

your entire message is understood and emphasizes your seriousness. A good interpreter can also counsel you on approaches or how a meeting might have gone.

Remember that when using an interpreter, it is important to brief him or her on the vocabulary you may use. Speak slowly and clearly, and do not ramble. Keep your sentences short but complete your thought.

Innumerable services, such as those of an interpreter, typing, etc., can be arranged through your hotel. The Commercial Section of the Embassy can also assist, particularly where an interpreter requires specialized vocabulary. Expect to pay about \$300 to \$600 per day plus travel expenses (depending on the technical specialization of your talks, and on the seniority and experience of your interpreter).

First meetings will probably begin with greetings and some overall talk about your country. The purpose of your visit at this time will only be brought in at a later instance. Time is taken to get to know each other and to judge your character and background. You will probably find someone with whom you can strike up a more personal relationship afterwards on a less formal level. This should be attempted and taken up with sincere goodwill, as it may prove to be just as important as the more ceremonial meeting.

Address the Japanese by their surnames, with "san" added on. It is a common practice and applies to both men and women (for example, "Shimomura-san"). Bow stiffly from the waist in greeting the Japanese. Do not address the Japanese by their first names unless specifically asked to do so. If this serious gesture feels uncomfortable, it is better that you extend your hand instead after the Japanese have bowed.

Japanese, like their language, are traditionally evasive in a polite way and do not prefer the direct approach. Strong sales pitches should not be given out nor should provocative questions be asked in such a direct manner that they require unequivocal answers. They could easily be resented. Smoothness is all important, without strong opinions being expressed. Remember that the Japanese word for "understood" is "hai" while the Japanese equivalent of "yes" is "ee."

As Japanese are apt to do business on both logical and emotional levels and are affected as much by the way