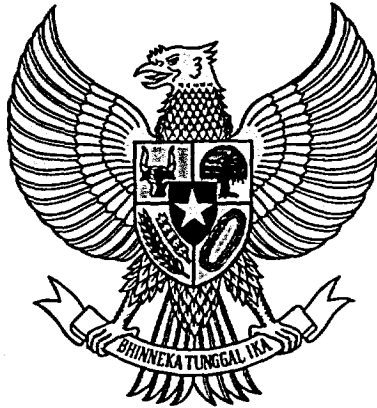


INDONESIAN CULTURE IN BUSINESS

Indonesian people pride themselves on being polite and refined. To succeed in this market, it is necessary to observe and act according to the cultural norms of the society.

- The concept of "face" is important. Avoid confrontation and displays of anger wherever possible.
- Harmony is valued. Do not expect to hear a direct "No", but listen carefully for the underlying message.
- Almost 90 per cent of the population is Muslim. Many offices will close down Friday afternoons for prayers. Muslims will not consume either pork or alcohol. Respect that during Ramadan (in approx. mid-February to mid-March, 1995) Muslims fast from sunrise to sunset.



*The Indonesian Coat of Arms:
the Garuda.*

- As the left hand is considered unclean, it should not be used for eating, giving or receiving things. Never point with your foot or display its sole.
- When food or drink are served, wait to be invited by your host before beginning. Always try a small amount of everything that is offered.
- As modesty is valued by the Indonesians, try to avoid the "hard sell". A balanced presentation of your technology and expertise will sell itself.
- Typical North American body language may appear to be aggressive in Indonesia. Avoid standing with your arms crossed in front of your chest or with your hands on your hips.

Of course, there are always exceptions to every rule. Many senior Indonesians were educated in North America or Europe. As well, if you are aware that you have made a cultural "faux pas", simply apologize for it. Your Indonesian counterpart may appreciate that you recognized your mistake in the first place.

SUCCESS STORY ➔ **PT. INTERNATIONAL NICKEL INDONESIA (INCO)**

When Canadian mining giant INCO decided to explore for nickel in Sulawesi in 1968, it was the largest single Canadian foreign investment project in the world. The company built a new road from the coast to the village of Soroako, at that time settled by about 500 subsistence farmers. It invested about C\$ 1.4 billion building new towns, a water supply, hydroelectric generating station, two airports, a seaport and oil unloading facility, a pipeline, schools, hospital and clinics, and processing facilities.

"At one time almost 10,000 Indonesians and 1,000

expatriate workers were involved in the project," says PT. INCO's President Jim Guiry. "With technology transfer, only 15 expats work at the site today. PT. International Nickel Indonesia is now one of the largest mining operations in the world. Together with its Sudbury mine, it produces 25 per cent of the world's nickel."

The Soroako mine is expected to produce about 100 million pounds of matte nickel in 1994, and has probable reserves good for at least another 25 years. There is further possible material that could keep the company in operation in Soroako for another 100 years.