

MOTIVES AND CHALLENGES FACED BY MULTINATIONAL COMPANIES ENTERING THE HAITIAN MARKET

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Nowadays, many countries are setting up strategies allowing them to attract more Foreign Direct Investment. Besides, it becomes an obligation for any country to have a competitive economy for its development and its growth. Haiti as one of this category of country is very late in making necessary to attract foreign investments. Such situation contributes greatly to the poverty of the Haitian's population. The main objective of this study is to explore the motives and challenges faced by multinational companies entering the Haitian manufacturing industry. To achieve the study objective, a rigorous methodology oriented towards the qualitative approach was employed. Structured interviewees were used in the data collection process. The study population was made up of employees of two companies located in the Northeast of Haiti. The data collected makes it possible to identify the main challenges such as: corruption, lack of skilled labor, complexity in negotiations with the authorities, complexity of the legal process, infrastructure problems, etc. New strategies should be implemented to create a stable and competitive business environment. However, other studies in the same field are encouraged

with the aim of better studying the problem of Haiti's attractiveness to make the proposals much more suitable.

Key words: Multinational Company, Market's entry barriers, FDI, Internationalization, Haitian Market's challenge

INTRODUCTION

With rapid globalization, many corporations are forced to become international in order not only to adapt to the global environment but also to become more competitive. According to Çela et al. (2022), internationalization becomes an important corporate strategy as well as the necessity for the survival and growth of businesses. Therefore, many governments try to put in place an environment, by following the right policy (Çela et al., 2022), allowing them to attract these corporations. These corporations are looking for countries or economies with opportunities that they can take advantage of including the large and fast-growing domestic market, improving institutional environment, skilled workforce, high-tech development zones, and so on (Wu & Burge, 2018; Ma et al., 2016). Some economies such as the emerging economies with great development potential, good structure, and stability attract enormous volumes of direct investment but some others not.

Internationalization can be defined as the action of doing something spread out to several countries according to Ferreira, Anjos, and Ferreira (cited by Mello, Silva & Machado-Santos, 2012). Considering as an important strategy to become and remain competitive in a global market, internationalization process is accompanied with many challenges (Çela et al. (2022) such as: different of standard and rules for health reasons, cultural challenges, rules for environment protection, corruption, research and development, and institution weakness, etc. (Bilkey & Tesar, 1977; Johanson & Vahine, 1977; Leonidou, 2004; Çela et al., 2022). Internationalization, being part of the phenomenon of globalization that describes the interdependence between economies, offers many opportunities for growth and development to all countries. However, there is only a small group of countries that seizes these opportunities. Being part of this category, Haiti does not take advantage of these opportunities either because of its lack of attractiveness related to FDI.

Long considered one of the poorest economies in the world and the poorest in the Western Hemisphere, the Haitian economy is still a very fragile economy dependent on imports and transfers from the diaspora (US Commercial Service, 2018). In Haiti, the volume of foreign direct investment (FDI) is

extremely low. Due to many challenges, there are few companies setting up in Haiti. In fact, there are some small subcontracts, but they cannot meet the existing needs. Direct foreign investment is slow in coming and it is decreased to USD75 million in 2019 from USD105 million in 2018 According to United Nations Conference on Trade and Development World investment report 2020. Haiti can be considered a virgin market in terms of investment, therefore a market to be conquered. Besides, this subject remains in Haiti, a subject to be explored. It is a subject that so far received a little attention from previous searches in Haiti. There are very few studies conducted on this topic.

The aim of this paper is to examine the motives and challenges faced by multinational companies when entering the Haitian market. Besides, this study seeks to answer the following questions:

- What are the factors that motivate firms to internationalize?
- What are the challenges for corporations to internationalize?
- What are the main challenges foreign corporations faces when entering the Haitian Manufacturing Industry?
- How can foreign corporations overcome the challenges they face when entering the Haitian manufacturing industry?

Review of Literature

This review of the literature first allows readers to understand the basic concepts then to highlight the nature of the main challenges that companies must face when entering a new market. Also, it allows an understanding of the process of internationalization of companies while taking up the theories established on the subject. Three models/theories are considered: the Uppsala International Model, the Eclectic Paradigm and, the Porter's National Competitive Advantage Theory.

Challenges for Corporations to Enter Foreign Market

The decision of a company to become international or to enter a foreign market is not an easy process. This company must face a lot of challenges relating to internal and external factors linked to the foreign market. Leonidou (1995, p. 31) defines barriers or challenges as “the set of constraints attitudinal, structural, operational, as well as other constraints that hinder the company's ability to initiate, develop or support operations internationally.” Whether the internationalization is carried out in a way incremental (Bilkey & Tesar, 1977; Johanson & Vahine, 1977), or very rapid, many obstacles can arise. These barriers can be very diverse and include organizational structures, tariffs, legal, and environmental (Leonidou, 2004). According to Leonidou (2004), there are

more than 39 challenges related to the internationalization of firm but by considering the export and import entry modes. Besides, the challenges are divided into internal factors related to the firm and external factors related to the host market. This section makes a census of the main external challenges which can influence a firm no matter the entry mode used in a developing country.

Internal Challenges

Internal barriers/challenges represent all the information constraints, functions, and marketing likely to hinder the international intentions of a business (Leonidou, 2004). These barriers are an important part of the process of internationalization because they can reveal incompatible managerial practices with the international environment. Lack of foreign market knowledge and scarce managerial talent also contribute to the challenge of internationalization. Besides, other factors are important to internationalize and may be considered as important challenges for many firms such as: brand image, capacity for innovation, technological knowledge, qualified personnel, capacity for financing, managerial experience, etc. In fact, Hymer (1976) noted that these factors previously cited are specific advantages for internationalization. In this sense, these specific advantages, which are often linked to the size of a company, can hinder the international process of a company that does not have them.

External Challenges

External barriers arise from the environment in which the firm evolves. They are made up of environmental constraints, governmental, socio-cultural, economic, procedural, and specific tasks that may hinder the internationalization of companies (Leonidou, 2004). Here are some external challenges:

- **Social and cultural barriers.** They become increasingly predominant. According to North (1990), they are related to the attitudes, tastes, beliefs, behavior, lifestyle, and relationship among the population.
- **Legal and political barriers.** The legal and political system of each country influences highly the business environment by amending policies, regulations and laws, fiscal and monetary policy (Da Silva & Figueira, 2016; Rahman, Uddin, & Lordofos, 2017).
- **Corruption and institution weakness.** In many countries, it is often difficult not only to invest in certain sectors but also to negotiate with government officials. Furthermore, the institutions are weak and cannot keep the law in force.

- **Weak skilled labor force.** The human capital remains and is considered as one of the main significant challenges for a lot of firms to enter a foreign market in the underdeveloped and developing countries especially. In the big part of these regions, especially outside of the cities, there is a significant lack of skilled workforce.
- **Lack of infrastructure.** In many countries, there is not only a lack of innovation in many domains such as communication but also a shortage of modern functioning such as roads, electricity, etc.
- **Barriers to competition:** By entering new markets, international companies will face more competition dependently the sector in which it invested. Generally, firms prefer to face less competition (World Bank, 2005).
- **Risks:** Risk taking is a key part of doing business. Decisions to invest in such and such a country depend on the judgment of companies based on risks to face. Risks to a company, such as uncertain responses from customers and competitors, are considered as normal factors of Investment but must be considered as important challenges (World Bank, 2005).
- **Costs:** Government policies and behaviors influence the costs of doing business and hence the range of investment opportunities that could be profitable (World Bank, 2005). Taxes are the most obvious examples.

All these barriers, whether internal or external, are susceptible to influence a firm in the development of its internationalization process. In summary, companies that want to engage in global business should ask and answer the following question: what are the main challenges to enter one or another market?

Uppsala Internationalization Model

Developed by the Swedish School, the Uppsala model (U-model) has been initially developed by Johanson and Wiedershiem-Paul (1975) and by Johanson and Vahlne (1977). It was originally based on the observation of a series of Swedish multinationals, observation carried out at Uppsala University (Angué & Mayrhofer, 2017). This model is considered as one of the most influenced models in the field of bounded rationality (Hermannsdottir, 2008). It defines the internationalization as a process of learning and incremental commitment where the development depends on the experience of a firm on foreign markets (Johanson & Wiedershiem-Pal, 1975; Johanson & Vahlne, 1977; Rugman, 2010). It argues that the lack of knowledge about a market is the main challenge of a firm. According to Johanson and Vahle (2003), knowledge is developed step by step and international expansion takes place

incrementally. Therefore, experiences give the capacity to a firm to evaluate business opportunities and problems related to a market. They argued that local experiential knowledge causes incremental advances. In fact, through their analysis, Johanson, and Wiedersheim-Paul (1975) highlighted that the international development of these companies could be seen as a sequential process through which they seek to progressively make resource commitments in the market resulting from a series of progressive decisions in their internationalization process.

The Uppsala can also be called a stage of development. Besides, Johanson and Vahlne (1977) argue that the degree of internationalization rises with the size of the firm. In fact, Johanson and Vahlne (1977) noted that the process of internationalization follows a sequential process composed of four successive steps: (1) Absence of regular agent; (2) Export through an independent agent; (3) Establishment of a branch/sales subsidiary; and (4) Production in the host country.

Eclectic Paradigm

The eclectic paradigm is one of the most used theories and represents a multi-theoretical approach for studying the choice of entry modes (Andersen, 1997). The concept was first put forward by John Dunning in 1976 (Rugman, 2010; Hermansdottir, 2008). This model is considered as a major contribution in the analysis process of international investment flows during 1970 in despite that the first international company was born in the 17th century under the name of East Indian Company. It qualified as eclectic because it integrates distinct explanatory approaches from different theories into one single framework (Hermansdottir, 2008). Dunning's (1977) eclectic paradigm of international production is based on all the theories then existing in the field of FDI (Foreign investment) and international management, mainly that of Hymer (1976) concerning the advantage monopolistic, that of Buckley and Casson (1976) with the theory of internalization and that which he himself developed in terms of localization. This paradigm is important and aims to explain or predict entry modes. Its objective is to enable, through a holistic framework, to identify and evaluate the significance of the factors influencing both the initial act of foreign production by enterprises and its growth (Dunning, 1988; Hermansdottir, 2008).

According to Dunning (1988), three factors may influence a firm's choice of entry mode: Ownership-specific Advantages, Locational-specific Advantages, and Internationalization-specific Advantages. Kusluvan (1998), Dunning

(1979) and Dunning and Lundan (1988; 2001) presented these factors to determine the scale, form and mode of operations international companies in the creation of value. There are known as the OLI acronym and they can be described as follow:

Figure 1
Firm’s specific advantages needed when entering foreign markets according to Dunning’s eclectic theory

Ownership-specific advantage	Location-specific advantage	Internalizing-specific advantage
<ul style="list-style-type: none"> - Tangible and intangible assets - Compensates for liability of foreignness - Continual reinvestment needed 	<ul style="list-style-type: none"> - The Attractiveness of a market - The fit between the chosen market and the firm’s strategy 	<ul style="list-style-type: none"> - Benefits of retaining tangible and intangible assets within the firm - Can reduce transaction costs

Source: Hermansdottir (2008, p. 7)

Porter’s National Competitive Advantage Theory

In 1990, Michael Porter of Harvard Business School developed a new model aiming to explain the national competitive advantage as a continuing evolution of international trade theories (Carpenter & Dunund, 2012). By this theory, Porter attempts to answer the following question: why some countries are more successful in some industries than others? According to this theory, a nation’s competitiveness in a specific industry depends on its capacity in this industry to innovate and upgrade. In fact, aiming to explain why some countries are more competitive and attractive in certain industries than others, Porter identified four factors or determinants (Carpenter & Dunung, 2012):

- **Local market resources and capabilities (Factor conditions):** Traditional trade theories define three main factor conditions for comparative advantage for regions or countries: land, labor and capital (including human capital) (Smit, 2010). Porter by considering these factors distinguishes: human resources, physical resources, knowledge resources, capital resources and infrastructure (Smit, 2010).
- **Local suppliers and Complementarity industries [related and support industries]:** When companies find inputs required to produce their products easily regarding the cost and the place, their possibility to

remain competitive is higher. In this sense, they benefit from certain cluster geographically efficiency and productivity

- **Local market demand conditions:** Consumers demand is considered as a crucial factor to attract new investment from foreign and national investors. Porter believes that outgoing innovation aiming to create a sustainable competitive advantage depends on a sophisticated home market.
- **Local firm characteristics (firm strategy, structure and rivalry):** Local firm characteristics are determinant in spurring innovation and competitiveness into a market (Carpenter & Dunung, 2012). Porter identifies rivalry as the most critical driver of competitive advantage of a country's firms. Local strategy affects a firm's competitiveness.

Methodological Design

Considering the questions and the objective of this study, the qualitative method is implemented while using the case study method. According to Berg (cited by Barlatier, 2018), the case study method is a methodological approach that aims systematically the gathering of sufficient information on a person, an event or a social system [a group of individuals or an organization] to allow the researcher to understand how it or they work in real situations. Indeed, to gather information, the case of two international companies located in the north-east of Haiti has been studied. The anonymity clause does not allow the introduction of these companies. Consequently, they remain anonymous.

As noted above, the case study method has been used for bringing out the study. The individual semi-structured interview has been used. In fact, the main themes and questions were prepared before meeting participants. The interviews were conducted by video calls and face-to-face, but more emphasis has put on face-to-face interviews. The second way to collect data was the document review. This technique allowed to gather data from several sources such as official statistics or documents from several other databases.

Also, this study tried to come down to rigor qualitative research while also trying to meet certain criteria of a valid and reliable research. In fact, this research achieves trustworthiness because the findings are: (a) dependable: the study's results have been collected from precise methods and analysis and interpretation of data provided adequate contextual information about each interviewee that has been questioned; (b) credible: the study's findings are correct and accurate; (c) conformable: it produces findings that reflect objectively information collected from interviewees and, (d) transferable: it

provides enough of information on the site and who engage in order to help other researchers to evaluate whether the results may be applicable for other situations. Besides, the process has been carefully planned by conducting deeper analysis to identify the main themes and the questions to collect data, the rules aiming to establish the interview guide was carefully followed, and a pilot study has been conducted to measure the clarity and relevance of the interview questions.

As it is already outlined, to analyze data, the analysis thematic has been used. This method has been chosen because it is considered as a polyvalent one enabling to make an inductive analysis of data from the corpus to generate themes or even deductive analysis by identifying previously the analysis themes (Deschenaux, & Bourdon, 2005). Regarding this study, the second way has been used because themes have been identified prior of the analysis but others have been identified and added during the analysis process. The NVivo software has been used in the analysis process of data collected.

Indeed, it is important to note that analyzing of the interviews has been made in two ways: first by using NVivo and secondly by processing manually. Two processes have been compared in order to ensure the reliability of the process. It is important to underline that this study uses a descriptive method but also a categorical aggregation to analyze data.

Findings Analysis

According to data collected, internationalization process is complex and need important plans. It is considered as a strategy relating to business and development of companies within international markets. The interviews enable to answer the questions of this research. In fact, here are some information about interviewees that have been questioned:

Table 2: Description of participants

Elements	Sex		Nationality		Years of experience	
	Male	Female	Haitian	Foreigner	6 to 8 years	9 to plus
Xi	9	3	5	7	4	8
%	75	25	41.67	58.33	33.33	66.67

According to the table above, 9 interviewees or 75% of people that have been participated in this research are male and, 3 interviewees or 25% are female. In fact, these 12 people are from Haiti and abroad. 5 of them or 58.33% are Haitian, and the 7 others or 41.67 % are from other countries. The interviewees have been questioned about their work's experience. According to their responses, 4 interviewees or 33.33 % have 6 to 8 years of work's experience, and 8 interviewees or 66.67% have been working from 9 years to plus.

Motives for firms to Internationalize

According to data collected, firms become international for many reasons. The main themes generated with NVivo analysis were: (a) closer to consumers, (b) labor qualified, (c) competitive world, (d) attractive market, (e) legal competitive advantages, (f) exploiting resources, (g) low-cost and (h) profitability. The desire to internationalizing, in this sense, can be explained by the need to seize market opportunities that exist abroad. These opportunities include raw materials, financial and human resources, infrastructure, etc. In fact, an interviewee asserted that “acquisition of new markets allows to increase customers and to provide goods with lower price to these customers especially when the production is done in the same country where they are living.” Many firms internationalize to spread risks between geographical areas and to find growth drivers in other attractive countries and to adapt themselves to the world's change. One of them asserted that “Many firms or all the firms become internationalize to increase their profitability and their turnover.” Another interviewee also argued that “internationalization allows firms to adapt their products to different local markets by considering their own characteristics and at the same to increase their turnover.” And a manager added that “Internationalization of firms is an obligation of the globalization.” In general, it is important to conclude according to the interviewees that

development toward foreign markets allow to decrease cost and increase consumers number.

Challenges of Internationalization Process

Internationalization process despite its numerous advantages is a complex process with many challenges to consider. As evidence, one of the interviewees argued that “by internationalizing, firms must adapt themselves in function to many challenges and each national markets.” Firms that become international must face many challenges that could be internal or external. In this research more attention has been put on external challenges. Interviews provided findings enabling to identify the main of these challenges (themes generated) such as: administrative and institutional distance, language barriers, cultural differences, periods of instability, International custom tariff and tax policies, high level of corruption, etc. An interviewee argued that “While becoming international, firms must face many challenges regarding their management structure that needs to insert new factors such as: language, negotiation process, human resource management, and legal processes, etc.” Another interviewee asserted, “The internationalization process is a strategy enabling to a company to become more competitive, however, it is also a complex process with many challenges or barriers that need a good management.”

Managers' Perception of the Haitian's Market

The Haitian market is complex and needs adapted strategies to enter and settle in Haiti. Despite such situation, there are several international firms in Haiti. As discussed above, international companies enter a market for almost the same reasons. The data from the various interviews made it possible to identify the motivations of companies to settle in Haiti. As mentioned throughout this text, Haiti struggles to attract foreign investment for various reasons including the unattractiveness of its business environment and the ongoing political instability. However, the data indicates that companies are in Haiti with the aim of exploiting production opportunities at lower cost while contributing to the development of the Haitian economy. In fact, the main themes generated during the analysis process were: (a) low cost, (b) opportunities, (c) foreign investment, and (e) jobs. These firms are motivated not only by the cost advantages linked to production but also by other advantages offered by the system in place, such as tax reductions. One of them argued that "Producing with low costs remained one of the main factors or determinants that may push a firm to internationalize." However, the data reveals that it is not easy to negotiate with the authorities in place. The interviewees explained that it is no

longer motivating for companies to set up in Haiti. One former manager interviewed highlighted that “the situation in Haiti is very delicate and I think that my company does not intend to make more investment in Haiti.” Some companies develop a variety of overseas activities simultaneously with a variety of different motives. Interviewees do not explain in details motives of both firms to settle in Haiti.

Haitian Market Entry’s Challenges

Doing business in Haiti is complicated. Especially, foreign companies must face many challenges to enter the Haitian market. According to data collected, there are many challenges to consider and the main are: political instability, legal process, high levels of corruption and difficulties of negotiations, lack of skilled labor force, etc. These challenges have been generated by NVivo software and enable to answer the second question. According to the interviews conducted, it is clear that Haiti needs foreign investment but, the climate business is not attractive enough. Social and political instability are the main problem of the lack of Haitian market’s attractiveness. During the data analysis, socio-political instability is the most repeated word and one of the themes generated. An interviewee asserted that “Political uncertainties and frequent social unrest are obviously a brake on the development of international firms.” According to my observations, data collected from interviews traduce the Haitian business reality well. Besides, “long and complex legal process” and “problem of infrastructure” are two factors that can well describe the challenges to face by international companies to enter the Haitian market. An interviewed argued, “Haiti lost many opportunities because of the system that complicates the process enabling firm to work legally without mentioning the problem and cost of infrastructure.”

Strategies to attract International Investment in Haiti

Countries around the world are working on their business environment in order to attract foreign investments while overcoming challenges that hinder the welcome of these companies. Regarding to the challenges that have been identified, interviewees of this research identified the Government, Haitian population and, multinational companies as the main actors that have been involved in order to overcome these challenges. To enter and settle in the manufacturing industry in Haiti, international companies must put in place the necessary strategies. In fact, it is important that the companies know better the context or the Haitian reality. They must also be socially responsible in order to convince the authorities of the importance of multinationals in development and economic progress of the economy. In this sense, multinationals must

conduct increasingly protective actions for the environment while taking part in community development and respecting the regulations. However, it is clear that the multinationals will not be able to overcome the challenges related to the Haitian industrial market without the measures put in place beforehand by the government. In fact, the government must necessarily ensure: the maintenance of security which is deteriorating due to political instability; the construction of new and important infrastructures; the amendment and adaptation of laws on the regulations and the process of legalization and registration of companies, especially foreign companies; a better orientation of the supply of education and training with the aim of creating a class of more competent labor according to the expectations and needs of the market, the establishment of laws aimed at combating corruption, etc. In fact, an interviewee argued “socio-political stability is the first element or is basic for a country which wants to attract and encourage investment especially from foreign investors.” Another interviewee reinforces this point of view by saying that “Haiti needs modern and adapted infrastructures in order to attract new foreign firms or investments as well as to facilitate their operation.” Finally, Haitian citizens must involve themselves as well by protecting private companies and infrastructure especially during period of protestations. Problems related to the Haitian market must be resolved with the implication of all concerned actors. Thus Government, firms and all Haitians must bring their contributions.

Discussions

One of the components of competitiveness is the improvement of the business environment which promotes, among other things, the creation of companies, the attractiveness of foreign direct investment, while strengthening the transfer of technology. In the globalization context of markets, the internationalization becomes important subject for research and strategy for companies. Regarding the companies, whatever their size, they are forced to adapt to the new conditions of international openness if they want to survive (Julian et al., 1994). Foreign investors are looking for the best business climate to invest. Many firms become international by using many ways or modes of entry dependently on what they really want to do and the opportunities to seize. Porter with his National Competitive Advantage Theory (cited by Carpenter & Dunung, 2012) underlined that local market resources and capabilities and local market demand conditions are important motive to internationalize or to attract Firms. This study’s findings align with Porter’s theory and all the literature. It is clear that internalization of a firm has or offers many advantages and firms internationalize to seize them. However, it is also important to

highlight that internationalization process involves a lot of risks. The international opening of an economy is the framework for redistribution of market shares but also of risks (Lemaire, 2013; Johanson & Vahine, 1977). In this sense, Firms must carefully plan this process. In fact, it is crucial for them to know that environmental, socio-cultural, economic and procedural task may hinder the internationalization of firms (Leonidou, 2004), challenges that align with this result's findings. Besides, they must follow a process aiming to better the market in which they intend to work (Si & Liefner, 2014). In the context of Haiti, the challenges to welcome firms are enormous and need to be addressed. Different actors such as the Haitian government, all Haitians and Firms must be involved, as it is highlighted by all the interviews conducted, to improve the Haitian business climate. It is imperative for Haiti to improve its environment to attract more investment and launch itself toward the development and growth path.

Conclusion

The main objective of this paper is to analyze the main challenges to which international firms faced when entering the Haitian market. There is a very little scientific research that has been interested in the challenges related to the attractiveness of multinational firms. Haiti attracts very little direct investment from abroad. In addition, the very few investments attracted cannot really contribute to the growth and development of the country. International production companies are few in the local market. The Haitian economy is very unproductive. Many questions arise on the challenges that international firms must face in establishing themselves in the local market, particularly in the manufacturing industry sector. In order to better conduct this research, the qualitative approach was favored by considering two cases of study. Findings were gathered through interviews with multiple employees and thematic analysis has been used.

The findings of this research make it possible to identify and analyze the main challenges relating to the arrival of new investments and of companies in Haiti. According to the interviews conducted, these challenges are of different nature. The interviewees highlighted that the corruption and the complexity in the process of registration (legal process) are to be considered to better understand the reality of the business climate in Haiti. All the interviewees also underlined the problem of insecurity. In fact, they argued that it is the main scourge according to the data collected. In addition, other challenges have been identified such as: infrastructure problems, the lack of skilled labor and

legislation problems related to the arrival and operation of multinational companies in Haiti.

The perception of the business climate by the investor conditions their decisions to invest or not. In fact, by analyzing the theory of Dunning (1993), to attract more investment, a host country must be characterized by the following factors: its economic, legal and political stability, its size, its geographical location and its relative factor endowment as well as some other FDI-incentives as business environment, fiscal and financial incentives. In order to become more competitive by attracting more foreign investment in Haiti, it is crucial to:

- Build and improve infrastructure.
- Create a Stable and Competitive Business Climate
- Improvement of Legal Laws and Registering Process of Firm.
- Create a Better and Reliable Human capital Stock.
- Corporate Income Tax Incentive Policy.
- Promote the Welcome of New Investments in Haiti..

Several lines of research could be considered in order to deepen the results of this study. It could be interesting, in a first, to conduct a comparative study between the companies in the north where the research has been conducted and those in the west, particularly in the Haitian capital. Secondly, a comparative study would also make it possible to better contextualize the results with a view to implementing better solution strategies.

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