



Achieving Cross Cultural Effectiveness in India

- ➔ Supplier of structural adhesives to automotive OEMs
- ➔ Manufacturing plants in Evansville, China, Hungary and India (underway)
- ➔ Each site has a unique business model based on:
 - local culture
 - Uniseal's culture
 - customer expectations



Why India?

- ➔ Fast growing economy
- ➔ “Mega-Market”
- ➔ Abundance of skilled professionals & manpower
- ➔ Low cost production base
- ➔ Up to 100% Foreign Direct Investment (FDI)



India – Hurdles to Overcome

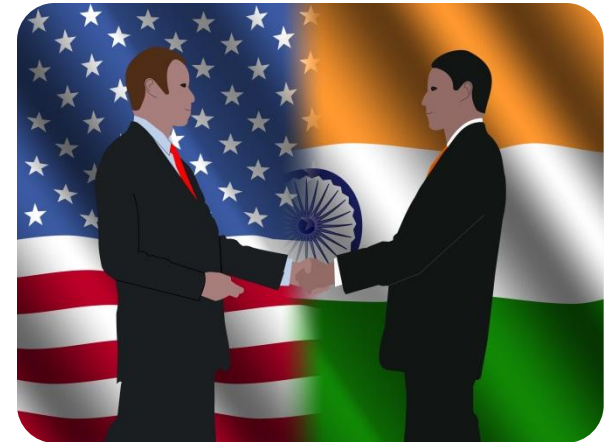
- ➔ Strict Indian labor laws
- ➔ Corruption, bribery, political clout
- ➔ Deficient highway infrastructure
- ➔ Cultural differences
- ➔ Language barrier



India – Cultural Norms for Business

➔ Differing Business Practices

- Americans motivated to work efficiently
 - Indians may view this as rude, aggressive and disrespectful
 - Breaks down trust and progress
- Indians – slow, deliberate decision-making.
 - Frustrated Americans may view this as a sign of disinterest
- Relationships before business



➔ Strict Hierarchy

- Indians operate within a strict hierarchy that defines roles, status and social order
 - Applies to social and business culture
 - Indians seek approval from their superior
- Important to gain attention of highest ranking person(s)

India – Cultural Norms for Business

➔ Business Etiquette

- Greet with a handshake
- Use Formal titles
(Mr., Mrs., Dr., Sir/Madam)
- Emphasis on trusting relationships



➔ Embrace vastly different social norms

- Non-verbal communication used
(head-bobble)
- “Queue” not significant
- Arranged marriages; joint families;
cuisine; clothing; etc . . .



➔ Westernized Indians

- Globalization introduced “Western Behavior”
- Blended Indian / Western values

Uniseal's Strategy in India

- ➔ Localizing in Chennai, near key automotive OEMs.
- ➔ Foreign Direct Investment
- ➔ Utilizing long-term Uniseal employees (Indian citizens) to bridge the cultural gap.

** Important to have a trusting local partner **

- ➔ Setting up low-risk operation (lease facility; minimal manpower; low investment)
- ➔ Protecting Intellectual Property (kits from U.S.)
- ➔ Hired reputable Indian attorney to guide Uniseal through process of attaining registration (Government approval, DIN, Name clearance, AOA, MOA, Power of Attorney, Operating permits, etc.)

