

on pre-printed forms. Pay particular attention to delivery clauses since these usually carry relatively heavy penalties for late or incomplete delivery. The usual "Force Majeure" clause mentions the familiar words "circumstances beyond our control" but these do not generally include strikes, lockouts or other forms of industrial disputes. Penalties varying 5 - 10 percent of contractual value are strictly interpreted;

- (n) Brochures: Prepare a well illustrated and technically detailed (metric) brochure in Russian for circulation. Avoid overly vague "advertising" glossy brochures which describe the company rather than the product and its comparative advantages. Numbers and facts key to convincing senior engineers and commodity experts that the product is technically superior and can play a role in fulfilling the plan should be highlighted. The Academy of Sciences has recently joined the usual gates of access: the Ministry of Foreign Trade and its Foreign Trade Organizations (mainly for commodities), industrial ministries (mainly for machinery and equipment), and the State Committee for Science and Technology (for highly advanced and general turnkey technology);
- (o) Buyer's Tactics: Dealing with medium and low level bureaucrats is an enormous waste of time and money. Your up-front costs will be higher than in most market economies but for some companies the long-term rewards warrant the effort. It is important to move up as soon as possible to the ministerial level where crucial decisions are made, particularly with regard to large deals. Remember that you may be placed under considerable financial and time pressure to negotiate while the Soviets are adept at playing bidders off each other. For example, you may be faced with the following scenario:
 - (i) negotiations first with the weakest or least experienced competitor to set the bottom line for other negotiations;
 - (ii) offers of your competitors will be revealed;
 - (iii) time is almost always on the Soviet side so they do not share your sense of urgency;