



Maplewood, NJ USA

The Ideal Almanac

The Official Information Source of Ideal Jacobs Corporation



Xiamen, China

Issue 51

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IDEAL JACOBS CORP.

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Welcome

Hello and welcome to Issue 51 of the Ideal Almanac Newsletter!

Weather:

The weather has turned wintry in New Jersey with lots of ice and cold temperatures. Right now I am on my way to visit my in-laws in Florida for a few days of rest and relaxation but first I wanted to let you know what is happening.

Business:

We have officially launched our new product line that centers on the cost reduction of transforming metal face-plates, trays and circuit packs into plastic via injection molding. The cost reductions from these new design changes have been significant and parts are already being compliance tested for mass production. Business in this area could quickly multiply and become a significant part of our sales as early as this year. Extensive expansion plans in our China facility are already being made to handle the anticipated increase in production.

We have also expanded our design capabilities for these part conversions both here in the United States with an outsourced team of former Alcatel-Lucent engineers and also in Europe with our new design partner, Lencon Patents, who is based in the Netherlands. Please see the attached picture of one of our filler panels.

Our goal is to have design teams in the United States, Europe and Asia who can travel on site to our customers at regular intervals and assist them in the transformation of existing products to our new system. Again the amount of savings has already been substantial and our patent-pending designs seem to be suitable for an ever increasing variety of areas.

Right now we are focusing on the Telecom sector for this new technology but it will function any place where metal, EMI shielding, conductivity and gasketing are concerned.

We are also making plans for a new facility in Eastern Europe within the next 24 months and then possibly one in India depending on the flow of our customers. We understand the need to be "in country" and fully anticipate being

wherever our customers need us.

The bulk of our business is still in labels and we have also been expanding our base of customers in that area throughout the world. Having a sister facility in China makes it very easy for our international customers as they can choose the ideal location to best provide what they need.

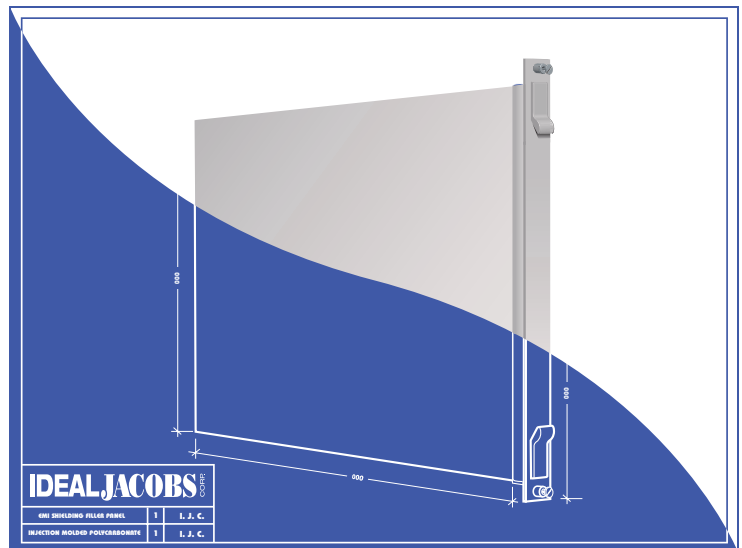
We have already begun expanding our die-making operation in China. This will allow us to move even faster and meet the demands of the industry. It is the nature of the business to move quickly and part of our job is to do everything possible to complete the order correctly and have a good attitude while doing it. We know that anyone can do anything given enough time; the tough part is when it is needed immediately.

At the end of this month I leave again for Europe; then it is off to the U.S. Midwest and Asia next month. I plan to be in Europe a lot over the next year setting up design centers with our new partner Lencon Patents and pursuing new business. Having new capabilities gives us a wonderful chance to break into new markets and get new customers world-wide. We plan to seize the moment as much as possible!

Home:

Ben, my eldest son, is in his junior year at Case Western Reserve University in Cleveland, Ohio. The school is great but

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See what's new at Ideal Jacobs! We now offer customized, injection molded telecom parts that had previously been made of metal.

My Road to China

Chapter Thirteen

October 2005

10/02/05

10:11pm EDT

I am supposed to be asleep, but it is Sunday night, and we all know how that goes.

I was thinking about our press operations. We are planning a revamping of our senior management for the U.S. and Xiamen offices. Alice is taking over as head of world operations, Vinnie is in charge of global manufacturing, Mike Valentine is in charge of global IT, accounting and HR, Ben is still President of the Xiamen office, but he will also move into global marketing and spearhead the next move into Eastern Europe. Oscar will move up to manager of the press lines in the home office, Doug will move up to manager of the die-cutting operation.

In the meantime, it is Rosh Hashanah tomorrow until Tuesday, and I will be at Temple. I am sure everyone will be fine without me; it is good to have a great organization supporting me.

10/09/05

Evening reflection

I got a call from my sister today. She is two years older and lives in the same town as I. She asked if I had seen our mom lately. She was worried because she did not look well.

My dad has had numerous medical problems—we say he has nine lives but has already used five. My mom has only recently been having trouble and is due for a stomach operation in November; that is, if she is well enough to have it. She is slowly dehydrating, and if things get much worse she may have to go back into the hospital.

Like the vast multitude of the baby boomer generation, I am watching my parents get older and it is a very difficult thing. I always remember my dad as a vibrant guy with huge amounts of energy. My mom, I see the same way; she always seemed to be able to do anything that needed to be done. But that time has passed for both of them. Now they spend a the lot of their waking hours going to see doctors and dealing with their illnesses.

My parents have just closed on a condominium. They will be moving at the end of this month. They will be leaving the home where they spent 55 years of their lives—the place where we kids grew up. It will be very strange going past that block and seeing a place that

no longer belongs to us.

In fact, the house has already passed us by. I used to know all the people on the street and many of my friends lived within a five-block radius. Now they are all gone. The area wasn't that built-up when I was very young. At the top of our street there used to be woods with blackberry bushes. We would pick the berries, even getting cut by their protective sticker bushes. But at the peak of their potential, they were wonderful. My longtime best friend, Steve Lang, and I, before he moved across town, used to wander everywhere on foot or by bicycle without our parents—something that would never be accepted today.

The street we lived on went almost straight up, and it was the area I used to learn how to run and then train for soccer. Making it to the top the first time without stopping was a great accomplishment. On the street above us was a golf course that was restricted to all religious and ethnic groups they did not like, including mine, and I used to go in the rock quarry next to their course and look for golf balls.

Close by lived a girl named Cathy who I liked for years, but she would have nothing to do with me in a romantic way. We were friends, however, and I used to go over her house for pool parties and be ashamed at the fact that I was overweight. I hated having everyone see me in a bathing suit, but it was moments like those that forged my will to take control of my body. Those memories have helped me stay in shape now. When I go back and see her house, it seems so much smaller than before, and perhaps she was not as beautiful as I remembered. Sometimes memories are better than the original.

Past the golf course and a group of houses was a large, wooded park known as the "reservation," where I also trained and liked to walk. The woods were beautiful then and still are. They bordered on a skating arena and local zoo. My grade school class were one of the first visitors to see the animals there many years ago.

My life has been so wrapped up in the area, centered on the house where I grew up. For me, this was and forever will be inhabited by my parents—frozen in time as the best part of their lives.

Those are my memories, but the time coming may not be so pleasant. If the best happens, my parents will move, settle in, and learn to love their new place and hopefully have some years enjoying it. If not, then my

brother, my sister, and I will be around to help them. It is so hard to see the pillars in life begin to give way, but that is life and why we all have to remember to appreciate what we have now.

10/11/05

I got word that the customer, who might want to JV with us, visited our plant in China and liked what he saw. He now wants to move ahead quickly, which is music to my ears. He even wants their company logo on our site as quickly as possible since they will be moving into our spare space. Our customer mentioned that his company was losing business because they did not have an Asian presence. That holds true for many others and gives us a high potential area for JVs if we can fill their needs.

10/14/05

8:58pm EDT

Vinnie and I are in the Cathay Pacific lounge in the JFK Airport, waiting for our flight to
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Welcome

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the only problem is that Cleveland is located next to one of the Great Lakes and the lake-effect snow from such a close proximity has meant a lot of snow and bad weather. Ben, as always, is handling it well but the scenario of him meeting me this time next year in Florida seemed to appeal to him. For now my daughter Kayla is flying out to see Ben and I hope they have a great time.

Alex, my middle child, is going out to Cleveland next weekend. He and Kayla have winter vacation and they are both looking forward to spending time with their brother. It is nice that as they get older the kids are getting along better and even want to spend time together and with us.

We are even thinking of a family vacation in another year or two but we first have to pay off the debt on the China facility. Once this is achieved, a family trip will be a celebration for all of us. I am hoping it will be accomplished within the next two years, which would be amazingly fast. Ben Meng, president of our China facility, has done a fantastic job and has helped lead the company to profitable day-to-day operations.

My wonderful wife and I celebrated 22 years of marriage last December. We are both looking forward to Alex going off to college and having Kayla alone with us for the following two years. Once Kayla graduates and leaves for school, Wendy can start traveling with me
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My Road to China

(Continued from page 2)

Hong Kong via Vancouver. From there, Vinnie goes to our plant in Xiamen, and I go to Singapore. It has been an exciting week; business has been good. Oscar and Carmen have rejoined our crew in New Jersey as a scheduled visit back here and are doing so well that we defiantly decided bringing them back from Xiamen a month earlier than planned. Vinnie and I will check out everything in Asia and are hoping the crew there can work on their own until he comes back in January.

I like this lounge—it is filled with interesting people, has a good selection of furniture, and is nice and roomy. Vinnie is fun to be with, agreeable, and ready for changes as they occur. We are both hoping that our press lines in Xiamen are running smoothly, machinery-wise. Because if not, he will have to spend valuable time fixing things when we both prefer he be training and checking our sources of supply. I should be in my hotel room in about 27 hours; let's see how close I get to being right.

10/15/05
1:22am EDT

There are 1,351 miles to go to Vancouver. I am not sure if we have to get off the plane or not. I got up at 4:00am yesterday which means that, aside from a few naps, I have been up for almost a whole day. This is good because I should acclimate reasonably quickly to the time in Asia. At the moment, I am not tired so I will probably brush my teeth and do some more editing.

My mom is in and out of the emergency ward now. She has diverticulitis and will need an intestinal operation within the next month. She has been in a lot of pain and is having a hard time. It is very difficult watching someone you love not feel well. My dad is holding is own with his medical problems at the moment., although having my mom sick is putting an extra strain on him. She always took care of him and if something happens to her, the family consensus is he will have a very hard time coping.

I made reservations for January to go down Florida to see my in-laws for the weekend. I plan to spend the weekend playing tennis, golfing, walking, swimming, and being outside in the what I hope will be beautiful, warm weather. I love my in-laws, and it is a treat to go down to see them. They live in an apartment complex in a resort where there is a heated pool. That water is a real treat after coming down from the colder weather in New Jersey. I do not golf frequently. In fact, I almost only golf with Jeff, my father-in-law, but we have a good time. I usually only use a five iron and a putter both because it is easier for me and drives him crazy. He is an

avid golfer and uses all of his clubs. He also likes my eccentric behavior and is also a very strong-willed man; we get along well.

I tried to find an Irish dancing teacher again, and it still did not work out. I am beginning to think I am not fated to learn this art form; perhaps it is for the best.

10/15/05
2:45am Vancouver time, 5:45am EDT

We are in Vancouver and should be leaving soon. I got a few hours of sleep which felt very good. I watched a movie but now plan to start writing the PTPA Small Business Newsletter. I will try to figure out what will appeal to small owners, but at the same time not bore bigger business, educational, and government people. It will be hard to keep everyone's attention, but the one thing I have going for me is that most people at one time or another have thought about having their own business. I also hope to have other guest writers to keep the viewpoints varied and the material interesting. I go to Washington in a few weeks to try out the newsletter; therefore I hope I have something dazzling to show them.

10:24pm China time, 10:24am EDT

I had a scare a little while ago. I checked the Sky Map, and it showed we would not land until almost the time I was to take off for Singapore. This, of course, meant I would miss my flight. I tried to stay calm and started monitoring our progress and gradually the arrival time went back down to where I have a chance of making my next flight. I will try to remain calm; I have been in this situation before; and there is nothing I can do, so I will attempt to go to sleep in a while. As of this moment, we should arrive about 9:04am, and my flight is at 10:40am. I have to go through immigration and customs, and check in, I may still make it. If not, I will either find another flight or stay the night in Hong Kong.

It is morning back home, and I would usually be just finishing services at our local synagogue or most likely go biking. These last two weeks covered the Jewish High Holy Days. They start with our Jewish New Year (Rosh Hashanah, that lasts two days) and then eight days later, it is our holiest day called the Day of Atonement (Yom Kippur) where we are supposed to fast for 24 hours. I drink water, however, because I think it is permitted. I am also in charge of the ushers for our temple which covers quite a few services and a lot of usher positions. It is usually a hectic time, but I love doing it.

The services generally went well; we have thousands of people coming in and out, and

I was pleased with the way our crew handled themselves. It is a lot of work but very rewarding. For the limited amount of time I am involved, I look forward to it. My ushers now expect my phone call in August or September reconnecting to see that they would be on duty again, confirming their time slots, and just touching base. I try to make it fun and make sure I am at every service so I can lead by example. I try to do the same thing everywhere. If I do not do as I say, why should anyone follow my lead?

We are now flying over the Pacific Ocean, going toward the Bearing Sea over Alaska. We are traveling at 538 miles per hour at 32,000 feet, with 4,734 miles to go. Only 10 hours and 39 minutes left.

10/16/05
3:53am China time, 3:53pm EDT

We left my house almost 23 hours ago. We have about five more hours to go on this flight. If I catch the next flight in time, I think I will be in my hotel in Singapore about 12 hours from now. That is a lot of time to get someplace and does not count if I miss my connection. We are almost to Japan, and the plane ride has been a bit bumpy but not enough to stop Vinnie or me from eating. It is not nearly as bad as when Wendy and I went on a boat to go whale watching in Hawaii. I would not have tried eating on that voyage; the waves were way too high.

I have been doing the final edit on the first section of my next book. I find editing very boring, so I can't tell if the work is any good. I will leave that decision to those I give the final product. Since they are not paying for it, I hope they are kind with their appraisals.

Right now we are currently on schedule, but I have a lot to do before I get to my connecting flight. There is some question as to whether I will make it. It will probably depend on how soon our luggage comes out. I hope the lines at the ticket counter are not too bad as I still have to recheck my suitcase. In the future, I will make sure Vinnie and I both go to Xiamen first so we can check everything though from Newark and not have this problem.

Tomorrow's sales calls should be fun. I am going to see all new people, and that is usually a good time. It would be nice to get a good meal, work out, and swim tonight, but nothing is settled until I get to my hotel so I will keep my hope in check.

8:09am Singapore time, 8:09pm EDT

We got into Hong Kong Airport late, but with enough time to get to our next flights. The last time I saw Vinnie, he was heading for the ticket agent for Xiamen Airlines while I went to Cathay Pacific. Just before takeoff, I got a

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My Road to China

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phone call from Ben that Vinnie's Visa had expired, and he could not get into Xiamen. Ben said he would take care of it, but Vinnie might not be able to fly out until Monday or Tuesday. By that time I got that information, I had been traveling so long I just said okay and hoped Vinnie was not too angry. After failing to get Vinnie on my cell phone, I resigned myself to what the fates allowed and moved on. I had previous Visa problems myself, so I wasn't that upset from my side and hoped he would utilize his extra time in Hong Kong the best way possible. Maybe he could go see some suppliers or even take a tour of the city. It did not matter because there was nothing I could do to help him at that moment.

Meanwhile I got into Singapore about 3:00pm. I spoke to Ben who had spoken to Vinnie and Ben did take care of thing as best he could. But Vinnie would still have to wait for a new Visa in Hong Kong. This is going to be his trial by fire to get through this adventure, and it will show how well he can handle himself in unusual circumstances. I had confidence he could do it and would be fine. The rain here was torrential, but we got to the hotel safely. When I went to open my suitcase, I found that the zipper had snagged. I was able to get through one layer of the suitcase and then cut my way through to the next, thanks to the knife supplied by the hotel. Then I went out looking for food for dinner and a new suitcase. There was a shopping mall attached to the hotel, so I did indeed find dinner, but no suitcase. I always find food shopping in new places interesting.

I went back to my hotel room and tried to get Vinnie again, but with no luck and gave up. Finally after eating, exercising, and going out to look unsuccessfully again for a suitcase, I went back to the hotel room again. I watched part of a surfing movie which made me cry, which meant I was way tired, and decided to sleep.

1:42pm Singapore time, 1:42am EDT

I am ready to go sell. The first sales call this morning was to Shinei Corporation. They are owned by Solectron, and we have the chance at making labels for them. We have had some dealings in the past but have sold them very little so far. I met one of their buyers this morning, and it was a good meeting. I was supposed to see some other people, but they were all either busy or not there. It was still worthwhile to be there.

Later I went to Flextronics Corporation, a current customer, but we haven't dealt with this

particular location yet. I met two men there who were happy that I came here, glad that we had a plant in China, and were interested in doing business in the future.

Finally I went to Sanmina-SCI. There were three buyers who were skeptical that we could compete with their local suppliers, even with a plant in China. I went over our capabilities, and they agreed to give us a try. I asked them to send their toughest jobs and what they had for pricing with the highest quality requirement as those are our best areas, and they happily agreed.

My sales calls for the day were now completed, so I went to a local mall and decided to have lunch at a Vietnamese restaurant in honor of Wendy who loves that type of food. Let's just say, it is now not one of my favorites, but at least I tried. She will be very happy about that. I am currently in the Singapore Airlines lounge with about 2.5 hours to go before I leave for the gate to catch my flight. It is a very nice lounge, so it is no pain to be here and I have lots of stuff to work on. No more word from Vinnie, I hope he gets to Xiamen tonight.

6:03pm Singapore time, 6:03am EDT

The U.S. is trying to get China to move on letting their RMB currency float thereby having the exchange rate reduce in comparison to the U.S. dollar. I am not sure how far the Chinese government will go, but I can see pros and cons in all directions.

I found out one of my competitors just opened a plant in China. It was bound to happen, and I am sure more will follow. I wonder if the other supplier is having the same experiences that we are.

7:55pm Singapore time, 7:55am EDT

I have been reading more about the Chinese economy and am more convinced that the tact we are taking has the best chance for long-term, higher profits. We need the capability to make incredibly fast, shorter-run metal/plastic component products for telecom equipment that we can design from scratch. To that end, I will ask Ben to start pricing the injection molding equipment and get mold making sources right away. I cannot let us slip behind the front lines of the industry which we occupy right now. Prices in China will rise; the profits will be there, but we have to establish a position now before we are left in the dust. If we need to make some of the products our labels are attached to, then so be it. I see a market; I see profit;

and I am not going to wait around for someone else to get there first.

10/17/05

10:43pm China time, 10:43am EDT

What a day it was!

I met Ben at 8:30am and told him of the problem the night before with no driver meeting me at the airport. I ended up paying someone else, and as usual I probably paid more than I should. I don't know this culture well enough to understand when bargaining is okay, expected, or what should have been done. In addition, being an American unfortunately seems like an open invitation to be taken advantage of by people supplying certain services like transportation and supplies.

We went first went to Shinei Corporation and after talking, some new potential business came up. But before we could get a chance at it, we had to contact the end customer to get on their bill of materials so we can do the work. Shinei is a contract manufacturer who assembles products for other companies.

The second call was to Lucent Technologies where we picked up a copy of a long-awaited contract for labels. It also turned out they were benchmarking our prices against a local Chinese supplier. This meant the competition would be stiff. We were, however, going to put all of this business through our Xiamen location, so we should be able to compete against anyone and anywhere, if we choose to do so.

From there we went to Jabil Corporation where the head buyer is being transferred, and we also met her replacement. Business potential is there as well, and we left with a plan for more communication that will hopefully lead to more business.

Ben and I got back about 6:00pm. We parted company for the night. I went swimming, had dinner, and then worked for a while. Almost everything today had gigantic potential and has the ability to make our plant here very successful. I heard from Vinnie; he is Xiamen and has lots to tell me as I do him when I see him tomorrow. I hope he says that the operation there is on its way to going well with Oscar and Carmen.

10/18/05

7:26pm China time, 7:26am EDT

It was a great day today. We started off the day at Viasystems where they mentioned that they have business that they would be happy to have us quote on if we can get approvals from their customers to get on their bill of materials. I will work on getting the ap-

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My Road to China

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provals when I get back to the States.

Our marketing plan has emerged and been defined over the past few days. Our goal is to find multinational companies who utilize contract manufacturers in Asia. Once located we will try to sell to those contract manufacturers saying that since we are now a local supplier in China, it will be much easier for them to use us as opposed to the U.S. and European vendors on their bill of materials. Their customers benefit because we are also a recognized U.S.-based supplier, so they are also getting the use of a local supplier and dealing with us directly there. Being global has really good results—we can be local for everyone. As for European customers, we are planning a presence there soon anyway. In the meantime, we have customers there already. The trick will be to locate the customers and get approvals added to their supplier lists.

I believe that this strategy holds the best chance for a profitable long-term business and is the avenue we will take for the foreseeable future. I see little chances of productive selling to Chinese-based companies; they do not seem to have a use for our products at this time.

We are exploring the idea of installing a new injection molding line into our Xiamen operation. I believe it has real possibilities to help our customers and to expand our product lines. I do not want to wait too long before we start; niche markets are hard to identify and even harder to capture. The window of opportunity for market penetration is usually very small.

I saw Vinnie for the first time since we separated in Hong Kong, and he looks good, full of confidence, and ready for the next challenge. He made it through the test with flying colors. Although I never would have wished it on him, I think the experience was a great adventure.

His opinion is that our plant is running well and can handle itself without Oscar and Carmen after November when they come home. This is great news, and I am extremely pleased. We also spoke to one of the die-cutting suppliers today and are working on getting our die-making problems solved. The last thing is that we have to work on inventory control and making sure we have enough raw materials. I think that once we get this operation moving, we will get very busy and become much bigger. But first, of course, we have to iron out a few kinks.

As Ben said today, we never would have gotten the information and chances for new business we did from our customers had we not gone in person. As my dad always said, "You

have to go belly-to-belly." Happily, we are all ready to do that. Alice goes to Europe in December, and I plan to be back here in January. Vinnie will also probably be back here in January, so we are all in motion. While the schedules may change, the intent and direction are all forward.

10/19/05
5:38pm Hong Kong time, 5:38am EDT

The company that is interested in utilizing our services to help them establish a presence in China. Is going to need a lot of help from us including licenses, government help, setting up their operation, and helping to find them key employees. It will be great experience and will enable us to streamline the system as to what is needed and the time periods necessary to get them done. We plan to have their new wholly-owned foreign subsidiary up and running by January, which is probably three to four times faster than anyone else could achieve. Ben is an amazing man, and this type of thing is where his multiple talents truly shine.

The extra space, which will now be rented by this customer for the next six months, will then be used as an incubator for new companies who want to start up in China. For future ventures like this, we will either get a piece of the operation if it is set-up as a JV, or we will be paid a fee if they are creating a wholly-owned foreign subsidiary. In either case, it opens an additional area for not only making money but also spreading out our product lines.

At the plant this morning, Ben and I interviewed an injection molding salesman. After he left, we decided to go ahead with this venture. It probably sounds like it is crazy to expand before we are barely up and running, but now is the time.

After an unsuccessful trip of trying to buy my wife some pearl earrings, Vinnie and I flew to Hong Kong. Unfortunately, neither of us had any Hong Kong dollars, and they will not exchange any money in the airport, a truly bizarre situation. We were finally forced to buy some things from a store with U.S. dollars and get the change in Hong Kong dollars so we could pay for the cab ride to our hotel. Another good lesson to remind ourselves to always carry currency of the country we are visiting.

The hotel turned out to be beautiful. We then went to the harbor to see the skyline. It was great watching Vinnie's face as he gazed upon it for the first time. It was a warm, beautiful, windy night, so we had dinner at an outside restaurant and watched the people and harbor lights. Then we went for a walk.

Shortly after, we then went back to the hotel. We did a lot of stuff in a little amount of time, just the way I like it. But we are both ready to see New Jersey again.

10/21/05
7:03am EDT

We are on our way home!

Good news on our space in Xiamen—it has gone up 20% in value since we bought it less than a year ago. We got it for a good price and real estate has also been rising. We have about 6.5 hours to go; I hope everything goes smoothly. I really would like to play tennis outside today. Ben is due home tonight with his friends; it will be great to see him and to also get home myself. I will need to be in the office for at least a few hours to go over email this weekend, and I may need to go to the Netherlands for an overnight stay within the next week. We may have another JV potential there.

10/23/05
5:00pm EDT

We did indeed get back to New Jersey early enough for me to get to play tennis. When I was at home later, I slept well. I went to the office and worked out the next day. My son, Ben, is home with some of his friends and looks great. I got up this morning and rode my bike in the crisp, wonderful autumnal air. I spent part of the day editing and the other part going to a Succoth party—a Jewish holiday that celebrates harvest time—at my brother's house. I got an email from the proposed general manger of my customer's new plant in Xiamen who will be renting space from us. There are the usual start-up problems, and we are at the same point that is characteristic of every big deal where it will either collapse or go through to fruition.

10/25/05
9:45pm EDT

We are out of space at our New Jersey operation, and contrary to my idea that with the China facility we will not expand here anymore, we have to do something. I contacted our landlord to offer him a partnership in going after a new building. He was happy to say yes since he would probably not be able to give us more space in our current building and that he might as well be a part of something new as opposed to just losing us as a tenant. So now we will start the search to find something new, which is another great possibility, but also incur more debt. Although my bank will probably be happy to back this one without another lien on my house. More owed money... the mere thought makes my stomach squirm, but we will do as needed.

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My Road to China

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There has been more discussion about our extra space in Xiamen. Plans will move forward to break up both areas of extra space into condominiums for new JVs as soon as our new customer has grown enough to move from the area.

So far no more word of a major spread of the bird flu. Regardless of pandemic breakout, I will get us a vaccine as soon as it is available, just as a precaution.

10/27/05

9:52pm EDT

Interest in our new injection molding line is growing. So far, we will be testing two different types of composite materials to see which has the best characteristics for our customer's products. We plan to offer both types, but I want to be prepared to offer our thoughts on the various good and bad parts of each. Word is spreading that we are moving into this market, and the positive buzz is starting to grow. New areas always cause different types of reactions from various fronts. Some people are happy, while others are not; some feel threatened, while others are liberated by an abundance of options. We can use this new area not only to expand our product lines but to help our customers to do the same. It is up to us to exploit these new products in the fastest and most productive ways possible for the benefit of all.

10/29/05

10:18pm EDT

Daylight savings time ends at 2:00am; that means it gets dark very early from now until April, and that winter is coming.

I had a very minor disaster this morning. I was getting ready to go walking with Dave and was in the bathroom. While there, my BlackBerry seemed to leap off my belt and do a perfect swan dive into the toilet. I shrieked to myself, took it out, and washed it off. In retrospect, that was probably a bad idea considering the water damage. I soon realized my BlackBerry was in big trouble. After the walk with Dave, I went to the synagogue, then to my office for a while, and finally to pick up Kayla and Alex to go for lunch. I then ran some errands and eventually ended up at the BlackBerry store. I bought a new one, feeling guilty the whole time for ruining the original; but I also bought one for Vinnie.

After we got home, I went biking. By the time I got back, the story of the BlackBerry had already spread throughout my family. I had a feeling it would not be the last time I heard about it. Tomorrow, I hope to play tennis, walk, or bike, do some errands with Kayla,

and hopefully do some more editing.

I bicycled to look at a potential building to buy in town, it looks good and I hope to see it this week with my landlord.

10/30/05

9:38pm EDT

Today I played tennis and got beaten as usual and then went home to go biking. It was a beautiful autumn day since the leaves are changing; and the temperature was mild.

I was talking to my dad and mentioned that we were out of room at the home office and are looking to buy a building, figuring he would feel good about the company doing well. I told him we would buy it with my landlord, that we were looking at a building across the street from one that used to be owned by one of the biggest printers in the area who had since gone bankrupt. I said we would have looked at that building also, except it wasn't for sale.

His comment was that we would never be big enough for that space. With that vote of negative confidence, I quickly finished the conversation and left. My dad was never in favor of expansion and has not seemed to be a fan of our growth. It is unfortunate that he feels this way as it makes it difficult to talk to him about business. His counsel would have been very helpful, especially when the high stress shifts into gear, but I will not get that benefit. It is hard for me to not be able to talk to him about our progress, especially since it is a business where he was once a major part. But to him, it was a job and to me a passion. I will have

Welcome

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on some of my international trips (something she is looking forward to). It will be very quiet when Alex leaves and really quiet when Kayla goes. This will be a big transition for us all. I am not, however fearing being an "empty nester." On the contrary, just having my wife alone will be like how it was when we started dating and it sounds like a lot of fun.

Writing, Speaking and the game:

I am now scheduled to speak before an OSHA group in Nebraska in March about Health and Safety, two Universities in China about dealing with the American Culture and then back in Nebraska again in April to discuss Health and Safety.

I am editing my newest book and should have the next draft ready for my editors in less than two months. The delayed Chinese publication of my book "How to Start and

to move on without his counsel.

I have sworn it will not happen this way with my children. I feel they are healthy, well-rounded, happy individuals who will be ready to go after whatever their passions lead. Their betterment is my happiness; their joy is food for my soul; and their hardships are my tragedy. I want the best for them, and they have to earn it through hard, honest work so they can appreciate winning. Nothing good is accomplished with luck, and I wish them the ability to be able to make the decision to go after something and keep going until they change their minds, fail at the attempt, or succeed. I do not want them to have frustration with me, which is a truly worthless use of energy. They will have enough of frustrations from the rest of the world. I want to be a positive force—not someone they feel they have to deal with because it is their duty. We will see if their mother and I have earned that. My father said he did the best he could; I will say the same and hope my kids think it was enough.

10/31/05

9:49pm EST

No matter how careful I am and how hard I try, I still manage to get into trouble for being too open and honest. I sent an email that was construed as declaration that I was after a piece of business owned by one of my customers and was after a part of a product area they want to protect. I was not trying to take anything from anyone, but I must be more careful. Obviously the bigger our company grows, the more we can be seen as a force that can be trouble. **IJ**

Run Your Own Company -Or- Sex, Money and Power ...It's All The Same Thing" should be happening in March. We will be distributing my CD based on that book in the next few weeks. By the way, the next installment of my book, "My Road To China" is included in this newsletter.

We have begun distribution of our first business, bi-lingual board game in Asia and will start from here the end of March.

A lot is happening, the pace is furious and we are having a great time.

I hope your winter/summer (depending where you are in the world) is going well.

Regards,

Andrew **IJ**