



## United States Department of State

Washington, D.C. 20520

August 30, 1993

UNCLASSIFIED  
MEMORANDUM

TO: Ambassador Mondale  
FROM: EAP -- Rust Deming  
SUBJECT: Schedule For Your Washington Visit

Monday, August 30

6:05 p.m. Depart from Minneapolis via NW 844.  
9:23 p.m. Arrive at National Airport; met by Rust Deming.  
En route to Park Hyatt Hotel, 1201 24th Street, N.W.  
202 789-1234

Tuesday, August 31

7:30 a.m. Breakfast with Ed Lincoln; Park Hyatt Hotel; with Rust Deming.  
9:00 a.m. U.S.-Japan Security Issues Discussion; Meridian House, 1630 Crescent Place, N.W.; with Rust Deming, Steve Ecton, and David Shear; list of other participants attached.  
10:50 a.m. En route to State Department.  
11:15 a.m. Meeting with Assistant Secretary Bennet; Room 6323; with Rust Deming and Steve Ecton.  
12:00 Lunch with the Japan Desk; Eighth Floor Dining Room.  
Rust Deming  
Stephen Ecton, Director  
John Dinger, Deputy Director  
David Shear, Political/Military Officer  
Carl Gettinger, Political Officer  
Kristine Pelz, Political Officer  
Andrew Quinn, Economic Officer  
Kurt Tong, Economic Officer  
Susan McMurry, Intern  
1:30 p.m. Official portrait taken, Room 7207.  
2:00 p.m. Meeting with the Secretary; with U/S Spero, Ambassador Lord and Rust Deming.  
2:30 p.m. Meeting with U/S Spero; Room 7256; with Rust Deming and Steve Ecton.  
3:00 p.m. Depart for White House.

- 2 -

3:15 p.m. Meeting with Mr. Lake and Mr. Berger; followed by Oval Office meeting with the President; with Rust Deming.

4:00 p.m. Return to the State Department.

4:30 p.m. Meeting with Ms. Sidney Jones, Executive Director, Human Rights Watch, and Mr. Michael Jendrzeczyk, Washington representative; in Rust Deming's office, EAP Front Office.

5:00 p.m. Depart State Department for Park Hyatt Hotel.

6:00 p.m. Drinks with MOFA North American Affairs Director Yukio Sato; Park Hyatt Hotel; with Rust Deming.

Evening free.

Wednesday, September 1

7:30 a.m. Breakfast with Department of Commerce Under Secretary Garten; Park Hyatt Hotel; with Rust Deming.

9:00 a.m. Meeting with Lockheed representatives; EAP Conference Room; with Rust Deming, Steve Ecton, and David Shear.

10:10 En route to OEOB.

10:30 a.m. Deputies Committee meeting; OEOB Room 472; with Rust Deming and Steve Ecton.

12:00 noon Lunch with Rust Deming and EAP Executive Director Bruce Clark; Eighth Floor Dining Room.

1:00 p.m. Ambassador's Seminar; Amb. Sheldon Krys, Amb. Tony Motley, and Rust Deming; EAP Conference Room, Room 6210.

3:00 p.m. Break

3:15 p.m. En route to USTR.

3:30 p.m. Meeting with DUSTR Charlene Barshefsky; USTR Room 200.

4:00 p.m. Return to State Department.

4:15 p.m. Meeting with Ambassador Samuel Lewis, Room 7311; with Rust Deming and Steve Ecton.

7:00 p.m. Dinner with Ambassador Lord and Rust Deming; Park Hyatt Hotel.

- 3 -

Thursday, September 2

8:00 a.m. Breakfast with American Jewish Committee; Park Hyatt Hotel.

10:00 a.m. Meeting with USTR Kantor; USTR Room 209.

10:45 a.m. En route to State Department.

11:00 a.m. Diplomatic Security (DS) briefing; EAP Conference Room; Room 6210; with Rust Deming.

12:00 noon En route to the Pentagon.

12:15 p.m. Meeting with Secretary Aspin; with Rust Deming and Steve Ecton.

12:45 p.m. En route to the Madison Hotel, 1177 15th Street, N.W.; 202 862-1600.

1:00 p.m. Lunch with Senator Mansfield and others; Madison Hotel; Board Room.

2:30 p.m. En route to National Airport.

3:25 p.m. Depart from National Airport via NW 321.

5:07 p.m. Arrive in Minneapolis.

cc. Ambassador Lord

Drafted:EAP/J:HCGettinger  
SEJPOL 11956 8/30/93 7-2813  
Cleared:EAP/J:SEcton

## Political/Military Briefing

Time: 9:00am - 11:00am (refreshments will be served at 8:30am)

Date: August 31, 1993

Place: Meridian House, 1630 Crescent Place, N.W.

Topic: The Evolving Security Environment in East Asia

Participants: Phyllis Oakley -- Chair  
Bureau of Intelligence and Research  
State Department  
Washington, DC 20505

Joseph Nye  
National Intelligence Council  
Room 7E47  
Central Intelligence Agency  
Washington, DC 20505

Gaston Sigur  
Elliot School of International Affairs  
2013 G St., N.W.  
Suite 201  
Washington, DC 20052

Paul Wolfowitz  
National Defense University - INSS  
Fort McNair  
Washington, DC 20319-6000

George Packard  
Johns Hopkins SAIS  
1740 Massachusetts Ave., N.W.  
Washington, DC 20036

Richard Armitage  
Armitage Associates LC  
1555 Wilson Blvd.  
Suite 300  
Arlington, VA 22209

Harry Harding  
Brookings Institution  
1775 Massachusetts Ave, N.W.  
Washington, DC 20036

Don Oberdorfer  
Johns Hopkins SAIS  
1619 Massachusetts Ave., N.W.  
Washington, DC 20036

Alan Romberg  
Council on Foreign Relations  
58 East 68th St.  
New York, NY 10021

Francis McNeil  
Dir SSG  
Sims Hall  
Naval War College  
Newport, RI 02841-1207

Michael Green  
Johns Hopkins SAIS  
1619 Massachusetts Ave., N.W.  
Washington, DC 20036

Thomas Fingar  
Bureau of Intelligence and Research  
Office of Analysis for East Asia and the Pacific  
State Department  
Washington, DC 20505



United States Department of State

Washington, D.C. 20520

July 19, 1993

UNCLASSIFIED  
MEMORANDUM

TO: Vice President Mondale  
FROM: EAP/J - Rust Deming  
SUBJECT: Schedule for the Week of July 19

The following is your schedule for the first half of this week. It contains some changes from that we faxed out to on Friday. We are still waiting for an appointment with Vice President Gore. Legislative Affairs is putting together the schedule for calls on Capitol Hill during the balance of the week.

If agreeable to you, Ross Corson and I will accompany you to all meetings except the session with Bo Cutter and your private breakfast on Wednesday.

Monday, July 19

10:56 Arrive at National Airport; NW 158;  
en route to hotel; Park Hyatt 1201 24th St NW.

11:50 En route to OEOP; State Department car.

12:15 Lunch hosted by Mr. Bowman Cutter, NEC;  
Meet Mr. Cutter at the White House Mess;  
Mr. Mondale only.

1:15 Return to State Department; State car.

2:00 Meet with Assistant Secretary Wendy Sherman,  
State Department, Room 7261.

3:45 Meet with Mr. Clyde Prestowitz, President,  
Economic Strategy Institute;  
with Mr. Robert Perkins, Vice President, Government  
Affairs, and Mr. Saul Goldstein, Research Associate;  
State Department, EAP Conference Room, Room 6205.

4:45 To hotel; State Department car.

6:00 Dinner with Mr. Fred Bergsten, Director;  
Institute for International Economics;  
11 Dupont Circle (meet at 6th floor);  
by cab.

Tuesday, July 20

Breakfast open.

9:15 En route to the Pentagon; State Department car.

9:30 Meet Defense Secretary Les Aspin;  
with Under Secretary Wisner;  
met at River Entrance by Cmdr. Paul Giarra.

10:30 Meet Deputy Secretary of Defense Perry;  
with Under Secretary Deutch.

12:00 En route to AFL-CIO; State Department car.

12:20 Lunch hosted by Mr. Lane Kirkland, AFL-CIO;  
Hay Adams Hotel; meet at Mr. Kirkland's office,  
815 16th Street, N.W., 8th floor, Room 801;

2:15 En route to Treasury; State Department car.

2:30 Meet with Deputy Treasury Secretary Altman and  
Under Secretary Summers; Deputy Secretary's Office;  
met by Ms. Mary Goodman at the Secretary's Entrance.

3:15 En route to OEOB; State Department car.

3:30 Meet with Dr. Laura Tyson, CEA.

4:30 En route to hotel; State Department car.

Dinner open.

Wednesday, July 21

7:00 Private breakfast.

8:40 En route to Labor Department; State Department car.

9:00 Meet with Labor Secretary Reich;  
Department of Labor, 200 Constitution Avenue;  
met by Mr. Glen Halm.

9:45 En route to State Department; State car.

10:00 Meet with Mr. Timothy Wirth, Counselor;  
State Department, Room 7250.

10:45 En route to Commerce Department; State car.

RONALD O. BAUKOL

Vice President  
Asia Pacific



3M International Operations  
3M Center Building 220-13E-32  
St. Paul, Minnesota 55144-1000  
612/733 5934  
612/733 2958 Facsimile



ロナルド O. ボーコル

副社長

アジア・太平洋地区担当



スリーエム社

米国ミネソタ州セントポール市スリーエムセンター

電話 (612)733-5934

FAX (612)733-2958

## WHY 3M HAS BEEN SUCCESSFUL IN JAPAN

### Description:

- Sumitomo 3M - Joint Venture with NEC and Sumitomo Electric
- Over 1.2 billion dollars in sales - *Target Co*
- 3,600 people - about 10 from U.S. (about 20 Japanese on assignment in the U.S.)
- 500 R&D people
- 4 major factories - about 75% locally manufactured
- Full-function company

### Why Successful: Same formula that 3M has used in other countries

- 3M culture similar to Japanese, i.e. long term, patience, loyalty, etc.
- Good local partners - Sumitomo group - with compatible and well defined objectives--but with operational and management control exercised by 3M.
- Started early (1960) and learned as we went a bit at a time. Didn't expect or demand success immediately.
- Fit into local scene with local people. Learned the local commercial, regulatory, distribution, etc., environment and how to work within it.
- Product development and modification done in Japan to respond to market needs.
- Sumitomo 3M personnel fully in the 3M family. Lot of back and forth visits (over 5,000 person days each way per year).

### WE'VE LEARNED ...

#### Together:

- Customer can benefit from the combination of culture -- you can get a cultural synergy working for the customer.
- Can't expect people to absorb other cultures without some background; formal learning is helpful.

#### From Japan:

- Customer orientation - "The Customer is an Honored Guest."
- Establishing mutual understanding and commitment before implementation.
- Spiral rather than linear discussion mode.

#### From U.S.:

- Informality of discussion which fosters the build-up of ideas into creativity and innovation.
- Presence in "all" geographic markets validates competitiveness and fosters continuous renewal.

# Japan Cultural Emphases

Shinto

Wa  
Kata

Harmony  
Ritual - to restore/maintain harmony

Buddhism

Ma  
Mu

Space  
Reciprocity

Confucian

Bun  
Ba

Roles  
Place

General

Nemawashi - Dig at the roots  
(don't use the word)

Deming

Kaizen

Continuous Improvement

General

Role

Within Harmonious Context (Zero Sum?)

HAI - I hear a  
sound

Benthol - 3M

Japanese Great

Mfg Technology

" operations

eg just in time

U.S.

- Selling & Marketing

- Innovations ~~Innovation~~

"  
3M - Cultural Synergy for Customer Satisfaction - 90"  
3M - put both cultures  
together - get the ~~synergies~~  
Synergies of both.

3M

① Defect is unsustainable

~~② Cause~~

- Yen gets too high  
2 Protectionist Policies  
resist it

~~3~~ Threaten open  
trading systems

②

② Support <sup>Gov</sup> ~~Gov~~ efforts.

But <sup>Worst</sup> ~~Worst~~ specific  
remedies for  
specific problem

③ Japan has benefited  
from open trade;  
they must now lead

---

Try to tie with them; Not win

DOUGLAS N. DAFT

PRESIDENT

PACIFIC GROUP

(404) 676-2260

P.O. DRAWER 1734

ATLANTA, GA. 30301

*Coca-Cola International*

JOHN HUNTER

EXECUTIVE VICE PRESIDENT

PRINCIPAL OPERATING OFFICER/INTERNATIONAL

*The Coca-Cola Company*

(404) 676-3886

P.O. DRAWER 1734

ATLANTA, GA. 30301



6-29-96

Coca-Cola

Doft

- Since WW II

✓ Took care in picking Partner

- 18 Franchise bottlers

Mitsui Mutsukishi

- all making \$.

✓ Cut through multi-layer

consumer system. No

3<sup>rd</sup> party intermediaries

~~No~~ Cash - No Credit.

Succeeded.

✓ Face is a Japanese Face

Mitsui or Mutsukishi

✓ ~~Good~~ Partners Have  
contracts at the highest levels

# Net Inc. 450 - <sup>Muller</sup> \$US.  
IBM #

Japan is best Country



~~Japanese~~  
The Battles are  
great & makers. So very  
little resistance

- Baer Cakes, Fanta,  
Sprite,

- Struggle is ~~now~~ in  
Mr. Carbonated shows  
drinks, ~~Coke~~, Coffee,  
Juice beverages. - Demands  
new products all of the  
time

U.S. Embassy used  
slot in the early days.

Cancel  
① Survey of consumer  
attitudes on ~~new~~ products,  
consumers

② What do Japanese  
business leaders

③ Could arrange  
a big meeting with  
big shots assembled at  
Cuba

### Approach to Japanese

Do Not like direct - in-  
your-face approach. Careless  
is crucial. Need to  
sell an idea, then sell it to  
Middle Management. They  
implement in a hurry.  
Needs patience up front

Form + Procedure is  
very important

Michael Hall -

Head of Cato

Burke McKinney (Atlanta)

Will stop by

Room  
No. 10

Page 10



# Meridian International Center

Tokyo

Nye

1/20 ① Unleash <sup>dominant</sup> ~~dominant~~ power eg Russia

1/24 ② Condominium  
eg China-Japan

③ Mil Balance  
of power Asia  
Loc. Taiwan  
w/ U.S. Disinterested

4/10 ④ Multilateral  
Balance of  
power

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475

= ASEAN; APEC; CSCE



## Meridian International Center

Rests on  
U.S. Presence  
in Asia

If we fall  
back, ~~those~~  
#3 is more  
likely



# Meridian International Center

Signa

X must be all  
Japan w <sup>being</sup> data a  
responsible  
with Korean means

---

X



## Meridian International Center

Walformity

M.S.T. One of  
the great Bargains  
in World History  
Very Abnormal. Don't  
lose it.

No. Korea

Greatly fear  
No Korea they will  
have Mike

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475





## Meridian International Center

— one of the  
areas where  
Myan War &  
break art.

If so, would  
US-Myan Coop  
be adequate?



## Meridian International Center

This is  
discussed  
Now. WI  
US. Japan. Computer

---



## Meridian International Center

→ Japanese  
are capturing  
S. E. Asia. ODA  
is ~~like~~ not  
linked."  
- We ✓ lean  
on G.O.J.

---

G.O.J. do not want  
us to be <sup>as equal</sup> partners, they  
want us to leave  
& they must leave

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475



## Meridian International Center

Geo Packard

Art 89 - Big  
Debate. Do we  
want change?  
Packard: No change  
now.

Revisions wrong  
Change is necessary,  
But not too fast

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475



## Meridian International Center

USC

① change in Williams

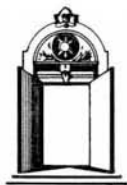
② Monitor Media

even better.  
Need a truth  
journal.

③ Work on key

media leaders

In mind to help  
Williams



## Meridian International Center

④ ~~Wanda~~  
try to form in  
luna, etc ~~later~~  
B in Conference



# Meridian International Center

Amintago

exhib.  
SSC

Gen. Subc. Can

Crucial

T.M. Defense

- is crucial



# Meridian International Center

J.D.A. - 5 year  
+ 20 year plan.  
Need to be  
involved.

xx Aspin ✓  
stop in Tokyo,





# Meridian International Center

- Handing China  
China Factor's

China ; Human Rights

US/Japan Commerce

- Rise of Chinese

Military Power

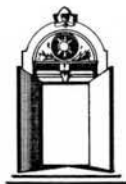
- World U.S.

& have a higher

level development /  
China

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475



## Meridian International Center

Human Rights

Taiwan

GOJ reluctant  
to upgrade its  
relationships w/  
Taiwan



Meridian International Center

Heiderfer

~~Chen~~

① Political Refers

② ~~Asia~~

③ China - Return of  
China to I.A. we are

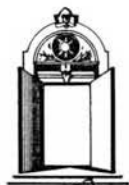
that we are  
to change there



## Meridian International Center

③ Korea  
— Hopeful  
Opportunity  
40%.

— IAEA team in  
Korea now.  
— watch new  
Missile System



## Meridian International Center

Romberg

All once in  
fundations  
Whole relationships  
We are allies  
Partners



## Meridian International Center

China  
Need to stay  
close  
  
Russia  
- 14 Territories



## Meridian International Center

McNeil

- Beliefs  
changes in T  
are deep

- We are a

Pacific family;  
we need to ~~have~~ <sup>need</sup>  
~~an~~ ~~as~~ an open  
Pacific

1630 Crescent Place, N.W. Washington, D.C. 20009

Tel: 202-667-6800 Fax: 202-667-1475



## Meridian International Center

Green. SAIS

Technology an

Important Part

GOJ Policy May  
Become more  
important.





Meridian International Center

Bill Perry / Manning  
found my  
Virginia Defense  
Corporation.  
Fair play  
is to be watched -  
eg FSX.



## Meridian International Center

Tom Frägen E.A.P.



## Meridian International Center

Chun

M.F.M.

H.P.T. - M-11

Used a King  
Swan Policy

Pacific Fund for Youth

Recharge -

Revised by Japanese  
business



# MINNESOTA HISTORICAL SOCIETY

Copyright in the Walter F. Mondale Papers belongs to the Minnesota Historical Society and its content may not be copied without the copyright holder's express written permission. Users may print, download, link to, or email content, however, for individual use.

To request permission for commercial or educational use, please contact the Minnesota Historical Society.



[www.mnhs.org](http://www.mnhs.org)