

Obstacles to the Internationalization of Moroccan SMEs: Case Studies

Mouna HILMI ^a, Yassine JAOUI ^b

^{ab} Faculty of Legal, Economic and Social Sciences Agdal Mohammed V University of Rabat, Morocco Laboratory of studies and research in management sciences (LERSG)

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ABSTRACT

The environment in which companies are immersed is characterized by multiple transformations that can be described as profound, especially with the successive reduction of tariff and non-tariff barriers, the acceleration of competition, and changes in the business world (Nummela, 2004). Several countries have set up free-trade zones to facilitate integrating companies into the global economy ((Raynard & Forstater, 2002). At this level, the internationalization of companies is seen as a solution for reaping the benefits of globalization, in particular, taking advantage of the exploitation of international value chains (Williamson, 1995) or progressively seeking continuous growth (Dunning, 2000). Indeed, SMEs are also concerned by this logic (Marchesnay et al., 2015); (Olinga & Bikoah, 2022) since internationalization represents for small and medium-sized enterprises a primordial factor for growth, development, and sustainability (Cerrato & Piva, 2010). In Morocco, SMEs play an essential role in the dynamics of the national economy. According to the figures, they account for over 95% of value-added companies, 40% of private investment, and around 30% of Moroccan exports (Bentaleb & Louitri, 2011). Although SMEs are less active internationally, they are very successful when going international (Bongolomba Isoketsu, 2017). They are obliged to choose different approaches to internationalization than large companies (Zacharakis, 1997). That is why choosing an international strategy is essential for them to own a place and a competitive position, but on the condition that they think and pursue a more global management vision (Dutot et al., 2014).

Keywords: SMEs, case studies, Internationalization, Obstacles, SMEs