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The Ideal Almanac

The Official Information Source of Ideal Jacobs Corporation



Xiamen, China

Issue 65

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IDEAL JACOBS CORP

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Welcome

Hello and welcome to the April edition of the Ideal Jacobs newsletter.

It is now spring in New Jersey and the flowers and trees are beginning to bud. It is a beautiful time of year. A time for the regeneration of body, mind and the possibility that anything can happen. With that in mind let's get to what has been happening at Ideal Jacobs.

Business:

Over the last few months Marisol Lomeli, general manager of Ideal Jacobs Mexico, has been diligently working with various medical groups to bring a Super Gamma Knife (SGS) machine to Mexico. The SGS is a Chinese made device that attacks cancerous and non-cancerous tumors throughout the body. It utilizes a three-dimensional attack plan of multiple gamma radiation beams. When the beams meet, the DNA of the cells is altered and stops reproducing. The treatments in a majority of the cases reduce or destroy the tumors.

The advantages to using the SGS are:

1. Substantial reduction or elimination of many side effects caused by cancer treatments such as nausea, hair loss and energy depletion.
2. No medication is needed in many cases
3. No hospital stays are needed in many cases
4. No pain during treatment

Representatives from a cancer clinic in Mexico expressed enough of an interest about the possibility of building a SGS center in Guadalajara that we decided to fly them to China so they could see the system in full operation. Since Marisol and I would accompany them on this trip I decided that it would also be a great time to bring representatives from our Ideal Jacobs locations together for the first Ideal Jacobs Summit.

The mission of the Ideal Jacobs Summit was to:

1. Bring everyone together for the first time

2. Show all in attendance our manufacturing plant in Xiamen, China
3. Get to know each other and build a good working relationship
4. Learn about the SGS system
5. Become more efficient and sell more

Over the past four weeks there has been a lot of work done by Ben Meng, President of Ideal Jacobs Xiamen, my business partner and good friend. Between Ben and myself there was a great deal of coordinating schedules, booking flights, hotels and transportation while also setting up various places to visit. We figured that if we were going to spend the money to bring everyone together then we should try and make it the most productive and fun experience possible.

Before the Ideal Jacobs Summit we had been talking with two potential Ideal Jacobs employees to set-up Idea Jacobs India so I figured it would be a good time to bring them with us. There would be no better time to see how they interacted with our team and reacted under the pressure of the trip. Happily, they were both ecstatic about being asked to join us and they were both great to have along.

The path to the Ideal Jacobs Summit began on March 21 with a group of us leaving from New Jersey. The group included myself, IJ National Sales Manager, Jeff Shprintz and Usha

Ravi who was soon to become one of the new partners for Ideal Jacobs India. We landed in Hong Kong the next day.

On March 22, Marisol left Mexico with two members from the cancer clinic. One of them is the owner and a radiological oncologist and the other is the company's administrator. Tagging along was two of the doctor's sons. I was actually a little concerned about this because I was not sure how his sons would get along with everyone else but it turned out that all of them were extremely pleasant and easy to get along with. I would happily travel with them again in the future. They arrived in Hong Kong Sunday morning.

Jeroen Kuiper and Jan-Willem Lucas, partners from Ideal Jacobs Netherlands, left from Holland. They too arrived in Hong Kong on Sunday morning.

Tushar Patki, a soon to be partner of Ideal Jacobs India, left from Bombay and also arrived Sunday morning.

Ben Meng, President of Ideal Jacobs Xiamen and one of his people Titan Chia were already in Shenzhen, China.

Right on schedule we were all on our way by van to Shenzhen on Sunday afternoon. I started getting a good feeling about the trip even before we left New Jersey and by the time the van ride was over and we were in the

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Ideal Jacobs employees from around the world meet for the 1st Annual Ideal Jacobs Summit. During a short stop at Ideal Jacobs Xiamen, employees from each branch of Ideal Jacobs tour the production facility to see its label, gasket and injection molded panel product lines.

Welcome

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mainland, our group had quickly become a happy group of adventures.

We met Ben and Titan at our hotel in Shenzhen where we all had a welcoming dinner. A pattern for the trip usually found me going to my room after dinner where I worked and went to sleep while the others when out for a drink and talked together until later in the evening.

Monday morning we had a group Ideal Jacobs meeting where presentations were given as to where and what we wanted to achieve over the next few years. I had always heard about companies having these types of retreats and meetings and now I see the benefits.

It is always interesting to hear the perspectives from other people. I had my thoughts of how each IJ location was doing, how they should be running, how much they should be producing and where they should be heading. All of our groups wanted to increase their sales rapidly both for the additional income for themselves but also within in the positive competition of the Ideal Jacobs family. It was fun plotting our courses through various product lines and what we could expect to accomplish over the next few years. With the economy seemingly heading for a decline, we are in the unusual position to benefit from it because we are willing to take chances with new ideas that can lead to better or different methods of production. These different methods can lead to price reductions and bring the business to us. The meeting went well and by the time we wrapped things up it was evident that the two people I had slated to begin Ideal Jacobs India were the right people for the job.

After our meetings we went on a plant tour of a gasket company and then met up with the Mexican cancer clinic representatives who had been out shopping for electronics with Titan. We went to the SGS headquarters and met with the heads of the corporation. They gave a presentation and then were peppered with questions. They answered all of them to our satisfaction. For more information on this machine please visit our website at: www.ijmedgroup.com.hk.

When I first suggested this trip for the people from Mexico I told them that the only expense they would have was to get there. While they were with us we would take care of their hotels, meals and transportation. I think they were a little worried about what level of care they would receive. By the time they got to the hotel that night and saw the care and planning we provided them they were not only relaxed but also became more deter-

mined that we join forces together in Mexico. In my experiences I've found that people in all parts of the world aren't too different. They act in the same manner everywhere. If they are careful, respectful, intelligent and try to focus their energy in one area they will usually be the same everywhere. It is impossible to mask the way you are especially in close quarters over a few days. I think they felt as good about us as we did about them.

You may have heard of Chinese banquets and they are quite something to experience. We had our group there plus four SGS people which totaled 15 people. There were various rounds of wine, beer and more powerful wine

interspersed with many types of foods that ranged from not spicy to hot. There was also lots of toasting where traditionally you are supposed to drain your glass. I must interject here that, as some people know, I do not drink alcohol. I do not eat spicy food, red meat or shellfish; in other words I am quite dull in the area of food. The good news is that not only was I not expected to drink but that my wonderful partner and friend Ben ordered me food so I still had a great time without insulting our hosts by not drinking.

Tuesday morning we all got up early and took a bus to an actual SGS Center located two hours away. The SGS center is located in a government-run

hospital and after looking over how the facility was set-up we were able to watch an actual treatment for a woman who had a large cancerous tumor. The amazing thing was that she walked in with her daughter's help and underwent a treatment with no pain or discomfort and then left. There was no high amount of anxiety at the thought of having this type of treatment because there was no invasive procedure. The CT scan of the woman was programmed into the software program of the SGS system and the treatment was set up in the system. The computer takes care of a majority of this procedure. All the staff had to do was put her into a gurney
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Beyond The Road to China

Chapter Five (Part Three)

5/16/06
Tuesday, 5:58AM

Liberty Airport, Newark, New Jersey

I am on my way to Canada. Yesterday I went into Manhattan and it was quite an experience. I was to go to a meeting for a new advisory board for the printing department at Kean University. I told the head of the printing area at Kean that I was leaving if I got lost. I have never felt comfortable in the city, since I did not get a job there in broadcasting after college. I arrived at the appointed spot and there was no restaurant, so I started wandering around and finally found the right place. There were three men waiting for me, all interesting. Two of them had been former partners in a financial printing conglomerate and they still got along which is rare in the printing business. They had done well, and one had moved onto another company while another became a professor.

All three had gone through the Kean printing program and wanted to see it expand, which was the reason for the board. Cyril Nwako, Director of Kean University's Graphic Communication, department eventually joined us, and we spoke about the possibilities and agreed we would meet again soon, to start setting up the structure of what the board would do. They were pleasant, energetic, and seemed aligned in their quest to make things better, something that I too could agree with. Shortly after Cyril arrived, I had to leave. If I was going to see Ben at home and get some sleep before leaving for Canada, I could not wait. I wanted to work with the group and their new Chinese facility, when it

was built. I find Asia fascinating and a place ripe with potential in all areas. But first it has to be built, so the ball is in their court. In the meantime, I will write a proposal as to where I think this group can and should be going, and they all agreed this was a good idea.

It is a rainy, foggy day in New Jersey but not too cold. I checked and Toronto has about the same weather. I am not driving though, which is a very good thing. I will go to the gate and see if I can get a seat with no one next to me so I can spread out. Either way, it will be okay though. I have my breakfast with me, and I even remembered my electric toothbrush.

Ben from China emailed me with some questions on what to charge our customers. Pricing for our business is "market will bear," which means it relies less on the actual costs of the raw materials and production, and more on what the people in the market will pay.

Pricing this is way more of an art form, and means sometimes you get less than other people and other times much more. You have to be able to read the landscape and the marketplace, and try to figure out when you have to settle for less or go for more. Nothing is written in stone. It can lead to some very difficult struggles within you, but it is the best way to make more money quickly. You have to be willing to go for it sometimes and risk losing the business.

Still, I still need to know what the costs are. Raw material prices can fluctuate, so I need to keep track of everything to make sure he and I are looking at things in the same way.

My son, Ben, is home for a few days and he looks great. He is a man now. I am very proud of him. He will be home a few times over the next month, so I should be able to at least spend a little time with him. What a wonderful human being he is.

5/16/06
Tuesday, 7:38AM
In flight to Canada

I was sitting by myself in this row of three seats across. I was told I would be alone when this man came to sit. He had a British accent. Having an extra seat between me and some one else is a great luxury, and this man and I immediately shared the seat and began talking.

His name was Ben. There seems to be a lot of Bens in my life. He was somewhat inebriated and his niece's name was Rocky. No last names were given and I soon found out why. It turns out that he is a photographer, a member of the celebrated Papparazzi who travel the world looking for the stars, "participating" in their glamorous lives. In truth, he goes to various locations, after he has been tipped of a possible sighting, and attempts to encounter someone famous, often to their high level of annoyance.

Ben is not like the people you hear about in the press. He does not sneak over walls, get in fights with security guards, or drive up next to people with flash bulbs and force them off the road. He is a very nice, self-effaced guy, the kind you would not normally get mad at. He is very low-key. You can find out a lot about a person when he is drunk. Their true feelings come out. Ben is simply a nice guy who has probably seen more celebri-
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Beyond The Road to China

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ties than the rest of us combined. He regaled me with stories about being next to beautiful women and some of their more unsettled boyfriends and husbands. He won't tell me any of his adventures because I convinced him to write his own book, but suffice it to say he got to within ten feet of, in my opinion, one of the world's most beautiful women.

Trust me, the stories were great and I will tell my family. He must have an unbelievable eye because he takes so few shots, but scores with great results so many times. It is the feel, and he is in the zone for now. But he is starting to burn out; you can see that the "chase" is starting to wear on him, and I think his days on the hunt are numbered. Perhaps he can move onto other types of photographic venues like magazines, or better yet write a book about his exploits. I even suggested he write a fictionalized version of himself as a secret agent posing as a photographer. Maybe I should do that instead. Of course, my last foray into fiction was not a total success, and my wife did tell me to keep to writing about my own life, so I will leave it to him.

It is amazing when you see someone in "the zone", no one stays there forever and you have to capitalize while you are in it. It is a feel for whatever you are doing; you can sense where the markets are going, what is happening to the people within them, and what goes on within yourself. If you are fortunate your instincts will be mostly right and at sudden times you will suddenly feel "lucky." Your senses will heighten and you know instinctively what will happen, what the "rules" of the game are, and how you need to play it. I find it interesting that this man, who intrudes on others for a living, although he says he is discreet and non-offending, does not want to give me his last name.

It would seem that he wants the same things as the people he photographs, which is privacy, but will not give it to them. Perhaps that is why he has that troubled look in his eyes. The incongruity of what he does is wearing on him which means he will soon come to a fork in his road. He can continue as he is with the dichotomy of making money by hurting people, in which case he will have to start to insulate himself from his true feelings, which might be the reason for the alcohol. Or he will see that he cannot go on with a job that he feels is innately, morally wrong and will have to go on

to something else.

Having negative reactions to his work from the people he photographs cannot be good for his mental image, or his life as a whole. The women, alcohol, and jet-set lifestyle are all very alluring, and I am sure to an extent addictive, but he seems like too good a person to stay where he is, even if the money is fantastic and he is the envy of most. In a way, it is like selling something that is not good for you, like liquor, cigarettes, sex, or weapons. Although his photos might not be illegal, the effect they have on the person he "shoots" is understood and he knows he is spreading harm.

Welcome

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and roll her in and out of the machine; the rest was automatic.

Between Ideal Jacobs Netherlands and the new people from Ideal Jacobs India we had four design engineers with us. I found out something interesting about engineers - they love to see things in action and take things apart to see how they work. Our employees were very interested in the inner workings of the SGS. The director of the site was very gracious in answering all of our questions and allowed us to go over everything. Those four, however, started to try and take the SGS apart; luckily they had no tools with them. Of course, I stopped them but they were extremely curious as to how it worked and immediately began redesigning the outside to improve its look and feel.

The clinic itself did not look unusual except for the thick containment center surrounding the SGS unit. This is required for protection against the gamma radiation power source. The unit itself looks something like an MRI machine.

We kept looking for feedback from the Radiological Oncologist we had brought with us from Mexico. He was extremely important to me, as I wanted to make sure that what we had been told about the machine and its capabilities were true. He seemed satisfied and pleased with everything he saw.

After the tour of the facility, our group decided to satisfy the "urge to procure" and we went to a local mall before we headed off to the airport and fly to Shanghai. It was there, while waiting for our plane at one of the coffee shops, that the head of the clinic, his administrator, Marisol, and myself set-up the plan for installing our first SGS center in Guadalajara. We agreed on the basic terms and how

Meanwhile, I am eating my breakfast of oatmeal, raisins, cinnamon and banana, and trying very hard not to get it on my suit. So far, so good.

5/16/06

Tuesday, 3:58PM

Toronto Airport

I went to Celestica this morning. The buyer was cordial and we spoke for a while about the possibilities of doing more business, and the parameters in which it would be done. Having the plant in China has given us a definite advantage over many of our competitors, and much of the work that would come out of here would go to

them. It would go be shipped to either Canada or Mexico. We would send in six months worth of material and they would pay for it as they use it. While this is very efficient in terms of delivery, it does cause some problems for us, as payment can be delayed until the product is actually used. But it would also mean that we would not have to have a depot in Mexico, which would save us a lot of money and hassles. We will continue to explore this option and see what becomes of it.

Then I went to Sanmina-SCI and saw one of the buyers and two engineers. It went very well and our new metal

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we would move forward from here. Preparations would begin as soon as we all returned home.

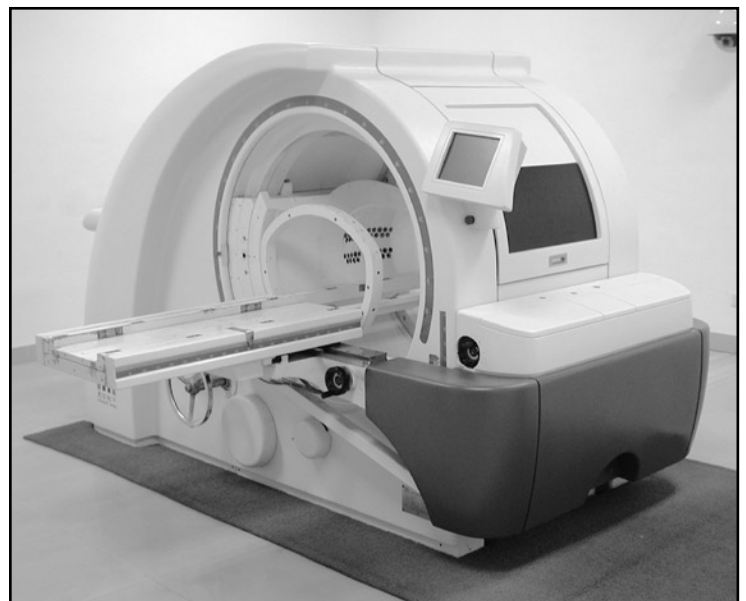
The next morning we split forces. Marisol and Titan took the Mexican cancer clinic representatives to visit another SGS center while the rest of the Ideal Jacobs team attended a sales meeting.

Although it can be tough for people starting a new job or changing career paths, it can even be near impossible to change one's mind-set. Having engineers become entrepreneurs is a long leap. Those employees at our IJ locations, who direct employees, act as commissioned salespeople. This means that they are on their own. They get as much backup as they need but I do not monitor their time

or tell them what to do. They have to motivate themselves, which can be a very difficult transition from the rock-like structure of engineering. It can cause near panic to suddenly be making almost all of the decisions - Who will you be seeing today? When will it be? How will they conduct during the sales call? How will they handle requests and complaints? Everything is up to them. We are there to help but the continuing motivation must come from them.

It all comes from learning and knowing yourself. Knowing whom you are, why you like what you do and how you will react to pressure in any situation are all extremely difficult processes and mean that you must get

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Super Gamma Knife Machine

With the help of our team at IJX Ideal Jacobs is now involved in marketing the Super Gamma Knife, a machine that attacks cancer tumors by utilizing streams of gamma radiation to destroy them.

Welcome

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immersed with your inner self. It is a process most of us never attempt and those who do find it a never ending journey. To be able to sell you need the ability, often in a moment, to be able to figure out what a customer wants and needs. Often they don't really know themselves. What they tell you may not always be right and the verbal and non-verbal cues they give off can only be read by someone who has trained him or herself to recognize them. You can only see these cues in someone else when you have learned to spot them within yourself. The better you are at it will denote the level of success you can achieve.



Jeroen Kuiper (left) and Tushar Patki of Ideal Jacobs India (right) shop for Chinese beer.

Listening is exceptionally hard and most people don't know if they are not good at it. Finding out what a customer wants and satisfying that need only gives you the chance to get what you want which are sales. There are rules and percentages that guarantee of success but it is a very tough road and few make it to be highly successful. Jeff exposed our people to this long, tough journey. The great part for them is that we both want to help them. They all have various life experiences that will both help and hinder their progress. Our job is to utilize their strengths, reduce their weaknesses and help them enjoy the process. Their success will be ours so

we all gain by the efforts. I believe in the power of a team and how everyone can help each other to grow bigger and better while at the same time carve out their own areas that they create, build and receive rewards.

That afternoon we said goodbye to the people from the clinic. We had all become friends and in one way I was sorry to see them go; in another, we had concluded our business that had turned out better than I hoped. I should see them again in the near future.

The Ideal Jacobs team left for the airport and flew to Xiamen. It was good to be there again. It is like home base and a beautiful island. We went out for Thai food that night and I went back to my room to work and go to sleep. Marisol did the same thing but the others went out for an evening of fun but I don't think they got back until very late.

Thursday morning we went to our plant in Xiamen and all members of the Ideal Jacobs Summit were very impressed with the operation there. I have found in past visits that when I go to IJX our people like to see me for a few moments but then become nervous if I hang around. They want to make sure that I, as chairman, look healthy, happy and then they want me to go away. Knowing this I said hello and then went into the conference room; I was out of sight for most of the morning. The others were in meetings about our various product lines so I worked on the proposal both for the SGS center in Mexico and formally setting up Ideal Jacobs India.

In the afternoon it was time to say



Tushar Patki of Ideal Jacobs India enjoys some local dining in Hong Kong.

goodbye to Ben and everyone at IJX. I like Ben and am always glad to see him. He had put in an amazing amount of work into the planning for the summit, which was a big reason for its success. At the airport we said goodbye to Marisol. She was traveling back to Shanghai where she was meeting with the Mexican clinic people so they could fly back to Mexico together.

The rest of us made it back to Hong Kong and went to our hotel by early evening. We had a light dinner at my favorite coffee shop and then Usha, Tushar, Jeroen and Jan-Willem went off for more shopping. Jeff and I took a last walk along the harbor. After calling the office I went back to my room to get some desperately needed sleep.

On Friday I got up at 3:30 AM and met Jeff and Jeroen to workout at an hour later in the hotel gym. The hotel staff was nice enough to open it especially for us. Jeroen and I had our last sales meeting later that day. I am optimistic about his future chances to bring in new business.

After breakfast, we left Tushar at the hotel because he had a flight later that evening. The rest of us went to the airport and split up again with everyone traveling back to his or her

respective homes. It had been an extremely productive and fun trip and I am already planning next year's summit, this time in Mexico.

It is all very exciting. I sometimes am too excited to sleep easily at night.

Personal

By the time you read this my daughter Kayla should have her driver's license. My one regret is that she and I will probably spend less time together but I can hope that is not the case. A smile of joys happens even when I just write about her. By the way, she likes to bake and I brought one of her deserts to the Summit and it was a big hit.

I hope your spring/fall goes well!

Regards,
Andrew J



Usha Ravi of Ideal Jacobs India prepares for an authentic Thai dinner.

Beyond The Road to China

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plastic material might have the chance for some real penetration here. Again, having the plant in China with its additional capability of injection molding is making a big difference. This customer wanted some special foam insulation adhered to one of their parts, so we may have to put that capability into China.

I am now waiting for my plane. The weather isn't great and I have no idea if we will be delayed.

5/16/06
Tuesday, 6:27PM

I am on my way to Newark Airport, New Jersey. It was a weird occurrence when we were told we would be delayed for two hours. A collective groan went up from everyone, and the people spread out to go do various things. I eventually walked down to the main terminal to get some food, and when I returned to

the gate area, it was almost empty. The plane had started boarding ninety minutes early.

One of the people told me that another passenger, a pretty girl, had called her boyfriend in Newark who was an air traffic controller. He said there was no weather problem in Newark, the reason we had been given for our delay, and he apparently pulled some strings to get us released early. Jubilant, I bounded onto the plane and as I passed the young woman, who had been pointed out to me, I gave her a copy of one of my books with my warm thanks. I just finished my food and we should be landing soon, so instead of getting home about eight thirty, I may be home more than an hour earlier. It is still later than originally planned, but definitely not a problem. It has been a good day and it will be interesting to see what happens. J



Andrew Jacobs (center) stops for a snapshot with Jan-Willem Lucas (left) and Jeroen Kuiper (right) of Ideal Jacobs Netherlands in the foyer of the Sheraton Hotel in Xiamen, China.