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INTERNATIONALIZATION OF WASTE MANAGEMENT COMPANY IN KATHMANDU, NEPAL



TURUN AMMATTIKORKEAKOULU
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Tamang Lama Rakesh

TURUN AMMATTIKORKEAKOULU THESIS

Internationalization in today's world is very prevalent topic besides a very important element for company to enlarge. This study investigates the opportunity for international waste management companies to internationalize in Kathmandu's Nepal waste management sector. Further this study also reveals the barrier to the multinational companies who desire to internationalize in Nepal.

The objective of the thesis was to investigate the existing waste management system of Kathmandu, Nepal and show the best possible pathway to foreign investor to invest in Kathmandu's Nepal waste sector.

The thesis has used the Uppsala model and Network approach of internationalization as the theories to guide through the process of internationalizing in Kathmandu, Nepal. Qualitative and quantitative both methods were used in the research. Primary data were collected through face-to-face interviews, observation and survey. Use of books, articles, journals helped to find the secondary data which helped as a support for the thesis.

As one the main finding of the study is Kathmandu's waste management is in critical condition and needs urgent attention from government and public. For foreign investors the appropriate method of entering waste market of Nepal would be through network approach and Greenfield investment holds huge potentials to help improve the waste management structure of Kathmandu. Nevertheless, survey revealed the major obstacles for foreign investor is in the form of Political instability and corruption

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Insert the keywords here using the keyword practice of your field.

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LIST OF ABBREVIATIONS (OR) SYMBOLS

FDI	Foreign Direct Investment
KTM	Kathmandu
KMC	Kathmandu Metropolitan City
UNDP	United Nations Development Program
GTZ	German Society for International Cooperation
SWMTSC	Solid Waste Management Technical Support Centre
RMC	Resource Mobilization Center
SWM	Solid Waste Management
VDC	Village Development Committee
R&D	Research and Development
U-model	Uppsala Model
SME	Small or Medium Enterprise
DOI	Department of Industry
NGO	Non Governmental Organization
JICA	Japan International Cooperation Agency

1 INTRODUCTION

Everything on earth keeps changing, some changes are visible and others need time to realize. We all are affected somehow by these changes at some level. The big change that I personally found is in environment around us. I was raised in Kathmandu capital city of Nepal, and have witnessed the change in Kathmandu's environment in last two decades. In few decades the situation has become bad to worst. Bagmati River & Bishnumati River, rivers in Kathmandu now is full of local household drainage; has become open air sewage-river to dispose household waste. Household waste is disposed on the street spoiling the beauty of city and has adverse effect on public health, environment and vitally on country's tourism industry. Individuals blame others and government for what the present Kathmandu is today.

I moved to Finland in 2010 and witnessed the changes between developed and developing countries. Of all the visible factors of developed country Finland the waste management system was the one that stood out most. The difference in waste management in Turku, Finland and Kathmandu, Nepal compelled me to think of way to explore the current waste management system in Kathmandu and modes of transferring the modern technologies from developed countries to Nepal. Hence the idea of internationalization of waste management company in Kathmandu, Nepal came up. Picture below will explain more about the difference in two cities.



Turku, Finland



Kathmandu, Nepal

1.1 1.1 Kathmandu Background

Nepal is small but densely populated country that lies in south Asia, between India and China. Blessed by nature, thousands of tourist visits every year to observe the beauty of mountains, river and landscape. Kathmandu the capital city of Nepal is the gateway to this beautiful land Nepal.

Kathmandu 395 Square KM in area is highly populated (ICIMOD, 2007). Rapid population growth and urbanization has created huge problem in waste management system in the city. Literacy rate of Kathmandu is 98%. Despite high literacy rate in Kathmandu, people lack the basic knowledge and awareness of waste management. One of the most important responsibilities of residents is to manage their household waste properly but unfortunately this action seems dead in Kathmandu (Kathmandu metropolitan city office, 2007).

1.2 Research question and objective of thesis

The main aim of this study is to analyze the current waste management system in Kathmandu, Nepal. The objective of this thesis is to explore if there is an opportunities for international waste management companies concerning availability of opportunities in Kathmandu, Nepal's waste management sector. The study will provide guide to foreign companies on how to enter the waste management sector in Nepal. Reaching the objective of this study is to answer the following research questions.

- How is the current waste management structure of Kathmandu, Nepal?
- What are the major factors that contribute to waste management problem in Kathmandu?
- How is the investment climate for foreign direct investors in Kathmandu's waste management sector?
- What kinds of initiative are required in order to improve the waste management of Kathmandu?

2 WASTE MANAGEMENT KATHMANDU

All the unwanted things that are disposed outside one's living environment can be considered as waste. It could be in any form solid, liquid or gas. The way these wastes are handled, collected and disposed affects the environment. According to UNDP survey, of 151 mayors of cities around the world the second most serious and visible problem after unemployment is insufficient solid waste disposal (Zhu, 2007). Similarly Kathmandu has an urgent problem created from improper waste management. People from every corner of the country go there for different reasons, dreams and interest. The two main reasons people from different parts of Nepal migrate to Kathmandu are study and work. This trend of migration has exerted massive stress on Kathmandu in many aspects. One of the major pressures is in the waste management system which is with no trouble observable.

2.1 Background

Problems of waste management have become critical in few decades in Kathmandu. Until 1960 the majority of wastes generated in Kathmandu were only organic which were managed by the household itself (Rana, 2014). The space for new technology and investment in waste management became visible only after 1960 when urbanization and population of the city increased rapidly. With increase in the population the amount of waste generated also rose. Traditional waste management system became ineffective as individuals started dumping the household waste along rivers like Bagmati River and Bishnumati River. This improper action of residents created lots of pollution like air, land and water. Pollution increased in that manner left a negative impact on humans and environment.

To minimize waste management problems, with technical and financial support from the German Society for International Cooperation in 1981 - 1990 GTZ solid waste

management project was launched in Kathmandu, Nepal. GTZ project's new ideas, tools and efforts brought lots of positive changes in the waste management system in Kathmandu. Gokarna landfill site and Teku Transfer Station and composting plant were constructed in 1986 (Rana, 2014). Greater amount of waste was collected and disposed in proper manner. Shared and communal waste collection containers placed in the city for proper disposal of household waste. Numbers of advanced and efficient vehicle to collect the waste from communal container to landfill helped to keep city clean. During the final phase of the project GTZ in 1990 Solid Waste Management and Resource Mobilization Center (SWM & RMC) were set up to supervise the waste management activities (Rana, 2014).

After GTZ era between 1990 - 2000 waste management in Kathmandu had become the most challenging task to Solid Waste Management & Resource Mobilization Center (SWM & RMC). Kathmandu was suffering from rapid growth in Population and urbanization which does not seem to be in control. On the other hand misuse of remaining tools, negligence and lack of proper maintenance added more obstacles to waste management system.

The shutdown of Teku composting plant later in 1992 became nightmare for Kathmandu city, resulted in Gokarna landfill site as the only place for the final disposal of highly overcrowded Kathmandu city's waste. It did not stop there and Kathmandu city faced more trouble in waste management during 1994- 1995 when Gokarna locals protected to the closure of the Gokarna landfill site. Meanwhile the waste was dumped in riverbanks of Bishnumati River. In action from 2005 Sisdol landfill site is the only option available to Kathmandu for the final disposal of waste.



Sisdol landfill site is managed by the Solid Waste Management Technical Support Centre (SWMTSC) (Blees, 2004).

2.2 Waste management at present in Kathmandu

The responsibility of waste collection from household, commercial place, street and Village Development Committee (VDCs) in Kathmandu and disposal of the all the waste collected is under Kathmandu Metropolitan City (KMC). Environmental Department, Solid waste Management Section, Maintenance Section and Urban Environment Section these four sections are working parallel within the KMC. KMC employs 1050 sweepers, 30 mechanics, 117 drivers, 2 officers, 9 engineers and about 50 administration staff. (Corporation, 2009) The Solid Waste Management Section of KMC has the responsibility for the entire solid waste management in Kathmandu city i.e. organization, street sweeping, collection, transports, transfer station and final disposal. On the other hand administrative part of the section actively operates community awareness programs, school children programs, training programs etc. regarding waste management. The main objective of the administrative section is to establish an integrated solid waste management system which is cost effective,

efficient and involving the maximum numbers of local communities along with private sectors (Blees, 2004).

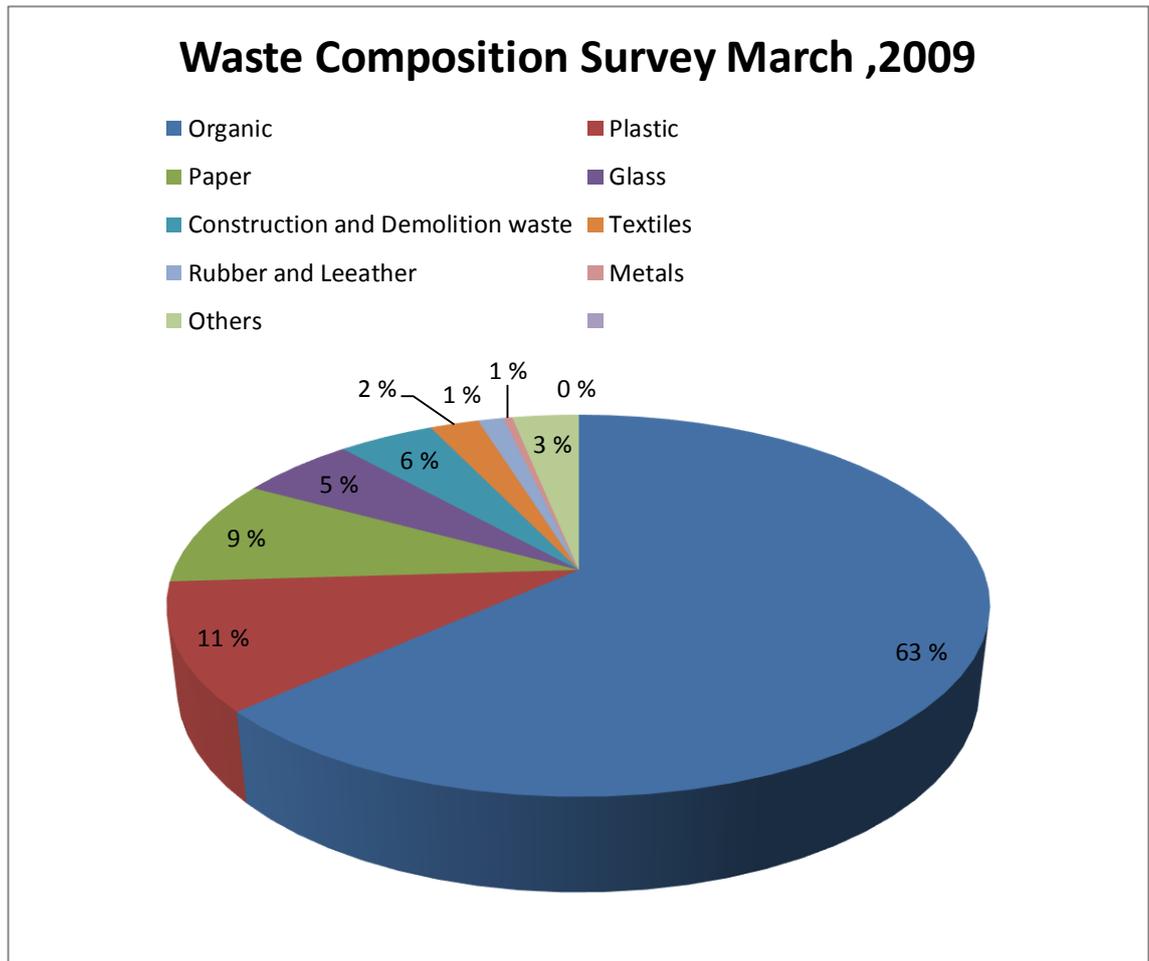


Figure1. Waste Composition Survey, 2009 (Corporation, 2009)

According to the waste composition survey done by Environment Department Teku Office in March 2009, Kathmandu produce 524 ton waste every day. Of all the waste generated 63% of waste is organic waste and 33% other wastes are none organic. Finding appropriate place for the disposal of waste has become real challenge for Kathmandu local authority. The traditional way of disposing waste near the bank of river or to burn is not appropriate action today. Such action has a huge negative impact on human health and environment. Government's role in waste management of Nepal is not considerable as amount of national budget allocated for environmental management sector is quite low. On the other hand public participation is also very less hence problem of waste is always becoming stronger (Kansakar D. R.-L.-2., 2014).

Waste separation practice at household level in Kathmandu is almost none. For citizens, easiest and fastest way to dispose the mixed waste is on the streets or in the river. Understanding how waste should be managed is very minimal among citizens. In addition waste separation, recycle, reuse and minimizing waste are very slow and done at low rate also people with environment consciousness are in limited numbers. Categorization of the waste like paper, plastics, metals and glass are not in practice inside the household of Kathmandu. To a certain extent it is normally done by poor individuals who make living out of sorting waste known to be scavengers on the street, at the Teku Transfer Station and Sisdol Landfill site. Wastes sorted in that method are later sold to private companies. Due to lack of formal set up for recycling, private company sell the sorted waste mostly in India (Sahlén, 2009).

To get over any problem it is very important in the first place to know the reasons or causes behind, likewise to find the solution for the current waste situation it is essential to summarize why and what factors are behind the problem. According to (Asian Development Bank, 2013) lack of facilities and equipment in municipalities and short of public awareness and knowledge of waste management are the most visible factors behind the existing waste hitch in the city.

3 LITERATURE REVIEW

Literature review provides the fundamental concept of internationalization. Furthermore this will also supply framework on various FDI functions and its forms and will conclude by presenting possible path for the foreign investor to invest and internationalize in Nepalese waste management field.

3.1 Internationalization

This section will provide the fundamental concept of internationalization. Furthermore this will also supply framework on various FDI functions and its forms and will conclude by presenting possible path for the investor to invest in Nepalese waste management field.

Internationalization is very popular topic in today's world. Due to its attractiveness many authors attention towards internationalization have been noticed as a result many definitions, theories and models have been developed. Internationalization is an action of firm, action to expand its Research and Development (R&D), production, selling and other business activities in unfamiliar or international market (Hollensen, 2004). According to Wiedershiem-Paul & Johanson, internationalization is addressed as an attitude of a company toward foreign activities or the real effort made in foreign land (JAN JOHANSON AND FINN WIEDERSHEIM-PAUL).

Internationalization somehow is about company being successful in domestic country and investing in the foreign land to generate more profit. Organization's approach to internationalize reflects its achievement and exploring unfamiliar market might be consider coming out of the comfort zone to face challenges in aim of achieving organizational goal. Internationalization keeps the potential to uplift the economic development of country similar to Nepal. Internationalization brings very attractive factors like the advance managerial and financial expertise, up to date technology and top organizing management skills along with it, which helps domestic market to expand its quality, competence, value and profit.

3.2 Uppsala Model of Internationalization

In 1970s when number of Swedish researchers (Johanson and Wiedersheim-Paul; Johanson and Vahlne) at the University of Uppsala were interested to find out the internationalization process of organizations, by observing the Swedish manufacturing firms they believed that internationalization of company develops, step by step and requires huge knowledge of foreign market (Hollensen, 2004). Uppsala model also known as U-model was originally developed by Jan Johnson and Finn Wiedersheim-Paul in 1975 through an experimental research on Swedish companies in the international market and the database of Swedish subsidiaries abroad which was later refined by Jan Johnson and Jan-Erik in 1977. Where, this theory explains characteristic of internationalization process of the firm. It assumes company approach foreign land gradually through incremental process. Gradually with time and experience company build up international and market knowledge (Jan Johanson and Jan-Erik Vahlne, 2009).

During the research in Swedish manufacturing firms the Uppsala researchers observed that through the process of internationalization company first target the nearby markets and only when they have achieved knowledge and experience of neighboring foreign market they gradually enter far-distance markets. It was also noted companies enter new market through exports and wholly owned or majority-owned operation were established only after several years of exports to the same market (Hollensen, 2004). Hence it is understood that with time the companies learning and experience increases and decreases the uncertainty and risk which allows companies to enter new and unfamiliar market.

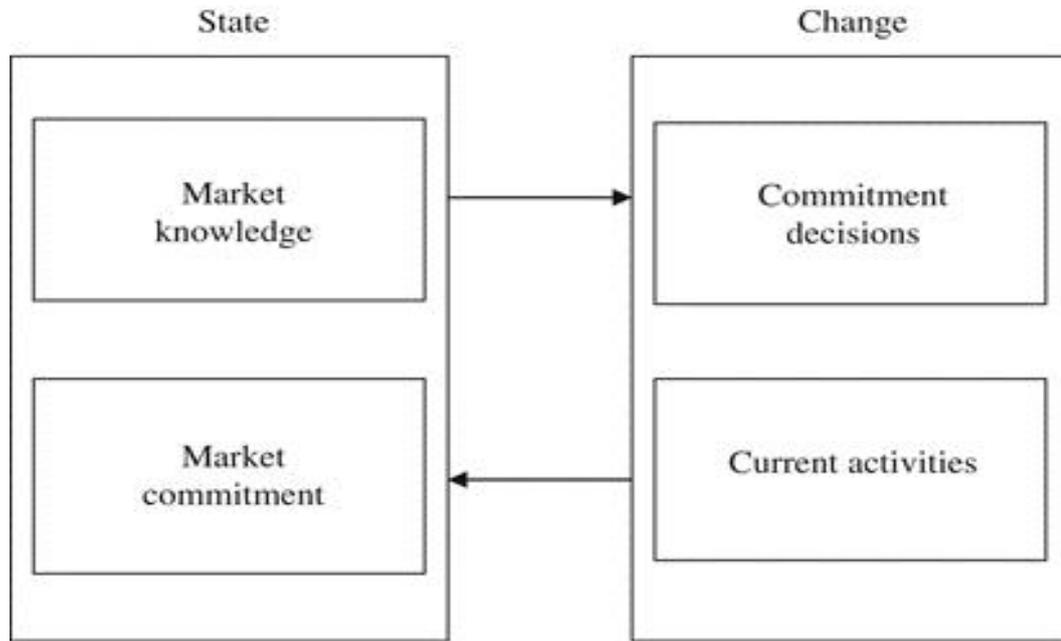


Figure .2 U- Model (Vahlne, Jan Johanson and Jan-Erik, 2009)

Figure 2 of U-model shows the concept that plays vital role in the internationalising process of the company. This also explains how these four concepts market knowledge, market commitment, commintment decisions and current activites are interrelated with each other. It is cleary visible in the diagram that market knowledge and market commitment affect the commitment decisions and current activites likesiwe commitment decisions and current activites affect the market knowledge and market commitment (Vahlne, Jan Johanson and Jan-Erik, 2009).

The upsala model has contributed lot in understanding of internationalaisation process of the company. However there are criticisms on U-model since it was originally developed. Things have changed a lot in business practice, economic environemnt, organisation behavior and internationalization process. One of the criticisms is that the model is too deterministic and it does not consider interdependencies between different country markets (Hollensen, 2004).Likewise, the model also does not show much reflection to management motivation and its effect on decision making. As Uppsala model explains internationalisation process of company is based on internal ability, learning and knowledge this has ignored the external factor such as market potential and competitive forces which are importatnt part of internationalisation in the global world (Zohari, 2012).

Thus the U-model was revisited by Johanson and Vahlne in 2009 which highlights on importance of network during the internationalization process and on developing opportunities than overcoming uncertainties. It has been seen that the internationalization is the outcome of company's actions to strengthen network positions. Due to the borderless nature of network the traditional view of overcoming barriers in entering foreign land and expansion has become less valuable (Vahlne, Jan Johanson and Jan-Erik, 2009). It is also possible to buy knowledge from international accounting firms and investment banks about the legal and financial standards. Also local and international consulting firms offer information about market potential, competitors, possible entry modes, distribution systems etc. This learning of information to enter foreign market takes place in relationship which further produces opportunity to enter totally new market (Hollensen, 2004). The revisited model is the figure below:-

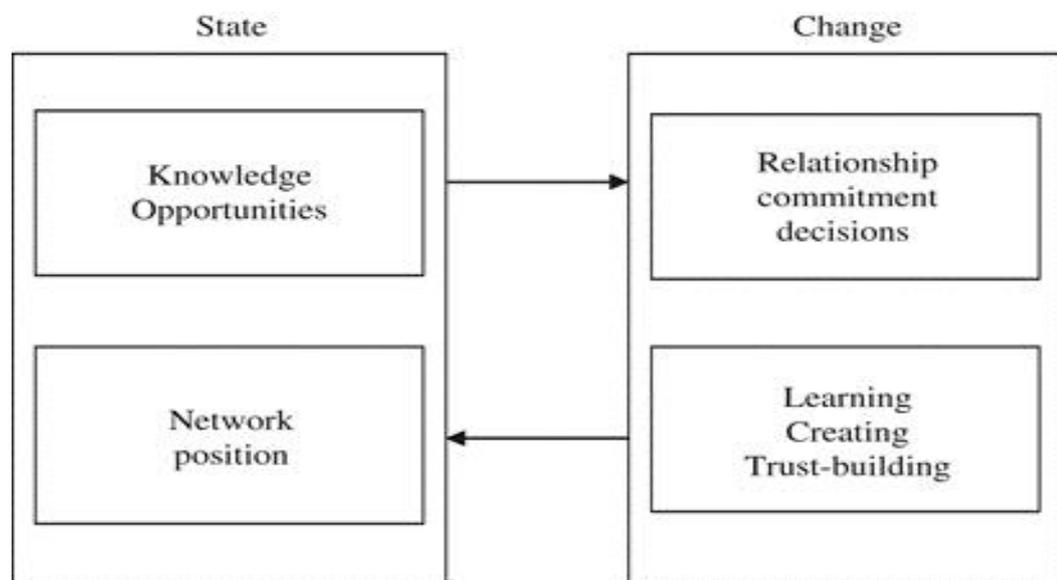


Figure 3 U-Model revisited version (Vahlne, Jan Johanson and Jan-Erik, 2009)

However, the U-model revisited version looks similar as U-model from 1977 but has been modified with visible component. For instance, the change in market knowledge to knowledge opportunities is very clear where this change is to consider opportunities to be the most important element of the body of knowledge that derives internationalization process. Where, knowledge indicates needs, capability, planning and networks of firms. Revisited model also clarifies about network position which is very valuable in entering foreign market. Likewise, in order to elaborate the current activities from the original U-model it has been modified to learning, creating and trust-building (Vahlne, Jan Johanson and Jan-Erik, 2009). With the entire modified component revisited version of Uppsala model is very clear and easy to understand and leaves no room for confusion to company in process of internationalization.

3.3 The Network Model

The network model of internationalization was presented in 1980 when it was known that many companies use various networks in internationalization process. (Ojala, 2009) According to (Hollensen, 2004) the basic concept of Network model is that individual company is dependent on resources controlled by other firms. On the base of network position companies get access to the external market and in order to counterpart in foreign networks a firm must establish and develop position. In network model internationalization of company takes place when firms develop relationship with another firm that belongs to a network in foreign land. (Ojala, 2009)

Network approach is concerned with several interlinked relationship which benefits the firms by allowing new opportunities, learning , experiencing new skills and finally making business with the customer. This resources obtained helps to form more domestic and foreign relationship (Riina Hiltunen , Hanna Kuusisto, 2010). Network relationship stands as the bridge to domestic firms to work with international network. In the network theory, as learning foreign culture and institutional difference is time consuming and expensive for firms with limited resources (SMEs) network ties help companies with information, human capital, finance etc. This support from other

networks assist firm to develop their potentiality and progress international competitiveness (Coeurderoy, 2012).

Four cases of internationalization; the early starter, the late starter, the lonely international and the international among others are identified in network model. These stages of internationalization reflect the position of firm, how strong those positions are and how integrated they are (Hollensen, 2004).

3.4 Foreign Direct Investment

FDI has grown rapidly in today's world as it is now recognized as a significant driver of growth of the nation, in addition it is also one of the best ways to enter the foreign market. Both popularity and the FDI characteristics have attracted many authors to undertake extensive research and share their views. Charles W.L. Hill explains that FDI takes place when a company invests in a foreign country to produce product or market once a company decides to FDI it turns to a multinational enterprise. (Charles, 2007). According to Dermot McAleese FDI carries the potential to act as a major direct role in a country's development as FDI is a source of capital transfer and is movement of productive inputs such as technical know-how, marketing, managerial & financial expertise to foreign land (McAleese, 2004). Likewise (Blaine, 2009) defines FDI as "investment made to acquire lasting interest in enterprises operating outside of the economy of the investor." He also adds, in order to qualify FDI a company has to own 10% or more of the ordinary shares or voting power, less ownership share is to be known as portfolio investment.

FDI is considered as the investment or expenditure that is made out of the host country in order to gain or expand corporate control of productive assets says Kenneth A. Froot (A.Froot, 2008). According to Vintila Denisia (2010) FDI is a step to expand the company through investing directly in foreign state to produce or market a product. FDI generates employment, new technology, and higher exports which are important elements of economic development of all countries. Similarly Dunung, Mason A. Carpenter and Sanjyot P explain FDI is not only investing or purchasing of foreign assets but also winning over the control and management of the resources. FDI is

primary long-term strategy and can be both inward (investment coming into the country) or outward (investment made by companies in foreign land) (Dunung, 2015).

Hence it is understood that FDI is a mode to enter the new and unfamiliar market outside the country particularly for companies desiring to expand globally. Dermot McAleese definition on FDI suits the most in today's context as he has included in his definition capital transfer and other intangible assets like technical know-how, managerial skills which is more practical at present.

. FDI acts as catalyst for a country to grow and generate productive climate as FDI is recognized for transfer of capital, technology and other (managerial and financial expertise). FDI keeps potential to help out country like Nepal to improve and lift up the current economic situation as this facilitates to recover domestic market's quality, efficiency and broadness (Pandey, 2013) . However when FDI inter the foreign land it can affect local communities and domestic firms. Local companies cannot compete the large projects not due to lack of ability but due to high variation in technology and capital. Also there lies possibility of conquering revenue and market share by the foreign direct investors of host country. Likewise, foreign direct investment can badly affect ones who are making the investment themselves in the home country.

Today most of the developing nations are open to foreign investors and in order to attract foreign multinationals government are taking many initiatives to facilitate and removal of many restriction on FDI have been made (Charles, 2007). Believing upon the description of FDI it can be assumed that FDI may appear as a perfect tool to bring into play for the improvement managerial, technical and organizational skills in waste management field of Kathmandu, Nepal. Nevertheless, FDI's drawback also should be taken into account. Thus, this chapter provides an analytical overview of FDI under following headings to relate and analyze it with the research.

3.4.1 Forms of FDI

According to W.L.Hill while investing in foreign countries the procedure takes place mainly in two forms, Greenfield Investment and Acquisition (Charles, 2007). Where establishment of whole new company in foreign land refers to Greenfield investment and acquisition is merging or working together with existing firm in the foreign state. W.L.Hill further adds acquisition being more popular than Greenfield on the base of following reasons:-

- Acquisition are quicker and takes less time to implement and expand as their already exist of the firm.
- There are such things like brand loyalty, trademarks or patents, customer relationships, distribution systems which are valuable assets of firm which they want to preserve than build them from the ground up through Greenfield investment (Charles, 2007).

3.4.2 Acquisition

Acquisition occurs when domestic company starts working with exiting company in foreign land. Acquisition may be fruitful to the company with limited international management expertise or company with little knowledge about the foreign local market. Presence of high competition in the global market and substantial entry barriers choosing acquisition may be wiser and safer to enter foreign market (Hollensen, 2004). While pointing the advantage of acquisition three major points are noticeable. First, they are very quick and easy to implement. Working with existing company in foreign state minimizes the workload and increase the work efficiency. Secondly, acquisition is step to establish global presence and occupying the place of the competitor. Third, working with exiting firm in the foreign land raise the level of knowledge of the business environment in foreign nation which minimize the risk of misunderstanding of the national culture (Charles, 2007). However, the presence of two firms may result collide between the cultures of foreign and national firm. The difference in doing things and culture of acquired and acquiring firm may create tension, loss of management talent and expertise which is very harmful in the performance of acquired units.

3.4.3 Greenfield Investment

Greenfield investment occurs when a company decides to explore the foreign market and establishes the operation from the ground up. The complexity that a company comes across with acquisition may lead firm to choose Greenfield investment (Hollensen, 2004). Unlike acquisition Greenfield investment takes time to start with its operation as it starts from zero level towards the goal. However, all this time consumed is beneficial to company as it facilitate company to build according to their design and wants. Company independently establishing set of operating routines and organizational culture is much easier than trying to change the culture of an acquired investment. Routines, work culture developed in that manner reduce the unpleasant surprise like clash between the cultures, dispute among employee and the loss of management know-how (Charles, 2007).

However, Greenfield investments are costly and slower to establish. Understanding and working according the local culture and government rule and regulation might be difficult and time consuming. And also Greenfield investment has risk form the competitors who initially enter the market as acquisitions and covers the huge market area which declines the number of consumer for Greenfield investment (Charles, 2007).

3.4.4 Greenfield Vs Acquisition

To decide what to proceed with Greenfield or Acquisition definitely takes time. Decision like this should not be made in lack of time as it is always better to plan in advance than failing later. Observing the good and bad sides of both investment methods it has become clear that choosing the investment mode depends upon the environment and the goal of the company. Despite the popularity of acquisition and relating to our research on improving the waste management of Kathmandu Greenfield investment goes well than acquisition for the following reasons:-

Space for multinational companies is very high in Nepal as welcoming the FDI enters with huge amount of foreign revenue. Less involvement of multinational companies in Nepal in waste management make a market best for Greenfield investment. Since Greenfield investment are slower to establish and with less number of competitors to be acquired it can plan and implements its ideas without any rush. Hence in place similar to Nepal Greenfield investment may be the only mode.

Nepal is dealing with brain drain problem; local companies lack advance technology, managerial and technical know-how (Adhikari, 2013) .Starting business from ground up in place similar to Kathmandu, Nepal is very important because for acquisition it is very complicated to work with local companies due to high variation in working culture, management and technical know-how. Greenfield investment comes with full package of development. As everything is started from the scratch it is much easier to implement company habits, organizational culture and train employee as company wants which might be challenging with acquired units. Hence creates the demand of Greenfield investment.

4 FDI SCENARIO IN NEPAL

Nepal, being sandwich between two giant nations India to south and China to north, ranks very low globally in FDI potential index i.e. 175 out of 182 countries. One major weakness seen in terms of FDI from Department of Industry (DOI) is that Nepal lack necessary resources and expertise. DOI could not follow up the foreign investors to observe if the committed investment, employment and technology transfer have been achieved in reality or not (Adhikari, 2013). Annual Fiscal Year 2010- 2011, there were 2,108 foreign investment projects in Nepal accounting for approximately US\$ 2,61 billion. (Pandey, 2013)

4.1 Political Instability and Corruption

Political condition of Nepal is not predictable as it is packed with uncertainty and surprises. In such political condition, even local investors think twice about their investment and hold back for the proper time, it would be foolishness to imagine FDI willing to invest in Nepal.

On the other hand presence of corruption in public, private and NGOs level is creating huge problem for economic reforms, accountability, transparency and good governance. According to the Transparency International Corruption Perception Index

2013, Nepal ranks 116 among 177 countries (Pandey, 2013). According to enterprise survey conducted in Nepal in 2009 the two major obstacles ruling the nation are political instability and corruption. (Adhikari, 2013). Corruption is a part of culture in Nepal. Local investors are familiar to current structure and somehow do business under the table in the hope of accomplishment of their objective. But, corruption is something which is not easily digestible to FDI and choosing not to involve in this bad game means slowing down the work flow of the company.

4.2 Electricity

Nepalese are left to 18hrs/day power cut (Pandey, 2013). Which means it is to invest on alternative of electricity to live a normal life. Electricity is the main source to operate in the office, industry or elsewhere. In lack of electricity foreign investor / waste management companies could face huge managerial and financial problem. The only alternative to electricity is to invest on generators which run under fuel, which are very expensive. Transportation

Narrow, lack of maintenance and heavy traffic are some features of Nepal's road at present (Adhikari, 2013). As far as transportation infrastructure is concerned, Nepal is landlocked country but the sea is extensively used which adds extra cost in customs and import and export for FDI. Nepal has three major kinds of Landscapes Mountains, Hilly and Terai. Somehow these landscapes also add trouble in the construction of infrastructure. Construction of road in Mountains and hilly region is very challenging due to its geographical kind (Pandey, 2013).

4.3 Human Resources

Nepal is facing a massive problem on human resource sector. Nepal lacks the enough educated human resources competent with skilled required. Brain drain is the biggest problems pointed out as all the qualified and skilled manpower are moving abroad (Adhikari, 2013). Capable manpower is migrating abroad for better life this might cause problem for foreign investor in finding skilled local manpower to deal with local market in the initial phase.

4.4 Technology

While the entire world is leading ahead in technology sector, Nepal has been a late starter in modern science and technology. Due to lack of skilled manpower and proper technology the development of the nation is running late. Nation is left to deal with old and traditional technologies that are not even in proper shape. This applies also in waste management sector as there are old vehicles, traditional equipments, and old data collection method still in practice. For foreign investor it might be difficult to arrange everything from zero level. On the other hand to train staff on how to operate new equipment is hard and time consuming. Another challenge is to repair the modern equipment as there is lack of skilled manpower.

5 RESEARCH METHODOLOGY

This research is carried out in order to disclose present waste management system and potentials for foreign companies to internationalize in Kathmandu's waste management field. Likewise the purpose of this research is also to analysis the FDI environment in Nepal to verify the business environment and investment climate for foreign investors. Regarding this research all possible ways of collecting data and information were taken into account.

5.1 Data collection for research

Both qualitative and quantitative methods were implemented in this research. The research design that uses both qualitative and quantitative data to reach the objective of the study is known as mixed method research (Hesse-Biber, 2010). Mixed method allows to combine data from different sources, analyze and to come up with better conclusions. According to (Hesse-Biber, 2010) mix method is very rich and fruitful to researcher as it is combination of words, pictures, and narration (qualitative research) which adds meaning to the numbers (quantitative research). The research is based on analyzing the current situation of waste management system, FDI environment and internationalizing foreign companies therefore mixed method made the flow of the

research very easy and meaningful. Hence, to answer the research questions mix method research is used.

Effective data and information is the key to answer the research questions. Data can be obtained from primary or secondary sources (Bougie, 2014). Where the first-hand data collected from individuals, focus groups or by the researcher on specific purpose of the study is Primary data. In the research primary data were collected from interview, observation and questionnaire method. Similarly, secondary data represents the information gathered from source like websites, government publications, company records, internet that already exist. Both data are useful and have their own value during the research period. Both primary and secondary data are required to meet the objective of this study.

5.1.1 Interview

Interview is one of the useful research methods used to obtain information on the issues of interest. Face to face or direct, by telephone or online are some ways to conduct an interview (Bougie, 2014). To get clear picture of present waste management system of Kathmandu, one month field visit to Kathmandu, Nepal during September–October 2014 was done where observation of individual's behavior and surroundings, interviews with the government staffs and locals was arranged. Ensuring the responses is understood properly and to detect any discomfort or stress that the respondent experience during interview is easily visible by body language in face to face interview (Bougie, 2014). This feature of direct interview helps to establish good relation between both parties and good materials can be collected. Also I was able to ask question using some pictures that became very meaningful.

5.1.2 Observation

Action and behavior of investors, consumers, and employees play an important role in business research. Data collected from observation is very rich because it involves going into the field witnessing what people, consumer, companies are doing and later analyzing, describing what was seen (Bougie, 2014). Uncontrolled observation is and observational technique where you don't have any control or influence over things happening around. The same practice was carried out in Kalimati, Kathmandu where locals waste disposing behavior and activities in Teku Transfer Center waste

management and Sisdol Landfill site were observed. Inflow of waste to landfill site, equipments and vehicles used in city waste management were followed on weekly basis during stay in Kathmandu.

5.1.3 Questionnaires

This method of data collection is designed to collect large number of qualitative data. Written set of question is prepared and to which respondents answer and recorded. This method is less expensive and less time consuming than interview and observation method. However there remains the possibility of non-response which can slow the research process (Bougie, 2014).

5.2 Limitation

Finding the reliable source to collect waste management data of Kathmandu, Nepal was the most difficult part of the research. Very few research works were done in the past and all the official data are not available online or elsewhere (Kansakar D. R.-L.-2., 2014). Hence 10 years old secondary data also appeared in the research. The main disadvantage of face to face interview is geographical limitations which might cost lot for researcher to travel and collect the data (Bougie, 2014). Similarly in my case the quality of data I collected from (Kansakar D. R.-L.-2., 2014) and (Malla, 2014) was worthy enough where data collected from (Thapa, 2014) were less reliable. That is in face to face interview method the quality of data we receive depends on the ability and knowledge of the interviewee. The impact of the waste is missing in the observation due to lack of time.

6 ANALYSIS

The research shows that the current waste management sector of Kathmandu is very weak and seeks participation of public, government and foreign investors in order to progress.

6.1 Literature analysis

When it is the case of developing a country like Nepal, internationalization of foreign companies is something that takes time and requires huge research. While comparing Uppsala model and network approach, it is network approach which can adopt business environment of Nepal. The appropriate way to enter the Nepalese waste market is through the local and private waste management companies. Local knowledge about the location, working culture and government policies will support the foreign investors in the initial phase of the company to establish and expand. Using network approach foreign companies can acquire knowledge of new place and develop good relation with local companies which is very essential in place similar to Nepal where relationship building is important part of doing business. FDI keeps high potential to improve the current waste management system of KTM with technology transfer, skilled manpower, proper planning and inflow of capital. Greenfield investment stands better than acquisition due to high variation in working culture, management and technical know-how.

6.2 Analysis of Interview

A face-to-face interview with Deepak Ratna Kanskar, and Shyam Mall, was conducted in Teku Transfer Office which was audio recorded. Interview with Shamsheer Thapa, local in Sisdol Landfill Site was filmed. Both interviews were carried out in aim of finding out answer to the thesis research question.

6.2.1 Interview with (Kansakar D. R., 2014)

The interview questions were with the following themes:

- Who is responsible for KTM waste management?
- Why is it difficult to manage city's waste?
- How can it be improved?

At present 30% of Kathmandu's waste is managed by private companies and the rest by government. There is lack of modern technology and enough vehicles to transport the waste from Teku Transfer Center to Sisdol landfill site. Vehicles that are under the control of government are old and require regular repairing.

Dozer out of order at Sisdol landfill site.



Waste transporting vehicle in very bad shape at Teku Transfer Center.



On the day of interview out of 22 vehicles only nine were operating and the rest were on repair. Due to lack of skilled manpower repairing takes time adds (Kansakar D. R.-L.-2., 2014).

Another staff present during the interview (Malla, 2014) adds it is due to lack of public awareness the city waste management is going down. They seek help from Nepal Police in order to improve the public waste disposing behavior as they cannot punish public for throwing waste in public place or elsewhere adds (Malla, 2014).



Street full of waste

Improper waste disposing

Sisdol landfill site is now at the worst stage and needs urgent attention of government. The foreign companies also suffer in Nepal due to corrupted working culture and cannot implement its plan according to their way. In order to bring fast and positive change in waste management of Kathmandu government should come up with strong rule and regulation adds (Kansakar D. R.-L.-2., 2014).

6.2.2 Interview with (Thapa, 2014)

The interview questions were with the following themes:

- What is current story of Sisdol Landfill site?
- How is government functioning in managing landfill site?

- What equipments are used to manage waste coming into landfill?

Shamsher Thapa also a residence near the landfill site was second interviewee. The interview took place 25 km away from the city at Sisdol Landfill site, Nuwakot and was video recorded. According to him government cheated them in many ways. The landfill site itself is not managed properly and creating massive problem to the neighboring villages. Due to promises made by government to build hospital, school and proper maintenance of the landfill site, locals welcomed the proposal of government to build landfill site in Sisdol, Nuwakot. With help of JICA (Japan International Cooperation Agency) Sisdol landfill was in the operation since 2005. In the beginning landfills was functioning well but later it only became huge trouble for the locals. Government is only winning advantage of the space and ignoring all other effects the locals are facing from improper landfill site. In lack of proper equipments, vehicles and technology landfill site is going worst day by day.

He also pointed out that there is lack of skilled manpower to repair the machines which JICA implanted in landfill site. People living around the landfill site are suffering from breathing problem, long-term health problem, nerves disease, etc. Bad smell and gas from the landfill is affecting daily life of locals; students in the school are the most affected group. To live one day is like one year Thapa shouted. He blames government for all the happenings in the landfill site and wants media to spread the word as far as possible.

6.2.3 Analysis of Observation

The observation method helped to collect primary data about the present state of waste management in Kathmandu. Life in Kathmandu is very busy and public have less time to think of proper waste disposing methods. Sorting of waste is not in practice; hence mix-waste is generated. Government and private companies have developed the system of door-to-door waste collection practice which is in action by means of cycle-crafts, tripper, trucks but 100% waste are not being collected.

Nothing comes free in Nepal but somehow government has managed to provide the waste collecting service to public for free. Despite of this arrangement people are throwing their garbage on the street and in the Bishnumati River during night when the action is not visible by others. Due to improper town planning the waste collection vehicles cannot reach lots of places inside the city resulting in rubbish to build up over time.

Private companies collect certain amount from the house owner for the service they provide which becomes their source of income. Waste collected from government vehicles are then sent to Teku Transfer Station. Meanwhile, private companies waste collecting vehicles are directly sent to the landfill site Sisdol. Partial waste separation action is carried out in Teku Transfer Station and remaining wastes are moved to Sisdol landfill site for ultimate disposal.

During my visit to Teku Transfer center it was noticed that the compound is not only full of tons of waste but also numbers old vehicles and equipment that were used in waste transportation which are out of order. One most surprising fact I came across during observation period is the waste weighing machine in Teku Transfer Center is out of order for many years and the total amount of waste generated in Kathmandu is just an assumption.

On the other hand the Sisdol Landfill site needs urgent attention of the government as the landfill site is overloaded and the daily maintenance of the site is out of government's sight. Some people were seen operating recycling activities without having gloves, mask and proper shoe in Sisdol landfill site.



Possible reusable waste is sort out and most of that is sold in India says Shamsheer Thapa.



Improper management of *leachate* is another big problem for the locals as it is directly mixed with small canal following middle of the village.



This act has adverse effect on the aquatic life, domestic animals, public health and the cultivation as canal is the main source of irrigation and animals drinking canal water is not easy to control.

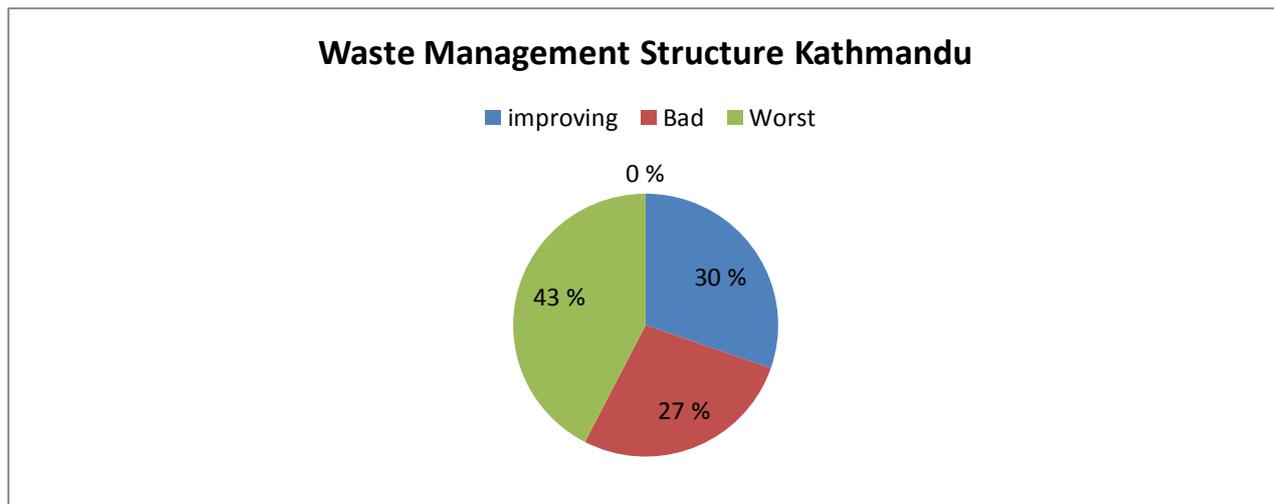
6.2.4 Analysis of Survey

Based on survey result it can be concluded waste management structure is in critical stage and need and urgent attention of both public and government of Nepal. There is high demand of foreign companies which is also easily spotted from the interview with (Kansakar D. R., Civil Engineer - Landfill Manager 2062-2070, 2014), Shyam Malla and observation. Survey was developed in <https://fluidsurveys.com/account/surveys/813446/> and conducted through Facebook. As there remains the possibility of non-responses when the survey is posted in groups and might take long time to collect answers from all respondents, the questioners were messaged personally to 50 persons. 45 selected students age group 20 -30 living in Finland, Australia, India and Nepal. And to 5 Finnish citizens who are involved with Finnish International Organization based in Nepal. Out of 45 the survey was able to attract 33 respondents in 5 days' time. Below are the questions that were asked in the survey

1. How do you see the waste management system in Kathmandu, Nepal at present?
2. What could be the possible obstacles in managing Kathmandu's waste?

3. Whose participation and effort is valuable at present scenario?
4. Do you think Nepal has proper environment for Foreign Direct Investment (FDI)?
5. What mode suits foreign companies to enter Kathmandu, Nepal waste management sector?
6. What are the major problems FDI could face in Nepal?
7. In the long run what are the attractive features of FDI?

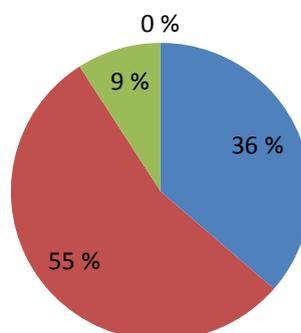
Following diagrams will explain more of the survey results.



Only 30% of the respondents think structure of waste management in Kathmandu is improving while 43% and 27% feel the situation is worst and bad respectively. Result did not surprise me as the waste management structure of Kathmandu is in very critical stage and this cannot be hidden. I assume majority of respondents have good knowledge of Kathmandu's waste management system. However, with time people are being aware of waste disposing behavior. Hence it can be assumed situation is getting better.

Whose participation and effort is valuable at present scenario?

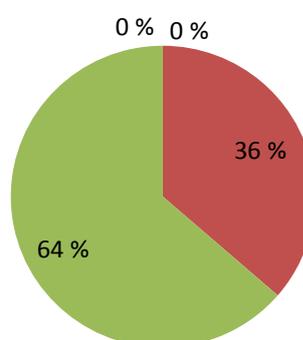
■ Public ■ Government ■ Foreign Companies



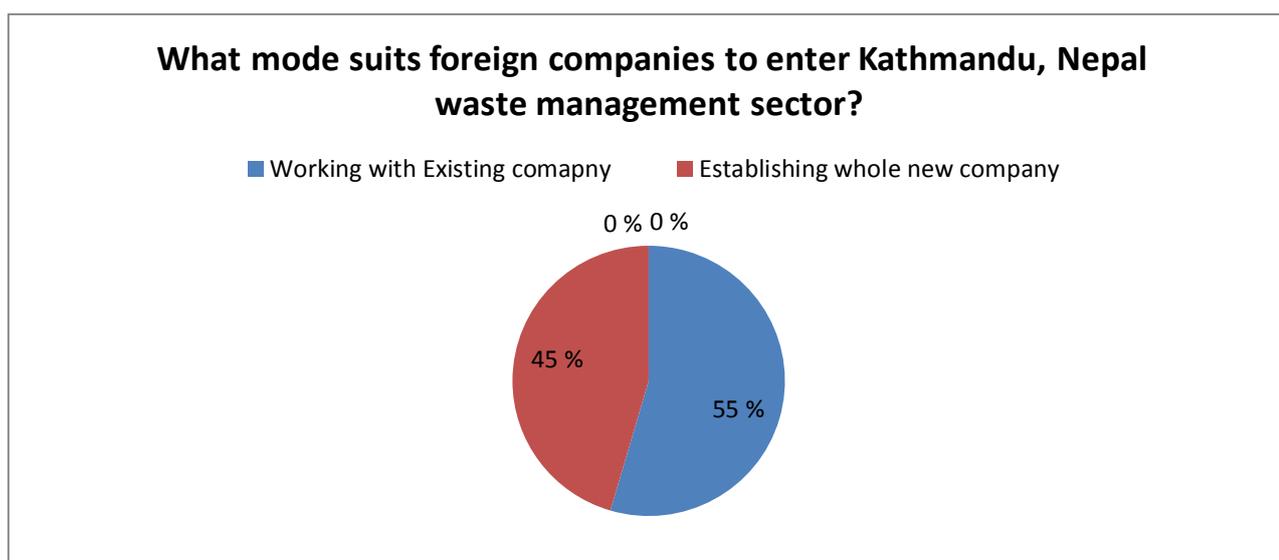
More than half 55% of people want government to come forward and take the initiatives to solve the waste problem the citizens. In the meantime, only 9% suppose the need of foreign companies to come over the waste problem of the city and the rest agreed upon public participation. Government plays great role in every aspect of nation developing program. It is quite understandable people demanding for government to take action as proper action from government can motivate public and attract foreign investor to invest.

Do you think Nepal has proper environment for Foreign Direct Investment (FDI)?

■ No ■ Yes



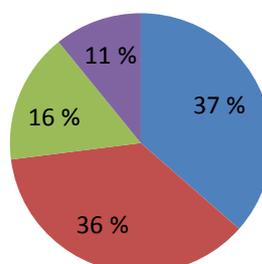
According to the result of the research, big numbers of the people accepted there is a possibility to attract foreign investors in the waste management field of Kathmandu with 64% of the respondents in addition 36% denied the proper FDI in Nepal. This result supports more towards attracting foreign investor to invest in Kathmandu as 64% people think Nepal has proper environment. However it also could be the reason that the 36% of people have good understanding of barrier that lies in Nepal hence denied the proper environment for FDI.



There seems almost equal numbers of respondents on both mode of entering Nepal's waste management sector. With difference of only 5%, 55% think working with exiting company suits better beside 45% consider establishing whole new company is superior. Decision similar to this should be taken with lots of research and time. Both way could be taken into consideration. The appropriate way to enter the Nepalese market would be through local partners in Nepal who previously have done research on similar projects at the same time relation building is the main part of doing business in Nepal. However, in my opinion as there is lack of international waste management companies working in waste management sector in Kathmandu and existing local companies do not meet the level of foreign companies, establishing whole new company suits better.

What are the major problems FDI could face in Nepal?

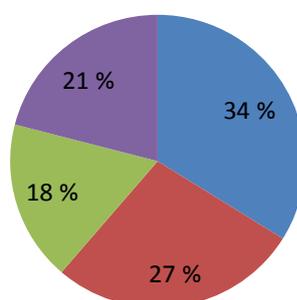
■ Political Instability ■ Corruption ■ Lack of infrastructure ■ Lack of skilled manpower



Majority of respondents think the major problems that FDI could encounter in Nepal are political instability and corruption that is 37% and 36% respectively. However, lack of infrastructure and skilled manpower are also considered to be threat to foreign investor. With this result it would help foreign investors to realize the working environment and be prepared for any other trouble that may occur while functioning in Nepal.

In the long run what are the attractive features of FDI?

■ Transfer of technology & infrastructure ■ Employment
■ International Network ■ Economic development



According to the research it can be understood respondents have high expectation from FDI. In the long run transfer of technology and infrastructure is seen the most attractive feature of FDI with 34% of respondents. Meanwhile with 27% of people

accounting employment stays in the 2nd position which is followed by economic development and international network with 21% and 18% respectively. Kathmandu's waste management sector lacks advance technology and infrastructure which also became clear from the interview and observation. Majority of respondents pointing transfer of technology and infrastructure to be most attractive feature of FDI is very genuine response.

7 CONCLUSION

Nepal, as a developing country, deals with scarcity of modern technology and infrastructure; this has created room for foreign companies with innovation and current technology to make significant impact on waste management field. Lack of something means there is space for something or opportunity. Foreign companies can make full utilization of the present structure of waste management.

It is evident that KTM's waste management system is mostly unsuccessful and unsustainable. At present, to witness this horrible situation of waste management of Kathmandu is very dishonorable and at the same time also very serious matter to find recipes to solve the problems. Delayed response to waste problem of Kathmandu will lead to massive disaster. Despite the involvement of many external and internal actors Kathmandu till now couldn't fully get out of waste related issues. Lack of public awareness, strong government policies and foreign waste management companies are main reason for the critical situation of waste management in Kathmandu, Nepal.

Waste management sector in Kathmandu lacks modern technology, skilled manpower, capital etc. There is no official practice of recycle (Rana, 2014), large quantity of waste produced in the city has no option than to end in the landfill. From the research it can be assumed Kathmandu, Nepal could be a best place for foreign investors to invest in waste management field. There is huge opportunity for foreign investors to invest in waste field as with all modern equipments, technology, capital and skilled manpower they could stop waste to end in landfill and turn it to value. According to waste composition data mentioned earlier total waste generated in KTM is 524 ton / day and almost all waste goes to landfill site no other action of recycling or reusable taking place in between.

As an investor I would see the present scenario of KTM waste management system to be a great opportunity for waste companies to generate profit. Many individuals, households and business are willing to pay for better waste collection service and with modern garbage truck or dustbin lorry waste collection can be done efficiently. Waste collected in that manner can be sorted out where huge amount of paper, plastic, iron, metal, glass etc can be recycled and reused. Likewise composting is a natural process of turning organic waste to organic fertilizer which is great for growing plants and the demand for fertilizer in today's time is in ascending order (smallstarter.com).

Along with the opportunities there are some major obstacles present for the foreign investors in KTM, Nepal. While counting obstacles political instability and corruption stand as the major threat. The government is facing internal conflicts and has not yet been able to agree upon the frames of a logical constitution. Regular change in the policies of government and corruption plays vital role among investors to rethink on investing in Nepal. To understand the working climate and equipped with proper tool or strategy to handle the possible trouble in Nepal can be consider the best proposal to foreign investors.

Besides seeking FDI help I believe one major issue to be dealt with is individual waste disposal attitude and behavior.. People blindly blame government for all the problems created from improper waste management. However public should also understand their own role and also realize vehicle cannot reach lots of places inside the city due to improper town planning .To resolve this difficulty if every single house would manage the waste produced from their houses, in no time the whole city waste could be managed. However the lack of open space and inferiority service from government and private companies regarding waste collection is existing, public should be aware of consequence that may arise due to improper act of waste disposing. Waste pickers who make their living by sorting waste in Teku Transfer Center, Sisdol Landfill site and city area are somehow helping city to stay clean they should be appreciated in the community and initiative in favor of them should be discussed in high level. Hence to facilitate better attitude and behavior government should pass strong policies which sustains in the long run.

Last but not the least government needs to take quick action regarding management of Sisdol landfill site. Sisdol Landfill site will soon lose its capacity to store tons of waste generated from KTM everyday .People living near the Sisdol landfill site deserve to live normal life as other citizen and it makes no sense to punish their life due to improper act of locals living in Kathmandu and weak government effort and attention.

7.1 Implication for further research

The conclusion from this research reveals the critical condition of Kathmandu waste management structure and opportunity that lies within this structure of waste for foreign investors and waste management companies. This study has welcomed further research on waste management regarding recycling and reusing of waste. This research lacks theories of technology transfer which can help understand the process of upgrading the old technology to up to date ones in fine points.

One more important element to consider for further research is the collection of data. As there is lack of reliable and official data of Kathmandu's waste, primary data collection should be done very wise fully with enough time in hand.

Another approaching for further research would be to carry out Social marketing on public disposal behavior which holds aim to encourage public of Kathmandu to become aware of improper waste management without involvement of FDI.

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