based contract process to the car dealers.</p> <p>This thesis was conducted through a quantitative and qualitative research. The research started in August 2020 with a meeting with the case company representative. During winter 2021, the relevant theory on background, business process management, digitalisation of business process and digital contract management was gathered. The research included various studies of these topics. Based on the theory gathered, DNB Auto Finance provided quantitative data on the contracts to expand the research. This data and theory outlined the qualitative research that were interviews conducted with car dealers. Outlining the paper and electronic contract process was the target data.</p> <p>The data gathered from the case company and interviews were analysed with process modelling and cost-benefit analysis. The analysis showed that there were multiple advantages when changing from a paper-based process to an electronic one. The advantages were financial, legal, and environmental. The theory supported that there are advantages in the digitalisation of a process, especially financial benefits. The case company should focus on electronic contracts and develop the process in a way that the car dealers could benefit from it even further.</p>	
Keywords Business Process Management, Digitalisation, Digital contract management, Auto finance industry, Process modelling.	

Table of contents

1	Introduction.....	1
1.1	Background.....	1
1.2	Auto Finance as an Industry.....	2
1.3	Research Questions	3
1.4	Demarcation.....	5
1.5	Key Concepts.....	5
1.6	Case Company: DNB Auto Finance.....	6
2	Business process management in the Auto Finance Industry	8
2.1	Legal Effects of the Contract Process.....	8
2.1.1	Hire Purchase Act (91/66).....	9
2.1.2	Consumer Protection Act (38/789).....	9
2.1.3	Electronic signature regulations in Finland	10
2.2	Business Process Management.....	11
2.2.1	The digitalisation of a business process with electronic signature	12
2.2.2	Digital Contract Management.....	13
2.3	Conclusion	14
3	Research Methodology and Implementation	15
3.1	Research approach and Design.....	15
3.2	Data Collection.....	16
3.3	Analysis Methods.....	17
3.3.1	Process modelling	17
3.3.2	Cost-benefit analysis	18
4	The Contract Process.....	19
4.1	The Paper Contract Process	19
4.1.1	Process flow of a paper contract.....	19
4.1.2	Cash Conversion Cycle of paper contract	20
4.1.3	Costs of the paper contract process	22
4.1.4	Risks of the paper contract process.....	23
4.2	The Electronic Contract Process.....	24
4.2.1	Process flow of an electronic contract	24
4.2.2	Cash Conversion Cycle of an electronic contract.....	25
4.2.3	Costs of the electronic contract process	26
4.2.4	Risks of the electronic contract process	27
4.3	The Advantages of Electronic Contracts Compared to Paper Contracts	28
4.3.1	Process flow	28
4.3.2	Cash Conversion cycle.....	28
4.3.3	Costs of the contract process.....	29

4.3.4	Risks of the contract process	30
4.3.5	The advantages of electronic contract	31
5	Discussion	32
5.1	The Advantages of Implementing Electronic Contract for Car Dealers in the Auto Finance Industry	32
5.2	Reliability and Validity	32
5.3	Research Ethics	33
5.4	Further Research	33
5.5	Assessment of Learning	34
	References	36
	Appendices	39
	Appendix 1. Market shares in the auto finance industry in Finland 2020	39
	Appendix 2. Terms and Conditions of Hire-Purchase Contract	41
	Appendix 3. Hire-Purchase Contract	49
	Appendix 4. Interviews	50

1 Introduction

This is a research type of bachelor's thesis conducted with a case company DNB Auto Finance. The thesis is for the Degree Programme in International Business, majoring in accounting and finance at Haaga-Helia University of Applied Sciences. It will focus on the theory and practice of technological development in the auto finance industry.

In this chapter the auto finance industry and the case company DNB Auto Finance will be defined to a greater degree. It will support the readers understanding of the relevance and the importance of the topic itself. The research question and the investigative questions are introduced. The author identifies the key concepts and demarks the topic to be more beneficial for the case company and their customer needs.

1.1 Background

Companies must be digitally innovative in today's market. Since we live in a highly technological and online-oriented world, companies must adjust to it by adopting new digital solutions. In 2018 there were 3.92 billion internet users worldwide, and in 2019 it grew to 4.13 billion internet users worldwide. It means that internet usage grew by over 5% in one year, and it is forecasted to grow more every year following. (Clement 2020.)

Technology is an integral part of Finnish culture because digitalisation is a massive part of people's everyday lives. Finland ranks 1st out of the 28 EU countries in human capital when it comes to people's digital skills. In 2019, 76% of the population had at least basic digital skills, and 45% had above basic digital skills. (European Commission 2020.) The Finnish people's internet usage was 93.95% of the population in 2020 (Statista 2021). The most popular internet service used in Finland is online banking (European Commission 2020). These statistics show that people are getting more used to using digital services in their everyday lives.

Even if technology is demanded in today's market the, auto finance industry has remained the same. However, nowadays, technology is redefining the industry by creating different financing options. Redefining the industry is crucial as millennial buyers are forecasted to account for 75% of all the new vehicles bought by 2025 (PWC 2016).

The growing trend to take consumer credit has led to 60-70% of consumers choosing a hire-purchase agreement for their financial solution when purchasing a car (DNB Auto Finance 2021). The household debt in Finland increased by 1.5 billion EUR in the fourth quarter of 2020. It accounted for the overall household debt in 2020 to 162.6 billion EUR.

It meant that the household debt ratio rose 0.5 percentage points from the previous quarter, and the household debt ratio in 2020 accounted for 132.7%. (Tilastokeskus 2021.)

Sustainability is a part of this digitalisation likewise as new technological inventions drive towards more environmentally friendly solutions. Sustainability has also become important to consumers and businesses over the last ten years. About 56-69% of the consumers in Nordic countries discuss sustainability with friends and family regularly. (Heden, Ekman, Tilema, Kausits & Seignette 2021.) Consumers being aware of sustainability and choosing more sustainable solutions every day.

DNB Auto Finance uses an electronic contract solution to make the auto finance industry in Finland more technological and efficient for car dealers and consumers. Over 80% of their contracts are signed electronically (DNB Auto Finance 2021). Defining the advantages of the electronic contract is crucial for DNB Auto Finance that the car dealers can adopt this solution.

1.2 Auto Finance as an Industry

The auto finance industry provides various auto financing solutions. With financing, it enables consumers to smooth the cost over several years when buying or leasing a car. (Szmigiera 2020.) These solutions can either be hire-purchase agreements, bank loans or leasing contracts. Globally the auto finance industry size was 232.09 billion USD in 2020. It is expected to grow at an annual growth rate of 7.0% from 2021 to 2028. This market growth is due to the increasing investments in autonomous vehicles around the world. (Grand View Research 2020.)

The three most significant influencers in Finland's auto finance industry are Santander Consumer Finance, OP Yrityspankki, LähiTapiola Rahoitus. They all have over 10% of overall market shares in the Finnish market. This takes in to account all types of financing agreements that auto finance companies provide (Appendix 1). The overall market for hire-purchase agreements in Finland was 3.6 million EUR in 2020 (Appendix 1).

The increasing usage of auto financial services has reduced the time needed for leasing or buying a vehicle. The number of auto finance customers is steadily growing because technology is massively impacting the market. This has led to consumers choosing finance providers who provide data-driven consulting services. (Grand View Research 2020.)

1.3 Research Questions

This thesis aims to increase the technology development in the auto finance industry and improve the car dealers' understanding of the advantages that this technology brings. The thesis's outcome will be to research the advantages of implementing electronic hire-purchase agreements in auto financing. It can be applied to the auto finance industry and by the car dealers who use financing solutions to sell their products. Table 1 below introduces the overlay matrix of the research.

The research question can be worded as: What are the advantages of implementing electronic contracts for car dealers in the auto finance industry?

RQ is divided into investigative questions (IQ) as follows:

IQ 1. What is the process for creating a paper contract?

IQ 2. What is the process for creating an electronic contract?

IQ 3. What are the advantages of electronic contracts compared to paper contracts?

Table 1. Overlay matrix

Investigative question	Theoretical Framework	Research methods	Interview Questions	Results (chapter)
IQ 1. What is the process for creating a paper contract?	Legal Business Process Management Contract management Process modelling Risk analysis	Quantitative Statistics gathered from the case company Observation conducted with the car dealers' customers Qualitative Interviews conducted with car dealers.	Who is involved in the paper contract process? How long it takes for the car dealer to send the paper contract to us? What are the risks of paper contracts?	4.1
IQ 2. What is the process for creating an electronic contract?	Legal Business Process Management Contract management Process modelling Risk analysis	Quantitative Statistics gathered from the case company Observation conducted with the car dealers Qualitative Interviews conducted with car dealers	Who is involved in the electronic contract process? What are the risks of electronic contracts?	4.2
IQ 3. What are the advantages of electronic contracts compared to paper contracts?	Cost-benefit analysis Opportunity cost	Quantitative The data gathered from IQ 1 and IQ 2 Qualitative The data gathered from IQ 1 and 2. Interviews conducted with car dealers	What are the advantages of electronic contracts to the car dealers compared to paper contracts? What are the most important priorities in the contract process for the car dealers?	4.3

1.4 Demarcation

This research will concentrate on measuring the advantages of implementing electronic hire-purchase agreements. These agreements are offered to consumers who want to purchase a car by paying it through consumer credit. Only hire-purchase agreements will be considered, leaving out the leasing agreements that DNB Auto Finance also offers. Only consumer agreements will be considered. The study will not consider agreements made with companies because their contract process is more complicated than the consumer agreements.

The advantages of implementing an electronic contract for car dealers will be analysed. The advantages for consumers or DNB Auto Finance will not be measured in this study. In other words, the focus of the research will be on creating a contract and what are the advantages for the car dealers when implementing an electronic contract. The industry that this thesis will research is the auto finance industry. More specifically, it will not concentrate on any other agreements than those created in the auto finance field by DNB Auto Finance.

1.5 Key Concepts

The auto finance industry provides various auto financing solutions. With financing, it enables consumers to smooth the cost over several years when buying or renting a car. (Szmigiera 2020). These solutions can be either hire-purchase contracts or leasing contracts.

An electronic contract is a document that is signed electronically between a business and a customer, and it is entirely paperless. Often these contracts are verified by using online bank platforms. (O'Connell 2019.)

The hire-purchase agreement refers to a sale of movable property where the selling price is paid in instalments. At least one of the instalments must be due after delivering the purchased goods (Surakka 2012, 73).

Finnish Contract law is the law that regulates the sale of goods and hire-purchase contracting. Hire-Purchase Act is the one that governs purchases that are paid in instalments over time. (Surakka 2012, 65.)

Business Process Management is a management style that focuses on business processes as a contributor for companies to the improve, manage, and governance essential business processes (Jeston & Nelis 2014, 4).

Order to Cash Process is the company's entire process from consumer order to receiving the payment for the order. It is the entirety of a company's order processing system. (Wong 2021.)

Cost-Benefit Analysis measures the advantages of implementing a product or a decision less the cost associated with them. It involves measurable financial metrics, which could tell revenues earned or cost-saving. It can also include intangible benefits or costs. (Keating & Keating 2017, 5.)

Opportunity Cost finds the benefits that a business could potentially lose by choosing one alternative over another. It is a forgone benefit that would have been derived by the option that was not selected. (Misha & Euston 2007, 40.)

The Cash Conversion Cycle is the period that is required to convert resources into cash. It measures how long invested funds are tied up in the production or sales processes. Short cash conversion cycle allows a business to operate with a smaller up-front cash investment. (Accounting Tools 2021.)

1.6 Case Company: DNB Auto Finance

The case company that requested this thesis to be conducted is DNB Auto Finance Oy. This company is firmly a Nordic finance company. They are a joint venture between Norwegian bank DNB and a Finnish vehicle importer Bassadone Automotive Nordic. DNB is known as Norway's largest bank, which was founded in 1822. They are a leading player in car financing in the Nordic countries, with 800,000 cars financed. They are also the leading financier in Sweden. They operate in 17 different locations worldwide with over 9 300 employees. DNB Finland bank that was founded in 2004. They only operate with large international B2B customers, and this makes them a worldwide corporate bank. (DNB Auto Finance 2021.)

DNB Auto Finance Oy started operations in 2019 in Finland. They finance new and used vehicles for consumer and corporate customers. Their product range includes hire-purchase and financial leasing. They also provide warehouse financing and demonstration vehicle financing, and a versatile financial calculator for dealers and car importers.

Their operations base heavily on the opportunities that process automatization and digitalisation bring to them. All their contracts can be signed electronically, which makes it easy for all the customers. Their market share in Finland's whole auto financing industry in 2020 was around 3,48% when considering all financing agreements. In 2020 the company had almost 9% market share with new financed cars and had over 9000 cars financed in Finland. (DNB Auto Finance 2021.)

2 Business process management in the Auto Finance Industry

This chapter will introduce the reader to the theoretical framework that will define this thesis. The author will dive deeper into the fundamental concepts, theories, and models by explaining how they will benefit this research. Figure 2 below demonstrates the factors that are affecting the digitalisation of a business process. This figure is the basic framework for the theoretical framework.

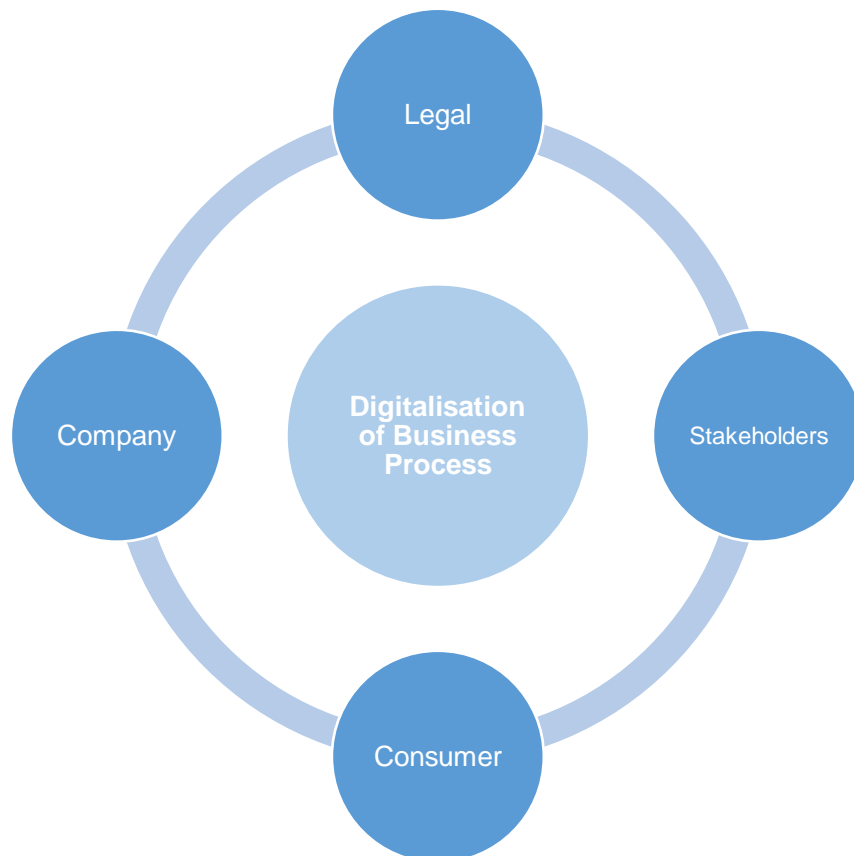


Figure 2. Factors in Digitalisation of Business Process

The factors affecting the digitalisation of a business process are company, legal, stakeholders and consumer. Company in this research is the case company DNB Auto Finance and stakeholders are the car dealers. All these factors must be taken into consideration when researching about digitalisation of a business process.

2.1 Legal Effects of the Contract Process

A process is performed to achieve a particular result which in this research is a contract (Cambridge Dictionary 2020). A contract is an agreement that is legally binding between two parties (Surakka 2012, 65). This process involves the consumer, the car dealer, and the auto financier. Both contract processes, paper and electronic, are affected by different factors stated in figure 2.

In Finland, hire-purchase agreements are regulated by the Finnish contract law, and they fall under the Hire-Purchase Act (91/66), which regulates the purchases paid in instalments over time. The contracts are also regulated by the Consumer Protection Act (38/789) when created between a company and a consumer. (Surakka 2012, 65.) Terms and Conditions of Orders and Purchase Agreements are also considered at the terms and conditions of the hire-purchase agreement (Appendix 2). These terms and conditions are for new and used vehicles that have been inspected by the Automotive Consumer Advisory Board (Aune 2020) and the Consumer Ombudsman (Toyota 2017).

2.1.1 Hire Purchase Act (91/66)

In Finland, the Hire-Purchase Act regulates the hire purchase contracts. In hire-purchase, the seller retains the ownership of the goods, which is called reservation of title or the right of recovery. When concluding a hire-purchase agreement, the parties must use a particular form and sign a written agreement. The agreement must include the reservation of title of recovery, contractual amount, and due date of each instalment. Additionally, it must include the hire-purchase price, down payment and cash price, the actual annual percentage rate, and the right to pay off the credit before the due date. (Surakka 2012, 73.)

2.1.2 Consumer Protection Act (38/789)

The scope of the application of the Hire-Purchase Act does not include the sales from companies to consumer. Consumer Protection Act in Finland regulates the hire-purchase deals between companies and consumers. It covers the situations where a company grants or promises to grant credit to the consumer. (Surakka 2012, 65.)

The obligations of the creditor are that they must pursue excellent lending practice. The Consumer Protection Act requires that they market the credit so that it does not weaken the consumer's ability to think out borrowing carefully. They do not use the granting of consumer credit as the primary method of marketing other consumer goods or services. Before the conclusion of the consumer credit agreement, information about the applicability of the credit must be provided. It includes the intended purpose of the credit and information about the consumers paying capacity. Creditor gives the consumer advice to prevent insolvency and, if needed, to get over insolvency as they must be responsible for payment arrangements. (Surakka 2012, 65.)

The creditor must assess the debtor's creditworthiness. If the debtor cannot fulfil the credit agreement's obligations, the creditor cannot grant the credit. The seller has no right to demand that the consumer must give a negotiable obligation. The creditor must provide the form of "Standard European Consumer Credit information" to the credit applicant in advance. This must contain information about the creditor, credit, commodity, consequences of breach of contract and the consumer's statutory rights. (Surakka 2012, 65.)

2.1.3 Electronic signature regulations in Finland

In the EU, the electronic signature is regarded by the Regulation (EU) No. (910/2014) of the European Parliament and of the Council of 23 July 2014 on electronic identification and trust services for electronic transactions in the internal market (eIDAS). The eIDAS Regulation is directly applicable in the EU even though each member state may have additional laws that should be considered. (Adobe sign 2020.) This regulation makes a distinction between three different kinds of electronic signatures:

An electronic signature is a signature that can encompass any data in electronic form. This data is associated with other data in electronic form and then used by the signatory to sign a document. (Adobe sign 2020.)

An advanced electronic signature (AdES) is an electronic signature that has a higher level of trustworthiness. It meets the additional requirements that are needed. (Adobe sign 2020.) These requirements are:

1. Uniquely linked to the signatory
 2. Capable of identifying the signatory
 3. Created by using electronic signature creation data that the signatory can, eighth a high level of confidence, use under his sole control
 4. Linked to the data signed in such a way that any subsequent change in the data is detectable
- (Adobe sign 2020.)

A qualified electronic signature (QES) is an advance signature. QES can be compared to a handwritten signature which means that it has the same legal effect. It carries a presumption of integrity, accuracy, and authenticity in legal proceedings. (Adobe sign 2020.) The requirements are:

1. Created by a qualified electronic signature creation device
2. Based on a qualified certificate for electronic signatures

(Adobe sign 2020.)

An electronic signature is regulated by the Strong Electronic Identification and Electronic Trust Services Act (617/2009) in Finland. This is the legal instrument that implements and supplements the eIDAS. Electronic Services and Communication in the Public Sector Act (13/2003) regulates the public sector to sign documents electronically. (Adobe sign 2020.)

In Finland, the contract is signed by using a Qualified Electronic Signature (QES) that is defined in the eIDAS Regulation. If it is not signed using QES, the holder of the electronic signatories is responsible for proving that the electronic conclusion of the contract was sufficient and that the signatories had the actual or apparent authority to enter the contract. (Adobe sign 2020.)

2.2 Business Process Management

Business Process Management is a management style that focuses on using business processes as a contributor for achieving organisations objectives. These objectives can be achieved through improvement, management, and governance of essential business processes (Jeston & Nelis 2014, 4). It oversees how work is performed in a process to ensure consistent outcomes and advantages of improvement opportunities (Kerpedzhiev & König, Röglinger, Rosemann 2020).

The process is a set of activities where value is created by humans and technology. Business Process Management strives to streamline that process lifecycle by improving how companies conduct this cross-functional work (Kerpedzhiev & König, Röglinger, Rosemann 2020). It includes the identification, definition, modelling, implementation, and execution, monitoring and control, and improvement of the process. BPM has a strong concentration to identify, analyse, solve problems, variation, and costs. This has created management methods such as Lean Management, Six Sigma, and workflow management. (Kerpedzhiev & König, Röglinger, Rosemann 2017.)

Digital technologies are changing existing processes and will do so even more in the future. This enables and forces companies to redesign their businesses. There is still a problem with the lack of knowledge of digital technologies and identifying how these technologies could improve business processes. (Denner & Pusche, Röglinger 2017.)

2.2.1 The digitalisation of a business process with electronic signature

The digitalisation of products and services has been fast-moving over the last decades, and this has transformed value networks across all industries. It can be defined as the adoption of digital technologies to improve business models and processes. This has led companies across all industries to experience changing customer demands. (Denner & Pusche, Röglinger 2017.)

Customers today demand organisations to deliver products and services quickly with a seamless user experience. They are demanding from companies a radical improvement of business processes. This means Intuitive interfaces, around-the-clock availability, real-time fulfilment, personalised treatment, global consistency and zero errors. Many traditional companies cannot meet these expectations, which have led to the rapid delivery of digital products and services. (Markovitch & Willmott 2014.)

Advances in mobile technology enable applications that provide new ways of communication and information access, advanced analytics support organisations in making sense of capitalising on huge amounts of data, cloud computing services provide an infrastructure for companies and individuals to access information and applications from anywhere on demand. (Denner & Pusche, Röglinger 2017.)

When companies get digitalisation of a process right, they can offer more competitive prices because of lower cost, better operational controls, great user experience and less risk. To meet high customer expectations, they must accelerate the digitalisation of their business process. This means going further than automating an existing process. The companies must reinvent the entire business process. It includes cutting the number of steps in the process, reducing the number of documents, developing automated steps, and dealing with regulatory and fraud issues. (Markovitch & Willmott 2014.)

This is possible in today's market as the advances in mobile technology have enabled applications that provide new ways of communication and information access—advanced analytics support companies in the understanding of how to capitalise on huge amounts of data. Cloud services provide an infrastructure for companies and individuals to access information and applications from anywhere on demand. (Denner & Pusche, Röglinger 2017.)

The advantages of digitising information-intensive processes are huge. Costs can be cut by up to 90%, and turnaround time improved. For example, one bank digitised its

mortgage application and decision process that led to cutting the cost per new mortgage by 70% and decreased the time to preliminary approval from several days to one minute. (Markovitch & Willmott 2014.)

Replacing paper and manual processes with software allows businesses to automatically collect data that can be used to understand process performance, cost drivers and causes of risks better. For example, European bank digitalised their mortgage application process to once the customer has received an offer, they can log in to an online portal that allows the customer to submit the application and documents. This has cut the company's costs significantly and improved their customer satisfaction. (Markovitch & Willmott 2014.)

2.2.2 Digital Contract Management

Contract management is a core business function that raises both operational and legal concerns. It builds up essential relationships with customers, vendors, partners, employees, and suppliers. For many businesses, contract management remain paper-based that is highly labour-intensive and inefficient. This has made companies identify challenges and core priorities when adopting digital solutions. These challenges and core priorities are reducing costs and improving efficiency (66%), minimising errors and unnecessary delays with (39%) and reducing the amount of paper in the process with (30%). The digitalisation of the process can bring many advantages that accelerate processes at multiple stages within the business. It helps to deliver essential and timely management information. (Konica Minolta 2019.)

For a business in the finance field, a contract is the core of the business. Still, many companies' contracts remain as an outdated paper-based process. Paper-based processes require a physical archive which takes a lot of space, and managing is challenging. It is also labour intensive and demands considerable time and resource from the company. The process of managing contracts is not easy. Incorrect handling of a contract can lead to penalties, lost opportunities, and potentially costly legal audits. A manual paper-based process increases the chances of these problems occurring. (Konica Minolta 2019.)

The digitalisation of the contract process can enable improved business performance. It increases workflow efficiency and gives full control and transparency over contract deadlines. It is automating contract management improves several measures. It reduces administrative and legal costs and improves supplier performance and negotiation efficiency. It can offer the potential to improve compliance by 55%, reduce contract cycle

times by 50%, improve contract renewal rates by 25% and 1-2% improvement in revenue. (Konica Minolta 2019.)

2.3 Conclusion

Business process management is an important part of a company's operations. When done correctively, it can offer a massive improvement on every part of their operations. The advantages of digitising information-intensive processes are huge. This is the reason why the digitalisation of certain processes is essential for a company to improve in today's market. When companies get digitisation of a process right, they can lower costs, have better operational controls, superior user experience and fewer risks. Costs can be cut by up to 90%, and turnaround time improve by several orders. (Markovitch & Willmott 2014.)

Contract management is a core business function. It can raise both operational and legal concerns. For many businesses, contract management is paper based that is highly labour-intensive and inefficient. This has made companies identify challenges with paper-based contract management. The core priorities for contract management are reducing costs and improving efficiency (66%), minimising errors and unnecessary delays (39%) and reducing the amount of paper in the process (30%). The digitalisation of contract management can bring many advantages that accelerate the processes at multiple stages within the business. (Konica Minolta 2019.)

3 Research Methodology and Implementation

This chapter will introduce the research methods that are used in this study. It explains the reasons why a particular approach and methods were used in the data collection process and in the analysis of the data collected.

3.1 Research approach and Design

This research uses a mixed research method. It means that it has elements of qualitative and quantitative research methods. The research seeks to find the advantages that were implementing electronic contracts bring to car dealers. The purpose of the study is to gather deep data on the actual process of electronic and paper contract, which will be more accessible through quantitative research. The advantages of the electronic contract are formatted also on personal opinions of the car dealers. It is conducted as qualitative research through interviews and on the data gathered from the quantitative research.

The two respondent groups in this study are DNB Auto Finance and the car dealers. The target group of this research are the customers of DNB Auto Finance. These customers can be defined as car dealers operating in Finland. Figure 3 below demonstrates how the data will be gathered from the two respondents.

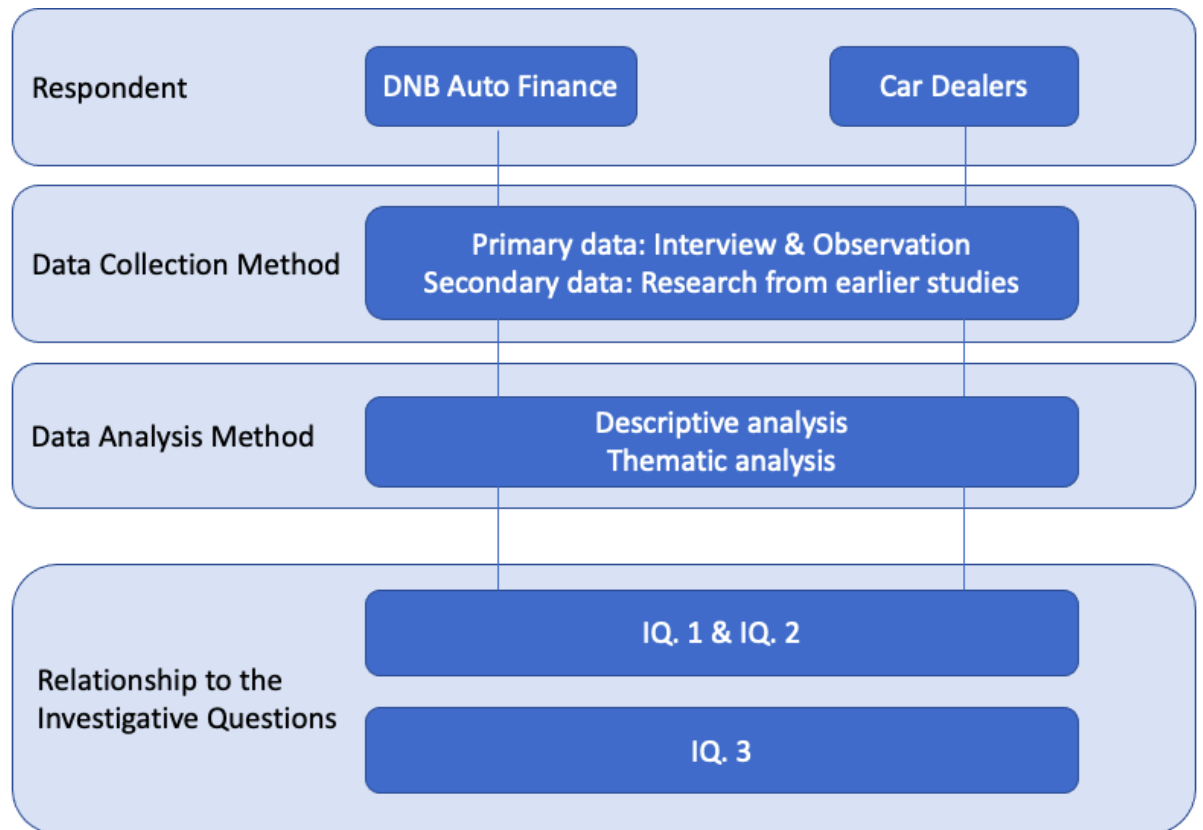


Figure 3. Research design

3.2 Data Collection

The data for this research is collected from the case company, car dealers and from earlier studies of the topic. The primary data of this research is the data that is gathered from DNB Auto finance and the car dealers. Secondary data of this research is gathered from earlier studies of the advantages of implementing digital business process solutions.

The case company was observed to understand the contract process from the side of a financier. They also provided numerical data to gather empirical data for the descriptive analysis. This data was collected from all the contracts that were paid out in February. The descriptive analysis involved 918 contracts that have already been paid to the car dealers to get information on pay-out times. It also brought information on the problems of each contract type and the quantity of these problems.

Interviews with car dealers were conducted to understand the contract process from the side of a car dealer. Five car dealers and secretaries were interviewed to gather empirical data for the thematic analysis. The interviews were conducted in Finnish and littered for them to concentrate on the research.

Interview questions were formed as follows:

IQ 1. What is the process for creating a paper contract?

- Who is involved in the paper contract process?
- How long it takes for the car dealer to send the paper contract to us?
- What are the risks of paper contracts?

IQ 2. What is the process for creating an electronic contract?

- Who is involved in the electronic contract process?
- What are the risks of electronic contracts?

IQ 3. What are the advantages of electronic contracts compared to paper contracts?

- What are the advantages of electronic contracts to the car dealers compared to paper contracts?
- What are the most important priorities in the contract process for the car dealers?

The thematic analysis of the interviews is presented in appendix 4.

3.3 Analysis Methods

The analysis methods that are used in this research are cost-benefit analysis, opportunity cost and process modelling. These were chosen to achieve the result of the research question.

3.3.1 Process modelling

Process modelling is a practice that is highly important for companies pursuing increased operating efficiencies. Process-based capabilities, when established, are more repeatable, quality improves, and the process outcomes are reliable. Businesses usually inspect their processes because they want to understand all the functions that are performed, to understand the context for proposed solutions and to understand how to improve their performance in the business.

Processes are like maps, and therefore process modelling is about creating visual process flows to describe the process as one picture (Long 2014). There are many benefits of process modelling, such as it allows the businesses to formalise the existing process and spot the problems, it can increase productivity and decrease the workforce needed, and it can allow the business to solve problems in their processes. (Havey 2005.) This method is used to analyse the process flows of paper and electronic contracts. It describes both contract processes with one picture and how the process is completed.

3.3.2 Cost-benefit analysis

The research will focus on the costs of using paper and electronic contracts, so the author has chosen cost-benefit analysis to analyse them. The cost-benefit analysis will be conducted as it measures the advantages of implementing a product or a decision less the cost associated with them. It involves measurable financial metrics which could determine revenues earned or cost-saving. It can also include intangible benefits or costs. (Keating & Keating 2017, 5.)

The cost-benefit analysis will be used to compare the results that were gathered from the contract process. The second method used is the opportunity cost that finds the benefits that a business could lose by choosing one alternative. It is a forgone benefit that would have been derived by the option that was not chosen. (Misha & Euston 2007, 40.) This method will see how the car dealers could benefit from using the electronic contract solution.

4 The Contract Process

This chapter introduces all the collected primary and secondary data. The data is introduced and analysed. Flowcharts were formed by applying process modelling and the advantages compared by using cost-benefit analysis. This chapter is the outline for the following chapter. It identifies the key findings required for the conclusion in the following chapter.

4.1 The Paper Contract Process

This subheading answers investigative question 1. Primary data collected from the case company and interview respondents are applied. Secondary data collected for the theoretical framework is also applied. It answers the following topics: process flow, Cash Conversion Cycle, costs, and risks of the paper contract.

4.1.1 Process flow of a paper contract

The application for a paper contract is created through the DNB Auto Finances Dealer Web or through the car dealer's own Dealer Management System. The DSM is car dealers' own program where they can create a contract. These systems work together with the DNB Auto Finances dealer web. When the application is sent to DNB Auto Finance, a credit check will be conducted, and it will transfer straight to the company's dealer web. The car dealer will get an application number that helps them to follow the contract process on the dealer web. (DNB Auto Finance 2021.)

After the application is sent to DNB Auto Finance, they will conclude a credit check for the customer that is applying for the loan. At this point, the application can either be approved or rejected. If the credit is approved, the car dealer will print the contracts from the company's dealer web or from their own integration. Paper contracts are created by using a form provided by The Finnish Central Organisation for Motor Trade and Repairs (Appendix 2). The paper will be signed by the customer and the car dealer. The dealer also must provide a copy of the customer ID and a Politically Exposed Person form. (Appendix 4.)

After both parties have signed the paper contract and the car is delivered to consumer the car secretary will register the car to DNB Auto Finance. When all the requirements are filled, the contract is set and sent by post to DNB Auto Finances office. With some car dealers, it can take three to five days before the paper contract is mailed, and it can take up to ten days before the contract arrives at the financier. The contract is then received by

DNB Auto Finance, and the paper contract will be processed. This process includes checking that all the requirements are included in the paper contract. The requirements are that the contract has a copy of the customer ID, a Politically Exposed Person form filled and that the contract includes the registration number of the car. If these requirements are not met, the dealer must provide the missing documents or send a new contract. When the check has been concluded, and everything required is in the contract, DNB Auto Finance can pay the contract amount to the car dealer, and the contract can be activated. (Appendix 4.) Figure 5 below demonstrates the paper contract process with a flowchart.

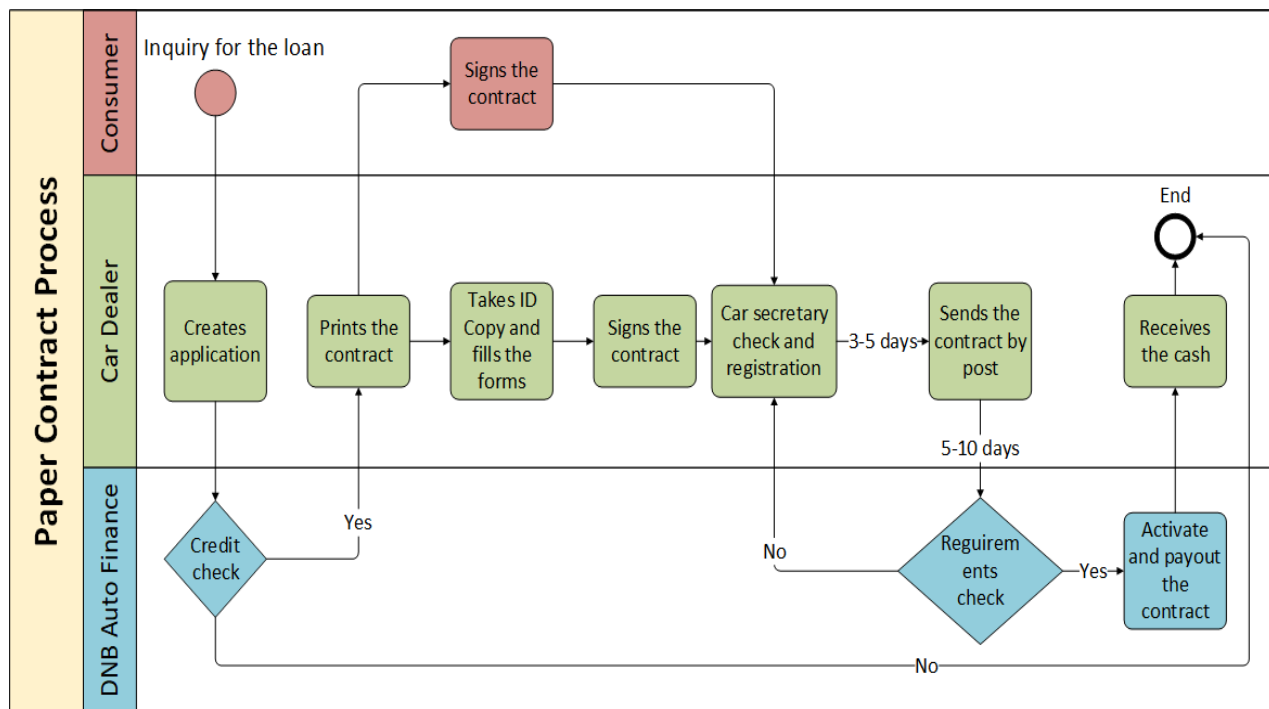


Figure 5. Flowchart of the paper contract process

4.1.2 Cash Conversion Cycle of paper contract

There were 130 paper contracts used in the descriptive analysis. On average, it takes approximately 12 days for DNB Auto Finance to pay the contractual amount of a paper contract to the car dealer. Almost 70% of the contracts were paid before the 12th day. The minimum number of payment days was four, and the maximum was 53 days. Table 2 below demonstrates the statistics for paper contracts.

Table 2. Statistic for paper contracts

Number of contracts	130
Minimum payment days	4
Maximum payment days	53
Average payment days	12

The average and maximum payment days for paper contracts are high because 24% of the contracts had problems before they could be paid to the car dealer. This means that 76% of the paper contracts were paid without any problems. Figure 6 below demonstrates how many contracts had problems in the process.

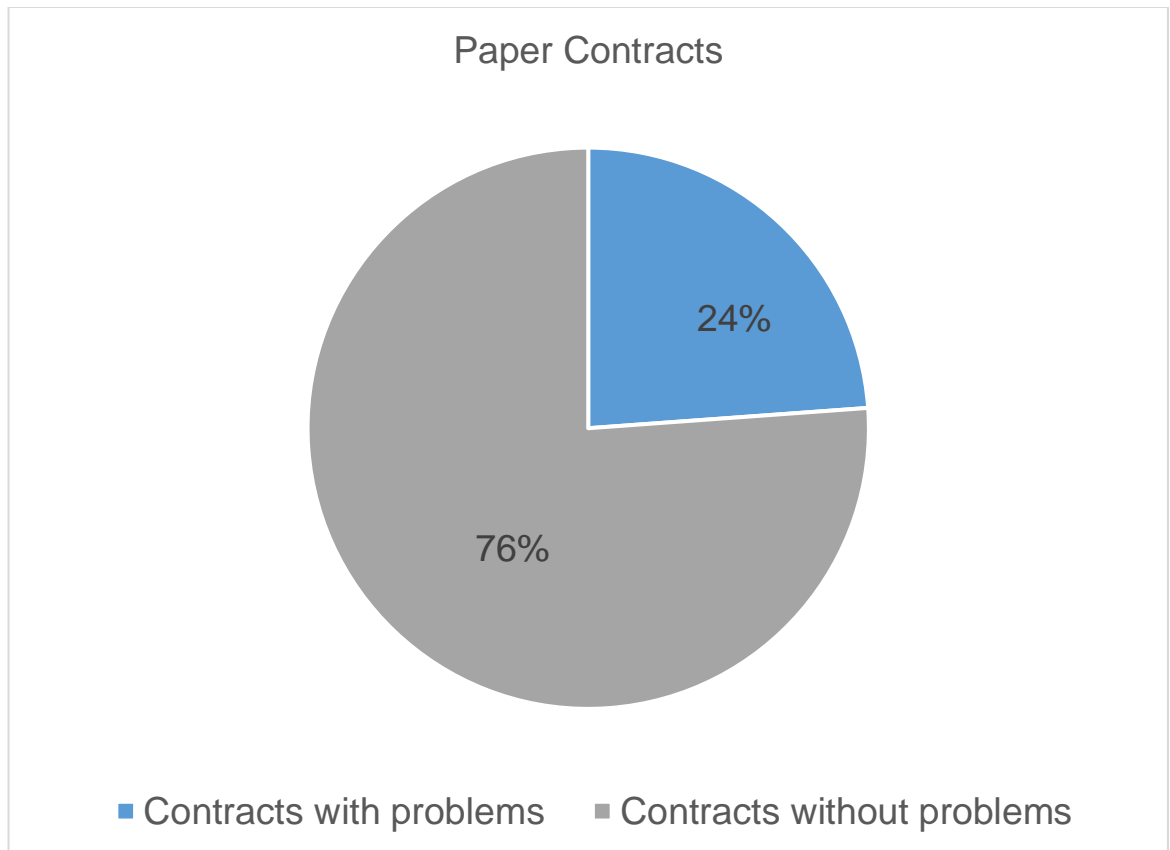


Figure 6. The paper contract problems

Paper contracts have problems because there are so many different factors that car dealers must remember before sending the contract. The most significant problem with paper contracts was that DNB Auto Finance did not receive the papers even if the car dealer had sent the contract to them. In the interviews, all the respondents answered that

losing the papers during delivery was the main problem (Appendix 4). Another problem was that the ID copy was missing from the contract, or there was information missing from the contract. The average payment days for the contracts that had problems was approximately 23 days.

4.1.3 Costs of the paper contract process

The costs associated with the paper contract process are direct costs that are related straight to creating the contract, the indirect costs that are not directly accountable to the paper contract, the intangible costs are the unquantifiable costs that can impact the process and the costs of potential risks that come from managing risks and incurring losses.

The direct costs for a paper contract are:

- The cost of paper
- The cost of printing and scanning the paper
- The cost of delivery from the car dealer to DNB Auto Finance
- The cost of direct labour of creating the contract

The indirect costs for a paper contract are:

- The cost of printing and scanning equipment, supplies and maintenance
- The cost of physical storage of the paper contracts
- The cost of disposal of the paper contracts
- The labour cost of managing the contracts

The intangible costs of a paper contract are:

- Longer cash conversion cycle for car dealers
- More work for the employees and the customers
- Longer delivery times for the customers

Cost of potential risks:

- Physical storage risk
- Legal risk if there is a breach of data
- Risk of competitor adopting better digital solutions
- Environmental risk of the paper usage and disposal

Table 3 below demonstrates an example of the costs that were creating a paper contract involves. This example has been made by the average cost of the office supplies and the average salary of a car secretary. These costs are subject to variation as they can change up to or down depending on the car dealer. In the example creating a one paper contract would cost 14,49€ per contract. This means if the car dealer made 20 contracts in a month, it would be it would conclude to 3 444€ a year. This example does not include the maintenance, storage, managing or disposal costs.

Table 3. Cost of creating a paper contract process.

Cost of creating a Paper Contract	Price/Quantity
Price per paper	0,01 €
Pieces of paper per contract	11
Cost of printing and scanning per paper	0,05 €
Total paper cost per contract	0,56 €
Price per envelope	0,18 €
The price per stamp	1,75 €
Total delivery cost per contract	1,93 €
Time used per paper contract	0,75
Average one hour salary of the car dealer	16,00 €
Total labour cost per contract	12,00 €
Total Direct Costs per Contract	14,49 €

4.1.4 Risks of the paper contract process

The process of managing contracts can be difficult and risky. Incorrect handling of a paper contract can lead to penalties, lost opportunities, and potentially costly legal audits. A manual paper-based process increases the chances of these problems occurring. (Konica Minolta 2019.) Paper-based contract management can lead to several issues such as missed deadlines, compliance and regulation violations, difficulty in finding and retrieving contracts, and liability errors (DocuCollab 2021).

Data security risk comes from storing the contracts physically as it is difficult to manage, and there is a possible loss of a contract. Papers getting lost in the delivery also brings a data security risk as there is no way to know where the papers were delivered. Paper contracts can also be on office desks during office hours while consumers come to the car dealers, which is a data security risk. (Appendix 4.)

Regulatory Compliance risk refers to the government mandates that govern the business. In Europe, there is Eu General Data Protection Regulation 2016/679 (GDPR) and National Data Protection Act 1050/2018. These laws regulate contract handling, which states that the paper documentary personal data are stored in a locked room, closet or other means that can only be accessed by authorized personnel of the association. (TJS Opintokeskus 2021.)

Revenue leakage risk is the loss of revenue due to errors and inefficiencies in the contract process (Earl 2019). Inefficient paper-based contract management could cause

companies to lose up to 40% of the value of a given deal, depending on the challenges encountered (Rich 2018).

4.2 The Electronic Contract Process

This subheading answers investigative question 2. Primary data collected from the case company and interview respondents are applied. Secondary data collected for the theoretical framework is also applied. It answers the following topics: process flow, Cash Conversion Cycle, costs, and risks of the electronic contract.

4.2.1 Process flow of an electronic contract

The application phase for the credit in an electronic contract is the same as in the paper contract process. After DNB auto Finance has approved the credit check, the car dealer will send a signature link to the consumer and to themselves. This link is sent through Dealer Web, where the car dealer can choose who will be signing the contract. The electronic contract uses the same form provided by The Finnish Central Organisation for Motor Trade and Repairs as the paper contract (Appendix 2).

An electronic contract uses a qualified electronic signature (QES). It can be compared to a handwritten signature which means that it has the same legal effect. The contract is signed by using personal online banking details. When both parties have signed the contract, the car secretary will register the car and check the contract. After all the requirements are met, DNB Auto Finance will get an automatic notice electronically that the contract is ready to be financed. DNB Auto Finance pays the contract amount to the car dealer, and the contract can be activated. (Appendix 4.) Figure 7 below demonstrates the electronic contract process with a flowchart.

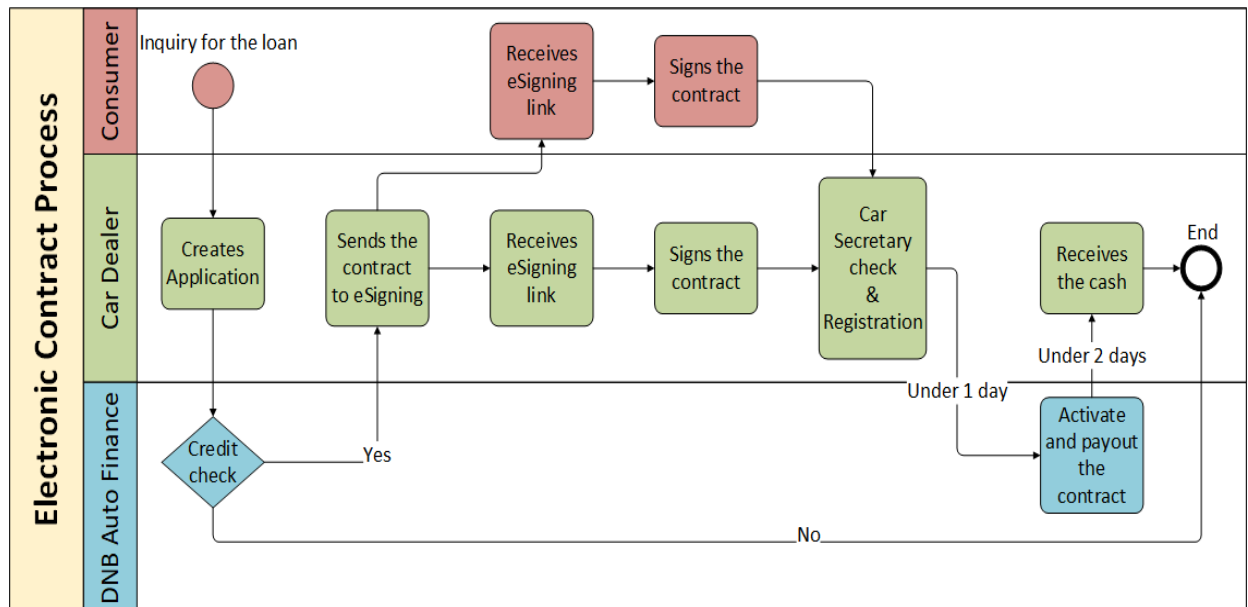


Figure 7. Flowchart of the electronic contract process

4.2.2 Cash Conversion Cycle of an electronic contract

There were 788 electronic contracts used in the descriptive analysis. On average, it takes approximately two days for DNB Auto Finance to pay the contractual amount of an electronic contract to the car dealer. Almost 81% of the contracts were paid before the second day. The minimum number of payment days was zero, which means that the contracts were paid on the same day as they arrived, and the maximum was 42 days. Table 4 below demonstrates the statistics for electronic contracts.

Table 4. Statistics for electronic contracts.

Number of contracts	788
Minimum payment days	0
Maximum payment days	42
Average payment days	2

The average payment days for electronic contracts is low because only 6% of the contracts had problems before they could be paid to the car dealer. This means that 94% of the paper contracts were paid without any problems. Figure 8 below demonstrates how many contracts had problems in the process.

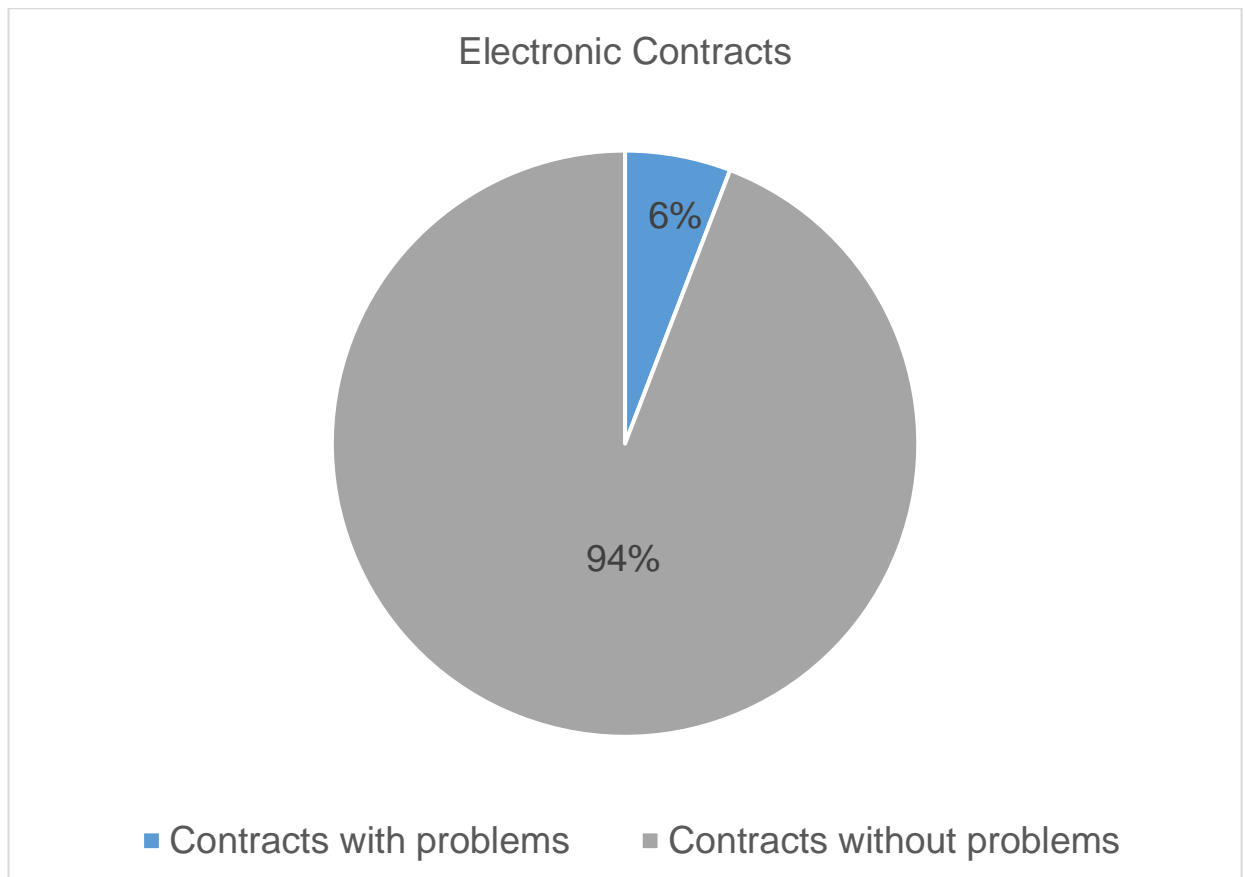


Figure 8. The electronic contract problems

The problems with electronic contracts were that the cars first registration year in the contract did not match with the registration year in Trafi, the registration number in the contract was wrong, or there was a technological problem with signing the contract. The average payment days for the contracts that had problems was approximately seven days.

4.2.3 Costs of the electronic contract process

The costs associated with the electronic contract process are direct costs that are related straight to creating the contract, the indirect costs that are not directly accountable to the paper contract, and the costs of potential risks that come from managing risks and incurring losses. There are no additional investments or costs that adopting and using electronic signature would require. Car dealers have the computers that they also need to create a paper contract, and the most popular online service for Finnish people is online banking. This means that most of the population already has online banking details that are required to sign the contract.

The direct costs for an electronic contract are:

- The cost labour of creating the contract

The indirect costs for an electronic contract are:

- The cost of equipment maintenance
- The cost of storage of the electronic contracts
- The labour cost of managing the contracts

Cost of potential risks are:

- Storage risk because of technical failures
- Legal risk in case of breach of private data

Table 5 below demonstrates an example of the costs that were creating an electronic contract involves. This example has been made by the average salary of a car secretary. This cost is subject to variation as it can change up to or down depending on the car dealer. An example creating one electronic contract would cost 4,00€ per contract. This means if the car dealer made 20 contracts in a month, it would be it would conclude to 960€ a year. This example does not include maintenance or managing. There are no extra costs such as license cost for the car dealers.

Table 5. Cost of creating a paper contract process.

Cost of Electronic Contract	Price/Quantity
Average one hour salary of the car dealer	16,00 €
Time used per paper contract	0,25
Total Direct Costs per Contract	4,00 €

4.2.4 Risks of the electronic contract process

The electronic contract process is not without risks, even if, in the interviews, the risks associated with electronic contracts were minimal (Appendix 4). The common risks with electronic contract are data security and technology failure that can bring companies losses.

Data security with digital data is among the most difficult to police. Electronic systems bring efficiency but make it easier to steal information. Potential confidential customer data breach damage is catastrophic. (Earl 2019.) This risk also came up in the interviews (Appendix 4).

Regulatory compliance risk refers to the government mandates that govern the business. In Europe, there is Eu General Data Protection Regulation 2016/679 (GDPR) and National Data Protection Act 1050/2018. These laws regulate contract handling, which states that the electronic documentary with consumer information must be stored in information

systems where data processing is protected by access rights and data security. (TJS Opintokeskus 2021.)

Technology failure risk is associated with contract software can result in lost customer data. This brings a bad brand reputation and lost revenue to the company. (Earl 2019.)

The risk of financing an electronic contract with the wrong numbers was the biggest risks that the car dealers saw in the electronic contract process. This risk comes from the credit application having wrong numbers without the consumer or the car dealer noticing it. (Appendix 4.)

4.3 The Advantages of Electronic Contracts Compared to Paper Contracts

This subchapter will answer investigative question 3 that compares the data collected from the paper and electronic contract process. It will give a full picture of the research and explain how the electronic contract can be beneficial for a car dealer.

4.3.1 Process flow

Comparing the paper contract process and the electronic contract process flowcharts, we can recognise that the electronic contract process has fewer steps. The electronic contract process does not require printing the papers, copying ID, physically taking the papers to the car secretary, and mailing the papers to the DNB Auto Finance. The electronic contract process is streamlined compared to the paper contract process. It means that it allows the car dealers to shorten their order to cash process.

The electronic process also allows companies to automatically collect data that can be used to understand process performance, cost drivers and causes of risk better. The priorities for car dealers in the contract process are that it is easy and fast. The electronic contract process for car dealers and consumers is quicker and easier. (Appendix 4.) Quicker service and easier digital signing process can affect car dealer's customer satisfaction very positively. This can bring potential profits to the company.

4.3.2 Cash Conversion cycle

The average payment days of a paper contract from DNB Auto Finance to the car dealer is 12 days. For the electronic contract, this average is approximately two days. This means that the electronic contract is seven times faster to process than the paper contract, and it reduced the contract process cycle time by 86%. Table 4 below demonstrates this difference on payment days. This articulates to massively shortened

Cash Conversion Cycle. A shorter Cash Conversion Cycle means that the car dealer can operate with a reduced amount of cash as they get their account receivables quickly. This has an impact on the car dealer as they can invest the cash fast, and they do not have to use credit. (Accounting Tools 2021.) The short Cash Conversion Cycle also has a positive impact on the company's cash flow statement.

Table 4. The average payment days (DNB Auto Finance 2021).

Electronic contracts with problems	Paper contracts with problems	Difference%
6 %	24 %	18 %

Paper contracts can cause unnecessary delays and errors to the contract. Only 6% of the electronic contracts had a problem that delayed the payment days, while 24% of paper contracts had these problems. Electronic contract reduced unnecessary delays and problems by 18%. Table 5 below demonstrates the difference. The average payment days for the electronic contracts that had problems was approximately seven days, while it was 23 days when considering paper contracts. The problems for electronic contracts are easier and faster to fix compared to paper contracts.

Table 5. Contract problems (DNB Auto Finance 2021).

Average payment days of an electronic contract	Average payment days of a paper contract	Difference %
2	12	86 %

4.3.3 Costs of the contract process

The costs of creating a contract can be reduced up to 75% by implementing an electronic contract. Table 6 below demonstrates the difference between paper and electronic contract costs. Paper contracts are labour intensive and demand considerable time and resource from the company. Direct labour hours per contract are reduced by using an electronic contract, and it does not require material such as paper and envelopes. There is also no delivery costs or printing and scanning costs associated with electronic contracts.

Table 6. The cost of contract creating a contract per year

Cost of electronic contracts per year	Cost of paper contracts per year	Difference %
960,00 €	3 477,07 €	75 %

Other costs that the example in table 1 does not take into consideration are managing, maintenance and storage costs. Paper contracts are hard to manage, and physical

storage takes a lot of space. Because paper contracts must be stored in a safe, locked space, it is also very expensive. Electronic contracts, on the other hand, do not require physical storage and the data can be stored digitally. This reduces the cost of storage and management, as digital contract management could reduce the costs and improve efficiency. (Konica Minolta 2019.)

4.3.4 Risks of the contract process

Comparing the risks that are associated with electronic and paper contracts, we can identify that the paper-based process has more risks than the electronic process. Incorrect handling of a paper contract can lead to penalties, lost opportunities, and potentially costly legal audits. A manual paper-based process increases the chances of these problems occurring. Figure 9 demonstrates the risks associated with electronic and paper contracts.

Data security is important when it comes to financing contracts because they carry the private information of the consumers. Implementing an electronic contract improve the security of the contracts because the contracts cannot be lost in the delivery, papers will not lay around on office desks, and it is easier to manage through digital storage. Implementing an electronic contract process can offer the potential to improve compliance by 55% because the contracts are easier to manage safely digitally (Konica Minolta 2019).

With paper contracts, there is also a revenue leakage risk because there can be more errors and inefficiencies than in the electronic contract process. Cutting these errors and inefficiencies with the electronic contract could bring a 1-2% improvement in revenue, according to the earlier studies (Konica Minolta 2019). Even if the electronic contracts also have risk associated such as digitally stolen information, unsafe storage in computers, software failures and wrong financing details. In the interviews, the car dealers thought that there are more advantages than risks associated with the electronic contract process (Appendix 4).

Paper Contracts <ul style="list-style-type: none"> • Data security <ul style="list-style-type: none"> • Physical storage difficult to manage • Getting lost in delivery • Papers in the office desk • Revenue leakage risk <ul style="list-style-type: none"> • Errors and inefficiencies in the process • Regulatory Compliance <ul style="list-style-type: none"> • Difficult to manage with physical storage • Unsafe storage 	Electronic Contracts <ul style="list-style-type: none"> • Data security <ul style="list-style-type: none"> • Stolen information • Regulatory compliance <ul style="list-style-type: none"> • Unsafe digital storage • Technology failure <ul style="list-style-type: none"> • Software failures • Financing details <ul style="list-style-type: none"> • Wrong information on the contract
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Figure 9. The risk comparison

4.3.5 The advantages of electronic contract

The most important priorities for car dealers when it came to the contract process was that it is fast, easy, and safe. All of them considered electronic contracts to be faster, easier, and safer compared to paper contracts. (Appendix 4.) Overall, the advantages of implementing an electronic contract compared to the paper contract are:

- Streamlined Order to Cash process
- Better customer service through an easier and faster process
- Easier to manage and benefit from the data gathered
- Shorter Cash Conversion Cycle
- Reduced costs in the process
- Fewer risks associated with the process
- Possible improvement in revenue
- Automatically collected data for process performance, cost drivers and risks
- More sustainable solution

Implementing an electronic contract has massive advantages compared to the paper-based process. The paper contract process could be considered as an outdated process that does not benefit car dealers.

5 Discussion

This chapter utilizes the data from the previous chapter. It answers the research question. Additionally, this chapter includes the assessment of reliability and validity, research ethics and the authors personal learning. There are also suggestions for further research.

5.1 The Advantages of Implementing Electronic Contract for Car Dealers in the Auto Finance Industry

The advantages for car dealers implementing electronic contract solution were clear. With electronic contract process they could cut their costs, reduce unnecessary labour and risks, and streamline the process. Electronic contract gives them the opportunity to move to digital contract management. Digital contract management could also cut their costs, reduce unnecessary labour and risks. Implementing both electronic contract and digital contract management gives recourses for car dealers to concentrate on their customer service that can conclude to possible increased revenue.

The priorities of contract process according to the car dealers were fast, easy, and safe process. These all were met with electronic contract according to the study conducted. Paper contract process on the other hand does not meet these priorities. Digital contract management is also more sustainable than paper-based contract management. This can give the car dealers the possibility to concentrate on more sustainable business process management that can also bring them possible increased revenue.

Overall, implementing the electronic contract process as a part of car dealers business has more advantages than disadvantages. When the transformation from paper-based process to digital one is done right the benefits are explicit. It could be suggested to the car dealers that they should implement electronic contract as a part of their business processes. This suggestion can be made because of the explicit benefits that the electronic contract solution brings to them. The case company should focus on electronic contracts and develop the process in a way that the car dealers could benefit from it even further.

5.2 Reliability and Validity

There were only five car dealers that were interviewed for this study. The process of creating a contract does not change greatly within different car dealers. Some companies can be faster or slower, but overall, the process is the same. The answers to the interview

questions were almost the same with every respondent. These answers could also be considered outside of DNB Auto Finance and interviewed car dealers.

The process costs examples table 3 and table 5 that were used in chapter 4 were built by using averages that the researcher collected themselves. This is because the author did not have access to specific financial figures of the car dealers. These figures are subject to change because the costs can variate within different companies. These examples only outline the possible reduced costs that the electronic contract could bring to a car dealer.

The data that was gathered from the case company was for the payment days of the contracts. This data was only from February 2021, and this means that it does not take into consideration a whole year of contracts. This is because the author had to analyse the contracts by going through every contract, and there were 918 contracts overall. Only consumer contracts were analysed, and businesses were left out. This was because the contract process for businesses is subject to longer delays as the process is more complicated than the contract process for consumers. This means that the study is not applicable to all contracts, and the process payment days can be subject to change.

5.3 Research Ethics

The author works for the case company, and the company was very involved in the data collection. The case company gave the car dealers to the author that would be suitable for the interview. The company knew the car dealers who were interviewed.

Overall, this report does not specify the names of the interview respondents or the company's that they work for. The author contacted the respondents herself as an employee of DNB Auto Finance. They were informed about the research topic before the interview.

The interviews were littered for them to be suitable for the research. This means that some answers were shortened or deleted completely because they were not relative to the study. The answers were not modified to be more beneficial towards the case company, but the answers and questions were taken off as they contained detailed information on the case company's processes.

5.4 Further Research

This study was a small research about business process improvement. It has been around years, but digitalisation has made it even more relevant for companies. The effect

of digital business process management has been studied for years, and the usage of it has increased over these years makes the topic relevant to research continuously.

The auto finance industry market was not analysed because the research was demarcated to the case company and their customers. The whole market on electronic contracts could be analysed to give a bigger picture of the usage and advantages.

Although the contract process is quite similar in all car dealers, the advantages of electronic contract could be researched in a more specific matter by having full access to their financial details. This would bring more value to a specific company about their process improvement.

The improvement points for the electronic contracts were studied in this research but removed afterwards as they contained detailed information on the case company's processes and did not bring value to the research objective. This could be a suggestion for further research as auto finance companies benefit from an easier and faster process also.

Only the consumer contracts were researched, which left out the contract process for business contracts. The business contract process, compared to the consumer contract process, is more complex. It would be a valid point to have further research on the business contract process.

5.5 Assessment of Learning

Writing the thesis and doing the research has been an interesting experience. It has been great to work with such a trusting and cooperative case company. From the beginning, DNB Auto finance has been very interested and supportive of the study. The author works full-time in the case company, and it has made the research even more interesting. Trying to work full time and writing this thesis has been a great experience to learn about time managing in general.

I learned a lot about the interviews and how to conduct them. It was noticed that not all the information could not be used in the study because it did not bring value to the research or the information was too detailed information to share in this study. This learned information from interviews is something that the author can use in future research. The interviews were done with car dealers whom the author serves every day at work. It was an amazing experience to get to know the people that you talk to on the phone every day.

In general, business process improvement has always been interesting. Especially with possibilities to make the process more effective financially. This research allowed the author to dive deeper into the topic and learn about the theories in this topic area. The theories were connected to a practical level that gave a great opportunity to learn them more deeply. In university, there has been very limited information on business process improvement and especially about digital process improvement. This study allowed the author to learn about the topic more and steps outside of their comfort zone to learn new topics by themselves.

While there was a learning curve about business process management improvement, the author also learned a great deal about the processes behind the work that she does. That is very valuable information to use at work also.

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Appendices

Appendix 1. Market shares in the auto finance industry in Finland 2020

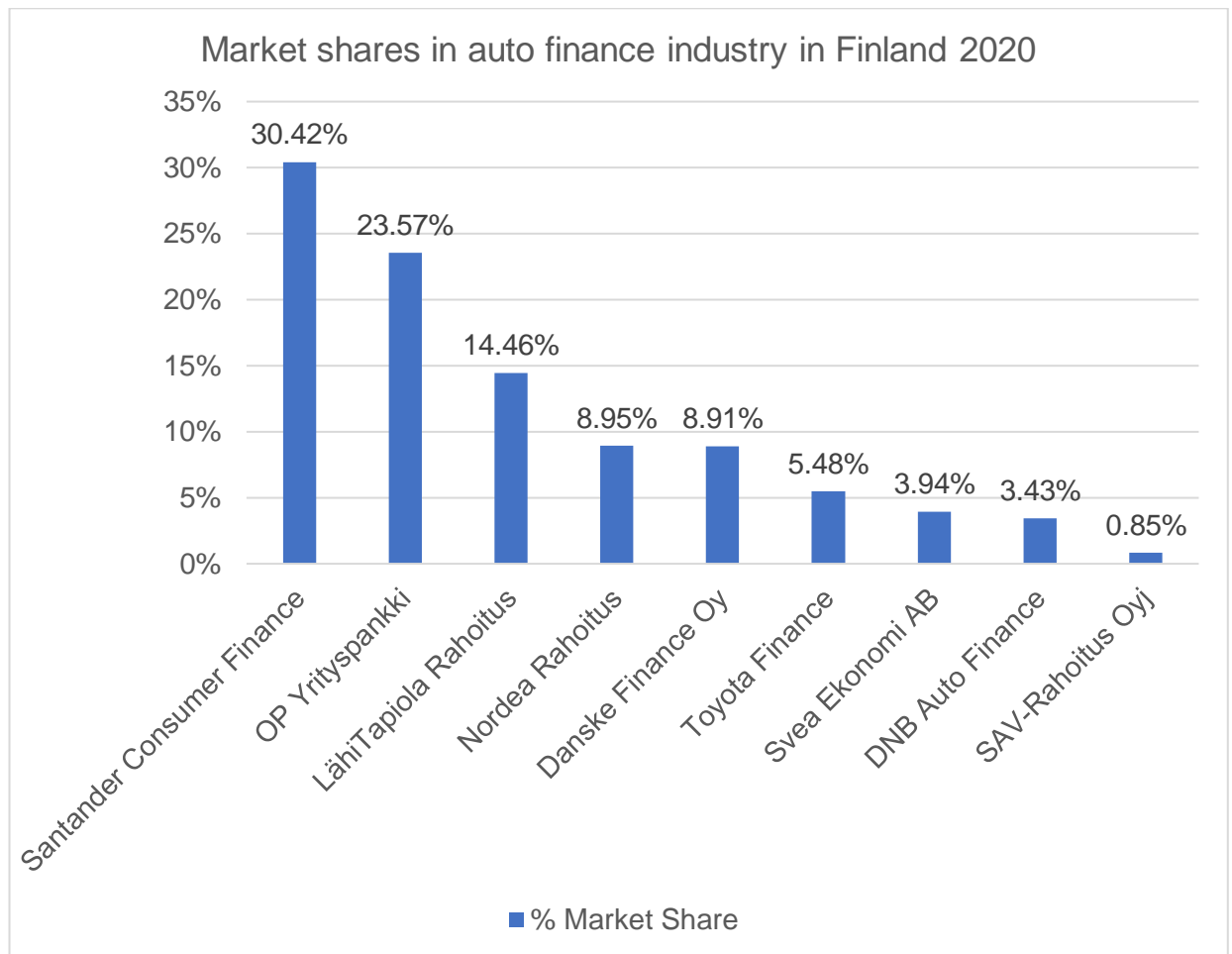


Figure 10. Market shares in the auto finance industry in Finland 2020 (DNB Auto Finance 2021).

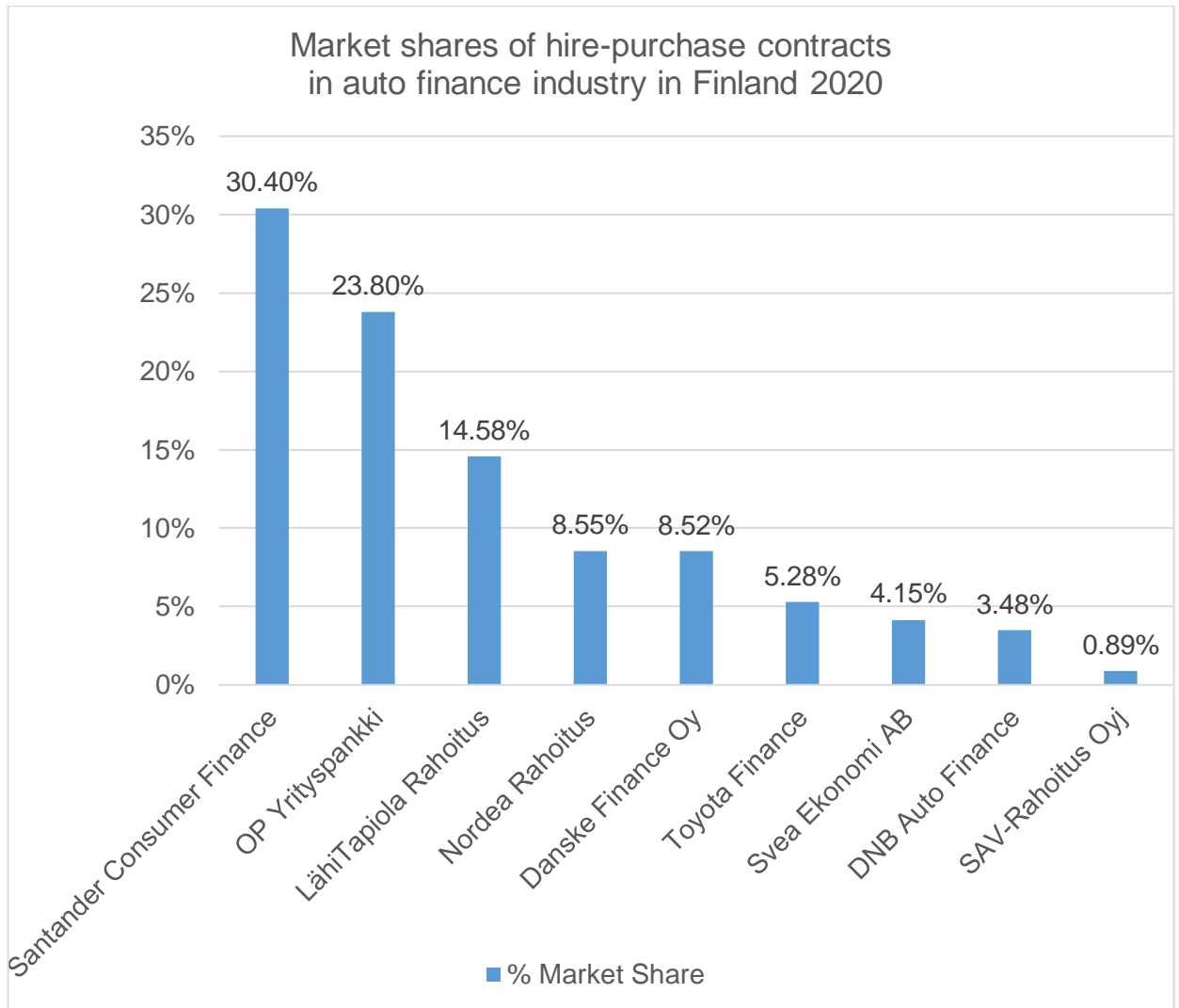


Figure 11. Market shares of hire-purchase contracts in the auto finance industry in Finland 2020 (DNB Auto Finance 2021).

Appendix 2. Terms and Conditions of Hire-Purchase Contract

TERMS AND CONDITIONS FOR HIRE-PURCHASE AGREEMENTS FOR NEW AND USED VEHICLES, CHECKED BY THE CONSUMER OMBUDSMAN, VALID FROM 1 DECEMBER 2010. (UPDATE BY THE FINNISH CENTRAL ORGANISATION FOR MOTOR TRADES AND REPAIRS, 1 DECEMBER 2017)

TERMS AND CONDITIONS FOR HIRE-PURCHASE AGREEMENTS Agreement number_____

1. Financing and terms and conditions of purchase

In case of consumer transactions, this agreement is governed by the provisions of chapter 7 of the Consumer Protection Act (38/789) and in case of other transactions by the Hire Purchase Act (91/66). The hire purchase agreement is hereinafter referred to as the "Agreement". Hereinafter, all references to buyers will apply to all buyers whereas all references to consumer-buyers will only apply to consumers. As regards the terms and conditions of purchase, the relationship between the Seller and the Buyer will be governed by the "Terms and Conditions of Orders and Purchase Agreements" updated by the Advisory Committee for Motor Trades (Aune) on 1 December 2017.

2. Pledging and assignment of the agreement

The seller is entitled to pledge and assign this agreement and all of its rights, including ownership of the vehicle, to a third party, such as a financing company, which is entitled to reassign it. The buyer must be notified of assignment of the agreement. If the seller has assigned the agreement, the buyer must make all payments under this agreement to the assignee after receiving the notification of assignment. If the agreement has been assigned, the seller or other assignor no longer has the right of withdrawal of the vehicle or other right to control the agreement.

As long as the buyer has payment obligations according to this agreement, the buyer must not hand over a hire-purchase vehicle, even as a trade-in vehicle, without the creditor's written consent. The buyer is entitled to assign the rights and obligations under this agreement to a third party only with the creditor's written consent and on terms specified by the creditor. The creditor is entitled to charge a reasonable fee for the assignment according to its price list.

3. Right of ownership

The creditor reserves the right of ownership to the sold vehicle and all its accessories until all of the following have been paid in full: the sale price of the vehicle and the vehicle tax,

the interest for the financed proportion, all fees and charges related to financing, as well as the buyer's other payment obligations for the vehicle, such as insurance and registration fees and payments related to repairs, spare parts, accessories, and supplies. The condition on reservation of ownership also applies to equipment and accessories that are delivered as part of the sale, at no extra charge, to supplement, modify, or repair the sold vehicle. The proportion of the sale price to be paid in cash is not receipted as paid by the signing of this agreement; a separate receipt must be made for the payment. The payer is responsible for the payment of parking tickets, vehicle tax, and other such taxes and fees after having received the vehicle. The payer must not sell or rent the vehicle or take it outside the borders of Finland without the creditor's written consent. Neither is the buyer allowed to otherwise handover the vehicle to another person without the creditor's written consent, except temporarily. The buyer must immediately notify the creditor if the vehicle is under threat of distraint, seizure, sale in accordance with the act on an entrepreneur's right to sell (688/88), or another procedure that infringes the creditor's rights, or if the buyer personally is under threat of bankruptcy, business reorganisation, debt arrangement, or another procedure that significantly affects his or her ability to pay. The buyer must prevent the above- mentioned procedures and arrangements from affecting the vehicle by presenting this agreement as evidence of the creditor's condition on reservation of ownership.

4. Interest and fees

The credit has a fixed interest rate. The buyer is to be informed of the interest calculation method in the agreement form and in the instalment payment programme.

For any changes made or services performed in relation to the agreement at the buyer's request, the creditor is entitled to charge other appropriate fees according to the creditor's valid price list. The creditor must inform a consumer buyer of changes in the price list in a permanent manner before the changes take effect.

5. Vehicle servicing and maintenance

The buyer undertakes to keep the vehicle in good condition and take care of the necessary servicing and repairs in accordance with the manufacturers and seller's operation and maintenance instructions as well as the warranty terms. The buyer must not modify the vehicle structurally or in a manner that would affect its taxation. The buyer is responsible for the costs of any modifications. The creditor is entitled to inspect the vehicle, provided that this can be done without significant inconvenience to the buyer. The vehicle must not be used to take part in competitions or training other than those organised to promote traffic safety, economic efficiency, and similar causes.

6. Insurance policies

If the buyer fails to fulfil the insurance obligation or terminates an insurance policy against the terms and conditions of the agreement, the creditor is entitled to seek withdrawal and clearance as specified below in Section 10 b. The insurance company is entitled to notify the creditor if the buyer has terminated an insurance policy required by the terms and conditions of this agreement before the right of ownership to the vehicle has been transferred to the buyer, or if the insurance company has terminated the insurance during this same period due to the buyer's failure to pay. If a loss event occurs, the buyer must give the insurance company the notices required by the terms of insurance. In the case of such an event, the creditor is entitled to draw the vehicle insurance or the compensation for damages and thus compensate for all of the buyer's outstanding debts under this agreement.

7. Registration

The Financier is entitled to make amendments to the registration information of the vehicle if required and charge the cost of this service to the Buyer according to its then-current price list. Unless otherwise agreed, the Buyer will file the notification of the assignment of title with the vehicle register after title has passed on to the Buyer. If the Buyer fails to file the notification of assignment of title with the vehicle register after the transfer of title, the Financier will have the right to file the notification of assignment of title and charge the cost of this service to the Buyer according to its then-current price list.

8. Consumer buyer's right to cancel the credit under the agreement and expiration of an ancillary agreement. A consumer buyer is entitled to cancel the credit under the agreement by notifying the creditor of this in a permanent manner within 14 days of signing the agreement or a later date on which the buyer has received a printed or electronic copy of the agreement, containing the information specified in Chapter 7, Section 17 of the Consumer Protection Act. The notice of cancellation should be individualised, containing at least the buyer's name and personal identity code, the vehicle identification information, and the buyer's signature. Upon cancellation of the agreement, the consumer buyer is obliged to compensate the creditor by paying the credit interest for the period during which the credit has been at the buyer's disposal. If the creditor has made payments to authorities due to the credit agreement and such payments are not returned in the event of cancellation, the creditor is entitled to receive compensation from the consumer buyer for such payments.

The consumer buyer must, without delay and within 30 days of sending the notice of cancellation, pay to the creditor the debt portion of the cash price under this agreement;

the above-mentioned payments must be made otherwise the cancellation will become void.

Cancellation of the credit under the agreement does not free the consumer buyer from the obligations according to the sale agreement for the vehicle.

When the consumer buyer cancels the credit agreement, other ancillary agreements related to the credit agreement that are provided by the creditor or its partners are also cancelled. If the consumer buyer wants to keep an ancillary agreement in force despite cancellation of the credit under the agreement, he or she must notify the creditor in a permanent manner within 30 days of sending the notice of cancellation.

9. Preliminary payment, changing the payment programme, and instalment table The buyer is entitled to repay the entire credit to the creditor in advance if desired. The consumer buyer is also entitled to repay part of the credit to the creditor in advance. In this case, however, the consumer buyer must notify the creditor in advance of its wish to pay an extra instalment that differs from the payment programme; otherwise, the sum that exceeds the instalment under the agreement will be allocated by the creditor in the manner that the creditor has declared to the consumer buyer in a permanent manner in advance.

The creditor's receivables are calculated in the manner specified in Chapter 7, Section 27 of the Consumer Protection Act for consumer sales and in the manner specified in Section 5 of the Hire-Purchase Act for other hire-purchase sales. The creditor is entitled to demand compensation from the client for early payment of the credit or part of it, if the credit has a fixed interest rate under the agreement and more than €10,000 has been paid early within the past 12 months.

The maximum amount of such compensation is one (1) per cent of the repaid credit or, if the agreement period ends in less than a year from the date of preliminary payment, a half (1/2) per cent of the repaid credit. This compensation falls due at the time of payment of the credit. The buyer and creditor may agree upon changing the payment programme or another contractual term during the agreement period. The creditor is entitled to charge a reasonable fee for changes made according to its valid price list.

The consumer buyer has the right to decide on which of several receivables of the same creditor his or her payment is to be credited. The creditor should be notified of this in a permanent manner. The consumer buyer is entitled to receive the instalment table upon request, free of charge, at any time during the contractual relationship.

10. Consequences of failure to pay or other breach of contract by the buyer

If the buyer fails to fulfil a payment or other obligation under the agreement, the creditor may have the right to make a bad credit entry for the buyer in the credit information register, the right to withdraw the vehicle for clearance, and the right to charge penalty interest and collection charges. In the event of delayed payment, the creditor provides the buyer with information and advice to prevent the emergence and deepening of financial difficulties and to deal with inability to pay.

10 a. Penalty interest and collection charges

Penalty interest for overdue instalments and other receivables is determined in accordance with the Interest Act (633/82). In any event, the penalty interest is at least equal to the interest collected by the creditor for the credit for a maximum of 180 days from the date on which the whole credit falls due, but not longer than until a court decision about the credit is made. After this, penalty interest will be collected in accordance with the Interest Act. For sales other than consumer sales, the penalty interest rate can also be negotiated. The buyer is also obliged to pay reasonable collection charges in accordance with the Act on Collection of Receivables (513/99).

10 b. Withdrawal and clearance

The buyer's entire remaining credit, along with interests and other payment obligations related to financing, falls due for payment and the creditor is entitled to demand withdrawal of the vehicle for clearance, if the buyer fails to fulfil the payment obligation and the unpaid instalment is overdue by at least a month in consumer sales and fourteen (14) days in other sales and still has not been paid, and the unpaid sum equals one of the following:

- an instalment that is at least one tenth (1/10) of the credit price
- an instalment that ,combined with other un paid instalments that have fallen overdue earlier, is at least five (5) per cent of the credit price
- the entire remaining credit

The creditor is entitled to enforce the above procedure regardless of the amount of the overdue payment if the payment is overdue by at least six (6) months and is still substantially unpaid.

However, the creditor is not entitled to enforce the above sanction if the delay in payment is due to the consumer buyer's illness, unemployment, or other similar reason that is not attributable to the buyer, except where this would, taking into account the length of the delay and the other circumstances, be evidently unreasonable to the creditor. The creditor is also entitled to withdraw the vehicle and perform clearance if the buyer has not taken out insurance as agreed or has terminated an insurance policy, or if the insurance

company has terminated the insurance during this same period due to the buyer's failure to pay. The creditor has the same right if the buyer is otherwise in substantial breach of the terms and conditions of this agreement or initiates procedures that would lead to disposal, deterioration or disappearance of the vehicle, or to a decrease in its value due to wear, spoilage or other similar reason.

The payment matures on the date specified in the notice of maturity. In consumer sales, however, maturing becomes effective a minimum of four (4) weeks or, if the consumer buyer has earlier been notified of a delay or other breach of contract, a minimum of two (2) weeks after the date on which the notice of maturity was issued or sent to the consumer buyer. If the buyer pays the overdue amount or otherwise rectifies the breach of contract before the maturity date, the maturity becomes void. In letters of notification and notices of maturity related to an overdue payment or other breach of contract, the creditor must remind the buyer of the restrictions on handing over the vehicle (sections 2 and 3 of this agreement).

Clearance is carried out in the manner specified in Chapter 7, Section 36 of the Consumer Protection Act for consumer sales and in the manner specified in the Hire-Purchase Act for other sales. If the creditor and buyer cannot agree on clearance, the creditor must, without delay, contact the bailiff of the buyer's domicile or the vehicle's location for executive assistance in withdrawing the vehicle and carrying out the clearance. The bailiff will then calculate the creditor's receivables and determine the withdrawal value of the vehicle. The bailiff's decision can be appealed as specified in the Enforcement Code (705/07).

10 c. Bad credit record

Failure to pay can be recorded in Suomen Asiakastieto Oy's credit information register or other similar register in the manner specified in the Credit Data Act (527/07) after the payment has been delayed by at least 60 days from the original due date, unless the creditor and buyer have made a new payment agreement after the original due date. The creditor must, at least 21 days before recording the information, send to the buyer a written request for payment, reminding the buyer of the recording of a bad credit record in the credit information register. A bad credit record may make it more difficult for the buyer to obtain credit in the future.

11. Buyer's contact details and credit standing

The Financier will have the right to check the Buyer's personal or corporate details and obtain the necessary credit information in a manner laid down in the Finnish Credit Information Act (610/2014) as well as to verify the Buyer's identity as provided in the Act on Credit Institutions (610/2014) and the Act on the Prevention of Money Laundering and Terrorist Financing (444/2017). The identifying information and other personal data may

be used for the prevention of money laundering and terrorist financing, the detection and investigation of terrorism as well as the investigation of such crimes that were committed to gain the property or proceeds of crime subject to money laundering or terrorist financing.

A Politically Exposed Person (PEP) within the meaning of chapter 1, section 1, of the said Act is a person who is holding or has held a significant public position during the past 12 months or is a family member or business associate of such a person.

12. Seller's and creditor's responsibility in the event of a fault

For any faults in the vehicle, the terms and conditions for car order and sale agreements are applied. The buyer must make a fault notification to the seller or another responsible party as specified in the terms and conditions for order and sale agreements. According to Chapter 7, Section 39 of the Consumer Protection Act, the consumer buyer is also entitled to demand compensation for the seller's breach of contract from the creditor to which the agreement has been assigned. However, the creditor is not obliged to pay the consumer buyer more than it has received from the buyer in payments. After notifying the creditor of the matter, the consumer buyer is entitled to refrain from paying the agreed instalments to the amount corresponding to the fault. The consumer buyer is responsible for any penalty and other consequences of refraining from payment without justification.

13. Settlement of disputes

If disputes cannot be settled through negotiations between the parties, the consumer-buyer may bring the case before the Consumer Disputes Board (www.kuluttajariita.fi) for review. The Consumer Disputes Board issues recommendations for settlement and may dismiss a case if the consumer has not first contacted the Consumer Advisory Services (www.kuluttajaneuvonta.fi). If the creditor is supervised by the Financial Supervisory Authority, a consumer buyer or small enterprise may turn to the Finnish Financial Ombudsman Bureau (Fine) or the associated Banking Complaints Board (www.fine.fi).

If the disputes are to be settled in court, legal action must be taken in the district court of the buyer's domicile, unless the buyer wants to take legal action in the district court of the creditor's domicile. For sales other than consumer sales, legal action can also be taken in the Helsinki District Court. If the buyer is not domiciled in Finland, legal action must be taken in the Helsinki District Court.

14. Supervising authority

Compliance with the provisions of chapter 7 of the Consumer Protection Act is monitored by the Consumer Ombudsman, the Finnish Consumer Agency (www.kkv.fi), regional state

administrative authorities and the Financial Supervisory Authority
(www.finanssivalvonta.fi) when the Financier is subject to supervision by said Authority.

(DNB Auto Finance 2021.)

Appendix 3. Hire-Purchase Contract

DNB OSAMAKSUSOPIMUS (Uusi ajoneuvo) © Autoalan Keskusliitto ry Lomakkeen osittainkin kopiointi kielletty		Asiakasnumero _____	Luottopäättönumero _____
		Sopimusnumero _____	
Ostaja I	Nimi _____	Henkilötunnus/ Y-tunnus _____	Kansalaisuus _____
	Lähiosoite _____	Postinumero _____	Postitoimipaikka _____
	Puhelinnumero _____	Sähköpostiosoite _____	Henkilötiedot tarkistettu Muu, Ajokortti Passi mikä _____
	Asiakirjan nro/ pvm _____	Asiakirjan myöntäjä _____	Päivämäärä/ tunnistajan nimi _____ PEP Ei On (Ks. ehtojen kohta 11)
Ostaja II	Nimi _____	Henkilötunnus/ Y-tunnus _____	Kansalaisuus _____
	Lähiosoite _____	Postinumero _____	Postitoimipaikka _____
	Puhelinnumero _____	Sähköpostiosoite _____	Henkilötiedot tarkistettu Muu, Ajokortti Passi mikä _____
	Asiakirjan nro/ pvm _____	Asiakirjan myöntäjä _____	Päivämäärä/ tunnistajan nimi _____ PEP Ei On (Ks. ehtojen kohta 11)
Muu haltija/ käyttäjä	Nimi _____	Henkilötunnus/ Y-tunnus _____	Puhelinnumero _____
	Lähiosoite _____	Postinumero _____	Postitoimipaikka _____
	Muu ajoneuvokisteriin merkittävä haltija (auton käyttäjä) _____	Osoite _____	Henkilötunnus/ Y-tunnus _____
Myyjä	Yrityksen nimi _____	Y-tunnus _____	Myyjän nimi _____
	Lähiosoite _____	Postinumero _____	Postitoimipaikka _____
	Pankkiyhteys _____	Kotipaikka _____	
Kaupan kohde	Henkilö-auto Paketti-auto Muu _____	Valmistenumero _____	Väri/koodi _____
	Ajoneuvon merkki ja malli _____	Ajoneuvon käyttö Yksityinen Luvanvarainen _____	Rekisteritunnus _____
	Käyttöönottopäivä _____	Ensirekisteröintipäivä Suomessa _____	Mittarilukema _____ CO ₂ päästöt g/km _____
	Lisävarustet (Liite) _____	Kaupintanumero _____	
Toimitus- ehdot	Arvioitu toimitusaika _____	Toimitustapa _____	Muut toimitusehdot _____
	Ostajalle on annettu _____	Takuukirja _____	Huoltokirja _____ Käyttöohjeet _____ Suullinen käyttönopeutus _____
Vaihto- ajoneuvo	Merkki ja malli _____	Rekisteritunnus _____	Tarvikkeet _____
	Valmistenumero _____	Käyttöönottopäivä _____	Ensirekisteröintipäivä Suomessa _____
	Mittarilukema _____	CO ₂ päästöt g/km _____	Toimituskulut _____
	Vaihtojoneuvon ostohintaan sisältyvät lisävarusteet (Liite) _____	Ajoneuvon autoveroton hinta vakiovarustein _____	Lisävarusteet yhteensä _____
	Vaihtojoneuvon ostohinta _____	Jäännösvelka vaihtojoneuvosta _____	Erotus siirretään kohtaan 7 _____
	Osamaksuerien maksusuunnitelma _____	Annuiteettilyhennys, jolloin maksuerä sisältää myös koron _____	Muu lyhenys, josta erill. maksusuunnitelma _____
	Osamaksuerien lkm _____	Luottoaika kk _____	Maksuväli kk _____
	1. erä _____	1. erän maksupäivä _____	Maksuerä _____
	Viim. erän maksupäivä _____	Viimeinen erä _____	Muut poikkeavat erät _____
	Korko on kiinteä koko sopimuksen, jolloin vuotuinen korko % rahoitettavalle osalle (erä 13) on _____	Erienviivästyskorko _____	korkolain mukaan % vuotuisista korkoa _____
Asiakastiedot, niiden siirtäminen sekä sähköinen suoramarkkinointi	Ostaja on tietoinen, että myyjä sekä Luotonantaja mahdollisesti siirtävät asiakastiedot asiakas- ja henkilötiedot vastapuolelleen tästä sopimuksesta aiheutuvista velvoitteistaan sekä palvelus- ja muutoksen mahdollisuuksien hyödyntämiseksi. Myyjä sekä Luotonantaja käsittelevät em. tietoja voimassa olevan lainsäädännön sekä oman tietosuojakäytäntönsä mukaisesti. Myyjällä tai siirron saaneella Luotonantajalla on oikeus siirtää asiakas- ja henkilötietoja oman konserninsa sisällä, kolmansille osapuolille tämän sopimuksen edellyttämien palveluiden tuottamiseksi sekä Luotonantajalta takaisin myyjälle. Tietoja voidaan käyttää myös suoramarkkinointitarkoituksiin.	Hakua saada sähköisesti tiedon minua kiinnostavista myyjän sekä siirronsaaneen Luotonantajan palveluista ja eduista (Markkinointilupa).	Korko sopimustalaja eräpäiviä noudattaen _____
Vakuutukset	Ostaja on velvollinen ottamaan ja pitämään voimassa ajoneuvon lakisääteiset vakuutukset sekä kasvo- ja eläkevakuutukset. Omavastuu ei voi ylittää myyjän kulloinkin määrittelemiä omavastuuja. Vakuutuksesta laaditaan erillinen vakuutusvahinkomerkintä. Vakuutuksen myöntämisestä päättää aina vakuutusyhtiö eikä myyjä vastaa vakuutuksen saatavuudesta eikä vakuutuksen epämieluisuudesta ostajalle mahdollisesti aiheutuvista kustannuksista.	Vakuutusmaksut veloitetaan osamaksuerän yhteydessä _____	Kyllä Ei _____
	Vakuutusyhtiö ja yhtiötunnus _____	Vakuutusmaksut _____	€/kk _____
	Alkamispäivä _____	Olen vastaanottanut tuoteselosteen ja vakuutusta koskevat tiedot sisältävän asiakirjan _____	
Lisätiedot ja -ehdot			
Allekirjoitukset	<ul style="list-style-type: none"> Tähän sopimukseen sovelletaan liitteenä olevia 1.12.2017 voimaantulleita "Osamaksukaupan sopimusehtoja", jotka ostaja allekirjoitustaan vahvistaa vastanotteensa. Ostaja vakuuttaa tarkastaneensa kaupan kohteen huolellisesti ennen sopimuksen allekirjoitusta ja kaupan kohteen luovutusta. Ostaja vakuuttaa, että hänen vaihtojoneuvosta antamansa tiedot ovat oikeat, että vaihtojoneuvo ja siihen liittyvät vakuutusmaksut, ajoneuvo- ja muut verot on täysin maksettu, eikä siitä ole mitään kiirettä ja että se on kokonaan hänen omistuksessaan. Kuluttajastajan vakuuttaa saaneensa valtuutetut eurooppalaiset kuluttajavaroitukset lomakkeen. 		
	Paikka ja aika _____	Myyjälleikkeen allekirjoitus _____	Sopimuksen liitteiden määrä _____ kpl
	Ostaja I:n allekirjoitus ja nimiselvennys _____	Ostaja II:n allekirjoitus ja nimiselvennys _____	Vaihtoajoneuvon luovuttajan allekirjoitus ja nimiselvennys _____
	Omistusoikeus myytävään ajoneuvoon ei siirry ostajalle ennen kuin kaupanhinta kokonaisuudessaan on maksettu ja muut tämän sopimuksen tarkoittamat, ajoneuvoa koskevat ostajan maksuvelvoitteet on täysin täytetty.	Omistusoikeus annetaan, mutta myyjä pidättää takaisinotto-oikeuden, kunnes ajoneuvoa koskevat maksuvelvoitteet on täysin täytetty.	
Siirto	Tähän sopimukseen perustuvat kaikki oikeudet siirämme _____	Tähän sopimukseen perustuvat kaikki oikeudet siirrän/ siirämme _____	
	Paikka ja aika _____	Myyjälleikkeen allekirjoitus, myös painokirjaimin _____	Paikka ja aika _____
		Siirtäjän allekirjoitus, myös painokirjaimin _____	

(DNB Auto Finance 2021).

Appendix 4. Interviews

Interview body	Codes identified
Emilia: Millainen teidän paperisopimuksenne prosessi on? Ketä kaikkia tässä prosessissa on mukana?	
<p>Automyyjä 1: Paperi sopimus prosessissa on mukana, asiakas, myyjä ja autosihteeri. Kun on tehty sopimus, niin sen jälkeen me skannataan ne tuonne Lappeenrantaan meidän autosihteereillemme. He hoitavat sitten paperit siitä eteenpäin. Autosihteerit ovat myös ne, jotka rekisteröivät auton, laittaa vakuutukset ja käyttö turvat ja niin edespäin, että me vaan hoidamme sen myyntiprosessin. Eli asiakkaan nimet papereihin ja siitä eteenpäin se on sitten, sihteeri tekee mitä tarvitsee. Auton rekisteröinti ja muut vakuutukset sen jälkeen vasta kun sopimus on allekirjoitettu.</p>	<p>Customer signs;</p> <p>Car dealer signs and prints;</p> <p>Car secretary registers the car and sends the papers</p>
<p>Autosihteeri 1: Siinä on tietysti mukana myyjä, joka ottaa asiakkaalta siihen allekirjoitukset ja tulostaa ne ja sitten tuo ne sopimukset autosihteereille. Autosihteerit postittavat nämä sopimukset. Autosihteerit rekisteröivät auton ja tarkistavat sopimukset, jos kerkeävät.</p>	
<p>Autosihteeri 2: Prosessissa on mukana asiakas, myyjä ja autosihteeri. Paperiversiossa sopimukset hoitavat asiakas ja autosihteeri. Myyjä tekee hakemuksen, hakee luottopäätöksen ja sitten kun on auton luovutus niin auto sihteerit käyvät kaikki paperit läpi asiakkaan kanssa. Pitää ottaa ajokortti kopio ja asiakkaan tunnistamislomake. Sillä ei ole mitään väliä onko sopimustehty paperisena vai sähköisenä niin me silti käymme asiakkaan kanssa kauppasopimus läpi. Autosihteerit rekisteröivät auton, laittavat vakuutukset ja käyttö turvat.</p>	
Emilia: Kuinka kauan se kestää, että paperi sopimus lähtee teiltä postiin?	
<p>Automyyjä 1: Meillä se riippuu täysin ajankohdasta eli, jos esimerkiksi keskiviikkona meiltä lähtee paperit tästä eteenpäin niin voi olla, että se lähtee vasta sitä seuraavana keskiviikkona.</p>	<p>Next day;</p> <p>A week</p>

Autosihteeri 1: Me saadaan yleensä sopimukset lähettyä samana tai seuraavana päivänä.	
Autosihteeri 2: Meillä paperisopimukset menevät seuraavana päivänä postiin.	
Emilia: Millainen teidän sähköinen sopimuksenne prosessi on? Ketä kaikkia tässä prosessissa on mukana?	
<p>Automyyjä 1: Sähköisessä sopimus prosessissa on mukana, asiakas, myyjä ja autosihteeri. Sihteerit tarkastavat ja rekisteröivät auton. Kun asiakas on allekirjoittanut, tulee se siitä myös autosihteereille, että se sopimus on allekirjoitettu. He tarkistavat sitten vielä sopimuksen, että pysyvät perässä. Lähinnä sen takia, ettei sopimus jää roikkumaan. Periaatteessa muuten aika paljon lyhyempi prosessi. Sähköisessä allekirjoituksessa myyjä ja asiakas allekirjoittaa sitten se menee autosihteerille tieto, että sopimus on allekirjoitettu. Sen jälkeen he sitten rekisteröivät auton, katsovat ne vakuutukset ja sitten se tulee DNB Auto Financelle.</p>	<p>Customer signs;</p> <p>Car dealer signs;</p> <p>Car secretary registers the car</p>
Autosihteeri 1: Sähköisessä sopimus prosessissa on mukana, asiakas, myyjä ja autosihteeri. Sihteerit tarkastavat, että kaikki on ok ja rekisteröivät auton.	
Autosihteeri 2: Sähköisessä sopimus prosessissa on mukana, asiakas, myyjä ja autosihteeri. Sihteerit tarkastavat, allekirjoittavat ja rekisteröivät auton.	
Emilia: Mitä hyötyä te näette, että tästä meidän sähköisesti sopimuksesta verrattuna noihin paperi sopimuksiin?	

<p>Automyyjä 1: Omasta mielestä siinä ei ole mitään hyötyä ottaa sitä paperista sopimusta ja minä aina perustelen asiakkaalle, että minkä takia minä haluan käyttää sähköistä allekirjoitusta. Tieto menee heti rahoitusyhtiölle eikä siinä mene päivätolkulla paperien kanssa. Aina sanon asiakkaalle, että ennen kuin me postitamme paperit täältä Lappeenrantaan ja ennen kuin Lappeenrannasta ne saadaan eteenpäin niin siinä menee viikko tai kaksikin helposti ennen kuin ne paperit päätyvät käsittelyyn saakka. Sen takia minä itse suosin aina ja ainoastaan sähköistä sopimusta. Jos vanhalla asiakkaalla ei vain ole verkkopankkitunnuksia niin sitten paperisopimus on hätävarana. Eli periaatteessa muuten en itse käytä enää paperista sopimusta enkä näe siinä mitään hyötyä. Meillä on näitä vanhoillisia myyjiä, jotka ei halua käyttää sähköistä sopimusta käyttä.</p>	<p>Fast; Easy</p>
<p>Automyyjä 2: No onhan siitä paljonkin hyötyä, että ei tarvitse niin monta paperia pyöritellä. Meillä on niin monta erilaista lippua ja lappua tuossa kaupanteon yhteydessä. Niin se on sellainen tosi fiksu ja paljon kun, tehdään nykyään etäkauppa niin siinä me pystymme laittamaan suoraan sen sähköisen allekirjoituksen jo menemään. Sitten helpottaa tosi paljon. Pystyy jo etukäteen lähettämään sopimuksen ja asiakas näkee, että siinä on kaikki sillä tavalla, kun on sovittu ja pystyy lukemaan rauhassa kotona ja allekirjoittaa sen siellä.</p>	<p>Smart; Fast; Easy</p>
<p>Automyyjä 3: Autokaupan rahaliikenne kulkee nopeammin, kun rahoitusyhtiöllä on sopimus heti eikä se jää postiin. Toki onhan siinä se, että varmistuu sitten myös sitä kautta, että kyseessä on oikea asiakas. Firmat aina haluavat sähköisen allekirjoituksen ja näin tämä pitää tietysti nykyaikana tehdä. Enemmän se teettää minulle työtä, kun menen sinne portaaliin ja laitan ne ruksit, että minä olen kirjoittajana ja päivämäärät ja mahdolliset rekkari korjaukset, joissa on tuontiautoja, että lähetän ja sitten allekirjoittaa omilla mobiili tunnuksilla.</p>	<p>Fast; Easy; Safe</p>
<p>Autosihteeri 1: Se on paljon helpompi ja nopeampi. Vähentää autosihteerien työtä. Rahat tulevat nopeammin.</p>	<p>Easy; Fast</p>

<p>Autosihteeri 2: Siinä ei tarvitse ottaa henkilöllisyys todistuksen kopioita ja tunnistaa henkilöä eikä postittaa papereita. Jos vaikka paperisissa on jotain puutteita niin ne pitää toimittaa jälkeinpäin mitä sähköisissä sopimuksissa ei ole. Niin sen takia voi kestää sitten kauemmin.</p> <p>Sähköiset sopimukset lähtevät heti ja sitten se tulee heti teille. Sähköisen sopimuksen voi myös allekirjoittaa kotona. Raha myös liikkuu nopeammin. Asiakkaille tämä on myös helpompaa ja he saavat nopeammin sopimukset pyörimään.</p>	<p>Fast;</p> <p>Easy;</p> <p>Safe</p>
Emilia: Mitkä ovat riskit paperisopimuksissa?	
<p>Automyyjä 1: Paperisopimuksen katoaminen ja asiakkaan tunnistaminen.</p>	<p>Losing the paper;</p> <p>Identify the customer</p>
<p>Automyyjä 2: Esimerkiksi riskinä siinä paperissa on se tietosuoja totta kai. Meneekö paperit perille ja onko tunnistettu oikea henkilö.</p>	<p>Losing the paper;</p> <p>Identify the customer;</p> <p>Data protection</p>
<p>Automyyjä 3: Yhtä lailla sopimus on se paperisopimuskin. Sillä tavalla sopimuksia tässä maailmassa tehty jo ties, kuinka kauan. Tietysti se, että sitten ajokortista nappaa valokuva tai kopiot ja muut kopiot. En nyt sinänsä näe siinä paperissa mitään isompaa ongelmaa. Toki siinä on sitten aina kaikki häviämisen mahdollisuudet ja muut tällaiset.</p>	<p>Losing the paper</p>
<p>Autosihteeri 1: Jos paperit menevät hukkaan niitä pitää lähetellä moneen kertaan. Tietosuoja riski ja asiakkaan tunnistamisriski.</p>	<p>Losing the paper;</p> <p>Identify the customer;</p> <p>Data protection</p>
<p>Autosihteeri 2: Riskinä ihan tietysti se, että paperit voivat kadota. Asiakkaiden henkilötunnukset koko ajan esillä, koska paperit pyörivät pöydillä. Eli tietosuoja riski on olemassa.</p>	<p>Losing the paper;</p> <p>Identify the customer;</p> <p>Data protection</p>

<p>Emilia: Mitkä ovat sähköisen sopimuksen ongelmakohdat? ja mitkä ovat riskit sähköisissä sopimuksissa?</p>	
<p>Automyyjä 1: Itse en kyllä näe mitään riskiä, kun asiakas tunnistautuu sähköisesti. Sanon saman tien, että se on vahva tunnistautuminen. Se tosiaan on paljon pätevämpi, kun joku vanha ajokortti mitä joskus ne moni vielä esittää. En siinä riskejä kyllä näe meidän kannaltamme, että enemmänkin siitä on vaan iso hyöty. En näe tätä riskien kannalta ollenkaan vaan ainoastaan positiivisessa mielessä, että miksi ehdottomasti sitä kannattaa käyttää. Se on paljon hyödyllisempää meille, saadaan nopeammin prosessi eteenpäin ja onhan se siis se turvallisempaa.</p>	<p>No risks; More advantages</p>
<p>Automyyjä 2: On vain harvoja ihmisiä millä ei ole mukana pankkitunnuksia mutta niitäkin vanhuksia tuosta löytyy. Kyllä meidän pitää vähän kikkailla niiden kanssa mutta sieltä pystyy kuitenkin ottaa paperiversion kiinni ei se ole hankaloittanut. Minä tykkään eniten, kun on se portaali mistä mennään kaikki sopimukset ovat siellä. Jotkut myyjät sitä manaa, kun se integraatio ei toimi aina täysin, että joutuu manuaalisesti käymään aina kirjaamassa luvut. Hieman iäkkäämmillä myyjillä niin se tekniikka on vähän hukassa, että sitten se aiheuttaa paljon lisätyötä. En minä osaa sanoa sellaista riskiä mikä ainahan nyt koneissa on joku riski eli teknologian kannalta.</p>	<p>Contract with wrong numbers; Older car dealers; Data protection</p>
<p>Automyyjä 3: Ainoat ongelmat lähtökohtaisestihan on nyt tullut siitä, kun ensimmäisen hakemuksen laittaa ja sinne joskus jää vanhat luvut, kun integraatio ei ole niitä teille tallentanut. Sitä ei aina huomaa ja tämä virheen korjaaminen on vaikeaa.</p>	<p>Contract with wrong numbers</p>
<p>Autosihteeri 1: Ei tässä nyt kyllä hirveästi riskejä ole. Se vaan että, myyjät ovat välillä allekirjoittaneet uuden auton sopimuksia jo kauppa tilanteessa. Auton toimittamiseen voi olla kuukausia ja hinnat voivat vielä muuttua. Silloin sopimuksen hinnat voivat mennä väärin. Voinut olla myös tapauksia missä allekirjoittaminen ei ole toiminut ja myyjä on joutunut allekirjoittamaan monta kertaa.</p>	<p>Contract with wrong numbers</p>

Autosihteeri 2: En minä ainakaan näe siinä isompia riskejä. Siinä on kuitenkin vahva tunnistaminen ja voidaan olla yrityksenä varmoja asiakkaita.	No risks; More advantages
Emilia: Mitkä ovat teille tärkeimmät prioriteetit, kun ajattelee sopimus prosessia?	
Automyyjä 1: No se, että sitä on helppo ja yksinkertainen käyttää. Se madaltaa kynnystä.	Easy to use
Automyyjä 2: Kyllähän se on se tärkeintä, että päätös saadaan mahdollisimman nopeasti, jos asiakas siinä edessä, koska silloin me pystymme se kauppa lyömään kiinni. Se on kyllä toiminut hyvin.	Fast
Automyyjä 3: Asiakkaan vahva tunnistaminen nyt tulee sen sähköisen allekirjoituksen myötä, joka on tärkeää. Tärkein prioriteetti on varmaan raha tänä päivänä ja se, että ne rahat liikkuvat.	Safety; Fast
Autosihteeri 1: Helppous ja nopeus siinä sopimus prosessissa on tärkeää.	Easy to use; Fast
Autosihteeri 2: Autokaupan kannalta tietenkin, että se on asiakkaille ja autokaupoille tehty helpoksi. Ettei kummallakaan ole kynnystä käyttää esimerkiksi sähköistä allekirjoitusta. Sitten on myös, että luotto päätökset tulee nopeasti, ettei tarvitse odottaa. Asiakkaalle on selkeä se rahoitus kuvio ja rahoitus paperit ja kaikki on mahdollisimman vaivatonta.	Easy to use; Fast