

businesses in most other sectors. The government has helped create industrial parks and export zones for new industries. It has provided infrastructure and ancillary facilities and has reduced red tape for investors.

A changed business culture

India's system of business and trade is the result of a mixed economic strategy which the central government has followed since Independence. During the present period of economic transformation, it is prudent to do business in accordance with India's evolving business culture.

Many events have helped alter India's business culture, including the infusion of information-and knowledge-based technologies, professionalization of management, adoption of time-saving procedures, co-operation between government and business, corporate mergers and global expansion, and the emerging sense of confidence resulting from business success.

Your business partner

In India, old forms of ownership and business practices operate side-by-side with new ones, requiring chief executives to be confident and at ease in both worlds.

Don't be deceived by appearances. For example, the business partner dressed in the traditional *dhoti* from the South

or in the *kurta* from the North, may match you in shrewdness, business acumen and decision-making skills. Meanwhile, a partner dressed in western attire is just as likely to be rooted in India's inner cultural and spiritual ethos.

Suggested approach

Learn as much as you can about India and its evolving business culture before leaving Canada. Get as much information as you can on local resources and institutions. Arrive in India with an open mind. Adopt the Indian system of doing business and strive to conduct your affairs so that you and your Indian partners benefit together.

The Indian market, which offers attractive business opportunities, is not virgin territory. Most advanced western countries have recognized its huge potential and are actively carving out niches in the highly competitive market.

To enter this arena and succeed, you need to undertake a careful appraisal of the market and the available resources in the region where the proposed enterprise will be located. Do your research to ensure that you will have access to the infrastructure, facilities and trained workforce you require. Initially, it might be wise to work in partnership with a well-run