

**E. H. HARRIMAN'S
FAR EASTERN
PLANS; PP. 3-46**

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E. H. Harriman's Far Eastern Plans; pp. 3-46 by George Kennan

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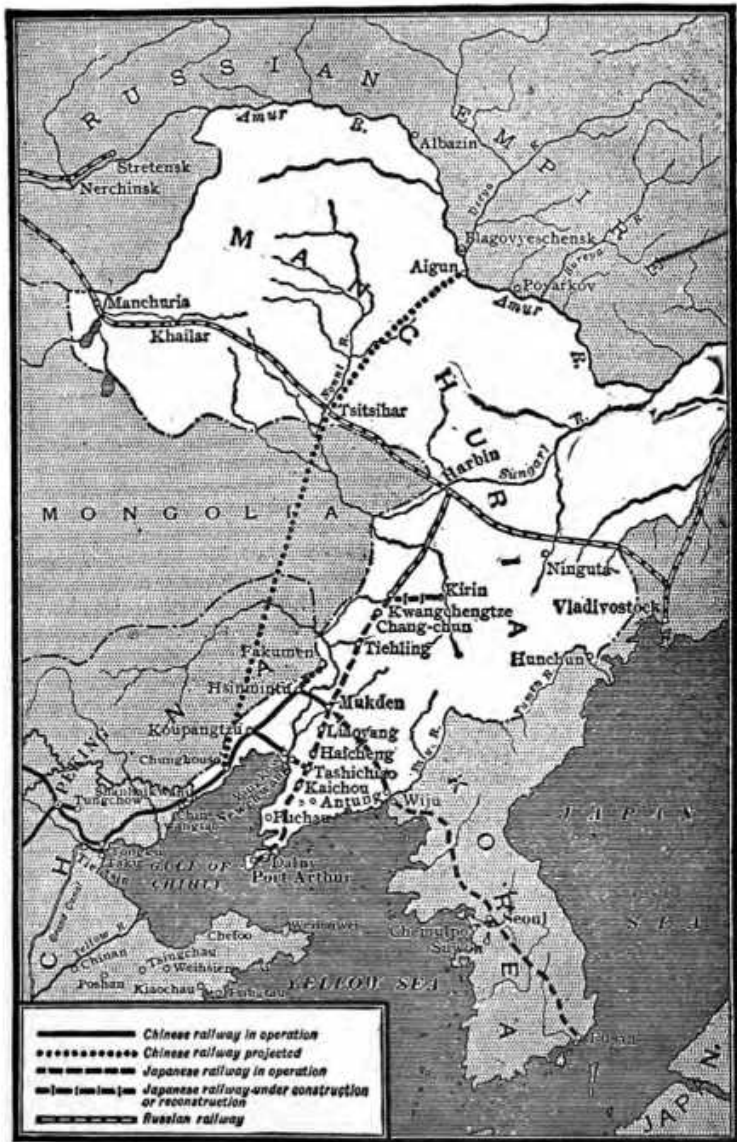
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GEORGE KENNAN

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MANCHURIA AND HER RAILWAYS

E. H. Harriman's Far Eastern Plans

By GEORGE KENNAN



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E. H. Harriman's Far Eastern Plans

Mr. Harriman's direct business relations with the Far East began in the year 1905. The aid given by Kuhn, Loeb & Co. to the Japanese Government in floating its war bonds, as well as Mr. Harriman's own interest in China and Japan, based on his connection with the Pacific Mail Steamship Company, early attracted his attention to that part of the world, and when in the spring of 1905, he received an urgent invitation to visit Japan, from the American minister in Tokyo, Mr. Lloyd C. Griscom, he determined to suspend for a time his financial and railroad activities in the United States and look over per-

E. H. HARRIMAN'S

sonally the Oriental field, with a view to ascertaining what could be done for the extension of American commerce in Far Eastern countries.

'It is important,' he said in a letter to Mr. Griscom, "to save the commercial interests of the United States from being entirely wiped from the Pacific Ocean in the future," and "the way to find out what is best to be done is to start something." This proposal to "start something" was characteristic of Mr. Harriman's methods. He did not think it necessary to perfect all the details of a plan before going to work. When he had clearly defined the object to be attained, his policy was to "start something," and then work out the scheme in accordance with circumstances and conditions as they might arise. The clearly defined object that he had in view in this case was the extension of American influence and the promotion of