

the same time—toward both the future and the past.

A qualitative leap toward internationalization was to have resulted from the expected choice of Nagoya as the home of the 1988 Summer Olympics. The rosy view from City Hall indicated that Nagoya's selection was almost a certainty. The city's mayor along with the governor of Aichi Prefecture traveled to Germany to hear personally the happy news of the International Olympic Committee's decision. Their shocked expressions of disbelief seen on television screens throughout the country contrasted with the ecstatic joy of the Korean delegation just behind them, when the announcement was made that Seoul had been chosen.

Undeniably, one of the factors contributing to this major disappointment of the administration was the lack of enthusiasm on the part of the people. Political and commercial interests were the main backers of Nagoya's candidacy, but the attitude of the general public was ambivalent. While outsiders may see the Japanese decision-making process as autocratic, with the judgments determined by the upper echelon meekly followed by those below, actually few effective decisions are made without a general consensus having been reached beforehand. In this case, the city's leaders may have gotten too far ahead of their followers, but the direction toward further internationalization has been set and, as a result of various initiatives toward that objective now in progress, the hoped-for consensus is continuing to develop.

Last October, Nagoya's highest building, the 26-story Nagoya International Center, was opened. It is aimed at attracting international conferences, increasing the international consciousness of the citizens, providing services for the 30,000 foreigners from some 50 countries residing in the area and furnishing a common meeting place for Japanese and foreigners. The first five floors of this building house an information service center, an overseas materials room, a video library, conference rooms, lounges, a "Circle Corner" and an "Exchange Salon." Special attention is paid to Nagoya's sister cities of Los Angeles, Mexico City and Sydney along with its friendship city of Nanjing. The octagonal multi-purpose hall in the annex is suitable for a variety of international gatherings. This new facility is now being used to foster an international spirit in the community.

Enter the koalas

Another boost for internationalism came last year in a more unusual way. The most popular, most eagerly anti-

cipated and most lavishly-accommodated guests of the city from abroad in 1984 were not royalty, renowned statesmen nor famous entertainers. Rather, they were a couple of koalas from Australia. Now renamed *karokoro* and *mokumoku*, they are considered permanent residents. Being finicky eaters, an ample and assured supply of their sole food, a certain kind of eucalyptus, had to be cultivated. A luxurious home for them in the Higashiyama Zoo, equipped with television cameras to record their every move and computer-controlled lighting and temperature, was erected at a cost of \$1.25 million. They were welcomed to the city with fanfare and on the first day of public viewing, 13,000 people paraded through the koala house. Their popularity continued into the New Year so that the number of visitors for the first five days surpassed that of the entire month of January last year.

Times have certainly changed since the first visit of our fair-haired family to that zoo over two decades ago when we attracted more attention than the creatures in the cages. Now, with the increased foreign population, we are subjected to much less staring. Nagoya's subway stations all have Romanized names on their platform signs and more and more Romanized names of streets are seen along with their Japanese counterparts on street corners. Some years ago, complaints were aired when all signs designating the new Central Park in downtown Nagoya were written only in English!

Three years ago, names were solicited for a new suspension bridge linking Central Park, with its television tower, with River Park, where commemorative objects from Nagoya's sister and friendship cities are found. Spanning the wide "Cherry Street" thoroughfare, this 83 meter long bridge, suspended from a 22 meter tall A-frame tower, may be considered a symbol of Nagoya's hope to be a bridge between people and cultures. The novel choice of the city authorities may also reflect the current situation. Neither an English nor a Romanized Japanese name was chosen. Rather, for the first time, a public bridge in Nagoya was given an official name in the *katakana* script used for transliterating foreign names instead of Japanese characters. However, the name given to this unusual central bridge was nothing other than *sentoraru-burijji*.

Nagoya has been making progress in providing facilities and opportunities for international contacts and encouraging an international outlook, but lasting progress in any effort to change the psychological atmosphere of a tradition-oriented people to a broader perspective, more flexible thinking and a more relaxed attitude in dealing with outsiders requires

an educational influence upon the younger generation. To that end, three foreign teachers, one each from the Philippines, Canada and the United States, have been employed by the Nagoya Board of Education to circulate among the public junior high schools, teaching classes and providing personal contact for both teachers and students with native speakers of English. The Nagoya International School, with U.S. regional accreditation, provides an English language education through high school. Both public and private universities in Nagoya employ foreign teachers and the number of English-teaching establishments are numerous.

As a Japanese proverb reminds us, however, a bonze cannot be made by merely dressing in the appropriate garments. So it is that genuine internationalization is not simply a matter of buildings and signboards, nor of language. A change in thinking is required. When Japan's doors to the West were forced open, the Japanese took as their motto: *Wakon-yosai* (Japanese spirit-Western learning). This has proven an effective policy, having brought Japan both benefits and troubles, but a truly international spirit requires honest reflection on one's own national character and the possible need for it also to change to become more harmonious with society as a whole.

In the struggle to harmonize a narrowly focused past with a broadening present looking toward a still more open future, Nagoya may be a reflection of Japan as a whole. The safest prediction regarding the progress of future developments toward internationalization would follow the common, typically ambiguous forecast of Japanese weathermen: Fair, partly cloudy, with scattered showers in some areas.

(Clark B. Offner, Th. D.
Overseer of Pacific Churches,
Christian Catholic Church)

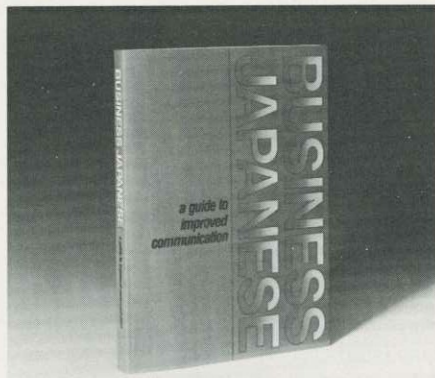
Bookshelf

Business Japanese

*Edited by the International Division
of Nissan Motor Co., Ltd.
Published by Bonjin Co., Ltd.
1984, Tokyo
293 pages; ¥2,900*

Why should an automobile manufacturer come up with a Japanese language textbook?

As Nissan Motor's Taiji Hosokawa ex-



plains it, the company's extensive experience with foreign trainees and executives made Nissan aware of the unique instruction requirements of technical personnel and business executives.

In Japanese society where even the newest employees in a company most likely will have been trained in how to speak and behave in a business context, foreign business people up to now have been rather at a loss. The ordinary language textbooks on the market are designed for university students and hardly consider the special needs of business people. This gap is now filled by a new publication: *Business Japanese*.

The concept of this textbook follows business practices of the West: Be clear and straightforward and make effective use of limited time. *Business Japanese* also considers that communication between Japanese and foreign business people is built on words and customs. With this in mind, an integrated approach is offered that combines a language course with an accompanying reader on society and business.

The textbook with its approximate 290 pages comprises 20 lessons covering numerous topics that will be of interest both to foreigners residing in Japan and those visiting the country on a business trip. The highly practical topics range from "using the phone" to "hiring people" to "business negotiations."

Professor Hajime Takamizawa, the chief instructor of the Foreign Service Institute, Japan field school of the U.S. State Department, who has designed the language sections, says that a major objective was to help busy students by circumventing all those exercises which are so common in language books, but for which they had no use in everyday business conversation.

Since the structure of the textbook is simple, it is easy to work with:

- The objectives are explained at the beginning of each lesson. This is surely something which will be welcomed by busy people.
- In the first step, the book lists basic patterns and expressions. This makes the text useful for quick, daily reviews.

- In the second step, another common problem is successfully tackled: How to use these key expressions in actual situations. Easy-to-follow business dialogues enable the user to learn where and when certain patterns are appropriate.
- The dialogues then appear in *kanji* and *kana* for students interested in the written language. This part is optional.
- Next, additional patterns are combined with appropriate dialogues. Again these expressions are related to actual business situations and will enable students to improve their understanding and communication abilities on the spot.
- The grammar section is limited to essential rules. Although the rules introduced in each lesson are not listed in the contents, the appropriate page may be easily found in the index at the end of the book.
- Different kinds of exercises are included as a follow-up to the grammar section. These drills are also designed around the author's basic goal of centering everything on business.

Business Japanese also includes special business information sections after each chapter. These sections provide valuable insights and practical advice about a wide range of business-related subjects, from the correct way to address high-ranking Japanese officials to starting negotiations with them. The book also offers comments on the "Big Silence" during negotiations:

The "Loaded" Silence: A pause in the discussion can sometimes indicate that an impasse has been reached. Foreigners often interpret this silence as a sign of hesitation, and will attempt to fill the gap with yet another incentive or with a better offer, thinking that they still have a chance. This is usually a waste of breath. Not only do you end up compromising your position, but your persuasion will be falling on the wrong ears, since the opinion being expressed to you usually also reflects those of superiors consulted at length prior to the meeting. It is important to understand, therefore, that no matter how subtle or vague your counterpart's negative replies are, e.g. "It is difficult..." or "Well, I don't know..."—or even if he says nothing at all—these may all add up to the same thing: "No." On your part, you are expected to read the signs and not make things more awkward by insisting.

Much of the material contained in the business information sections is not readily available elsewhere. Instead of listing popular Tokyo restaurants in the chapter on business luncheons, for example, the book offers a suggestion as to appropriate topics of conversation for these occasions:

"The purpose of the business luncheon in Japan is not to discuss problems or work out solutions. Rather, it is to enhance a sense of 'intimacy between business affiliates and to serve as a lubricant for present or future negotiations...' Consequently, you should save all talk about schedules and other explicitly business-related topics for a more formal opportunity."

Some readers may object to the principle that when in Japan one should do as the Japanese do. And you may not always agree with the writers that playing by Japanese rules is essential if your business is to succeed. But the business information will be a useful and enjoyable complement to the language sections.

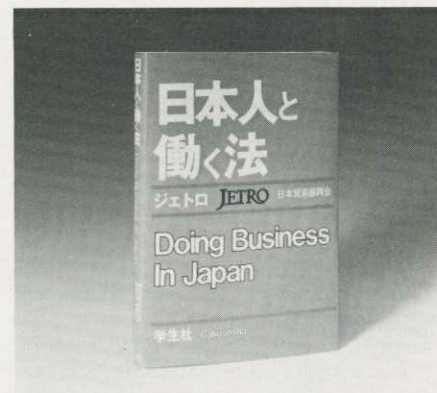
Apparently the book is what many foreigners in Japan were looking for. According to Nissan more than 3,000 copies were sold in the first 20 days after its release, and a second printing is already in progress. From the business executive's point of view, this publication is one more of the "long-awaited market opening measures."

Horst A. Bauer

Former EC scholar now doing business in Japan

Doing Business in Japan

By JETRO (Japan External Trade Organization)
Published by Gakuseisha Publishing Co.
1984, Tokyo
276 pages; ¥1,380



There must be more books published on various aspects of business in Japan than for any other country. This is itself an interesting phenomenon and the output appears to grow larger each year. It seems to have become one of the "growth industries," both in Japan and overseas, probably well outperforming the growth of exports to Japan. Perhaps a cynic might say: "Never has so much been written to such little effect," or is it a case of spilling ink on barren soil?

Doing Business in Japan is a compilation of three booklets previously published by JETRO under the titles *Doing Business in Japan*, *Sales Promotion in the*

Japanese Market and Japanese Corporate Decision Making. In that respect it is not a new publication, but where it does differ is that it is a bilingual edition designed for use by Japanese businessmen and students as well as foreign businessmen, with the Japanese and English texts on facing pages. Additionally, a French language section is included as an appendix, thus making the publication a trilingual edition. In this respect it can probably claim to be unique.

The contents of the three JETRO booklets are a standard and basic introduction on the titled subjects and as such are a useful elementary guide to a newcomer or businessman dealing with Japan for the first time.

The first part, "Doing Business in Japan," covers the very basic requirements and cultural differences, from exchanging business cards, explaining why wives do not participate in social activities, companies' organization structure, and wage distribution, to the decision making process in Japanese companies.

The second part, "Japanese Corporate Decision Making," covers the subject through a listing of 49 major points, with a cartoon illustrating each point, which

foreign readers may find irritating and superfluous. In fact as the first part contains a good section on the decision making process, this part becomes unnecessarily repetitious and could have been omitted with little loss.

The third and final part, "Sales Promotion in the Japanese Market," provides useful and practical information on retailing, distribution, and advertising. It is this part which would probably interest the foreign businessman most of all in providing facts and figures on such aspects as margins, rebates, and advertising costs. Details on advertising costs and methods are particularly extensive, but before most foreign companies are in a position to consider media advertising they have to conquer the complex distribution system and obtain a certain level of coverage. Hence, greater emphasis on how to achieve this would have been advisable, and more information provided on department stores and major super-market chains which are particularly important outlets for most foreign products.

Despite the useful information contained in this publication, the purpose of producing a trilingual version is rather difficult to fathom out. One is always told that

a major reason for foreign products failing in the Japanese market is that they have not been designed, changed or adapted to suit the requirements and tastes of Japanese consumers. It is difficult not to feel that this publication deserves precisely such criticism in taking a standard product off the shelf and through the mere feat of translation making it into a multi-purpose Swiss knife type book on doing business in Japan.

If, as stated in the Foreword, the purpose ostensibly is to help Japanese businessmen and students deal with foreign businessmen and "internationalize our society" then surely a Japanese edition would have served the purpose better. Similarly an English only and French only edition would be far more attractive to the foreign businessman.

As the text is worth reading for the newcomer, in one or other of the three languages, I would certainly buy this publication for an English-speaking Frenchman taking an advanced course in Japanese, or a French-speaking Japanese being assigned to America.

Mark Popiel

Deputy General Manager,
Consumer Dept., Dodwell & Company Ltd.

Taste of Tokyo

"Mikawa" Tempura Restaurant

"*Sushi*" (rice balls topped with sliced raw fish), "*tempura*" (deep-fried fish and vegetables) and "*yakitori*" (skewered chicken broiled over a charcoal fire) are often cited as the most representative modern Japanese dishes. Of the three, *tempura* is the most varied, using such vegetables as lotus roots, eggplant, mushrooms, burdock, and onion, and such fish and shellfish as prawns, sil-laginoid, cogner, cuttlefish and scallops. The ingredients are sliced into portions, dipped in a batter of flour and water, and deep-fried in sesame or salad oil.

Popular belief has it that *tempura* was brought to Japan by a Portuguese missionary in the 16th century. The word *tempura* itself is a corruption of the Portuguese word "*tempero*," meaning to cook.

Tetsuya Saotome, proprietor of the Mikawa *tempura* restaurant, became an apprentice at a *tempura* shop when he was 15. For 23 years, even after going independent and opening Mikawa, Saotome has gone to Tokyo's Tsukiji Fish Market every day to select personally the fish and shellfish for his cooking. He is a consummate culinary artisan, aim-

ing only to serve the best to his customers. To this end, he is constantly studying fish, flour, eggs and oil, the essentials of *tempura*.

Saotome says that in the old days sesame oil was most often used in cooking *tempura*. Since sesame oil oxidizes at 160 to 180 degrees Centigrade, the ingredients were limited to those whose taste can be brought out within that temperature range. Salad oil, on the other hand, can be heated to 220 degrees Centigrade. These days sesame oil is mixed with salad oil, vastly widening the range of possible ingredients. Saotome's experience of going to the fish market every day for 23 years has given him a sure eye for judging the freshness and quality of fish and shellfish, the main ingredients of *tempura*.

Tempura served at Mikawa is delicious beyond dispute, and the prices are reasonable to boot. Every time I leave the restaurant I feel like returning again soon.



Mikawa is an institution to be valued, all the more so now that many *tempura* restaurants use unsuitable ingredients simply for novelty's sake, and serve *tempura* which is eye-poppingly expensive but does not taste good at all. Saotome's dedication to his profession and his wonderful personality have been recognized by TV networks, which have invited him to appear on their cooking programs.

Finally, a word of advice to *tempura* eaters from the proprietor of Mikawa: Timing is most important to enjoy *tempura* at its best. The chef removes a piece of *tempura* from the oil when he considers it just right for eating. The taste drops in three minutes. Therefore, the best place to enjoy *tempura* is at the counter, right in front of the frying pan.

Mikawa's *tempura* lunch costs ¥900 (about \$3.6), and table d'hôte meals ¥2,400 and ¥3,200 (\$10 and \$13). In the evening, a full-course *tempura* dinner with drinks costs about ¥6,000 to ¥7,000 (\$24-\$28) a head. Dinner reservations are a must.

Try Mikawa's *tempura* in downtown Tokyo. You will not be disappointed.

Business hours: 11:30-13:30 for lunch
17:00-22:00 for dinner
Closed on first and third Wednesdays

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(Yoshimichi Hori, editor-in-chief)