

factory visits you will be expected to wear a tie and jacket. Laundry service at hotels is acceptable but dry cleaning is rare and of poor quality.

18. Overall:

In conclusion, exporters new to the Soviet market will likely experience all or some of the following sensations early in their marketing efforts:

- (a) Frustration: Business is often conducted at a slow pace but visitors should demonstrate patience, because if discussions are continuing the Soviet buyer is still interested. It is not unusual for businessmen to be kept waiting in their hotel room for a call that seemingly never comes. You may be out of contact with the Soviet party for days without explanation or even warning;
- (b) Isolation: Hotels for foreigners are segregated and there is little contact with local people. Communications with the outside world are cumbersome and a sense of having events beyond one's control can emerge;
- (c) Intimidation: In a centrally planned state the buyer is in control. Soviet trade officials are clearly proud of their negotiating skills, and demands in initial contracts can be aggressive, if not outrageous. This test of a newcomer to the market can involve all contract details including price, quantity, quality, delivery, packaging and arbitration procedures.