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Folder Title:
Kodak in Japan 1/9/92 [OA 7565] [1]

Stack:	Row:	Section:	Shelf:	Position:
G	26	22	2	2

Bob
Ron Roberts & Kaddak
called
716 724 7513

4:45
JAB

Staffed

Grant / Simon
A:KODAK Draft two
December 18, 1991

**BRIEF REMARKS: KODAK R&D CENTER
YOKOHAMA, JAPAN
THURSDAY, JANUARY 9, 1992**

[Acknowledgements / thanks for the tour?]

Kris Kappel Kodak 716-724-1004
speech on 5-18-89
It's great to be here today, because I wanted to view for myself the world's fastest race in applied research. And I think everyone here is rooting for Kodak -- the largest film maker in the world and a premiere success in the annals of American business. (I remember visiting your Rochester headquarters early in 1989, to visit with the Brainpower Coalition, a partnership anchored by Eastman Kodak to improve American education.)

Kodak has been so successful because of its workers -- all over the world -- and because of your uncompromising commitment to quality. My old friend and your *Chairman* president, Kay Whitmore, once said, "Kodak's future depends on its work force." Well, from here your future looks good. Keep up the great work. //

Japan Int'l Journal (J11)
Now I don't want to preach to the choir, but allow me to enlighten my fellow visitors with a little history. Kodak products were first sold in Japan over a century ago, in 1889.

State draft
After World War II, the government of Japan protected domestic film makers with a series of very high duties on foreign imports -- some as high as 40 percent -- until the 1970s. Kodak was a market leader here until the 1960s, when the prohibitive tariffs virtually forced the company to fold up and go home.

*1957-60 picked one distributor
1963- 2 employees*

Since then, Japan's market-opening measures -- at the insistence of the U.S. government, frankly -- have created new opportunities for American exporters. The tariffs that once sent Kodak packing have been cut sharply -- and Japan's tariffs on manufactured products are now among the lowest of all industrialized countries. Now, Japan's market is liberalizing and American firms should seize the chance to compete in Japan.

the 1980s
In 1988, Kodak returned to Japan to take on the competition head first. As each of you know, the company fought an uphill battle -- for while Kodak was out of Japan, its competitors developed similar products and attracted loyal customers. Kodak, once again a newcomer, had to go out and earn its place in the market.

But look where we stand today... here we are, at one of the world's most modern R&D centers ... Kodak's largest outside of America with a staff that grew from 20 to 4,000 in no time at all. ~~Kodak now does~~ *one billion dollars a year in business in Japan* *redundant* One industry journal said that "Kodak offers convincing proof that foreign companies can establish themselves in Japan on a major scale and in a short period of time."

There is a lesson here for U.S. companies. Let's take a look at why Kodak came back. First, as a savvy international company with a global perspective, Kodak understood that part of its future lay in the Japanese market. As one senior manager put it, "If you're serious about staying competitive globally, you've got to be on the ground here." I couldn't agree more.

*State
draft*

JIT

*and
Kris Kappel
of Kodak*

JIT

*and
Kris Kappel
of Kodak*

*Tom
Kelly
of R&D plant*

*in
Fortune*

3-25-91

p. 50

You see, Kodak made it a priority to understand and adapt R&D here in Japan. Smartly, they realized that Japanese laboratories are now on the cutting edge of developing new products, applications and technologies. In short, they saw the long-term benefit of aggressively developing their business here.

Kris
Kappel
of Kodak

Take a look at how Kodak did it: by designing products specifically for this market; by enforcing strict quality control; and by integrating Japanese ideas and technology while retaining high American content in the products. High American content means transferring technology to U.S. operations and creating jobs here at home. High American content means growth and opportunity for everyone.

It's important for other U.S. companies to understand that in order to compete -- and win -- internationally, we must gain access to Japan's R&D infrastructure. When we do, the result is big: **products that win markets worldwide.**

Kodak succeeded because it adopted a strategy of doing business as a global company. **We need more companies like Kodak to make our relationship with Japan a two-way street.** They were willing to seize the initiative and seek out Japanese R&D efforts -- and now Kodak's Japanese business has grown to a billion dollars a year. **Kodak's investment here benefits both Japan and the U.S.** It draws from the best of both countries -- creating jobs and technology.

But as beneficial as that is, the level of foreign direct investment in Japan is still considerably lower than in other industrialized nations. In 1989, the United States and Britain had twenty times the amount of foreign direct investment that Japan did. *on a per capita basis,*

And while foreign investment is limited in Japan, Japan itself has been very active in investing overseas. Through the Structural Impediments Initiative, Japan has taken measures to open itself to foreign investment. But we would welcome additional measures -- so that Japan can become one of the world's largest importers and one of the world's most open markets. We welcome measures that provide a more level playing field for American business.

We need more Kodaks in Japan. // We need more aggressive American companies to follow their lead and take on the competition. // And most of all, we need free and fair trade. //

We want to build stability in the world by building our economic bonds. We need economic engagement -- open trade, open markets -- if we are to ensure peace and prosperity for future generations. We need to build a new world of freedom, opportunity and peace for our children.

With that said, I salute you for the tremendous example you are setting for American business. You are leading the way to the next American century, and I say keep up the good work. Thanks again for having us here today.

God bless each and every one of you.



3:09pm

^{Boynton}
Bobbalooski—

Kris Kappel,

716-724-1004 Kodak

Did you get fax?

Do you need more
info?

~~Staffed~~
Grant / Simon
A:KODAK Draft two
December 18, 1991

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YOKOHAMA, JAPAN
THURSDAY, JANUARY 9, 1992**

[Acknowledgements / thanks for the tour?]

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Since then, Japan's market-opening measures -- at the insistence of the U.S. government, frankly -- have created new opportunities for American exporters. The tariffs that once sent Kodak packing have been cut sharply -- and Japan's tariffs on manufactured products are now among the lowest of all industrialized countries. Now, Japan's market is liberalizing and American firms should seize the chance to compete in Japan.

In 1988, Kodak returned to Japan to take on the competition head first. As each of you know, the company fought an uphill battle -- for while Kodak was out of Japan, its competitors developed similar products and attracted loyal customers. Kodak, once again a newcomer, had to go out and earn its place in the market.

But look where we stand today ... here we are, at one of the world's most modern R&D centers ... Kodak's largest outside of America, with a staff that grew from 20 to 4,000 in no time at all ... one billion dollars a year in business. One industry journal said that "Kodak offers convincing proof that foreign companies can establish themselves in Japan on a major scale and in a short period of time."

There is a lesson here for U.S. companies. Let's take a look at why Kodak came back. First, as a savvy international company with a global perspective, Kodak understood that part of its future lay in the Japanese market. As one senior manager put it, "If you're serious about staying competitive globally, you've got to be on the ground here." I couldn't agree more.

You see, Kodak made it a priority to understand and adapt R&D here in Japan. Smartly, they realized that Japanese laboratories are now on the cutting edge of developing new products, applications and technologies. In short, they saw the long-term benefit of aggressively developing their business here.

Take a look at how Kodak did it: by designing products specifically for this market; by enforcing strict quality control; and by integrating Japanese ideas and technology while retaining high American content in the products. **High American content means transferring technology to U.S. operations and creating jobs here at home. High American content means growth and opportunity for everyone.**

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But as beneficial as that is, the level of foreign direct investment in Japan is still considerably lower than in other industrialized nations. In 1989, the United States and Britain had twenty times the amount of foreign direct investment that Japan did.

And while foreign investment is limited in Japan, Japan itself has been very active in investing overseas. Through ~~the~~ Structural Impediments Initiative, Japan has taken measures to open itself to foreign investment. But we would welcome additional measures -- so that Japan can become one of the world's largest importers and one of the world's most open markets. We welcome measures that provide a more level playing field for American business.

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With that said, I salute you for the tremendous example you are setting for American business. You are leading the way to the next American century, and I say keep up the good work. Thanks again for having us here today.

God bless each and every one of you.

Bob - Read it and weep. MK

Grant / Simon
A:KODAK Draft one
December 16, 1991

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Kodak has been so successful because of each one of you -- both here and in Rochester -- and because of your uncompromising commitment to quality. My old friend and your president, Kay Whitmore, once said, "Kodak's future depends on its work force," and you are living proof of that statement. Keep up the good work. //

Now I don't want to preach to the choir, but allow me to enlighten my fellow visitors with a little history. Kodak products were first sold in Japan over a century ago, in 1889. But after World War II, the government of Japan protected domestic film makers with a series of very high duties on foreign imports -- some as high as 40 percent -- until the 1970s. Kodak was a market leader here until the 1960s, when the prohibitive tariffs virtually forced the company to fold up and go home.

Since then, Japan's market-opening measures -- at the insistence of the U.S. government, frankly -- have begun providing opportunities for American exporters. Now, Japan's market is liberalizing and American firms can take advantage of new market opportunities in Japan. The tariffs that once sent Kodak packing have been cut sharply -- and Japan's tariffs on manufactured products are now among the lowest of all industrialized countries. And so, in 1988, Kodak returned to Japan to take on the competition head first. As each of you know, the company fought an uphill battle -- for while Kodak was out of Japan, its competitors developed similar products and attracted loyal customers. Kodak, once again a newcomer, found it hard to penetrate the market.

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You see, Kodak has been actively trying to understand and adapt R&D here in Japan. Smartly, they realized that Japanese laboratories are now on the cutting edge of developing new products, applications and technologies. In short, they saw the long-term benefit of aggressively developing their business here (no pun intended).

It's important for other U.S. companies to understand that in order to compete -- and win -- internationally, we must gain access to Japan's R&D infrastructure. When we do, the result is big: **products that win markets worldwide.**

Take a look at the way Kodak did it: by designing products specifically for this market; by enforcing strict quality control; and by integrating Japanese ideas and technology while retaining high American content in the products. **High American content means the transfer of technology to U.S. operations and the creation of jobs here at home. High American content means growth and opportunity for everyone.**

But most importantly, Kodak was successful because adopted a strategy of doing business as a global company. **We need more companies like Kodak to make our relationship with Japan a two-way street.** They were willing to seize the initiative and seek out Japanese R&D efforts -- and now Kodak's Japanese business has grown to a billion dollars a year. **Kodak's investment here benefits both Japan and the U.S. -- by drawing from the best of both countries -- creating jobs and technology.**

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KODAK BORN AGAIN IN JAPAN

A \$1 billion success story

By
Patrick J. Killen

The press reception was held on the top floor of Tokyo's Kasumigaseki Building, Japan's first skyscraper.

"We had all the drapes shut," recalls one of the sponsors. "We were connected by walkie-talkie. We had some speeches; then we heard it was right outside."

That was in August 1986, and officials said the airship with the yellow emblem was designed to let people know that Kodak, the world's largest film maker, was back in Japan, face-to-face with customers and distributors after an absence of more than 40 years.

Later the Kodak blimp flew past the Fuji Film headquarters, causing great consternation and sucking of wind at the board meeting. Since Kodak had the only airship licensed to fly in Japan, the Fuji directors hurriedly ordered their own airship in Europe deflated and flown to Tokyo. A few weeks later it was airborne with a German crew.

For nearly three years, the yellow Kodak airship and the green Fuji blimp contested the skies over Japan. Kodak officials figured Fuji's response doubled the interest in their high-flying advertising scheme.

A Kodak official acknowledged Fuji may have evened the

score in 1988 when another Fuji blimp, en route from Los Angeles to New York City for a celebration, detoured and buzzed the Kodak headquarters building in Rochester, N.Y.

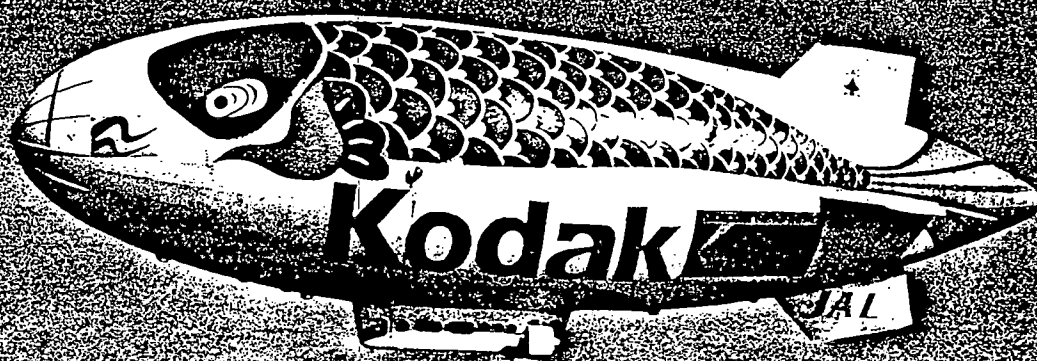
The Kodak airship was an important symbol of Kodak's presence and rising fortunes in Japan, a country the company had all but written off after World War II as a distant land with high tariffs and strange customs.

Though its products were first sold in Japan in 1889, Kodak chose not to restore its wholly owned company after the war. Instead, it decided to sell through a series of Japanese distributors. Unknown to Kodak, at least one of the distributors also represented a Japanese competitor—not the best way to do business.

Part of Kodak's reluctance to participate directly in the Japanese market was the protection afforded domestic film makers by the postwar government. A series of protective duties on foreign imports were invoked, with some as high as 40 percent lasting into the 1970s.

By 1980, the situation was becoming disastrous with some Kodak products all but disappearing in what had become the world's second largest film market. "We were dealing through

"We opened the curtains and there it was,
the Kodak blimp. It was a very impressive
sight, and it was a secret up until that time."



a distributor into a customer base so diverse we were losing touch with the marketplace," one Kodak official said.

In Rochester, corporate officials decided to ignore the horror stories about what the Japanese do to foreign businessmen and ordered a study.

Albert L. Sieg, the director of corporate strategic planning, was put to work drawing up the strategy for Kodak's re-entry into the Japanese market.

Once the study was done, the board offered the job to Sieg, who was shocked and surprised. "I thought it was a heck of a challenge," Sieg said. "There's not many times in corporate life that you get to build a whole brand new business."

Years later, Sieg was to add with a smile, "Parenthetically, if I knew when I was developing the Japan strategy that I also was going to be the one to implement it, I would have been more careful."

Al Sieg, 53 at the time, seemed an unlikely choice. A native of Chicago, Sieg graduated from the University of Illinois with a degree in chemistry and went to work in Rochester at Kodak as an analytical chemist. After years of laboratory work and a Ph.D. at the University of Rochester, he moved into management, holding such in-house jobs as supervisor of paper sensitizing emulsion product control before moving into strategic planning in 1981.

"I had never lived outside the U.S. before and I was not an 'international' person," recalls Sieg. After convincing his stunned family it was a good idea, the Sieges came to Japan and, he said, "We were astounded by the cost of living here."

Administratively Kodak took Japan out of its Triple-A (Asia, Africa and Australia) division and set up a separate Japan region.

Sieg brought out a small management team in 1984 and set to work.

There were a few problems.

"It took us almost two years to negotiate with our distributors to convince them it was in their best interest to sell their business back to us. That took an enormous amount of time and effort," Sieg said.

Kodak set up a series of companies and joint ventures. By 1986, it had 2,000 employees and had developed a recruiting program with close ties to Japanese universities. A modern research and development centre, Kodak's largest outside the United States, was opened in Yokohama in 1988 at a cost of 10 billion yen.

In May 1990, Kodak pulled together its nine companies and moved into the plush, new Gotenyama Hills Mori Building in Tokyo's Shinagawa district, taking over the fifth through the 12th floors.

One of the early problems was that most young Japanese didn't know Kodak from a kayak.

So Kodak launched a massive recognition campaign. Huge neon Kodak signs went up on the Ginza and in Shinjuku in Tokyo, and in other major cities-Osaka, Sapporo and Fukuoka. The yellow airship took off. Kodak sponsored an all-star soccer tournament and junior tennis, and was cities. There were massive advertising layouts and store promotions. Kodak was listed on the Tokyo Stock Exchange.

One problem later turned out to be a big plus.

"The products we were bringing over here were world class, but they were not really meeting the express needs of the Japanese customers," Sieg said. "So one of the first things we did was to modify and rebuild products to meet that need, which we did."

"In most cases, they (the new products) ended up being (Kodak's) world product because the Japanese market is one of



Robert L. Smith is Eastman Kodak Japan's new president and general manager, taking over April 1. A Kansan, Smith has had extensive service in Latin America.

"So we developed a product, and the original intention was that it was only for the Japanese market. But everybody liked it and it ended up as our universal product, which is now Kodacolor Gold."

saturation that this market likes," said Sieg.

In plainer language, pictures of many Japanese were coming out with an unnatural yellow hue.

A new sharper film, Ektar 100, is currently produced just for Japan, and is aimed at what Sieg calls "the high burners," the advanced amateur cameramen who know about film and cameras. "Probably one-third of the Japanese fall into that category," said Sieg.

All this effort and money has re-established Kodak in Japan. Film makers are notoriously tight-lipped about their share of the amateur film market, but there is general agreement that Fuji Film is the big leader with Konica, another Japanese company, and Kodak far behind. Toshihide Yoda, an analyst with UBS Phillips & Drew, who follows the market, said Fuji, with a superior sales and laboratory network has a solid 70 percent market share, followed by Konica, with about 17 percent, and Kodak with 10 percent.

Competition, said Sieg, is fierce and intense, and there is a lot more to Kodak than just small rolls of film.

Those percentage figures, said Sieg, "have nothing to do with things like motion pictures or X-ray film, or professional photography because in some of those markets we're clearly

It is in the pharmaceutical business through its ownership of Sterling Drug, Inc. Kodak is heavily involved in the commercial and industrial use of imaging.

It makes information systems including the huge KIMS — the Kodak Information Management System, which integrates data from magnetic tape, microfilm and optical disks. Meiji Life Insurance has a KIMS and so does Japan Telecom. It makes high speed copiers and has an agreement with professional film for Japanese weddings where Sieg said it is most important that "dresses come out white-white and hair is black-black."

One measure of success is that in 1989, Kodak's 100th anniversary of doing business in Japan, company sales amounted to about \$1 billion, the only figure it boasts about publicly. Keiichi Murai, Eastman Kodak Japan deputy public relations chief, can be prodded into saying it is more than that now, but he will give no figures.

Kodak officials argue that money is not the only reason Kodak decided to establish a presence in Japan. There was a need to compete head-to-head with Fuji Film, it's No. 1 global challenger, on its home turf just as Fuji and Konica were doing in the United States. And the cutting edge of technical

advancement in the photographic industry was clearly in Japan.

In every sense, said economist James Abegglen, Japan is where Kodak's strategic future will be played out.

Abegglen said Kodak has "changed from a bad example" of corporate neglect "to a really impressive one" with its performance during the past seven years.

The president of the Asia Advisory Service K.K., Abegglen said Kodak offers convincing proof that foreign companies can establish themselves in Japan on a major scale and in a short period of time.

Besides Sieg, Abegglen credits Kodak's President Kay R. Whitmore, as "personally leading the charge."

"I don't want to denigrate Al Sieg, but he had to have someone flying cover for him. That was Kay Whitmore," Abegglen said.

After seven years, Sieg, 60, packed up in April and returned to Rochester as Kodak's Director of Strategic Resources.

In a message to his staff, which had grown from 20 to 4,000, Sieg said Kodak is now "a force to be reckoned within the Japanese market." "This experience," he said, "has shown me that building a business in Japan is not impossible, only difficult and takes patience and commitment."

Sieg's replacement is Robert L. Smith, 51, a 30-year veteran of Kodak who has served extensively abroad in Brazil, Argentina and Mexico. He was Latin American region general manager in the early 1980s.

A native of Parson, Kansas, Smith has a Bachelor's degree from the University of Kansas and a Master's from the Massachusetts Institute of Technology.

He was appointed assistant general manager of the Japan region in October 1990, and assumed the post of general manager and president of Eastman Kodak Japan April 1.

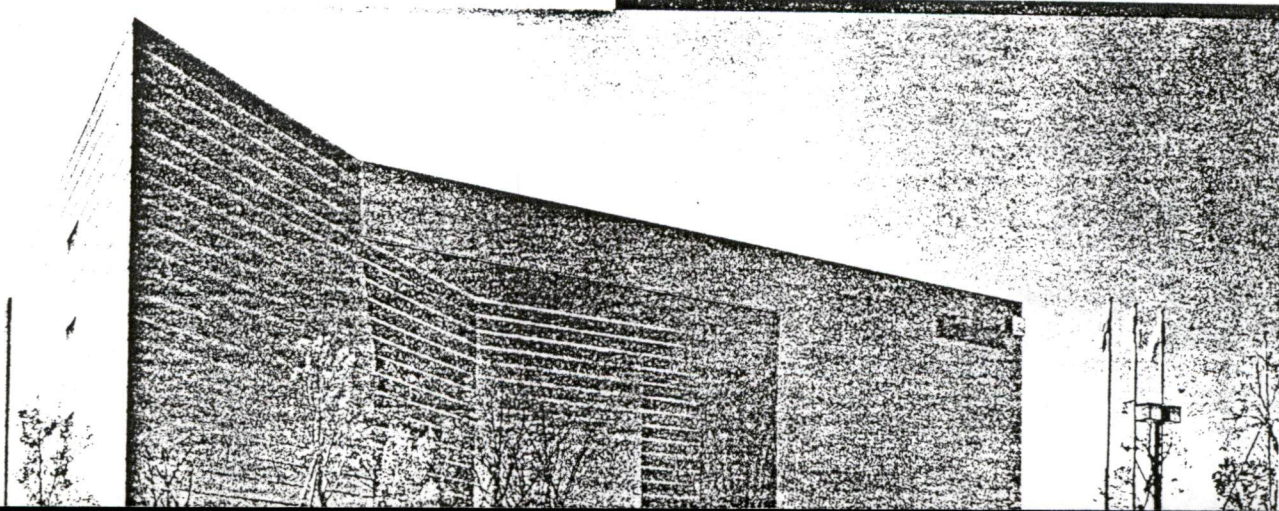
"Clearly there are many opportunities and challenges for our company," Smith told staff members while taking over the new assignment. "We have an important legacy of achievement which we must strive to live up to."

Sieg called Smith "the right person" to lead Kodak's "next phase of growth and development." JIJ



Albert L. Sieg, Eastman Kodak Japan's president for seven years. He left in April to become Kodak's director of strategic resource in Rochester, N.Y.

Kodak's 10 billion yen Research and Development Center in Yokohama. Opened in 1988, more than 100 scientists and technical people work there.



Remarks to Supporters of the Brainpower Coalition in Rochester,
New York
May 18, 1989

President Whitmore, thank you for that warm Rochester welcome. And to President Whitmore and Congressman LaFalce, Congressman for this district, Frank Horton, my friend of long time, I'm just delighted to be here. I want to especially thank the Governor of the State for the courtesy that he shows me, and I thank all of you for coming here today. And I appreciate his taking the time to come and join hands as we salute not just the program that Kodak has, the program of participation, partnership, but the program that we saw just a few minutes ago at the Wilson Magnet School. And I want to take this opportunity to thank all of them, too, for this welcome.

You know, some of you may remember, [former Senator] Barry Goldwater was a talented amateur photographer. And one day he took a picture of President John F. Kennedy and sent it to him, requesting an inscription. And back it came, dutifully inscribed: "For Barry Goldwater, whom I urge to follow the career for which he has shown so much talent—photography." [Laughter] "From his friend, John Kennedy." Well, Barry didn't take his friend's advice. He fashioned a brilliant career in politics, not photography.

But today I am really delighted to be back in a city—Rochester—and at a company—Eastman Kodak—which has become synonymous with the career that President Kennedy alluded to. And it is a pleasure to join you. And I came here because Rochester and Kodak embody the notion that helping others through cooperation—partnership agreements between all levels of government, private enterprise, voluntary organizations—is America at her best. And locally, this kind of cooperation has made possible such landmarks as the Eastman Theatre and the Al Sigal Center and helped Rochester become a bastion of commerce and make the Flower City among America's highest cities in terms of corporate participation and corporate giving.

And your story, of course, is well-known

locally. But I want this message to get out to the entire Nation. For in being here today, I honor the countless individuals and companies across America who are following your example. And I was telling Kay coming over here—Mr. Whitmore, in the car—that I hope that this visit will symbolize the importance that we place on these partnerships and that the message will be received across our entire country. For those not yet involved, I challenge you to get involved. And for America's public and private sectors; they can exceed the sum of their parts.

In a sense, this is what George Eastman had in mind when he founded Eastman Kodak in 1880. For he knew that cooperation begets productivity and that productivity would enrich America's standard of living and her standard in the world. As President, I intend to spur the partnerships which nurture that productivity. And that is why recently I unveiled a bipartisan partnership with Congress that will cut the Federal deficit by \$65 billion over the coming fiscal year. Productivity is the reason, too, that I favor the creation of urban enterprise zones, a partnership with business.

And each of these partnerships will help productivity propel America, and so will an even nobler partnership—and I'm talking here about the one you're involved in—education, a partnership with the future. For ultimately the greatest productivity stems from a creative mind.

Here at Eastman Kodak, you celebrate that fact. For you know what George Eastman said in 1924 is even truer today: "The progress of the world depends almost entirely on education." Kay Whitmore is even more succinct in talking about your own company. "Kodak's future depends on its work force," he said. And he's absolutely correct about that.

And some of you may recall the television series, "Dragnet," and how Sergeant Friday—remember him—was fond of saying, "Just the facts, ma'am." [Laughter]

80
200
14000

Well, the fact is that Rochester's education challenges parallel the Nation's. The challenges that you face in these school—very much the same in many parts of the country. And the fact is that unless we act our children will be ill-equipped to read, to write, or understand new technologies—to compete in the workplace. And the fact is that education partnerships can help us act boldly and urgently to keep America number one.

Let me share a story with you, a story about two ways to look at education. The master of the house was planning his garden and told his gardener to plant a certain kind of tree. And the gardener objected, explaining that the tree was slow growing and would take a hundred years to reach its full growth. The master's response—that I found interesting—he says, "In that case, there's no time to lose. Plant it this afternoon." [Laughter]

And that's the way that Rochester and Eastman Kodak look at education. And that explains why a few years back your business and community and education leaders sat down, faced their problems head-on, and decided to act. And looking at your city's public schools, they didn't like what they saw: a dropout rate of—I was told it was 30 percent; a third of all the ninth-graders dropped out before graduation from high school; and nearly two-thirds of all ninth-graders tested 1 to 2 years below the grade levels.

And these problems demanded the solutions that only partnerships can achieve. So, in 1986 a community task force, headed in this case by the Urban League, issued its report. It was called, "A Call To Action"—to uplift the quality of the public schools. And to make that dream a reality, you came up with a great idea: a new partnership called the Rochester Brainpower Coalition, a partnership anchored by Eastman Kodak which understood that the private sector has the resources and responsibility to help make education better, to help education help America.

And earlier today, as I mentioned, and as Kay said, we were over at the Wilson Magnet High School, where I saw just how much progress has been made. It's hard to choke back a tear or two when you see the

commitment of those children and the spirit of the teachers over there. Ten years ago, that school was beset by crime and plunging grades and urban flight. But today, helped by Rochester Brainpower, Wilson is the ninth-ranked school in the State of New York by the Department of Education.

And what made such progress possible? Teamwork between students, parents, and teachers to raise standards and increase accountability, and Rochester's Brainpower support—creative and monetary—of your school district's pioneering plan, which U.S. News terms "a model for educational reform." And some of you—I had a chance to talk to some of your colleagues that are over there helping these kids. And that was inspiring as it could be.

You know, in 1988 Rochester Brainpower received the President's Citation for Private Sector Initiatives. Well, seeing Wilson firsthand today, it is easy to understand why that happened. For it, like other schools, has benefited from the coalition's programs which blend creativity and just plain common sense. One program, for instance, says to the kids: "If you excel now in school, we'll give you a job when you graduate from school." And another program vows: "If you hit the books, local companies will offer college scholarship aid." A third program helps the teachers—God bless the teachers—and helps them hone their skills. And through another, business provides management help to local schools. And a huge media campaign perhaps says it best, as two billboards urge: "Stay In School. You're Too Good To Lose," and "Help A Teacher Help A Child." What marvelous sentiment is reflected on those two billboards. I hope that we see those springing up all across the United States.

And, yes, already Rochester Brainpower has united the community. In the future, its impact will lift the community. And its heart will be Eastman Kodak, not only in 1989 but well into the 21st century—you know, not only in this community but in communities across the country, if they learn the Kodak partnership message and then execute.

Like the wise man planting a tree for

future generations, Kodak is planting its own seeds. For it is you who are lending people and equipment, at company expense, to teach kids engineering and robotics, and providing other long-term financial aid to help at-risk youth discover the meaning of an education. It's Kodak which has given some \$125 million to more than 1,000 colleges and universities and which is now more involved than ever at the precollege level, enhancing the academic excellence so central to America.

My administration supports that goal. And accordingly, last month I sent a major new education package to the Congress which demands excellence. We will achieve excellence through greater accountability—and I heard that today from the teachers at Wilson—and by spurring local flexibility and parental choice. And I saw that today at Wilson—the concept of choice in action. And above all, our program, like yours, says that if excellence breeds achievement, then excellence should be rewarded.

We're asking the Congress, for instance, to create a program to recognize and reward the schools that have demonstrated substantial educational improvements and a new Magnet Schools of Excellence program to encourage more schools like Wilson. We're proposing to create urban emergency grants to help school systems hit hardest by drug abuse and trafficking. And through scholarships, we want to give America's youth a special incentive to excel—science, math, and engineering.

No, our program isn't a be-all and an end-all. We're living in times of complicated resource allocation. But it is a commitment, a commitment to help business and academia make America much more productive, a commitment to partnerships, a commitment which you obviously share. And for that, I thank you. And I'd like to think that George Eastman is proud of you, too, looking down, no doubt, through the latest telephoto lens from wherever he may be. [Laughter] For he knew that giving—he exemplified this in his life—he knew that giving was a two-way street.

One day in 1924—year that I was born—George Eastman gave away \$30 million to

the University of Rochester, M.I.T., Hampton, and Tuskegee—a rather amazing gift, I'd say. That was when \$30 million was \$30 million—[laughter]—but all in 1 day. But he began giving to nonprofit institutions—this is the key point—when his salary was \$60 a week. Even then he knew that profit and philanthropy were not mutually exclusive.

And I've said repeatedly that from now on in America, any definition of a successful life must include serving others. For while few of us can give away \$30 million, all of us can help—can take pride in helping—an inner-city child overcome, perhaps, poverty, to become a productive citizen. Giving means more than money: It means making a commitment to someone else's life. And that is how George Eastman defined success. And that is why when he died the New York Times proclaimed, "George Eastman was a stupendous factor in the education of the modern world." And he showed that productivity could nurture generosity and that generosity could help us all. And then, through the promise of partnerships, let us, too, increase America's productivity so that America's generosity can enrich not merely our age but generations to come.

I salute Kodak for your looking into the future. I salute Wilson for coping with the problems of the present so those kids will have a great future. I salute the farsighted school board that encourages this kind of new thinking. I salute the Members of Congress who have been helpful in pushing forward these objectives. It's a great pleasure for me to be here, and I thank you for inviting me and for this wonderful occasion. I won't forget it. God bless you all. God bless the United States of America. Thank you very much.

Note: The President spoke at 12:01 p.m. in Building One of the Elmgrove Eastman Kodak facility. He was introduced by Kay Whitmore, president of the coalition. In his remarks, the President referred to Gov. Mario Cuomo. Following his remarks, the President attended a luncheon in the facility's lunchroom and then traveled to Kennebunkport, ME.

different
event,
but maybe
useful

Document Originally
Attached to
Following Page

BREAKFAST WITH U.S. AND JAPANESE BUSINESS LEADERS

SCENESETTER

PURPOSE

You should use your breakfast meeting with U.S. and Japanese executives to: 1) emphasize the mutual benefits of U.S.-Japan business ties; 2) stress the central role of business in U.S.-Japan relations; 3) urge greater receptiveness of Japanese firms to U.S. goods and services; and 4) remind that Japanese firms benefit greatly from an open trading system and should give strongest support for GOJ liberalization measures in the Round.

THE SETTING

You will give opening remarks to an audience of top executives from U.S. and Japanese companies doing business in Japan.

Your opening remarks will provide the opportunity to highlight the benefits to U.S. firms that make the effort to establish a presence in the high-cost Japanese market. Although start-up costs seem prohibitive, long-term benefits to U.S. investors in Japan include access to Japan's cutting-edge research and development and the ability to service Japan's very demanding customers. Japan's market gives U.S. business one of the highest returns on foreign investment in the world.

You should also point out that Japan's business environment can be difficult for foreign newcomers. Inefficient transportation, agricultural, construction and distribution sectors hamper U.S. exports and investment and keep Japanese costs high for domestic firms as well. This is compounded by long-term relationships among Japanese firms which may inhibit their willingness to purchase foreign products that are competitive in price and quality. These complaints have been echoed by Japan's Asian trading partners.

Trade into and out of Japan is highly concentrated among a few firms. In 1987, Japan's nine leading trading companies handled 74% of Japan's imports and 42% of its exports. In the early 1980's, Japanese trading companies handled as much as 10% of all of all U.S. exports. The business leaders in your audience have it in their power to significantly affect U.S.-Japan trade. You may wish to ask their views on what is needed to increase the presence of U.S. firms in the Japanese market.

Finally, you want to underscore the importance to Japan of open global markets--which requires Japan to protect its global interests and exercise the leadership necessary to bring the Uruguay Round to a successful conclusion, including on tariffication.

PARTICIPANTS - TBD

DECLASSIFIED
Department of State Guidelines
E.O. 12958, SEC 3.4 (B), July 21, 1997
By 1t NARA, Date 26/07/23

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POINTS TO BE MADE AT THE MEETING
WITH U.S. AND JAPANESE BUSINESS LEADERS

U.S.-JAPAN BUSINESS COOPERATION

- As I look out at this distinguished audience, I find it encouraging to see so many American and Japanese business leaders sitting side-by-side, partners in our shared goal of ensuring the continued economic prosperity enjoyed by both of our countries.
- I want to commend you for the valuable contributions you and your firms make every day to the welfare of Americans and Japanese alike.
- I would especially like to recognize the American firms represented here today, for their success in developing a strong presence in Japan, one of the world's most important commercial markets.
- The strong and growing presence of U.S. firms in the Japanese market shows that your hard work and perseverance can make many American firms household names in Japan.
- It is often said the Japanese market is one of the toughest in the world to crack. Labor and land costs are high, and certain structural impediments work against foreign entry into the market.

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By 14 NARA, Date 06/01/23

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- 2 -

- o In particular, overregulation and inefficiency in the transportation, agricultural, construction and distribution sectors hamper U.S. exports and investment and keep costs high for domestic firms as well.
- I call upon you business leaders of Japan, American and Japanese alike, to make the case to your elected officials that free trade and open markets are the best hope for our continued prosperity.
- I applaud recent efforts by the Japanese Government to deregulate certain sectors of the economy and promote healthy competition through better enforcement of its anti-monopoly laws.
- o I also welcome MITI's proposal for a Global Business Partnership, which would expand its import promotion program to include efforts to promote local sourcing for overseas transplants. The success of that effort will depend on the cooperation of our private sectors.
- However, more work needs to be done on eliminating structural impediments to the Japanese market. While efforts by U.S. companies have resulted in strong trade surpluses with the European Community and other important markets, the U.S. trade balance with Japan is worsening.

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- 3 -

- o I will continue to request that Japanese leaders take steps to facilitate entry of U.S. firms into Japan.
- I strongly urge the Japanese companies represented here today to purchase American products that are competitive in price and quality, and I ask that Japanese firms do their part in our global business partnership by opening up their supplier networks to U.S. firms.
- o You will be the determining factor in making MITI's import promotion program successful, which will bring Japan into more constructive relations with the United States.
- Of course, my focus is not limited to the Japanese market alone. Successful conclusion of the Uruguay Round trade negotiations will lead to more open markets around the world, offering new opportunities for U.S. and Japanese firms alike.
- o The U.S. and Japanese business communities have the greatest stake in the Round's success.
 - o American and Japanese leadership is essential to achieve this goal, and I urge you to give your

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- 4 -

strongest support for the Uruguay Round to elected officials both in Tokyo and Washington.

- I hope the Japanese Government will act now to protect its interests in maintaining an open global economy by exercising leadership in the Round.
- I want to thank you for this opportunity to meet with you today, and I would be interested in hearing your thoughts on what is needed to promote the presence of U.S. firms in the Japanese market.

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BREAKFAST WITH U.S. AND JAPANESE BUSINESS LEADERS

12-2-91

Sejec 6663

Drafted:EAP/J:HKenworthy 7-4459

Cleared:EAP/J:RLudan,RDeming

EAP:JAndre, Acting

EAP:DAnderson

EB/DCT:SWickman

E:WWhyman

P:MMcMillion

C:RWilson

S/P:MO'Neal

D:JWarlick

USTR:EEndean

Commerce:TETHRIDGE

Treasury:HWalsh

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VISIT TO US HIGH TECH RESEARCH AND DEVELOPMENT CENTER

SCENESETTER

PURPOSE

During your visit to Kodak's research and development center in Kohoku, you can:

- call attention to a premier success of a US company in Japan's competitive market, emphasizing US firms' ability to meet price, quality, and customer needs;
- showcase that Japan's market-opening measures -- undertaken at the insistence of the US Government -- provide opportunities for competitive US exporters.
- emphasize the importance of US companies actively working to understand and gain access to Japan's research and development infrastructure.
- note that Kodak's investment in Japan benefits the US and Japan, but that foreign direct investment in Japan is small compared to other industrialized countries. Ask Japan to open itself more broadly to foreign direct investment.

You could link Kodak's success to its commitment to:

- design products specifically for the Japanese market;
- strict quality control standards;
- integrating Japanese ideas and technology for product development, while retaining substantial American content;
- doing business as a genuinely global company, understanding that in order to lead in information technologies it must maintain a strong competitive effort in Japan.

THE SETTING

The R&D center symbolizes Kodak's recommitment to Japan after high tariffs, erected in the 1960's and 1970's to protect Japanese infant industries, virtually forced it out of the marketplace.

Kodak built the \$70 million-plus center in 1988. It is staffed by scientists and engineers from the US and Japan. Products now under development at the center include HDTV-related systems and digital photo equipment.

The Board of Governors of the American Chamber of Commerce in Japan will meet you at the Kodak facility.

POINTS TO BE MADE

US HIGH TECH RESEARCH AND DEVELOPMENT FACILITY

- Japan's market is liberalizing and world competitive US companies like Kodak are in Japan to take advantage of new opportunities.
- Kodak was a market leader in Japan until the 1960's, when high tariffs aimed at protecting Japanese competitors forced Kodak out.
- Japan has cut these tariffs steeply, so that its tariffs on manufactured products are now among the lowest among all industrialized countries.
- Savvy American companies like Kodak have a broad international perspective and act on market information, on realities, not on generalizations.
- With the Japanese tariff cuts, Kodak could again compete here.
- To be sure, Kodak has had an uphill battle. In the twenty years that Kodak was away from the market, its Japanese competitors developed similar products and cemented tight relationships with Kodak's old customers that Kodak -- now as a newcomer -- has found difficult to penetrate.
- Why did Kodak come back?
 - o Japan is the world's second largest market for processing equipment. As a global company with a worldwide view, Kodak believes it must aggressively develop its business here, just as its Japanese competitors are doing in the United States. I agree.
 - o Kodak has been actively trying to understand and adapt research and development here in Japan. Kodak recognized that Japanese labs are now doing leading edge work in developing new products, applications, and technologies. In this state of the art research and development center, Kodak has had great success in teaming its Japanese scientists and engineers with its American scientists and engineers.
 - o The result: products that can win markets worldwide. And because manufacturing costs in the US are now actually less than in Japan, Kodak maintains a high degree of American content, generating technology transfer to its US operations, and creating jobs.

quality

- We need companies such as Kodak which are willing to take the initiative and seek out and understand Japanese R&D efforts to truly make our relationship a two-way street.
- Through persistence, hard work, and innovativeness, by solving the problems it faced in coming back to Japan -- calling on US Government assistance, when this was needed -- Kodak's Japanese business has grown to a billion dollars a year.
- Kodak's investment here benefits Japan and the US through job creation and technology development that draws from the best of both countries. However, the level of foreign direct investment in Japan is considerably less than in other industrialized nations.
- In fact, on a per-capita basis, foreign direct investment in Japan reached only 80 dollars per person through 1989. Compare this with \$1,626 for the US, and \$2,047 in the UK.
- While foreign investment is limited in Japan, Japan itself has been very active in investing overseas. Japanese outstanding investment abroad in 1990 was 20.5 times larger than foreign direct investment in Japan. This compares to a ratio of 1.17 for the US and 1.7 for the UK in 1989.
- Through SII, Japan has taken measures to open itself to foreign investment. Investment follows trade. We would welcome additional measures, so that Japan becomes a leading importing nation, and a home to foreign investors worldwide.

Scenesetter: President's Visit in Japan to US R&D Center
sejec 6669

12-6-91

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October 30, 1991

MEMORANDUM FOR SPEECHWRITERS
RESEARCHERS

FROM: JENNIFER GROSSMAN
SUBJECT: ASIA PRE-ADVANCE RESEARCH

JAPAN

SCHEDULE

FRIDAY: --arrival ceremony with Emperor (open press, troop review), then courtesy call on Emperor at Imperial Palace
--meeting with Prime Minister Miyazawa at Akasaka Palace
--Imperial Banquet, Imperial Palace, after dinner toast

SATURDAY: --tennis and breakfast with the Emperor
--visit Mita Senior High School (visit geography lab, then nationally televised 5 min. remarks followed by Q&A with students from around the world).
--major speech at Japanese Diet, lower house. 15-20 minutes, focusing on the responsibilities of interdependence, and maybe Japan's role in NWO.
--brief remarks at Kodak R&D plant in Yokohama. First, lunch with U.S. business leaders, Visit Kodak Laboratory, then address to U.S. business leaders and Kodak staff.
--one on one meeting with PM, then expanded bilaterals, then joint press statement
--welcoming reception at Hotel New Otani with brief remarks to 2000 -- a kind of welcoming committee of business leaders, politicoes, etc. Tone should be real upbeat.
--Dinner with PM at PM's residence, after dinner toast

SUNDAY: --private breakfast
--Emperor makes goodbye call to POTUS
--attend church (maybe)
--Embassy greetings
--AF1 to Kyoto, accompanied by PM
--walking tour of Imperial Palace
--lunch with PM at Omiya Palace, (Secretary Alexander may simultaneously lunch with Stanford students and JET, Japan English Teaching Program, teachers).
Walking tour of Omiya gardens. Brief remarks to American and Japanese students.
--may visit Nijo Castle

JAPAN

POLICY THEMES

Torkel Patterson of the NSC has advised me that while the main focus of the President's trip here will obviously be on trade issues, there will be a strong effort to tie in American domestic concerns wherever possible. The context: the global neighborhood; interdependence in communication/technology revolutionized, politically post-modern (Pinkerton) new world order.

Two challenges. One: selling a responsible trade policy toward Japan back home, when the protectionist/isolationist harangues from the right and left offer such politically hysterical appeal. Two: eliciting concessions and continued progress from the Japanese at a time when tolerance for continued American Japan-bashing is reaching its limits.

A couple of notes on first challenge. Japanese buy more per capita from America than Americans buy per capita from Japan (the "trade deficit" as commonly heralded fails to account for population ration, i.e. far greater U.S. pop than Japan pop). The Japanese buy more from the United States than they buy from the U.K., France, and Italy combined.

When addressing trade issues with the Japanese we might stress "the opportunities and responsibilities of interdependence." We want to challenge Japan to have the most open market by the year 2000. (Incidentally, in technical terms, tariff barriers for instance, Japan's market is more open than ours. Impenetrability more often comes from hidden barriers -- like regulation size paper or car manufacturing standards -- and on Japanese consumer preferences for the familiar.) Anecdote: Japan used to exclude American baseball bats because they didn't carry the right seal, a seal only available to Japanese firms.

Encouraging continued Japanese progress on rectifying environmental abuses: While industrializing, Japan was one of the worst environmental offenders internationally. Since then, they have made great strides in cleaning up their act. For instance, all their taxicabs run on natural gas. While the Japanese are generally willing to move forward on environmental issues, intransigence stems from anxiety over "keeping your rice bowl filled," i.e. concern over loss of jobs in professions with incidental abuse (e.g. fishermen, tortoise shell craftsmen). The Japanese usually ask for "transition time" to retrain, relocate those put out of work by conservation measures, while we want change "now."

TOKYO SITES

- 1) Imperial Palace: I was unable to go on this walk-through but here's what I gather from other sources. The imperial banquet will be held in a room called Homei-Den Hall. From

postcards, it looks kind of like a hotel ballroom, with some kind of abstract Japanese painting of clouds on the wall. This, apparently, is the way much of the palace looks. The palace is actually only about 20 years old. The initial greeting will take place in the Asahi-no-ma, or "Room of the Rising Sun."

We had bombed the original Imperial Palace in World War II; it was rebuilt in '69. The palace surrounds a huge courtyard. The overriding characteristic of the place is a vast emptiness -- large rectangular rooms with little or no furniture, walls with sliding panels. The dining room table will be a big U-shaped deal.

- 2) Mita Senior High School: President will tour a couple of classrooms, go to larger room with Mita students where he will deliver brief remarks nationally televised. Then he will field questions from students around the country via a satellite hook-up. FYI: There's a concern that Japanese students, generally not encouraged to participate or ask questions in class, will be so awed by presidential presence that they'll simply clam up. Perhaps there's some way (joke? comparison to American students?) that we can sensitively circumvent such a scenario.

School itself not much different looking from American high schools. 1,100 students. Was founded as a public girls' school in 1923. Became coed in 1950, renamed Tokyo Public Mita Senior High School. In 1977, Mita opened a class for students returning from abroad. On a couple of bulletin boards I saw improvised scrawled student demands manifestos, requesting more interesting classes, more understanding teachers, etc. These were the work of such returning students, who are generally more outspoken and participatory than their colleagues.

While part of our purpose is to show admiration for Japanese academic excellence, it's ironic that the Japanese themselves are quite critical of their own system. They in turn look to our institutions for inspiration. The Japanese criticize their schools for their emphasis on rote memorization, aversion to innovation, and lack of encouragement for independent, critical analysis by their students. Recently they even passed legislation to stop Saturday schooling.

I suggest we deal with this by stressing a theme of "we have so much to learn from each other," rather than, "we have so much to learn from you." Moreover, we can touch on several non-school factors that account for Japanese academic excellence -- strong family support, recognition of the link between learning and success, early engendered work ethic, etc.

- 3) Japanese Diet, lower house: parliamentary amphitheater style hall with large balcony. Rich wood detailing and

carving. POTUS to address reps from podium. 500 Diet members. See pictures. In the entrance hall/lobby, there are four pedestals in each corner. Three support statues of great Japanese statesmen/historical figures, the fourth is left empty as a symbol of hope, i.e. looking forward to the great statesmen to come.

- 4) Kodak, Yokahama: POTUS will see several gee-whiz high tech developments in progress, like a super high definition TV. Brief remarks to Kodak staff. Kudos; America can compete; appreciation for their hard work and investment; POTUS is taking steps to improve America's competitiveness.
- 5) Prime Minister's residence: unable to go on walkthrough.

CONTACTS: --Blair Hall of AmEmbTokyo, (03)3224-5336
--Hiroshi Furusana, MOFA 3581-3802

KYOTO SITES

- 1) Kyoto Imperial Palace (FYI, I don't think there are any remarks): Originally built as the Emperor's second palace, Kyoto Imperial Palace was used as the Imperial Palace from 1331-1867 after the original main palace burnt down. The Imperial Throne and the August Seat of the Empress, still used for coronations, are located here. Each rests on a platform, and is covered with an octagonal canopy, decorated with a large phoenix and eight small phoenixes.
The last "Ceremony of the Enthronement of His Majesty the Emperor at the Seiden" took place in the Imperial Palace on November 12, 1990

- 2) Omiya Palace: remarks to students should focus on building bridges between our two countries through education, facing the future together. See proverbs.
Some of the students are with the Stanford Japan Center, established by Stanford University, "for the purpose of educating future generations of Americans about Japan. The Center also will provide an institutional link between American and Japanese research in science, technology, and social science with the aim of opening up crucial channels of information and by embarking on new cooperative initiatives in research between the two nations."

- 2) Nijo Castle (again, no remarks): The castle was originally built in 1603 to be the official Kyoto residence of the first Tokugawa Shogun Ieyasu, and it was completed in 1626 by the third Shogun Iemitsu. The lavishly decorated castle stands as a symbol of the power of the Tokugawa military government. It contains the famous "Nightingale Corridor," whose floors are designed to creak with birdlike noises when tread upon, thus foreboding an enemy approach.

JAPANESE COLOR:

- 1) Finding humor is difficult. Most people I've spoken to say that the Japanese aren't big on jokes, humor. Moreover, they will not know to laugh if POTUS tells a joke.
- 2) The "Japan Series" (similar to our 'world series') in baseball has just started. This years favorites are the Hiroshima Carp and the Seibu Lions.
- 3) Sumo wrestling is Japan's national sport. Recently an exhibition tournament was held in London. Two very popular wrestlers are a pair of American brothers from Hawaii -- Konishiki, who's the biggest Sumo wrestler (600 lbs), and Ake Bono, who's the tallest. Who knows, maybe we could make a joke about "gross national products" to an American audience -- large American exports.
- 4) American movies, rock, and rap music are very popular. Disneyland opened in Japan 6 years ago; Japanese love Mickey Mouse.
- 5) Karaoke is a popular Japanese social activity. Literally meaning "empty orchestra," karaoke bars play music without lyrics so that the patrons can star on vocals. Maybe there's a joke about Barbara wanting to go Karaoke.
- 6) Women control the finances in Japanese families -- when to buy the car, when to invest, etc. The husband often asks his wife for money for his expenses; this allowance is called "Kozu Kai." Maybe POTUS can say, "I wanted to buy some souvenirs, but Barbara cut my kozu kai."
- 7) Of all their qualities, Japanese are proudest of their perseverance, endurance, called "gamman." They rate harmony as highest on their scale of social values.
- 8) Relevant to Omiya in Kyoto: a handbook called A Look into Japan tells us "The Japanese garden is designed to be a faithful representation of nature and to impart a sense of simple, unspoiled beauty."
- 9) December 23 is the Emperor's birthday.
- 10) The speechwriting god (Curt, sit ~~down~~): Benten, one of the seven deities of good fortune, is the goddess of eloquence, music and wisdom.
- 11) "Banzai," literally meaning 'ten thousand years,' is the Japanese equivalent of 'three cheers.' It's usually expressed at the high point or end of a celebration.

12) Japanese proverbs:

"The past is not to be blamed." (Ki-o wa togamezu) English parallel would be: "let bygones be bygones."

"The lantern-bearer should go ahead." (Chochin-mochi wa saki ni tate) Meaning, he who bears the light, whether material, intellectual, or spiritual, should lead the way.

"A treasure decaying in one's hands." (Takara no mochi-kusare) Meaning, those with talent or money should put them to good use, or else they will rot away.

"To the upper hand there is an upper hand." (Uwate ni wa uwate ari). In other words, everyone has to answer to someone. Maybe there's a first lady joke in here.

"Seven falls and eight rises." (Nana-korobi-ya-okai) Perseverance will win in the end.

"There are no national frontiers to learning." (Gakumon ni kokkyo nashi) i.e. scholarship knows no boundaries.

"To study penmanship at eighty." (Hachiju no te-narai) Meaning, it's never too late to learn. Could apply to lifelong learning, or joke on POTUS computer lessons.

"Books are preserved minds." (Shomotsu wa hozon-sareta kokoro nari) Reminiscent of Hight quote, 'Books aren't lifeless lumps of paper, but minds alive on a shelf.'

KOREA

POLICY THEMES

Korea wants to have its cake and eat it too. On one hand, it wants to have a close relationship with U.S., play the big league with the big boys. On the other hand, it claims the fragility of a developing economy to justify protectionist policies. We think they're strong enough to forgo such a handicap, with ultimately hampers true growth on both sides. (Note: GB visited Korea after he went to Hirohito's funeral)

Politics: Korea only recently became democratized. We want to encourage democracy, praise them for ongoing efforts and progress in that direction.

(War) Heads up: North Korea is developing a nuclear weapon. There are fears of his becoming the region's Saddam Hussein. This issue requires some delicacy because a) we support reunification and b) South Koreans regard their northern neighbors as brethren. Kim Il Sung, the 82 year old "Great Leader" of North Korea, will pass the reigns to his son, Kim Jong Il, widely regarded as less than competent. Fears of a military coup against the latter complicate the situation.

POTUS SCHEDULE

- SUNDAY: --AF1 to Korea for 3:30 arrival
 --wreath laying ceremony at National Cemetery, no
 remarks
 --American community greetings at Collier Field House
 --private dinner with President Roh at the Blue House
- MONDAY: --breakfast with US and Korean business community at
 Hotel Shilla, 5-10 min. remarks (themes similar to
 Kodak speech: U.S. can compete, we're working together
 to expand trade, importance of GATT
 --Arrival ceremony at Blue House
 --one on one with President Roh, expanded bilaterals,
 joint press statement at Blue House
 --State Luncheon at Blue House hosted by Korean
 President, after lunch toast
 --Address to the National Assembly, 15 minutes
 --travel to Camp Casey, press the flesh with American
 soldiers, 5 min. remarks. Jovial, what a great job
 you're doing, last of the front lines type speech.
 Acknowledge difficulty of 1 year unaccompanied tour

SITES

- 1) Blue House: not on walkthrough, but the scoop as far as I know is that the Blue House is the official residence of the President of ROK. The Blue House was constructed in 1927 as the Japanese government's residence for its Governor-General. It occupies the grounds of the Yi-Koong palace of the Koryo Dynasty.
 In '48, when ROK was established, the building was designated the Presidential Residence. After the student revolution of 1960, it was renamed Chong Wa Dae (Blue Tile House), a name derived from its unique blue roof tiles.
- 2) National Assembly: not on walkthrough, but apparently it's your usual, rococo, elaborate parliamentary style. I'm told there's a large symbol behind where POTUS will be standing: the Flower of Eternal Life framing a Korean character.
 The Assembly building is located on Yoido, a large island on the Han River. Completed in 1975, it houses offices, meeting rooms, and the Assembly's library. The current National Assembly is composed of 299 members from two political parties. It is the thirteenth National Assembly since the founding of the Republic in 1948. The Assembly Speaker is Park, Jyun Kyu.
- 3) Camp Casey: not on walkthrough, but this base houses U.S. servicemen on a one-year unaccompanied tour. Their duty is an uneasy vigil at one of the world's last front lines. Part of their work is to patrol the DMZ (demilitarized zone) often camping out in no man's land.

While we honor the returning heroes of Desert Storm, we should remember also courage and commitment of our men in Korea -- whose courage and commitment often go unacknowledged. POTUS should recognize the difficulty of a one year unaccompanied tour; Camp Casey is what is commonly referred to as a "hardship post."

CONTACTS: --AmEmbSeoul, 82-2-732-2106

COLOR

- 1) Koreans, I'm told, like the Japanese, would have trouble knowing how to respond to a joke by POTUS. One way, however, to break the ice and establish rapport, would be to mention family -- his family, the American family, family values, whatever.
- 2) POTUS was here in '89, and also in '82 as vice president.

SINGAPORE

POLICY THEMES

Singapore is the only ASEAN country we'll visit -- therefore we'll want to touch on issues common to those countries. (ASEAN is made up of Singapore, Malaysia, Indonesia, Brunei, and the Phillippines.) Singapore is our strongest ally in the region. Singaporeans welcome us as a balance to Japanese investment. They have a longstanding fear that Japan eyes them with military interest.

We'll want to talk about South East Asia and Cambodia, setting the stage for future dealings with Viet Nam. Instability in the region: Thailand just had a coup, Burma has a dictatorship. Cambodia, however, is soon to have UN sanctioned elections. Ultimately, we'll want to resolve the POW/MIA question -- an issue some unscrupulous people in the are have exploited for profit. Resolution will require that Viet Nam be completely open so we can scrutinize all the records. Until we get to the bottom of POW/MIA, we can't really say that Viet Nam is truly over.

I believe there are also some human rights concerns in Singapore itself.

POTUS SCHEDULE

MONDAY: --AF1 to Singapore

TUESDAY: --Breakfast meeting at Raffles with U.S. ambassadors to ASEAN countries, no formal remarks
--Arrival ceremony at Istana Palace

--POTUS makes courtesy call on President and Mrs. Wee Kim Wee at the Istana Palace
 --meeting with Prime Minister Goh Chok Tong, then expanded bilaterals
--15 min. speech at lecture series to the Singapore/American Business community, held in Westin Hotel (Security and Trade: U.S. engagement in the region; importance of working together towards the future)
 --Business Roundtable meeting at Hewlett-Packard, no formal remarks .
--groundbreaking ceremony for new American Chancery, embassy greetings type remarks
 --courtesy call on Senior Minister Lee Kuan Yew.
--State Dinner at Istana Palace hosted by President Wee Kim Wee, after dinner toast

WEDNESDAY:--view static display at Changi airport
 --AF1 to Australia

SITES

- 1) Raffles Hotel (just FYI, no formal remarks planned at this point). Wrote Rudyard Kipling, "Feed at Raffles when visiting Singapore." Established in 1887, the hotel symbolizes the exotic charm and colonial nostalgia often associated with the area. The hotel was named after Sir Stamford Raffles, founder of modern Singapore in 1819.
 Celebs who added their aura to Raffles': Joseph Conrad, Charlie Chaplin, Douglas Fairbanks, Somerset Maugham, Nowel Coward, and sundry sultans, kings, and politicians. Raffles embodied colonial high life: tea-dances, Charleston, jazz bands, and billiards. Raffles is the birthplace of the Singapore Sling. In 1902, the last tiger to be shot in Singapore was pursued in Raffles, and finally dispatched under the Bar & Billiard Room.
 The hotel was declared a protected monument in 1987.
- 2) Westin Hotel: the hotel is supposedly the tallest hotel in the world. The lecture series in which the President takes part is designed to give political, academic, and financial eminentoes the opportunity to visit Singapore and mouth off. Singapore gets to bask in their wisdom.
 The series, inaugurated in 1980, is organized by the Institute of Southeast Asian Studies. Previous speakers include Henry Kissinger, Milton Friedman, Brian Mulroney, Raymond Barre, and Giscard D'Estang. 1,500-2,000 will attend speech.
- 3) Groundbreaking ceremony for new American Chancery: this event will basically take the place of Embassy Greetings/American community remarks. Projected completion for new embassy is 1995-6. 150-200 embassy staff, loads of

Singaporean schoolchildren. 2,000 guests in all. Site is basically just a hill. Use your imagination. Building metaphors applied to broader scope of U.S.-Singapore relations might be appropriate.

The U.S. Ambassador in Singapore is Robert Orr. DCM is Arthur Kobler.

- 4) Istana Palace: previously called Government House, the Istana was built in 1869 to house the British Governor of Singapore. The grounds had been the nutmeg estate of Charles Robert Princep. A statue of Queen Victoria was installed in the drawing room to mark her jubilee in 1889. Queen Elizabeth and the Duke of Edinburgh stayed there in February 1972. The edifice itself looks like a cross between a mini-Versailles and a southern plantation. Adorning the entry foyer are a matching set of tusks presented by the Sultan of Singapore to the British government.

The staff of the President, the Cabinet Office, and a section of the Prime Minister's office work at the Istana.

CONTACTS: --DCM, AmEmbSingapore, Arthur Kobler, 338-0251, ext. 217
--USIS, Dennis Donahue, 244-5233

COLOR

- 1) Singapore is a country of many races, languages and cultures. The population is made up of Chinese, Malays, Indians and Eurasians. Harmonious multiculturalism. One often hears the phrase, "many races, one people." Maybe we can make some "E Pluribus Unum" connection.
- 2) The first American consul in Singapore, Joseph Balestier, came to the area in 1834 and took up his post in 1837 -- inaugurating 154 years of diplomatic relations. His wife, Maria Revere Balestier, was the daughter of Paul Revere. Balestier's memory lives on in a bell, now in Singapore's National Museum, cast in Boston's Revere Works. Mrs. Balestier, presented the bell to the original Church of St. Andrew.
- 3) American Embassy Singapore suggests a Pearl Harbor footnote to our Singapore stop: POTUS will be at Pearl Harbor on Saturday, commemorating the 50th anniversary of the Japanese attack, and honoring the resultant 2,400 Americans dead or missing. We might also remember that on the same day, but on Singapore's side of the international dateline, the war began for the Philippines, for Thailand, for Malaysia, and for Singapore. Bombers appeared over Clark Field and over Singapore. Ground troops landed at Songkhla and Pattani (Thailand) and at Kota Baharu (Malaya). Singapore did not then have an army (British and Australian forces were

there); Singaporeans who were either killed or injured were civilians.

- 4) Singaporean suffrage is universal and compulsory.
- 5) Orchids are a major Singaporean product (and they're beautiful).
- 6) While there is no compulsory education in Singapore, attendance is 94% and the literacy rate is over 87%.
- 7) POTUS and FLOTUS visited Singapore when Bush was Vice President.
- 8) When the President called Orr to offer him the ambassadorship, one of his selling points was to tell the future ambassador how comfy the Residence is. (Orr was previously Governor of Indiana).
- 9) Quayle was here on May 22.
- 10) The origin of the name "Singapore" comes from the 13th century's appellation of "Singapura," meaning "Lion City."

AUSTRALIA

POLICY THEMES

The last President to go down under was LBJ, 21 years ago. Australia feels left out. They've been a strong ally -- there in WWII, there in Nam, there in the Gulf. The Australians have been very grateful to us for saving them from the Japanese in WWII. But those warm feelings are now being tried by their anger over trade policies (agricultural subsidies).

Oops on EEPS: Our Economic Enhancement Programs (an American domestic subsidy so that we can export our products abroad at a lower price) and the EC's strict protectionist policies have left Aussies demonstrably furious -- riots, strikes. Need some stroking action. POTUS needs to show himself as a champion of free trade, "that's why the Uruguay round is so important," blah, blah. Hopefully we'll have GATT progress we can highlight by that time.

Generally, stress "harmony/kinship with the Australians."

CANBERRA

POTUS SCHEDULE

WED., DEC 4: --arrival ceremony

THUR., DEC 5: --Embassy greetings, hosted at Ambassador Sembler's residence

--luncheon hosted by Prime Minister in Australian Parliament Building's Great Hall. Toasts after lunch; PM's toast/speech will be 5-10 mins., intro

POTUS for 3-5 mins. (may have to stretch if PM's speech is longer).

--15-20 min. remarks to Australian Parliament

--meeting with Australian academic community;

talking points (don't know if we're responsible)

--Australian War Memorial

--Governor General Hayden's State Dinner at the Government House

--RON Canberra

SITES

- 1) Embassy Greetings: The Ambassador's Residence is 50 years old, as are formal Australian-American diplomatic relations. The ground lease for the mansion was signed while the Japanese were bombing Australia. The house was built during the war, and completed in 1943. Mrs. Roosevelt had a personal interest here, and came out after the building's completion to plant a tree.

The current Ambassador to Australia is Mr. Mel Sembler. Ambassador and Mrs. Sembler are from Treasure Island, Florida. In addition to the Embassy in Canberra, the U.S. has three Consulates General in Australia -- one in Sydney, Melbourne and Perth -- and a Consulate in Brisbane. There is also a Consular Agent in Adelaide.

- 2) Address to Australian Parliament:

The building itself is a striking postmodern palace, designed by Roman Giurgola, and completed for the Australian Bicentennial in 1988. The structure incorporates many symbolic features which strive to reflect certain Australian values, and resonate with Australian history, geography, and culture.

For instance, on one side the earth, rather than meeting the building at a right angle, runs gradually from a distance and at an angle right up to the buildings peak flagpole. This design twist represents the accessibility and accountability of Australian government -- that the government are subservient to those they serve.

Another example: in the forecourt of the Parliament, along the walkway POTUS will follow, is a mandelic mosaic design called "Meeting Place" which represents a meeting place for all races and cultures. The work also celebrates Australia's earliest settlers, so it is appropriate that an Aboriginal artist, Michael Nelson Tjakamara, was asked to create the centerpiece. It's pointillist strokes are reminiscent of his tribes sand paintings.

Also neat: one of the original copies of the Magna Carta is housed in the Parliament building.

POTUS will be greeted by the PM, walk up to the mosaic in the middle, walk over and shake some Australian hands. He then goes to lunch (check) in the Great Hall with the ugly tapestry.

Parliament speech: POTUS starts out, "Thank you, Mr. Speaker." (Speaker is Leo McLeay. Speech is not teleprompted. House of Representatives: amphitheater-like, modern, bathroom-tile-green. NOTE: this will be the first time a foreign head of state has addressed a joint session of parliament -- ever (POTUS should stress what a great honor it is).

VERY IMPORTANT: We were going to do an event with the Australia/USA Parliamentary Group which has now been cut -- so a specific reference should be included as to who they are, what they do, kudos. The group is not a standing committee or anything like that, just an association of upper and lower house parliamentarians working to promote US-Australian friendship ties. The group was formed under the auspices of the Inter-Parliamentary Union, Australian National Group in May '88. The bipartisan group is the most active of all Parliamentary Friendship groups. For more info, contact: Nonda on MP Eamon Lindsay's staff at 077-724844.

- 3) Australian War Memorial: (No remarks, just FYI) Built roughly in the shape of a Byzantine church, the memorial is the most popular tourist attraction in the nation's capital.

Event will take place in the rectangular, central courtyard, which includes a commemorative stone, a pool of reflection, the Eternal Flame, a commemorative area, and then, enclosed, the Hall of Memory. The dome inside the Hall bears a radial pattern which represents the spirits of the war dead rising towards the central circle (heaven).

The memorial also contains a museum, whose galleries evoke and explain the Australian experience of war. Australians in combat: New Zealand (1860), Sudan (1885), South Africa (1899-1902), China (1900-01), WWI (1914-18), WWII (1939-45), Korea (1950-53), Malaya (1950-60), Malaysia (1963-66), Vietnam (1962-72), Persian Gulf (1991) -- we might remember that the Aussies responded immediately in the Gulf, needing no prompting.

Plaque in memorial reads: "The Australian War Memorial commemorates those 100,000 Australians who have died in war and recalls the service and sacrifice of all Australians in wartime." Also, museum holds a mini-copy of Eugeni Vouchetich's famous statue, "Beat the swords into ploughshares." NOTE: Australian repatriation hospitals are still treating men wounded in WWI. 496 Australians died in Viet Nam; 2,398 were wounded.

- 4) (no remarks, just FYI) After dinner, when POTUS toasts, the only thing he says is: "Ladies and Gentlemen, Her Majesty the Queen of Australia," in response to the Governor General's "Ladies and Gentlemen, the President of the United

States of America." Hayden is Queen Elizabeth's representative; there is a such a representative in each of the 6 Australian states (Australia is a commonwealth). Governor Generals are Australian citizens; their posts are purely ceremonial. Hayden is Australia's former Foreign Minister.

The Government House is an old cattle "station," or property. It is a simple, classical mansion on the rim of Lake Burley Griffin.

CONTACTS: --Lew Luchs, Media Counsellor, AmEmbCanberra, 270-5872
--Ray Burson, USIS, (062)705966
--Marilyn Meyers, DCM, 270-5000
--AmEmbCanberra, after hours, 270-5900

SYDNEY

POTUS SCHEDULE

FRIDAY (DEC. 6th):

- noon arrival at Sydney airport (QANTAS Jet Base)
- Sydney Convention and Exhibition Centre: 12:30-12:45 pre-lunch reception with South Wales Premier Grenier's 50 guests, 1:00 p.m. State Luncheon with remarks after remarks and intro by Premier, 15-20 mins., 1,000 guests
- post-lunch reception with Australian American Coral Sea Commemorative Council
- visit Australian National Maritime Museum, visit American Gallery, brief remarks in dedication of museum.
- harbor cruise on John Cadman III to Sydney Opera House
- press conference at Sydney Opera House
- over to Kirribilli House for dinner?
- RON Sydney

SITES

- 1) State Luncheon at Convention Centre: Both anthems played, grace said, lunch served. After lunch, Premier Grenier speaks then intros POTUS. Audience will be a cross-section of the New South Wales Community. Centre is beautiful, yet modern and antiseptic. Themes focus on our trade, joint longterm commitments, the global marketplace, the coming century, thread of education, etc.

If we touch on Asian topics, we might note that, for more than a year, Australia has taken a leading role in seeking a comprehensive solution to the Cambodian conflict under UN auspices.

- 2) Australian National Maritime Museum: Present are Prime Minister and Mrs. Hawke, Chairman and Mrs. Doyle, Premier and Mrs. Grenier, Ambassador and Mrs. Sembler. The event serves as the official opening and USA Gallery Dedication.

2-3 min. remarks required, after brief remarks by Prime Minister.

The building occupies a waterfront site on an arm of Sydney Harbor, described by Mark Twain as "the darling of Sydney and the wonder of the world." The sweeping curves of the museum's white painted roof are reminiscent of waves, clouds, and sails. It's interior is kind of split-level, post-modern white. Almost warehouse looking, with hanging mobiles and high ceilings. Out front, next to the museum's sign, is a large mobile with fluctuating signal flags, the kind used for intership communication. In one section is a model of the Endeavor, presented as a gift by Queen Elizabeth. The Endeavor was the ship commanded by Captain Cooke when he discovered Australia. Also, there's a section with surfboards (joke material?)

The American Gallery was our 1988 bicentennial gift to Australia. Here, POTUS will unveil a plaque and then briefly tour the gallery. The opening exhibit is called: "Linked by the Sea," and that name is carved into the wall. It explores the similar origins of our two countries. We might use that as a theme, touching upon how our two maritime traditions, among many other bonds, help contribute to our mutual sense of kinship. One of the most powerful links: The Australian and US navies fought side by side to turn back the Japanese military advance in WWII. Five months after the outbreak of war in the Pacific, the Battle of the Coral Sea in May 1942 was a crucial strategic victory for the allies, and the first reverse for the Imperial Japanese Army.

FUN FACTS:

*Australia has a long maritime heritage, going back at least 50,000 years to the probable arrival of the first humans from Asia.

*There were three Americans on board Endeavor when Cook discovered the east coast of Australia in 1770 (but they were British loyalists).

*The first foreign merchant vessel to arrive in New South Wales was a US ship with a welcome cargo of rum and other supplies.

*The first person to ride a surfboard in Australia was a Hawaiian -- Duke Kahanamoku.

****Note: The exhibit houses two periscopes, one of which is from the same class of submarine as the one which collected the President after he was shot down in WWII. More information is on the way via fax.

CONTACTS: --Margaret Eubank, Public Affairs Officer (USIS) 261-9244
--Consulate General (after hours) 963-1209
--Ian Wilcock, Asst. Sec. Americas Branch, Australian Dept. of Foreign Affairs and Trade, (06)261-2711

--John Wade, Sr. Curator, Australian National Maritime Museum, (02)552-7728

AUSTRALIA COLOR

(among other materials, files include extensive info on above sites, speech excerpts from American Ambassador Sembler

GENERAL

- 1) Australians in film: Errol Flynn, Mel Gibson, Paul Hogan (one of screenwriters and main actor in "Crocodile Dundee), Dean Semler (cinematographer of "Dances with Wolves.")
- 2) Australians in music: Olivia Newton John, Men At Work, Bee Gees.
- 3) Washington Post cartoonist Patrick Oliphant is from Australia.
- 4) James Tuckey, a lieutenant aboard the ship which took the first unwilling settlers into Port Phillip Bay (the future Melbourne) in 1803 wrote:

"I beheld a second Rome rising from a coalition of banditti. I beheld it giving laws to the world, and superlative in arms and in arts, looking down with proud superiority upon the barbarous nations of the northern hemisphere."

- 5) Maybe POTUS could do a joke about vegemite, or vegemite sandwiches. There's potential for humor in the fact that Australians love the stuff while we think it's yucho. Maybe at a luncheon, "Despite our many similarities, Americans have never really developed a taste for your vegemite. In fact, when I asked about today's menu, I was assured -- no vegemite. \ Actually, I was worried about the broccoli."
- 6) On Australian TV there's a very famous show called, "Skippy the Bush Kangaroo." Everyone knows about Skippy, he's kind of equivalent to our Lassie. Maybe a joke about, "I hear that here in Australia, you have 'Skippy the Bush Kangaroo.' Well, back home we have 'Millie the Bush Canine.' (Tony Mauro: Millie the Bush Scoobydoo). Or, "I was a little nervous about playing golf here, what with all the kangaroos running around. \ Fortunately, I've got Skippy on my side."
- 7) In May 1836, President Jackson appointed J.H. Williams as the first American Consul in Australia. The "Colonist," a newspaper of the day, welcomed his arrival, praising America thus: "Scarcely is there a sea which their ships do not plough, or a port in which they do not ride..." (maybe for Maritime Museum?)

- 8) "The Australians did not seem to me to differ noticeably from Americans, either in dress, carriage, ways...or general appearance."
--Mark Twain, 1895.
- 9) Another link between Australia and the United States during the 19th century: from 1897-1898, Herbert Hoover, later to become the 31st U.S. President, worked in Western Australia as a young mining engineer.
- 10) "Next to our own nation we place our kindred in America."
--Alfred Deakin, 1905 (Australian statesman?)
- 11) In September 1918, Australian and American troops fought alongside each other in the main attack on the Hindenburg Line which ended World War I, a battle experience to be shared again in WWII, Korea and Vietnam.
- 12) In 1969, an Australian radio telescope and an American antenna brought us the historic television pictures of the first manned landing on the moon. The picture everyone remembers -- Neil Armstrong's leg searching for the surface -- was first seen in a tracking station briefing room near Canberra. As a compliment to Australia, NASA in 1971 named Apollo 15 "Endeavor after Captain Cook's Endeavor.
- 13) Australia's coat of arms consist of a shield containing the badges of the 6 states. The supporters are native Australian fauna -- a kangaroo and an emu. A yellow-flowered native plant, wattle, also appears in the design.
- 14) Note: Australia taxes capital gains. (Individuals and companies pay at different rates)
- 15) Bush has called the Australian-American relationship "an intimate partnership between two peoples."
- 16) In the Persian Gulf, the first combined boarding to enforce UN resolutions was by the USS Brewton and the HMAS Darwin.
- 17) 300,000 US tourists visit Australia annually.
- 18) "It will be a very poor day when little Australia won't be able to summon up its traditional impudence by looking at the U.S. and saying, 'What do you mean, you big stiff?'"
--Sir Robert Menzies in the Sydney Morning Herald, 27 June 1964. (Possible rejoinder: "Well, Australia is not all that little, and I hope that America is not all that stiff." Could be relevant re. trade disputes)
- 19) "You must be the most beautiful people in the world."
--Duke Ellington, in the Sydney Morning Herald, 7 Feb. 1970.

- 20) Every year, America sends a high level delegation to participate in the Coral Sea Commemoration. Dan Quayle was here in '89 and Bush was here in '82.
- 21) Rugby and Cricket are Australian national pastimes. Rugby's World Cup will be over by the end of October. It will be the first time an American team has participated.
- 22) One of the most popular Australian television shows is called "The Flying Doctor." Joke potential? LA Law is the most popular American TV show here. The Civil War series was also very popular.

CANBERRA

- 1) American architect Walter Burley Griffin designed Australia's capital. Griffin was from Chicago; studied under Frank Lloyd Wright.
- 2) Canberra is known as "The Bush Capital." I think there is joke potential here, e.g. 'I know Australians and Americans are close, but you didn't have to name your capital after me.')
- 3) Canberra's detractors often refer to the capital as "Monumentsville," "a city without a mind," "the city of the gray flannel mind," and "a great waste of sheep country." Canberra's fans call her "the garden city of the Commonwealth" or "the front window of the nation." They also say that "to know Canberra is to love it."
- 4) The name "Canberra" comes from "Canberry," an Aboriginal word meaning "meeting place."
- 5) In Canberra, the kangaroos have a habit of falling people's swimming pools (don't worry, they don't drown) joke potential?
- 6) Australia has the 10 most popular snakes in the world, starting with the Death Adder.
- 7) POTUS visit coincides with the annual advent of fly season. Aussies are constantly waving off the insects, a gesture so common it's nicknamed the "Australian Wave." Maybe POTUS can joke: "Australians have a reputation for warmth and hospitality. In fact when I got off the plane, I told Barbara how flattered I was that they were all waving to me. She said, 'Sorry to burst your bubble, George, but it's fly season.'"

- 8) Kangaroos abound on tennis courts, golfing greens. Maybe there's a joke about POTUS asking PM what kind of penalty you get for hitting a roo.

SYDNEY

- 1) In the bay cradled by Darling Harbor stands a little rook named Fort Denison. It was built in the 1840's to keep Americans away at a time when the colonists in Sydney were concerned about possible American aggression springing from Anglo-American contention. It's a cute, little-known fact, which reflects the loyalty of the early Australian colony.
- 2) During World War II, Japanese submarines actually made it in to Sydney Harbor. This illustrates what a mortal threat Japan posed at the time, and provides a sharp contrast with present relations.
- 3) Looking out upon Sydney Harbor, the eye is drawn to the Pacific horizon. Given our policy themes, we might want to talk about Australia's "window on the Pacific," geographically as well as politically and economically.
- 3) Aside from the Sydney Opera House, the Sydney Harbor Bridge is also considered a famous symbol of the City.
- 4) On the state crest of South Wales appear a latin motto that translated means: "Newly Risen, How Brightly We Shine."

HONOLULU

THEMES: The stop centers around the 50th Commemoration of Pearl Harbor. We want to recognize the sacrifice of those who lost their lives and those who lost their loved ones on December 7, 1941. Lt. Gen. Fields talked of creating a realization for the American people that the attack changed America forever. We went from being an isolationist nation to an international superpower.

POTUS SCHEDULE

FRI, 12/6: --evening AF1 to Honolulu

SAT, 12/7: --7:30 helo to naval base, barge to USS Arizona for memorial ceremony. Presidential honors, brief remarks by Admiral Larson, Rear Admiral White, Moment of Silence, ship whistle, missing man flyover, national anthem, flag raising, 5 min. remarks.
--8:20 depart for K-8 (Kilo 8, it's like a pier), honors arrival, Joo intros POTUS, remarks 15-20 mins.

--9:00 depart for Hickam AFB, proceed to Kenney Conference room for brief remarks to Asian Ambassadors (in Honolulu attending annual meeting of Chiefs of Missions Conference).

--depart Honolulu

SITES

- 1) USS Arizona: The memorial itself is a bier-like structure, white, with open windows on the sky. Supported above the water, it straddles the midsection of the sunken Arizona, whose bow and stern are marked by buoys. Toward the back of the memorial is a chapel-like enclosure housing a wall with all the names of Arizona's drowned. POTUS's back will be to this wall, in front of him is a cutaway section in the memorial's floor, where one can peer down on the submerged starboard.

Remarks here are brief, as they are part of a larger, hour-long ceremony. Here, as in the longer speech, **acknowledgments are key**: both sites are far too small to accommodate the vast number of veterans, families, and guests. POTUS will be introduced by a survivor. Acknowledgements should be handled with care to make sure that no group (particular ship vets, vet organizations, etc.) are slighted.

In particular, while the memorial is for the Arizona, mentions should be made of USS Utah. The two downed ships are the only that have people entombed in them (1,177 went down with the Arizona, 58 went down with the Utah). Also, while the longer speech contains a more general Pearl Harbor focus, the memorial speech should be more specific to those who went down with the Arizona and other ships, more of a naval aspect.

Notes on the Arizona:

*One-third of all those who died at Pearl Harbor went down with the Arizona.

~~*USS Arizona is still commissioned.~~

*USS Nevada, there during the attack, will be in port to take part in the ceremony.

*Over 34 sets of brothers were killed on the Arizona.

*While I was there, I saw old women throwing leis in the water; they were crying. I'm told Japanese visitors also make their own pilgrimage to give leis.

*There is still oil leaking from the wreck; its viscous iridescence coats the water under and around the memorial.

*In the same harbor as the memorial is the Bowfin -- the sister submarine to the one that picked up POTUS when shot down.

*It's possible that commemoration will include the same vintage plane that POTUS flew in WWII.

*Sec. Cheney might take part in the day's events.

To come: I'm having faxed extensive detail on the memorial, a history of the attack, letters sent by those aboard Arizona shortly before it was bombed, letters written by family members of the fallen, letters written by contrite Japanese, survivor quotes on reconciliation, and more.

Research: get book, The Day of Infamy. Also, look for recent Approach magazine with Bush on cover; it has a detailed description of his involvement in WWII.

- 2) Major speech at K-8: Kilo 8 is a fairly nondescript pier, though apparently they'll fix it up for the commemoration. These longer remarks will be teleprompted. POTUS will be speaking with his back to the water, historical battleship row, and then Ford Island. Behind his right shoulder is the Arizona, behind his left, the Missouri. Note: look at above, Arizona info for color, etc.
- 3) Remarks to Asian Ambassadors: Conference room within AFB administrative building. Building exterior retains strafed pocks of Japanese attack. Remarks are kind of wrap up of themes and policy objectives of whole Asia swing. Asst. Secretary for East Asia Solomon is the host of the ambassadors, but he probably won't be in on meeting. Remarks are brief; wouldn't be surprised if talking points get substituted.1