



ProtocolTMlum

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Fall 1994

Hot Lights, Light Food

State Dinner for Yeltsin

By Marian Burros

Standing in the receiving line at the state dinner [on September 27] in his honor, President Boris N. Yeltsin mopped his brow, his cheeks and his upper lip and rearranged his jacket.

Using hand signals, he asked the photographers to turn off their lights. No response.

He motioned for the doors to be opened to let in some air. Soon a cool breeze was wafting past the hot lights, but still Mr. Yeltsin perspired.

He turned to President Clinton and said through an interpreter: "I'm from Siberia. I come from the cold country. I am sweating."

But by the time everyone sat down to dinner, Mr. Yeltsin was in very good form, toasting the Clintons *ex tempore* and making his translator work extremely hard. He invited the President to the 50th anniversary next May of the defeat of the Nazis and got a laugh when he said: "I will consider silence as a sign of agreement," a reference, perhaps, to

the exclusion of the Russians from the D-Day celebration in France earlier this year.

The "healthy" menu made a bow to the Russian visitors in the kasha, or buckwheat groats, served with the salmon, and the flavorings for the first course were distinctly Asian. Some food was baked rather than fried, some steamed rather than sautéed.

The chef, Walter Scheib 3rd, explained the philosophy behind his cooking earlier in the day. "If there is a way to get the fat out without making the taste or texture suffer, we do it."

Hillary Rodham Clinton does not have formal tastings before important events, the kind of tastings that made White House chefs tremble during the Reagan Administration. But many dishes served at official dinners are tried out on the First Family when they dine alone.

"Mrs. Clinton has gotten very involved with dinners," said Ann Stock, *see Yeltsin, page 2*

Managing VVIP's at Mega Events

World Cup Protocol

By Nicole Goldner and Paige Calvert

With 3.6 million people in attendance and over 2 billion watching via global satellite, XV FIFA World Cup, the world championship of soccer, must be considered the largest and most successful international sports event ever held. Twenty-four national teams competed in the fifty-two games of the final round in nine American cities from June 17 to July 17, 1994.

In order for the World Cup Organizing Committee (WCOC) to provide the required care for level "VVIP" dignitaries (chiefs of state, heads of government, foreign ministers) and to free the World Cup Protocol Department to focus attention on the majority of VIP guests that constitute the World Cup family, the Protocol Operations/Visits Group (POVG) was established on April 25, 1994. Its sole purpose was to direct the multi-city VVIP effort and to accomplish the tasks of VVIP planning, operational execution and logistical support.

With only eight weeks to prepare, POVG developed and trained a team to perform the difficult job of coordinating the Games' complex and highly visible nationwide operation. Under the direction of Jonathan R. Moller, a professional protocol officer from the Protocol Resource and Operations Service, supported by John Hennessey-Niland, a foreign service officer on loan from the U.S. Department of State, World Cup

see World Cup, page 5

Inside This Issue

Volume 1, Issue 2

FEATURES

Opening Session: U.N. General Assembly	2
On Entertaining: Food at the White House	4
Visit Advance: Details That Make The Difference	6
Third National Conference on Consular Relations and Protocol	7

DEPARTMENTS

<i>THE WORLD: InBRIEF</i> - Japan	8
In the Spotlight	10
Focus On	11
Do's & Taboo's	12
Travel Advisory	13
F.Y.I.	14
National Holidays	15

Editor's Note

This newsletter was created primarily for the benefit of government, military and corporate protocol officers. Yet, as the editorial and advisory boards anticipated, Protocollum has proved to be of considerable interest to a much broader spectrum of readers that include professionals from the fields of business travel, corporate events, diplomacy, economic development, international relations, marketing, political advance, political science, public relations and special events.

The thread that makes us a community with common interests is that we are all charged with the unique responsibility of creating a proper environment in which the business of government and commerce can flourish. We are engaged in global activities and interact routinely with people of different backgrounds and cultures from every part of the world. By participating in an exchange of ideas and information we can better serve the principals who rely on our knowledge and expertise.

I am happy to report that with the introduction of the premier issue in April, my office has been flooded with both subscription orders and story ideas. The "call for assistance" to make Protocollum truly useful and informative has been heeded, and please know that your comments, suggestions and corrections continue to be welcome. ■

Jonathan R. Moller, Editor-in-Chief

Travel Tips

Flu Prevention

People who travel regularly are generally considered to be at a greater risk of contracting infections, such as influenza. Many factors contribute to this increased susceptibility, including physical exhaustion associated with jet lag and the recircula-

Yeltsin, continued from page 1

the White House social secretary, "and the stuff she really likes is incorporated in the dinners."

Mr. Scheib, an American, was hired by the Clintons to replace the French-born Pierre Chambrin. Mr. Chambrin and Mrs. Clinton did not see eye-to-eye on food: she wanted American and healthy; he cooked French.

Few of the 130 guests were likely to notice the difference in the fat content in an artfully prepared meal. And at the dinner they were more likely to be intrigued by the White House's glittering collection of vermeil, gilded pieces of solid silver that have not been used at a dinner since the Johnson Administration.

For the dinner, Mrs. Clinton wore a red chiffon dress by Victoria Royal. Naina Yeltsin, the President's wife, was wearing a metallic knit in forest green. A Russian journalist said it had been made by a designer in Moscow.

But the most remarkable clothing was a pair of sneakers on an artist, Dale Chihuly, who works in glass. One of his pieces is in the White House craft collection and has the place of honor in the Clintons' private quarters. He had painted his sneakers to look like stained glass slippers.

Each table had a different vermeil centerpiece filled with roses, pears, pomegranates and gilded wisteria. The tables were covered with red and gold damask and set with the Russian-red

tion of aircraft cabin air.

While there is no absolute way to prevent contamination by a virus, many frequent flyers get a flu shot in the fall. Since the vaccine is based on universal strains, a dose administered in New York should protect a traveler in all parts of the world. In the Northern Hemisphere peak flu season is October-March; in the Southern Hemisphere, April-September; and year-round in the tropics. ■

and gold china of the Reagan Administration.

In honor of the Yeltsin visit, current and past members of the Yale Russian Chorus sang Russian and American songs before dinner as the guests made their way from the State Dining Room to the East Room, where the soprano Kathleen Battle sang.

Among the chorus's more illustrious former members are John Shattuck, the assistant Secretary of State for Democracy, Human Rights and Labor, and Drew S. Days 3d, the Solicitor General. ■

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Opening Session

U.N.G.A. 49

By Douglas A. Thomas

The United Nations General Assembly opened its 49th session on September 20th and is expected over the course of its first month to draw at least fifty-nine chiefs of state, heads of government and foreign ministers, including Presidents Bill Clinton of the United States, Nelson Mandela of South Africa and Boris N. Yeltsin of Russia. This would constitute the greatest number of leaders ever to address the world forum.

Rosario Green of Mexico, the Assistant Secretary General in charge of the Opening Session, said "[the large number of leaders scheduled to attend] reflects the attention the assembly is getting [and] more commitment to the United Nations today than in the past."

As its first order of business, representatives of the 184 member nations elected Amara Essy, the former Foreign Minister of the Ivory Coast, as Assembly president. Mr. Essy replaces Samuel Insanally of Guyana. ■

On Entertaining

Food at the White House

By Martin Filler

During the first fortnight of the Clinton administration, one of the few new White House policies that met with almost unanimous approval was the decision that the food served at official dinners there would henceforth be American in inspiration and presentation. The French—or at least Frenchified—influence that had predominated at the chief executive's table for almost two hundred years is to be replaced by food celebrating our nation's own culinary traditions and reflecting the remarkable evolution of the new American cuisine during the past two decades. Furthermore, no longer will White House menus be written in French—or even *Franglais*.

"There are a lot of exciting ideas going on in American food that we want to showcase," Hillary Rodham Clinton told Marian Burros of *The New York Times* before the new administration's first state dinner on January 31, 1993. To prove that point, the Clintons' meal was composed of recipes provided by three major creators of innovative American cooking: Larry Forgione, chef of *An American Place* restaurant in New York; Anne Rosenzweig of New York's *Arcadia*; and John Sneddon of Rockland's *Barbecue & Grilling Co.* in Washington, D.C.

The four-course menu they devised—smoked marinated shrimp with horseradish mango chutney; roast tenderloin of beef with port, zinfandel, and shallots; winter salad with hazelnut dressing and native goat cheese; and apple sherbert terrine with applejack mousse and hot cider sauce—was a brilliant demonstration of how seasonal indigenous American ingredients and regional preparations can be given contemporary expression.

Not everyone was thrilled by this declaration of culinary independence, however. Among the dissenters was the White House's French-born executive chef, Pierre Chambrin. "I can't say I'm very pleased," he grouched to the *Times*. "It's always difficult with something

Presidential cooking has been redesigned as frequently as the executive mansion has been redecorated.

new." In fact, this is just the latest installment in the two-century battle between French and American influences in the White House kitchen. The refinement, complexity, and prestige of French cuisine has vied with the directness, simplicity, and "honesty" of American cookery from administration to administration, sometimes within a single term.

Presidential cooking has been redesigned as frequently as the executive mansion has been redecorated with the arrival of each new first family. As with so much else in American life, the founding father of White House food was Thomas Jefferson, a gourmand and wine connoisseur par excellence. During his years as the first U.S. minister to France, Jefferson avidly collected recipes to re-create when he got back home and never hesitated to ask a hostess to part with a cookery secret. He recorded the way to make *paupiettes de veau* (veal birds), *pêches à l'eau de vie* (brandied peaches), and *biscuit de Savoie* (sponge cakes) and introduced to

America such present-day staples as rice, pasta, and ice cream.

When he became president in 1801, Jefferson was determined to set a table second to none in the nation and on a par with those of the chiefs of state of the great European powers. He hired a French chef, Honoré Julien, and often went along to the Washington market to supervise the selection of the choicest produce. During his eight years in office, Jefferson kept a detailed chart recording the precise seasonal availability of thirty-seven kinds of fruits and vegetables to help in the planning of menus. He called his splendid dinners his "campaigns," and indeed those sybaritic spreads were an important political strategy.

Another populist president, Andrew Jackson, favored country-style meals reminiscent of his frontier origins. One White House guest wrote of a long Jackson menu that included wild turkey, tongue, and Virginia ham. Another visitor recalled a course being served with the culinary litany: "Will you have some roast beef? Some corn beef? Some boiled beef? Some beef steak?" But for important public occasions, Jackson maintained the elegant Jeffersonian style. He engaged a Belgian chef, Joseph Boulanger, renowned for the rich desserts Jackson loved and for dramatic presentations. The daughter of one senator wrote admiringly of a party in the State Dining Room at which "the gorgeous supper table [was] covered with every good and glittering thing French skill could devise, and at either end was a monster salmon in waves of meat jelly."

Yet what was acceptable for homespun "Old Hickory" Jackson became a political liability for his sophisticated New York successor, Martin Van Buren. In a famous election year oration in 1840, Congressman Charles Ogle denounced Van Buren's sumptuous excesses, including his taste for "fricandeau de veau and omelette soufflé." As

see *White House Food*, page 4

White House Food, continued from page 3

Ogle told the House of Representatives, "I must inform you that his table is not provided with those old and unfashionable dishes, 'hog and hominy' [and] 'fried meat and gravy.' . . . All these substantial preparations are looked on by gourmands, French cooks, and locofoco Presidents as exceedingly vulgar." Not surprisingly, Van Buren lost the election.

Nonetheless, the French connection continued at the White House through dynastic ties. Although President James K. Polk brought his family cook from Tennessee to make the family's simple daily meals, he hired Auguste Julien, the son of Jefferson's chef, to create food for special occasions. But Polk himself disliked elaborate fare. Of one dinner he complained that "all the dishes were prepared in the French style of cooking, and to one unaccustomed to it [it] was difficult to tell of what they were composed."

By the 1850s, when Jackson's chef Boulanger returned to work for James

Buchanan, French food was regarded as necessary for proper presidential entertaining. Later attempts to forego haute cuisine met with officialdom's snobbish disapproval. As the historian William Seale wrote in his lively 1986 study, *The President's House*, "At the state dinners Mrs. [Ulysses S.] Grant saw eyebrows rise as slabs of roast beef, heaps of homely vegetables, and desserts of apple pie were laid before the guests."

Sometimes the conflicts between the French and American culinary styles made news. In 1889 a Madame Petronard was hired as White House chef, but Benjamin Harrison found her "rich pastries and sauces" too much for his digestion and had her fired. She was replaced by a Kentucky-born black woman, Dolly Johnson, who had cooked for the Harrisons back home in Indiana and made the "plain meat, potatoes, and white bread" the first family preferred.

The more cosmopolitan tastes of Theodore Roosevelt, a New York City native, were reflected in his choice of

Charles Rauscher, a caterer (rather than resident chef) who had been trained at that quintessential Gotham restaurant of the Gilded Age, Louis Sherry's. Rauscher's sumptuous seven-course presidential dinners—one in 1903 featured oysters, a cream soup, bass à la Lucullus, and mousse merveilleuse—were accompanied by a different wine with each serving.

Theodore Roosevelt's much younger cousin Franklin also loved good food, but FDR's wife, Eleanor—who was also TR's niece—was completely indifferent to it. (One of her typically plain-Jane recipes, for huckleberry pudding, calls for layers of commercial white bread interspersed with stewed fruit.) During their twelve-year tenure in the White House the food was generally considered the poorest in Washington. Not only that, but there was not much of it. The Depression made lavish entertaining unseemly, and rationing during World War II imposed new restrictions. Courses were cut to three—soup, entrée, and dessert—portions were closely monitored, and only one (usually undistinguished) wine was served, if any at all. No wonder that one of FDR's favorite meals was scrambled eggs made in a chafing dish, fortified by his notably dry martinis.

Although Jacqueline Kennedy is now best remembered for her restoration of the White House interiors, her effect on transforming the food served in the president's house was equally important. Mrs. Kennedy hired the French-born chef René Verdon, who reintroduced the high-style French tradition after decades of lackluster presidential dining when the food at the White House was often no better than that of an average hotel or military officer's mess. In those days before nouvelle cuisine, Verdon adhered to the traditional format of a first fish course (sole Véronique or diplomate) followed by a main meat course (Roast Sirloin of Beef



Official White House photo courtesy of the Ronald Reagan Presidential Library

Place setting for a state dinner at the White House.

World Cup, continued from page 1

managed, without incident, the appearances of seventy-five VVIP principals, many of whom were accompanied by their families, including the President and Vice President of the United States.

"Protocol operations are by their very nature elastic and unpredictable," said Mr. Moller, Director of POVG. "In this case," Moller continued, "the added challenge was sustaining the high intensity effort in nine parts of the country over thirty days with little time for preparation and no down time."

White House Food, continued from page 4

Chevreuse or Saint Florentin). He also favored such classic and over-rich dishes as lobster thermidor, roquefort soufflé, and charlotte plombière (a dense ice cream mold studded with candied fruits).

A new Francophile standard was set, but later presidents sometimes balked at it. Like his fellow southerner James K. Polk, Lyndon Johnson hated fancy French food. At one memorable state dinner, Johnson summoned the Swiss-born White House chef, Henry Haller, to complain about the spoiled filet mignon he'd been served. When Haller pointed out that the soft center was actually foie gras and that the dish was called tournedos Rossini, Johnson bellowed, "Don't ever serve that stuff again in this house!"

The Clintons' changes will certainly not be the last. As with everything else that goes on in the White House, how our presidents dine and how they feed their guests will always be closely watched and carefully analyzed. If we are indeed what we eat, then our leaders must be no less the product of their appetites—for food as well as power—than the rest of us who put them at the highest table in the land. ■

Courtesy House and Garden; © 1994 by The Condé Nast Publications Inc.

Operational Overview

While the U.S. Department of State Office of Protocol was supportive, because of the designation of World Cup visits as private and unofficial, it could provide no operational assistance. There was, however, unprecedented cooperation between POVG and a variety of law enforcement agencies including the U.S. Secret Service and the U.S. Department of State - Diplomatic Security Service.

In the weeks prior to the start of tournament play, POVG conducted pre-advance site surveys so that base scenarios could be developed. Once completed, these plans would be modified, as needed, to meet the particular requirements of each VVIP delegation. According to Moller, "[T]his process was critical to effective operations since the competition schedule would not permit true advance before each game."

POVG routinely polled members of the diplomatic community in an attempt to secure advance visit information on VVIP's. "This was extremely difficult since the second and third stage tournament slots could only be determined after half of the teams were eliminated through first stage competition," Moller explained.

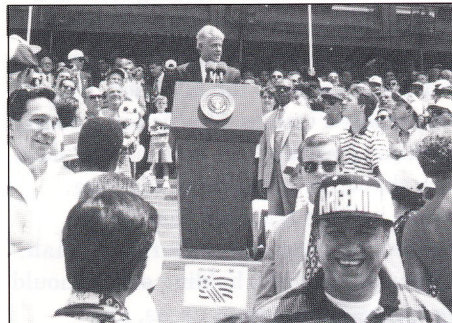
As soon as even preliminary information was received, POVG began the process of identifying delegation members, reviewing visit expectations and

goals, negotiating scenarios and scheduling advance meetings with embassy and executive office representatives.

Once an advance team arrived on site, daily meetings and "walk-throughs" were convened to review blueprints, timelines and accreditation requirements. Security concerns often required last minute modifications to stadium environments.

On Game day, POVG orchestrated VVIP arrivals. A member of POVG would ride in the motorcade to ensure communications and on-time arrivals. Should a foreign minister be included in a chief of state or head of government Official Party, a joint arrival would be arranged appropriate to the rank of the senior VVIP principal. In situations where more than one VVIP delegation would be in attendance, arrival windows would be set at ten minute intervals with the arrival order being in reverse rank order: foreign ministers first, heads of government second, chiefs of state last. Since the United States was the host country, out of deference to their international colleagues, the President and Vice President of the United States would always arrive last. Within a given category, the precedence order was based on the English short-form spelling of country names and not determined by the date of rank assump-

see World Cup, page 14



President Bill Clinton declaring open the games of the XV FIFA World Cup on June 17.



Working their way through a receiving line, Hillary Rodham Clinton, followed by The President and Chelsea, being greeted by World Cup first lady Georgina Rothenberg on opening day.

Gail Hannigan/PROS

Gail Hannigan/PROS

Visit Advance

Details that Make the Difference

By Douglas M. MacKenzie

The first article in a series

When conducting advance for a principal, one of the keys to superior preparation and, ultimately, a successful visit, is to know everything about the environment you will be entering. This process must begin long before your principal arrives at a site — one of the reasons that this concept is commonly called advance — and is accomplished through research and by asking lots of questions.

Webster's defines *advance* as, to bring or send forward, to present for consideration, to further the development or prospects of. We in the advance community add to the dictionary definition and blend fact, folklore, ritual, protocol, metaphor, entertainment, customs, traditions and individual preferences with the dictionary definition. Details need to be minded with meticulous exactitude. This is the driving force for a smooth and successful operation.

Pre-Advance

By scheduling your first site visit with the same care as you would when implementing an actual operation, you begin setting the stage for a successful outcome. In other words, your principal's visit really begins with your first on-site introductions. The local hosts and contacts need to be assured that you are a thorough professional and are there to assist them with the many complex details of the project. The "you rarely get a second chance to make a good first impression" axiom most definitely applies here.

The "host committee", be it government or corporate, is excited that your

principal has accepted its invitation. You must guide, if not gently lead, the hosts in a firm and practical manner to set your principal's schedule, determine which committee notables to see or not, and what "stops", "courtesy-calls" and "drop-bys" should be programmed. Host committees, unintentionally, will often over-schedule the principal's time. Developing a line schedule is important from the beginning. A reception may be scheduled to last for an hour and a half, but you should bring the principal in only for the latter part. You should include courtesy stops at historical or culturally prominent places of interest and always at a neighborhood market, cafe or bakery — a place where "regular" people spend time. Avoid spending

Know everything about the environment you will be entering.

all day in a hotel or office. Set aside definite time blocks to accommodate personal requests, rest and briefings; these can be conveyed in the schedule as administrative or private time. Also, if there are unforeseen delays, there is no better way of getting back on schedule than by utilizing these time periods.

Thoroughness in choosing sites is a virtue; don't overlook historical buildings, museums or parks. Try to utilize hotel ballrooms as the fall-back. Inspect all proposed venues. Traffic congestion, parking, geographical location and local lore should be considered. Meeting rooms need to accommodate all the guests in a space not too large or small, sufficient staff and holding areas should be secured in adjacent areas, and entrance and exit routes should be pre-established. Choosing the best locations is an integral element in making the principal's trip successful. The venue can provide the tone of the trip and

interesting sites are far more memorable to the principal, hosts, guests and press.

Flowers

Flowers are cheerful for hotel rooms and as arrangements at a reception or dinner. The general rule for handing someone a bouquet of flowers, a corsage, or boutonniere is quite simple - DON'T. Not to mention the problem of holding the flowers (staff will do the holding), the pollen often attaches to garments — no one wants pollen specks on clothes — and many people have allergic reactions. Flowers are to be seen, not to be presented. Incidentally, President Bush is allergic to bees so flowers never were a safe bet.

Podiums

Podiums can make or break a visit. Remember Queen Elizabeth II's "Talking Hat" episode. Another, though less memorable, incident involved an address to a group of business executives in Las Vegas. Hotel staff assured us that the podium was full length, had a reading lamp, a lip for the speech book and shelf for water. They failed to say the podium was constructed of white wicker and transparent. Podiums need to be well secured even if it means removing wheels. Microphones should be arranged neatly and have wind mufflers if used outdoors. Electrical cords should be taped behind the podium so as not to appear in photographs. Cover "Sleepy Bear", "Red-Eye Motel" and other non-event related logos that often appear on podiums. If any seal is to be attached, use wire, duct tape, etc. to insure it is stable and won't fall if bumped. ■

As a White House staffer, Douglas M. MacKenzie, coordinated, planned and managed the travel of President and Mrs. Bush from 1989 - 1993 and Vice President and Mrs. Bush from 1982-1989.

Consular Relations & Protocol Third National Conference

By George Pullman

Convened for the third time since its inception in 1983, the National Conference on Consular Relations and Protocol drew over eighty attendees from city, county and state governments across the country. This year's three day event was hosted by the Los Angeles County Office of Protocol, in cooperation with the City of Los Angeles, the U.S. Department of State and the Protocol Resource and Operations Service.

"Our major theme," said Los Angeles County Chief of Protocol and Conference Chair, Sandra J. Ausman, "was exploring the ways we protocol professionals can work together and be of assistance to one another."

Last held in 1988 when the Conference was hosted by Mayor Edward I. Koch in New York City, "[I]t was our desire to revive the program to provide local government jurisdictions with some additional tools to promote economic vitality by encouraging new and deepened relationships with international trading partners," said conference organizer Jonathan R. Moller of

the Protocol Resource and Operations Service. "Attracting international interest and investment in American products and services," commented Los Angeles Mayor Richard Riordan, "is not only beneficial to a particular region but, in fact, beneficial to our entire country."

Concerned with the ever-rising cost of mounting a major conference and in the attempt to keep the registration fee modest in order to make the program accessible to all jurisdictions, organizers

of the not-for-profit event solicited contributions from corporations doing business internationally. "We could not have brought [everyone] together without the significant support of the private sector," said Ausman.

Ginger Barnard, long-time Los Angeles County Deputy Chief of Protocol and Vice Chair of the event, observed, "[A]s a government official, it is reassuring to see that the corporate community is beginning to recognize the value and importance of protocol." ■



Gail Hammigan/PROS

Fred DuVal, U.S. Deputy Chief of Protocol, sharing an anecdote with Yvonne Brathwaite Burke, Chair of the Los Angeles County Board of Supervisors.



Gail Hammigan/PROS

Los Angeles Mayor Richard Riordan reviewing the Conference agenda with Jonathan R. Moller, Executive Director of the Protocol Resource and Operations Service.



Gail Hammigan/PROS

Official conference photograph taken at the Ronald Reagan Presidential Library in Simi Valley.



Gail Hammigan/PROS

Sandra J. Ausman, Los Angeles County Chief of Protocol and Conference Chairperson, presenting a commemorative scroll to Larry Dunham, U.S. Associate Chief of Protocol.



Gail Hammigan/PROS

California's Chief of Protocol, Bill Black, and AT&T's Chief of Protocol, Bob Frye, responding to audience questions during a panel discussion.

THE WORLD: InBRIEF

Japan

Business Customs and Practices

Excerpted from THE WORLD: InBRIEF series of country profiles.

Negotiations between Western and Japanese executives have been known to collapse if a party fails to appreciate that each side “plays the game” by a different set of rules. The Western negotiator focuses most sharply on the terms of the specific proposals under consideration with their advantages and disadvantages, and expects a quick, decisive response to the issues that are raised. In Japan, the pros and cons of a particular matter are important, but even before a transaction will be seriously considered, the Japanese must determine whether they are willing, at all, to conduct business with you and your company. That is, the Japanese need to consider a business partner entirely acceptable or they will not move forward. This concept is so fundamental to Japanese business that building trust and establishing a broad-based working relationship will precede any serious discussion of specific commercial issues. Creating the necessary bonds of trust is neither easy nor instantaneous, which explains why patience is so essential when dealing with the Japanese.

Letters of introduction have been found to be useful in establishing credibility. Be prepared for inquiries about your company’s history and operations as well as your position within the structure. Offering a well-prepared strategy designed specifically for Japanese markets will indicate your company’s understanding and commitment to doing business in Japan.

In general, the Japanese prefer to respond to a proposal rather than take the initiative by drafting it.

Government regulations, sometimes convoluted and confusing, are routinely cited as grounds for additional allowance demands. Deliberately planning long and successive meetings, the Japanese will use the passage of time and perseverance to wear down opponents. Specific issues will be identified and negotiated one by one and will not be considered as an entire package. Japanese negotiators often remain passive, waiting for a concession to be made before moving on. In any event, few Japanese negotiating teams have the authority to make commitments; they usually are only authorized to receive offers and communicate prior decisions.

Negotiators from the West should be polite, yet direct and not expect rapid progress. Do not fear silence; accept long pauses as part of the process. Try to “wait out” the Japanese until they respond constructively to previous proposals. Avoid making successive concessions on individual issues; try to structure the negotiation to include the whole project. Expect the Japanese to have a basic understanding of Western business practices and culture; they may well be prepared to compromise and accommodate those issues which you identify as vital and absolutely essential. Have a fluent Japanese speaker present at negotiations to preclude private discussions during meetings and to insure accurate translations. Negotiate from a position of strength and confidence. The Japanese do not respond positively to real or perceived weakness, nor do they respond well to threats and intimidation.

Western executives should further recognize that while a highly developed civil law system exists, the Japanese generally do not litigate to resolve disputes. Negotiations, compromise and hard bargaining are the way disagreements are resolved. And, be assured that the way you resolve disagreements

will determine whether you will reach new agreements.

Language differences should not be considered an insurmountable barrier; most Japanese executives who engage in international matters, as well as other highly educated Japanese, speak English well. (Since street signs are only in Japanese, a simple survival technique is to have a native write the local address you want on a piece of paper which you can then give to a driver or guide.) In making conversation, avoid sensitive subjects including religion, politics, World War II and personal matters, because it is difficult to predict reactions on these issues. Since the Japanese are proud of their ancient heritage, good subjects to raise are the culture and traditions that prevail in their country. Compliments are often rejected as too generous. Do not overlook the importance of non-verbal communication; you may be expected to sense someone’s feelings without the exchange of any words. So as not to be misled, realize that “yes” or an affirmative nod often means “yes, I hear you” and not “yes, I agree”, and that the Japanese avoid saying “no” and creating open disharmony even when they strongly disagree with you.

Remember, the way you do business is often more important to the Japanese than the business you do. Therefore, show your concern for Japanese values and your knowledge, however rudimentary, of Japanese methods. If you are uncertain as to how to act the “Japanese way”, rely on your own customs before imitating theirs poorly. And, you can be sure that the effort a visitor makes to learn and understand Japanese customs will be noted and appreciated.

Note some customs and concepts that suggest unmistakable discretion and sincerity. For example, punctuality is essential; lateness is considered a serious discourtesy. Personal space and pri-

THE WORLD: InBRIEF

vacy must be respected. The traditional Japanese greeting is a bow, although a handshake is often substituted when the interaction involves a Westerner. Bowing does have nuances of meaning; as a rule, the deeper you bow, the greater the deference and respect you are showing. Whenever bowing, keep your palms turned towards your thighs and your heels together. The safest course is to wait and see what your host does and follow his lead.

In making introductions, use complete ranks and titles. The suffix *san*, has the same function that "Mr." has in the United States (Mr. Gray = Gray-san). As with bowing, you might prefer the Western usage until and unless you are invited to do otherwise. The use of first names alone is limited to family members and close friends.

Always be prepared to exchange business or calling cards known as *meishi*. Hold the card between your thumbs and forefingers, make a slight bow, and present it respectfully with both hands. Accept a card similarly, but before placing it in your wallet or briefcase take a moment to examine it. Do not write on or fold the card and do not just tuck it in your pocket. It is also impolite to accept a card and not offer one in return. Exchanging *meishi* is an integral part of any formal introduction, and it is a good idea to have your cards printed in Japanese on one side and English on the other.

Executives on business trips should also be prepared for a formal exchange of gifts. This activity should be planned well in advance by a protocol specialist. Having some smaller gifts available to present to the staff of your Japanese counterpart is also highly recommended. Items should be carefully wrapped without ribbons. Gifts are presented and accepted ceremonially with both hands, and accompanied by a slight bow. Generally, gifts are not opened immediately unless there is a specific

invitation to do so. While most business dealings do not include visits to a Japanese home, if you are invited, accept the invitation graciously. When you enter a home remove your shoes and place them together neatly with the toes pointing outward. Often there is a small hallway, *genkan*, near the door where this can be done. Slippers may be provided for guests, but even they are removed before entering a room with a straw *tatami* mat. As in the United States, if you visit a Japanese home, it is customary to bring a gift for your host. Much appreciated items include crystal, wine and liquor. Avoid excessive praise of your host's possessions both at home and at the office, since your host may feel obligated to make you a gift of the admired item.

The Japanese dress code is one of understatement. This is rooted in the Japanese desire to conform to a group standard. Businessmen wear conservative suits and ties to work and reserve traditional dress for special occasions or for time at home. If you are a house guest, your host may wear a *kimono* or *wafuku*, a long robe with long sleeves wrapped with a special sash, *obi*, to the dinner table.

Japanese cuisine incorporates very delicate flavors, fresh crisp vegetables, an absence of caloric richness, but spectacularly colorful presentation. Staple foods include rice, vegetables, seafood and fruit. Rice and Japanese tea are part of almost every meal. Warmed sake, (a rice based liquor), Scotch whisky and Japanese beer are common beverages. Note that sake, even in small amounts, is deceptively potent. Following the host's lead, guests may hesitate slightly before beginning a meal. The Japanese typically eat from a bowl held at chest level instead of using the Western method of raising food from the table with a utensil. Chopsticks, *hashi*, are used to eat most meals but Western utensils are often used when

eating Western food. If you have difficulty with chopsticks, don't be embarrassed; just ask for a knife and fork.

Some other customs and traditions that you may encounter in business or social settings follow. *TE-UCHI* is the custom of clapping hands, usually three times, at the conclusion of a negotiation, contract or ceremony to symbolize that an agreement has been reached between the parties. It may be expanded into a complex procedure with one party and then the second party using a different rhythm. *KANPAI* means literally "to dry a glass", and in China, where the custom originated, the glass had to be emptied every time *Kanpai* was called. In Japan, it is generally done once at a gathering and is similar to the Western "cheers" or "bottoms up". The raising of both hands while exclaiming *BONZAI* is often observed at happy occasions. That custom was originally viewed as a good-will sentiment that wished the Emperor "tens of thousands of years" of life.

Certain numbers carry superstitious connotations and should be avoided. The word for the number four is similar to the word for death. To a lesser degree, the number nine is disliked for it sounds like the word that means to suffer. Avoid white and yellow flowers, camellias, lotus blossoms or lilies, as well as the color black, for they are associated with death. Sixteen-petal chrysanthemums are reserved for Imperial household use.

If you are planning a business trip to Japan, you will want to avoid holiday periods as few Japanese will be working. Businesses usually operate Monday through Friday from 9:00 AM until 5:00 PM. Banking hours are from 9:00 AM to 3:00 PM Monday through Friday. Most stores are open from 10:00 AM to 8:00 PM. All of Japan occupies one time zone. Japan Standard Time, observed year-round, is 14 hours ahead of EST and 13 hours ahead of EDT. ■

In the Spotlight — Protocol Offices & Officers

Colorado Style

A Japanese Imperial Visit

By Karen Gerwitz

Japan's Empress Michiko shouted "Let's run just like the sheep!" as she took off on a jog in Rocky Mountain National Park, Colorado. Her Majesty needed a temporary escape from her rigorous two-week goodwill agenda in the United States. And so did I.

In addition to the many advance team meetings, with each group naturally desiring courtesy visits with the Governor and tours of the Governor's Mansion, there were the weekend phone calls to my house (even at midnight), sleepless nights, and numerous calls to protocol experts. In sum, planning a visit for royalty, especially Japanese royalty, is an ultimate test for any protocol professional.

What makes planning a royal visit different from planning for an ambassador or trade delegation? Having thirty to forty pre-visit meetings was the major difference I experienced. Other challenges included preparing a list for the Governor of the flowers in his mansion's garden in the event that Their Majesties inquired, discussing whether to peel the roasted potatoes served at their luncheon as their fruit should always be peeled, ensuring that the flowers on the head table were not too fragrant and making the portions of the Colorado buffalo the right size and cooked to the appropriate degree. The preparation of the rooms for Their Majesties' lady-in-waiting and chamberlain as well as the Japanese staff had to have a certain decor — planned and prepared in advance. All gifts, speeches and toasts had to be cleared by the Imperial Household in Japan and layouts and

drawings of the mansion's floor plan were needed for every step along the way.

Despite these details, I learned that there are many similarities in planning a successful visit — royal or otherwise.

- 1) Use local resources such as the foreign consular corps. I attribute most of the success of this visit to Colorado's Honorary Consul General of Japan and my mentor through all of the planning, Dr. William Hosokawa. His knowledge of Japanese protocol, expertise with Japanese royalty, and his standing with the Japanese community and governor made him an invaluable resource. Cooperate with the consuls general — they can be your guiding light in times like this.
- 2) Participate in all advance meetings, even if it is the same group time and time again. There was always a question that came up that I hadn't considered. Use these advance groups as a planning tool.
- 3) Keep every interested party in the loop. Coordination is the essence of protocol — and may be the most difficult and frustrating part. Inform the press and the principal's assistant of advance meetings and tours of the venue, involve the principal's immediate staff in seating arrangements and invitations, and work with security and the State Department from the very beginning.
- 4) Plan, plan, plan. Prepare a detailed itinerary from the initial planning stage documenting each step, even if you think it will change 30 to 40 times before the event — and, it will. Allow flexibility. In this case, the motorcade arrived early, everyone was informed and the entire schedule was moved up 15 minutes.

Although others have given me these tips before, I can now confirm them from my experience.

What gift is worthy of an emperor? One that is extremely thoughtful, majestic, but within a limited budget. Sounds impossible doesn't it? I worked with a magnificent local photographer, William Corey, who spends half of his year photographing Japanese gardens. He spent weeks trying to capture the perfect photo of Rocky Mountain National Park at a location where Their Majesties were sure to stop, lured by the awe-inspiring view. When the Emperor and Empress saw the photograph, they remembered the panorama well.

Other small gestures are possible with a little investigative work. Her Majesty's passion for wild flowers provided several such opportunities. Children presented her with wildflowers at the arrival ceremony, the private residence in which they stayed was decorated with wildflowers throughout, and wildflowers served as centerpieces at the luncheon hosted by the governor. As a final token gesture, I gave her a Rocky Mountain Columbine (the state flower of Colorado) pin to take home as a small memento of the trip.

What can be done with a limited budget? For the luncheon with eighty guests hosted by the governor, the Colorado buffalo, wine and tea were donated. The event took place in the governor's mansion, where only additional serving staff, chairs and linens were required. The menu cards and calligraphic invitations were classy, but not costly.

Colorado also had proudly hosted the Emperor's brother, Prince Hitachi, in 1982 and Their Majesties' oldest son, Crown Prince Naruhito, in 1985. Relying on their recommendations, Their Majesties decided to come to Colorado to spend their only relaxing days during the hectic ten-city state visit to the United States. Although Colorado was the only leg of the trip pri-

see Colorado, page 11

Focus On...

Indispensable Tool

Protocol and the International Business Transaction

By Barry M. Koch, Esq.

International business requires communicating between people from different cultures and getting across information and ideas to foreign employees, suppliers, customers, the media and government officials. It also requires the acquisition of information which can be lodged in foreign subsidiaries, joint ventures or other entities, and can be extremely difficult to extract. In this context, a solid foundation in protocol has come to be recognized by more and more American firms as the indispensable ingredient in succeeding in the international marketplace.

While the traditional functions of the protocol professional are well known — advising on orders of precedence and receiving, seating arrangements, military processions and the like — the modern day business executive has extended the basic underpinning of protocol, namely, a knowledge of different traditions and a sensitivity to cross cultural differences, to the cross border business transaction. By doing so, he has increased his chances of correctly devising and implementing a business plan and has avoided the embarrassments and failures of his predecessors who mistakenly assumed that the international arena was simply an extension of the U.S. marketplace.

An understanding of a foreign country's political system and philosophy will provide essential information when determining the precise structure of a venture. The executive who has the guidance of the protocol professional will be more aware of social and historical influences in a foreign market that impose significant business and legal

restrictions on the proposed transaction, such as which countries' legal systems prohibit termination of employees, even for cause, and which require employee representation on a company's board of directors.

Marketing teams, applying the basics of protocol when devising a foreign advertising campaign, recognize that different laws and customs can dramatically affect how you promote a product (or even which products you can promote) in certain cultures. Successful print ads or television commercials in the U.S. market for automobiles or beer, for example, which feature young children, or actresses in bikinis, will not only fail in many "religious" countries, but may also be subject to criminal prohibitions and sanctions. Similarly, the "let the buyer beware" standard in U.S. consumer transactions may not be applicable under more protectionist and paternalistic systems. Fraud protections that would not be available to domestic consumers may create major headaches in overseas markets.

While there is no substitute for a protocol professional's vast knowledge and expertise, a common sense approach that emphasizes a sensitivity to greater formality, courtesy and adequate preparation, will set the American executive well on the way toward smooth relations with his foreign counterpart.

In preparing for the overseas business trip, the executive should know generally about U.S. foreign policy towards the subject country, its current events, alliances and trading blocs, in order to have an intelligent discussion with the business people and govern-

ment officials he is about to meet. The executive should also have a general knowledge about the country's people (population, ethnic and religious composition, official languages and the work force); the country's geography (the capital and other cities); the country's government structure (national leaders, political parties); and, most importantly, the extent to which the government is involved in businesses, which busi-

see *Business*, on page 13

In the Spotlight

Colorado, continued from page 11

marily designed for personal relaxation, I would like to think that the success of much of this visit is a reflection of the hard work that protocol professionals regularly endure.

While this was my first major event since assuming responsibility for protocol here, I find it difficult to imagine what lies ahead that may compare. When the Empress touched us all by singing "Moonlight on the Colorado" in Japanese with the Colorado Children's Chorale at the airport arrival ceremony, I forgot about the problems Mother Nature created, such as a hail storm ten minutes prior to the Imperial arrival. The failure of the big horn sheep to make an appearance in Rocky Mountain National Park didn't seem to matter either. Their Majesties' visit was a thrill for me and was 'chalked up' as a success for Colorado. ■

Karen Gerwitz serves as the Protocol Officer of the State of Colorado.

Do's & Taboos

Roger Axtell

Hosting International Visitors

They are pouring into the United States at record setting levels — over 60 million are expected this year; we call them international visitors.

Whether they consist of thousands of soccer-mad spectators who streamed into the U.S. for the World Cup matches or the Emperor and Empress of Japan on a two week heralded state visit, American protocol professionals across the country will want to meet, greet and host them properly.

From breakfast to dinner, and from single words to the silent language of gestures, those visitors will be confronted with what they perceive as American “peculiarities”. Reason? Our American culture is cluttered with idiosyncrasies that visitors find new, unusual and sometimes even offensive.

The following are examples in just two important categories, dining and communicating, to help you become more aware and sensitive to what might be right, and what might be rude, when some of those international visitors arrive at your doorstep.

Let's start with breakfast. While Americans may favor a bowl of cereal, most visitors from overseas have distinctively different tastes. Europeans, for example, commonly begin the day with cold cuts, cheese and hard rolls. The British love their soft boiled eggs and Germans like using honey. When it comes to beverages, American coffee is considered by Europeans, Middle Easterners and Latins as decidedly anemic. We are also noted for serving ice water at every sitting. And, scheduling meetings around breakfast is considered downright uncivilized by many visitors.

As for lunch, the typical American

“soup ‘n sandwich” is not typical for most visitors. In fact, unlike here, many visitors take their main meal of the day at midday. Therefore, it would be considerate to avoid fast-food spots and instead, visit restaurants that offer a full fare menu.

Certain popular American foods are distinctly unpopular for some visitors. Devout Muslims cannot eat pork, bacon or any such derivatives of animals that scavenge; then there are unique American specialties like pecan pie, roast turkey, sweet potatoes, our white (preservative filled) bread, and most cheeses. Those are either rare or disliked. Topping any list of food taboos is corn-on-the-cob. The reason is in many lands it is fed only to animals. Therefore, it may disgust your guest... especially when they see the way we eat it; chomping away like a runaway typewriter, butter dripping down our chins and corn stuck between our teeth. They may think “They not only serve me animal food, they look like animals too!”

Turning to communications, in one respect we Americans are lucky. Most international visitors will speak some English. However, Americans are noted for, first, speaking too fast, and second, using lots of slang, buzz words, idioms, jargon and lingo. So, slow it down and eliminate phrases like “it's raining cats and dogs.” One Asian visitor from a country where dog is served as a delicacy, upon hearing that phrase, rushed to the window to witness such a major miracle.

Using interpreters effectively is a special skill. If you must employ an interpreter, here are some tips to consider: meet in advance so that the interpreter becomes acquainted with your language patterns, discuss special ter-

minology that you may need worked into the dialogue, be especially cautious when reciting numbers and, use visual aids wherever possible.

Never assume that your guest does not understand at least some English. Making a sotto voce derogatory comment under the impression your guest will not comprehend could spell disaster.

Watch for body language and gestures. Watch eyes with special care — they are considered windows to the soul. Also, some common American hand gestures can be regarded as rude signals. The O.K. sign (thumb and forefinger forming a circle) is an insulting gesture to Brazilians, plus some Germans and Russians. And for Middle Easterners and people from Southeast Asia, inadvertently showing or pointing the sole of your foot toward them is also a distinct insult.

Some recommended “do's” when it comes to basic communication: speak slowly and distinctly; avoid idioms, acronyms and sports references; follow all discussions and agreements with written confirmations; and, finally, don't assume that volume will increase comprehension. Stated another way, “people with foreign accents are not hard of hearing.”

And, there's a word to avoid, foreign. If you look in a dictionary, it means alien or extraneous. It even has a pejorative slant at times. We talk of a “foreign smell” or “foreign taste”. The point is no person enjoys being called a “foreigner”. So try to drop it from your vocabulary. They are simply visitors or guests.

A final anecdote illustrates how easily well laid hosting plans can go awry.

A major company in Connecticut was entertaining a delegation of Chinese government officials. Wishing to impress them, the American protocol officer arranged a full-scale, authentic

see *Hosting*, page 15

Focus On...

Business, continued from page 11

nesses are government operated and subsidized, who operates the transport and communications systems, how to get invited to meetings with the various officials, and the different ministries to which employees/managers in the same organization may report. This latter point, relating to how information flows, is key.

The executive should know basic facts about the country's economy and its legal system, including the level of protection afforded intellectual property and whether the culture is litigious. (If less litigious, it may be unwise to bring lawyers to the early meetings, as this may be interpreted as a sign of mistrust). Similarly, it is extremely important to determine in advance whether societal differences affect the rules governing business agreements. Developed countries typically have their laws and regulations spelled out in great detail, while in other countries there may be great significance placed on moral principles and practices and informal cus-

oms to which everyone conforms without stating them in the contract.

This latter point relates to the concept of "lack of transparency", a contentious issue in current U.S. trade negotiations, and one of the most difficult non-tariff barriers to break. While lack of transparency can be real in the sense that formal requirements and expectations are difficult to discern, the executive who has a proper appreciation of protocol will have a much easier time doing business in regions typically criticized by the Commerce Department and the Office of the United States Trade Representative on these grounds. The executive will be more successful understanding in China, for example, which branches of the government do what, who has decision-making authority, how to get information and what the "unspoken" signals mean.

It will also be necessary to know the appropriate levels of formality, not only in written correspondence, but especially in the preliminaries of official introductions of the members of a delegation.

Many cultures do not share the American propensity for friendly contact such as backslapping, and in some countries women do not shake hands with men. Interestingly enough, in many cultures it is considered rude to maintain direct eye contact with your counterpart, while in the U.S. we would interpret lack of eye contact as a sign of disinterest.

The international business executive is always well advised to bring his own interpreters and translators, and is responsible for making sure that they are thoroughly briefed on issues such as preferences in style and vocabulary, the composition of the audience and the message to be conveyed, technical and ambiguous words, and trade names and nuance, to note just a few.

Lastly, it may be counterproductive to "get right to the point", as is typical of the hard charging American corporate executive. It may be much more important to establish social niceties first. The importance of this notion of "timing" cannot be overstated. The rules governing the interpretation of time differ greatly in other parts of the world, and Americans should not automatically interpret a delay as a negative sign.

A solid grounding in protocol will provide the international executive with the kind of cross-cultural understanding and sensitivity necessary to allow him to interpret and evaluate the course of negotiations in the larger context of the foreign culture in which he seeks to do business. With this perspective, the executive will avoid proceeding based on wrong assumptions, and this will make the difference between failure and success. ■

Barry M. Koch, a Financial Consultant Associate with the investment firm of Smith Barney Shearson Inc., is the former Deputy Commissioner and General Counsel of the New York City Commission for the United Nations, Consular Corps and International Business.

Travel Advisory

Avoiding Trouble

Warnings issued by the U.S. Department of State recommending deferral of all travel, presently cover:

Afghanistan, Algeria, Angola, Bosnia and Herzegovina, Burundi, Colombia, Guatemala, Haiti, Iran, Iraq, Israel (East Jerusalem, Gaza Strip, West Bank), Lebanon, Lesotho, Liberia, Libya, North Korea, Peru, Rwanda, Serbia and Montenegro, Somalia, Sudan and Tajikistan. Consular Information Sheets containing more limited warnings currently cover: Armenia, Azerbaijan, Congo, Ethiopia, Kyrgyzstan, Latvia, Russia, Sierra Leone, Togo, Ukraine, Yemen and

Zaire. For updated status, check with the Department of State/Citizens Emergency Center (202) 647-5225 from a touch-tone telephone, (202) 647-3000 from a fax machine or download information directly from the Consular Affairs Bulletin Board (202) 647-9225; 2400/N/8/1.

The U.S. Public Health Service/Centers for Disease Control and Prevention (CDC) has added the Philippines and Russia to its cholera list, and has made no changes to its plague and yellow-fever lists. For additional information, access the CDC's International Travelers Hotline (404) 332-4559 or Faxline (404) 332-4565. ■

F.Y.I.

Questions & Answers

Q: As the German Chancellor, is Helmut Kohl a chief of state or head of government?

A: On October 3rd, 1990 the Federal Republic of Germany and the German Democratic Republic unified as a federal republic in accordance with Article 23 of the FRG Basic Law. The President, Richard von Weizsäcker, is the chief of state and the Chancellor, Helmut Kohl, is the head of government.

Q: Referring to the former Macedonia improperly nearly caused an international incident and the loss of a contract for offending a visiting trade minister. Why is it inappropriate to refer to Macedonia as "Macedonia"?

A: On February 8th, 1994, the United States formally recognized The Former Yugoslav Republic of Macedonia (F.Y.R.O.M.) as an independent state. This long-form name, which has been approved by the U.S. Board on Geographic Names, is provisional and subject to future review. Since there is no official short-form version, Macedonia should not be used. The national capital is Skopje and the boundaries separating F.Y.R.O.M. from Serbia, Bulgaria, Albania and Greece are now internationally accepted.

Q: During the upcoming Opening Session of the United Nations General Assembly, my company will be hosting a reception honoring Secretary General Boutros Boutros-Ghali and the peace-keeping efforts of the organization. Is there any significance to the colors, light blue and white, used by the U.N.?

A: There has never been an official U.N. statement on the symbolism of its use of the colors light blue and white. Just prior to the 1945 United Nations conference in San Francisco, U.S. Secretary of State Edward Stettinius, Jr., is reported to have selected the light blue color for use in the new organization's emblem which was composed of a gold seal on the blue field. Two years later, without explanation, when the design — two olive branches embracing the globe — was incorporated into a flag, the emblem color was modified to white. These "United Nations" colors have since been seen throughout the world and are associated with the peace-keeping and humanitarian relief missions of the U.N. ■

Questions (and answers) may be mailed to Protocollum F.Y.I., 100 Park Avenue, 18th Floor, New York, NY 10017 or sent via facsimile to (212) 316-4298.

World Cup, continued from page 5

tion. Departures windows were tighter than arrivals, often only separated by minutes.

Print and electronic media interest in VVIP visits was considerable. POVG labored to meet coverage requests, bal-



Gail Hannigan/PROS

Chancellor Helmut Kohl of Germany (left), receiving a ceremonial medallion from Dr. João Havelange, President of Fédération Internationale de Football Association (FIFA), before Germany plays Bolivia at Chicago's Soldier Field.

ancing expectations with Game day crowd and operations realities. Traveling pools, even under escort, were potentially the most disruptive, particularly during public photo-opportunities. One-on-one interviews were easily arranged in suites or holding rooms;



Gail Hannigan/PROS

Irish Prime Minister Albert Reynolds (center), thanking World Cup President Alan I. Rothenberg and Honorary Chairman Dr. Henry I. Kissinger, for their good luck wishes just prior to the start of play between Italy and Ireland.

spontaneous interviews were accommodated so long as there was no significant disruption to the public. An official World Cup photographer was present for official and private greetings, staged gift exchanges and locker room visits.

Working with the Venue Protocol Managers and others, POVG insured that VVIP principals and guests were seated appropriately with regard for rank and security. Because of extremely hot temperatures at game sites, dignitaries were provided water for rehydration.

Working closely with all other World Cup departments, and relevant government agencies, POVG successfully completed its mission. ■

Nicole Goldner joined POVG following her work as a Director of World Cup's Legacy Tour. Paige Calvert was Director of External Affairs for World Cup's Boston Venue and a member of POVG.

National Holidays of Foreign Countries

October

- 1 Cyprus, Nigeria,
People's Republic of China
- 2 Guinea
- 3 Germany
- 4 Lesotho
- 9 Uganda
- 10 Fiji
- 12 Equatorial Guinea, Spain
- 22 Holy See
- 24 Zambia
- 26 Austria
- 27 Saint Vincent and the Grenadines
- 29 Turkey

November

- 1 Algeria, Antigua & Barbuda
- 3 Dominica, Panama
- 18 Latavia, Oman
- 19 Monaco

- 22 Lebanon
- 25 Suriname
- 28 Mauritania
- 30 Barbados

December

- 1 Central African Republic,
Romania
- 2 Laos, United Arab Emirates
- 5 Thailand
- 6 Finland
- 7 Cote D'Ivoire
- 11 Burkina Faso
- 12 Kenya
- 16 Bahrain
- 18 Niger
- 23 Japan
- 28 Nepal

Source: U.S. Department of State

Do's & Taboos

Hosting, continued from page 12

Chinese dinner, complete with circular table, Chinese foods, chopsticks and fortune cookies at each place. As the group sat down to dine, all the Americans picked up the chopsticks . . . and the Chinese picked up the knives and forks. Later, since fortune cookies are an American invention (conceived by a Los Angeles noodle maker in 1912), the Chinese were so confused that one visitor popped a cookie into his mouth and sat there for a full five minutes with a piece of paper containing his fortune hanging out the side of his mouth. ■

Roger E. Axtell, a retired business executive who spent 30 years living and traveling overseas, has written five books in the Do's & Taboos series on international protocol and business customs.

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