

# THE IDEAL ERA



BY ANDREW JACOBS

# THE IDEAL ERA



**By Andrew Jacobs**



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# ACKNOWLEDGEMENTS

I have been writing for years and a few things have become very clear. For me, writing is defined as the relatively easy process of putting down my thoughts, aspirations, fears and dreams on a somewhat daily basis. It enables me to express the non-verbal areas which bring out information that would normally never be conveyed. Writing is my alternative voice that allows me the chance to breathe in a way that enables freedom and the wish to excel.

Editing, however, is a dreary process of forcing myself to go back over the text I have written and try to correct the most obvious errors in grammar, punctuation and usage that occur when my mind moves faster than my fingers. It is not a pleasant experience except when it is done. Still, the editing process is almost as necessary as the writing itself because if it is not done well it will frustrate my readers to the point of giving up. With that in mind, I want to publicly thank those who have labored in the editing process to turn some of my non-flowing prose into a structurally intelligent form that is easy to read and understand.

Those noble souls include my middle son, Alex, Katie Hannington, Alice Prager and the entire Art Department of Ideal Jacobs Corp. This book would neither be as intelligible nor enjoyable without your help.

Regards,  
Andrew



# FOREWORD

It is hard to believe another year has gone by already. It has been an amazing adventure so far and I am already knee-deep in writing my next book. I hope my journal of 2008 will be an interesting continuation of the journey I began years ago.

Being in a family business is a continual paradox. You have the past behind you as a guide and also as an indicator of success. The present is a test of what you have planned and the future will determine whether you are justified for the decisions you have made. These are the markers spaced on my path through life that determine success, failure and joy on the roads I have taken.

I want to publicly thank my family for their continual support, realistic appraisals of my decisions and the love of laughter and fun we share.

To our teams at Ideal Jacobs in New Jersey, China, Mexico and The Netherlands: you are an amazing group of people and together we can accomplish anything. Thank you for helping me follow my dreams.

To my tennis and biking buddies: thanks for being on time and not giving me grief when my mind is on business when it should be on playing.

Finally, I want to thank all of our customers, suppliers and everyone else we deal with. Life is about relationships and all encounters mean something. We spend a lot of our waking moments with each other and it has been a fantastic ride.







# JANUARY

**1/1/08**

**4:17 PM EST**

**Home, NJ**

It is a new year and I do not plan on wasting any time getting going. As of now, David will handle the sales for the United States and Canada. Marisol and Eduardo will handle Mexico and South America with them all sharing California. Ben and IJX will handle Asia and India, Jeroen and IJN will handle Europe. Alice, Vinnie, and I will be in charge of visiting existing customers worldwide as needed. I will also be in charge, along with Ben, for new areas of business.

The new product lines:

1. Telecom Panels-developed by IJUS produced and assembled by IJX. We are making progress here and will continue to hit this area hard.
2. Injection Molded plastics, fabricated metals, machined metals and plastics, caste metal parts and cable assemblies will be coordinated through IJX
3. New gasket line produced by IJX. They will also coordinate our two partners there. Testing will be coordinated through IJUS.
4. Our general label products lines will be produced by IJUS and IJX
5. The SGS Program-Ideal Jacobs Medical limited has been created in Hong Kong and will coordinate the marketing, selling, production and running of the associated facilities. This program too will be sold by all.
6. New manufacturing and distribution centers. None are currently planned for 2008, but more will be set for 2009.
7. New companies: created as needed either for new product areas or new ventures.

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My job is now mostly to be the rainmaker, coordinator, facilitator and problem-solver for all current and new programs. I am to help find new customers, pave the way for agreements and find new areas of business. I will also be in charge of finding, financing and everything else that is not in the day-to-day areas. My people must stop me if I attempt to dive back down into the day-to-day details of various projects where I am more comfortable, but not utilized to my fullest potential for Ideal Jacobs worldwide.

I am passing the day-to-day running of the QEO System to Mike and Vinnie, but will still run the annual audits. This year's audits should be done by this Friday.

With that in mind, part of my work for the next few days will be to modify our current informational booklet regarding the SGS to answer all of the questions posed by our potential partners in Mexico. I am sure that these will be the same questions asked by others; therefore, we might as well get them taken care of now regarding the overall scope and philosophy of the project.

When treating cancer there are four main areas of concern.

1. You want the highest success rate as possible for the people you are treating (the best being cured, the next best being remission).
2. You want the least amount of side effects from the treatment for the comfort of the patients so that they are healthier, more likely to survive and other patients will be more willing to undergo the procedure. The fewer symptoms and problems, the less money is spent on medication, hospital stays and other associated costs. It is also best from the profit standpoint.
3. You want the least amount of treatment as possible because it is less harmful and time-consuming for the patient, less of a chance for bad side effects and less costly to treat them.
4. You want to detect the cancer as early as possible so that the areas you are attacking are at their smallest. They are also the easiest to treat, have the highest chances to be cured and reduce the number of treatments needed. This will all save money.

Therefore, this is one of those fantastic win/win situations where everyone benefits if the cancer is caught and treated early. It will have better cure rates, less of a chance of side effects, reduced intensity of the side effects, less of an overall trauma for the patients and less of an expense on all levels. In order to accomplish this, early detection is needed. We are not presuming that the causes of cancer including heredity, diet, smoking, pollution and work environment will be dealt with on a nationwide or local basis anytime soon. Therefore, we have to make the assumption that the current rates of cancer will continue

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at the same levels.

Cancer patients who have been diagnosed in the early stages are our most cost-effective and hence most profitable areas. We need to find as many of these people as possible. To do this, we need to set-up a flow of patients hospitals and/or scanning centers. Since we will have a hospital involved without joint venture, the odds are good that they will have the full body scanning equipment necessary to detect patients with cancer. But it would also be in our best interest to make alliances with other scanning centers that will be willing to refer their cancer patients to us. We could give either a referral fee to the scanning centers or invite them in as minority partner in exchange for a guaranteed amount of patients per month. We need to offer these full body scans at a discount so we can get more patients in and detect their cancer at earlier stages. The additional volume of the patients should make up for the decreased charges and will enable us to maximize our patient influx.

In order to make this venture profitable, we have to keep the center running at full capacity with as many patients as possible. Again, the least amount of treatments per patient will also be more cost-efficient and thus more profitable. Since we invoice per patient and not per treatment, an early detection is critical.

Perhaps, we can also contact the government to help us with scanning small suspect areas of the population who might not be seeking treatment until their conditions are much worse.

We need to utilize our strengths and have them work with insurance companies, the government and other health related organizations whose main interest is reducing patient cost and maximizing patient health.

Again, we are all working towards the same thing: helping as many people as possible with the highest success rates, getting least amount of side effects, reducing overall cost per patient and maximizing profits for all.

**1/2/08**

**9:59 EST**

**Home, NJ**

My son, Ben and I finished the taping of the "Peace Through Work" CD. We both think it went well. The script that Ben edited flowed well and made it easy to record. He has real talent in this area. I should have a rough cut by the beginning of February and then a final by the end of that month. We will start the cover art when we get the rough cut. Then I will try to send it to the armed forces to see if it might be of assistance to our soldiers. I may also put in a video component, but I want to see how the audio turns out first. It took a long time to get this one recorded and I am glad the main work for me is done.

We submitted questions to my partner Ben and Titan to create an

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information booklet in order to answer questions about the SGS System. I am hopeful that we can finalize on the new logo design for IJ Medical Group Ltd. of Hong Kong and get the proposal in an eye-pleasing format and ready to submit this Friday for our prospects in Mexico. This, combined with our new booklet, should be enough to cover most of the questions and should help to sell the project worldwide.

David is getting ready for his first road trip where he will start in New Hampshire and then go to Massachusetts. He is going for depth instead of speed so it will take him a while to get through all of our contacts, which is totally fine with me. This is his chance to show us what he can do and I can tell he can't wait to get out on the road.

I took money for taxes and other expenses today. Once again we had to hit our credit line to pay for them. If all goes well we should be out of the credit line debt by the end of February. That will leave us with just the loan used to build China, which is now under \$300,000.00. It was \$800,000.00 about three years ago so I am very pleased about our progress.

The few pounds I seemed to have gained over the holidays appear to be gone. I will keep being careful to ensure that I stay at my designated weight range.

**1/3/08**

**10:04 EST**

**Home, NJ**

The information for the new SGS booklet is compiled and we are going to press. It will be our main selling tool from now on.

In the meantime, it turns out our equipment is not big enough to create the UL gasket samples needed for testing so we are trying to joint list with the two Chinese companies. I hope to have more information from UL tomorrow.

David is in tomorrow and then goes to Bell Labs for sales calls. Sunday, he leaves for New Hampshire and Massachusetts for most of the week. He looks hungry for business.

The Iowa Caucuses are today, the first stage of the Presidential Primary Race. So far, it looks like Mr. Obama and Mr. Huckabee are in the lead. Next week is the New Hampshire Primary, which is one reason that David was having a problem getting a hotel room there. He will be fine. Exciting times.

**1/6/08**

**9:59 EST**

**Home, NJ**

I am currently reading two of my favorite biographies. One is about the DuPont Family and the other is about German Jews who came to the US during the middle to late 1800s and amassed great wealth very

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quickly. It occurred to me that perhaps I was worrying about something that might not be a problem. Gathering financial backing for the SGS System in a potential recession might be a problem, but then again it might not be. If we created an investment bank or Hedge Fund in an Asian country like Hong Kong or Malaysia and invited US backers to enter, they might be extremely anxious to invest in the SGS projects as well as others. The potential for high profits is much outside rather than inside the US. In fact, the added benefit (I am checking this with Gary) is that if they do not take their foreign profits, but instead allows them to reinvest, they can do it with gross versus after tax dollars. It could be a good way to accumulate savings outside the US. In this way, we could also keep the actual running of the medical company in our hands without outside interference by investors. It would also give us new capitol to expand and move into other companies. I emailed Gary to check. Ben is verifying if we can open investment companies in certain countries without a problem. Having our own bank and/or hedge fund appeals to me. Let's see where it can go.

Ben, Barry and Bunny are in Paris; their first day was wonderful. I leave early Thursday morning for Florida to see Jeffrey. I need to check the weather.

David should be in New Hampshire. He is ready to sell.

**1/7/08**

**9:58 EST**

**Home, NJ**

No word from the people in Mexico regarding the SGS Project. I don't like waiting. I don't like having to be patient, but I will. If they don't work out, we will go after a new set of targets. I believe in this project and have no problem going after multiple possibilities to find the right partners.

I spoke to Gary. My potential plans for an investment bank in Asia and a Hedge Fund in the US are possible. To base it on the SGS System, we need to get a project working with the potential to generate millions. Everything will probably go at once.

Word from Barry is that Ben, Bunny, and he are having a great time. Word is not so good from my father-in-law Jeffrey. He appeared a little disoriented and did not go out to dinner or play golf as he was supposed to. I will see him on Thursday. Worst case scenario is that we don't leave his complex and eat all our meals at his apartment and clubhouse. There is plenty to do there. I hope he is okay.

**1/10/08**

**6:10 AM**

**Newark/Liberty Airport**

The last few days have been filled with supporting David on his

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trip through New Hampshire and Massachusetts. He has been doing a good job and has been productive in finding potential new business. Also during this time we have been working on a big piece of the new gasket business for Sanmina-SCI in Mexico. We should find out by tomorrow if we get it. The SGS proposals are “out there” and we hope to hear more by Monday. At this point, I am waiting to see if I am going to Mexico, Spain and/or China in support of those projects, but nothing is definite yet. I have also been setting up the European Trip for Alice and Jeroen. I am hoping that they will be visiting customers in the Netherlands, Germany, France and Hungary. I also want Al to spend at least ½ day at IJN so that she can meet everyone there and go over the database system. I need to have this trip set up by Monday night. I hope that we have all of the appointments confirmed by then. An interesting thing with IJN is that we have been working on a new Micro TCA Filler Panel Design there and it turns out that Jeroen has been doing the same thing for AL in France. I like his design better and we are using it to show our potential customers here. The ATCA panel design is still being modified.

As for general business, things have been good. We have a formal costing system set up with IJX so we can forward them whatever we need quoted and get it back pretty quickly. I know that IJM wants their own plant, at this point it looks like it will be gaskets and roll-to-roll labels

So far we are on time. I am looking forward to a few days of being with Jeffrey, playing tennis, golf, swimming, eating, sleeping, editing, writing and working. It all sounds very good to me.

I heard from Ben in Paris this morning. He wanted to try to communicate via non-email somehow, but since I am technologically challenged, I decided to decline his offer. If I hit a wrong button, I might shut down my communications system.

**1/10/08**

**10:51 EST**

**Lake Worth Florida**

**My in-laws' apartment**

I arrived on time at about 10:00 AM this morning. The trepidation I had about finding a cab was unfounded and it was not a problem. The weather was hot, sunny and beautiful and as soon as I got to my father-in-law's place, I changed into a summer shirt. After a nice lunch, I went to go play tennis while David went out for a haircut. I was mentally prepared for a really good workout because I knew the pro who was giving me a lesson. It was hot outside and I wanted to hit the ball hard.

David the pro, a very nice, laid back guy who loved his job and got a kick out of watching a 51 year old man (that would be me) running around the tennis court like a maniac. It was a lot of fun and by the

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time we finished an hour later. I was drenched in sweat, already aching and feeling wonderful.

I spent the rest of the afternoon relaxing, working and swimming in the heated outdoor pool. Then we went out on our journey for the evening. My mother-in-law had gotten us tickets for a show that was like a musical, but had a lot of gymnastics and colorful costumes. My wonderful wife never understands why I don't like musicals since I often break out into song and sometimes dance at any given notice. But I don't. The show tonight was very well done and kept my interest for a small portion, but it was not really my thing. It was an adventure because my father-in-law got a new car and decided he was driving tonight countermanding my mother-in-law's orders about not driving. He was determined and off we went. I was a little nervous, but we made it back okay. I will let her deal with him. There are some areas on which I prefer not to tread. I will get ready to go to sleep and try to do some editing before dozing off. My book will never get finished if I don't get the first round of editing done. Depending on which computer I using, I am editing a different part of the book. I hope to be done by March.

**1/11/08**

**1:57 PM EST**

## ***Lake Worth Florida***

I slept well and after a good breakfast and checking my email, I went to meet Hans, the other tennis pro at the complex. We have played before, he is very nice and in excellent shape; we got along well. He is from Austria and he spends half of his time here and half of his time in Europe. The hour was spent with my hitting the ball hard and trying not to get so winded that I could not speak or worse, fall down. He is fun to play with, but I was not unhappy when the hour was over and I walked off the court in sweat-drenched clothes looking forward to drinking water, changing my clothes and eating lunch.

Shortly after I got back, Jeffrey and I went to lunch at the local dining center. We sat with a man named Randy who was only a few years older than me, but had been disabled by a stroke and was now retired. I think he enjoyed our conversation about sales, being in a family business and dealing with family members, areas we both shared. We were also joined by Noel, a friend of Jeffrey's who I had met before. It was all very pleasant. At about my second glass of ice tea; however, Jeffrey started having some speech problems. He was not able to form the words and I could see the frustration building within him. It did not get better and I was concerned. He did not want to drive back, which was highly unusual, cancelled our golf game and took a nap.

It is ironic that I had been editing about the time last summer when the same problems occurred and I hope for everyone's sake that



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we don't end up in the emergency room tonight. Bunny is due back tomorrow and I leave on Sunday so I am glad I am here.

I also know how much Jeffrey hates hospitals and it is a difficult decision to make when and if to take him. If he turns out to be really bad and his time has come, then I know he would rather it be on his own couch with the remote in his hands as opposed to a hospital bed with tubes sticking out of him.

It is looking like it's going to rain here. I will edit for a while and then probably take a walk, look for mini-alligators in the pond and/or go swimming. We are supposed to go out for dinner later with a friend of David's. That may not happen.

**1/13/08**

**6:40 AM EST**

**Lake Worth, FL**

I walked yesterday morning and started preparing a speech for a future OSHA Health and Safety Conference. I have two tentative invitations coming so I figured that I should start getting ready. One would be in Atlantic City, NJ and the other in Halifax, Canada. The walk was beautiful and the speech is in basically good shape so I will plan on not worrying too much until the actual dates get closer.

I then played tennis again with David the Pro. By the time I finished, I was barely walking, but it was a good pain and it felt great. I met David for lunch, edited my new book and then swam a little. Bunny finally got home from France in the late afternoon. She and the boys had a fantastic trip in Paris and then it was out to dinner. Afterwards, I edited some more and went to sleep.

David was nice enough to offer to get up this morning so I am scheduled to play with him from 7:30 until 8:30. From there, I will rush home, grab my stuff and Bunny will take me to the airport to catch my flight. After an hour with David, I should be pretty calm and relaxed. There is a potential big storm coming tonight in New Jersey so I want to try to get home before it starts.

Jeffrey will have to go to the doctor; he is definitely having some health issues. I hope that he is okay.

**1/13/08**

**9:35 EST**

**West Palm Beach Airport**

I played tennis with David and it was fantastic. I did however break my newly strung racquet and finished the lesson with one of his demos. As for tennis, tomorrow I am back inside until spring. Actually as of tomorrow, I might be shoveling snow, which will be quite a difference from the palm trees and blooming flowers here.

There are more signs of an economic slow-down; more people are

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predicting a recession. The political candidates have switched from talking about Iraq and terrorism to talking about the economy. A recession mentality is so different from one during booming times. In many ways, it works better for us because we are always trying to find less expensive, more efficient ways of producing products. From labels, to panels, to gaskets, to cheaper products from China to the SGS System, it is a good set of paths for us to follow.

Knowing that I would get very hungry from tennis, I packed a big lunch; I will try to hold off until we are in the air before starting on it. I show about three hours of power on my battery, (not having my charger is a pain), but that should be enough to edit on the way home.

**1/15/08**

**9:59 EST**

**Home, NJ**

Yesterday was a big day. We got our first two orders for gaskets as a direct result from David's sales in New England. His stock rose sharply.

I spent a lot of today getting Al's and Jeroen's sales trip ready for Europe. Al will go to IJN and then Jeroen and she will go to Germany, Italy, Hungary and France. I will send more emails tomorrow announcing their arrival. I hope that they get along and it goes well.

So far we are ahead of sales from last year, which is a very good thing.

Ben and Alex are back at school and the house has returned to normal. It was good having them home and good this way also. I am getting restless. It's time to get back out on the road.

**1/16/08**

**10:01 EST**

Al leaves on Friday for England and will be back ten days later

The gasket area seems heavy with potential and David is coming in tomorrow and then going on sales calls. The idea of a recession and cost-cutting is running in our favor as people will be more likely to change suppliers and products for reduced prices. I am going to North Carolina to see a new customer at the end of the month. I hope to sell them both a lot of labels and gaskets.

Kayla's swim meet for Friday was cancelled; I was going to go to it. I try to see her swim once a year. I hope that I can re-schedule for the 31st. I know once doesn't sound like much, but their schedule does not make it easy for me to attend. Alex and Ben are back at school and seem fine. I am having fun.

**1/19/08**

**2:59 EST**

**Home, NJ**

The email has been crazy regarding the SGS Project and the

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potential centers. At this point, it looks like Marisol has two good prospects to call on when Ben, she and I meet in Guadalajara next month. This, plus the facility in Malaysia on which Ben has been working gives us three good possibilities and a problem as well. If we take the profits from IJX and mortgage the property in China, we should have just enough money to buy one SGS unit outright. Otherwise, we are going to have to either bring one of the Chinese equipment manufacturers as a partner, try for outside financing or only go ahead with one project. While I have no urge to give the Chinese company a disproportionate amount of the stock in a joint venture, I am also aware that if we go for venture capital or private investors in the US, they will not want to participate for nothing. I could always try to get a loan myself, but I am not sure if I want to. I promised Wendy that we would get rid of the debt in China here first before going into anything else. We still have about \$265,000.00 left to pay on that. My wife is very wise and I know that she wants me to mortgage China before even considering anything else, which is what I will do. I have no urge to be in debt in the US for a moment longer than needed yet I don't have as much problem if it is outside the US. Therefore, I will hold my position and wait until we get to Mexico, see what is possible and go from there. Since I am already ready to take the plunge for the first center, it is not a problem. It is the next two that will be an issue. When it rains, it pours. I have no intention of letting any of these possibilities get away if we can find a way to make them work. Besides, I am hopeful that both of the groups in Mexico will want to continue the journey and franchise through Mexico and then South America.

Tonight we are going with friends to New York City, a very rare occurrence, but Wendy really wanted to go to the restaurant where Barry is a chef so it should be interesting. I hope it is an okay time. I would like to enjoy going into New York. It probably stems from when I was just out of college and did not get a job there. I remember the hopeless feeling of looking up at the skyscrapers and realizing that no one in that town cared if I lived or died. I am glad I got out quickly. But times are different. It has been thirty years and I will try to keep a more open mind.

I am making progress on the editing of my new book; my son Ben is also helping me. If he wants to continue, we could be done by April. It is fun seeing the finished products, signing them and sending them out.

I walked with Uncle Dave this afternoon, he is still showing the effects from his prostate surgery and he probably will for the next twelve to eighteen months. The surgery was very difficult and pushes me to keep with the SGS system because it may reduce significantly the side effects that he is experiencing. I would like to help prevent them for others.

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Once we start operating, I may organize an insurance company deal with some of the US health care groups so that we will cover them for certain cancer surgeries for a cost per patient. In effect, we would become a cancer insurance company. It has potential.

Ben and Alex are both back at school. Life has returned to its somewhat peaceful self. Kayla is going through a tough time in her junior year. The pressure is ridiculous and the only good thing is that college will probably be relatively easy once she goes. Ben and Alex both found college easier than high school.

David is back on the road as of tomorrow, I am pleased with his progress so far. He is incredibly aggressive, but since he will only see people once or twice a year, it is not a problem.

Al is in England. Tomorrow she goes to the Netherlands to meet up with Jeroen. I hope her cold is better. They have a lot of ground to cover with huge potential for business. I am glad that I am going to North Carolina, Mexico and China over the next two months. The road is calling.

**1/20/08**

**10:03 EST**

**Home, NJ**

I emailed Gary and checked. It looks like we can mortgage everything that we can get from IJX, use that money as down payment to buy multiple SGS machines and then get US investors to give us money, using these machines as collateral. If so, then we do not have to deal with the Manufacturer as a partner. I would like not to involve them if possible. The only bad thing would be if their service is worse if they are not partners, but I am willing to take the chance in order to have more control. My stomach is going crazy now, but I will try to go to sleep. I have been getting our taxes ready. I am hoping that we do not get a big tax bill; I want to leave as much money in IJX as possible. I also need to start saving for the first quarter of this year. We are getting stretched, but the moment of truth is coming. I can feel it and I plan to go for it.

The first gasket proof for the first order is coming in a few days. I saw a picture. It looks good so far. It is the start of a whole new product line. I am very excited about the prospect. David should already be in New England, getting ready for tomorrow.

**1/21/08**

**9:56 EST**

**Monday Night – Home, NJ**

On Thursdays, I usually play tennis early at 6:15 AM. I forgot last week and arrived late. I felt horrible and even worse; I went into intense paranoia for this morning's game. I added an extra alarm clock

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so I am now up to five. This cannot be good.

I got a call from Al. Jeroen and she are getting along well; they are in Munich. Unfortunately, Al's suitcase is not and she called me in despair. She will be in Italy tomorrow and if she does not get her suitcase back in the morning when she goes back to the airport, then she can buy new supplies later in the day. It is horrible to lose your suitcase and even worse when you are sick. She has a bad cold. The good news is she is with Jeroen and he can watch out for her. I miss her and hope she is okay.

David is doing fine on his latest sales swing. He is costing a lot, but I believe he will do well.

I had a customer call for another version of a piece of business where we have been getting killed because of all the changes. I finally hit the roof and told them I wanted to be paid for all of our work so far if they wanted anything else. They tentatively agreed, but I will believe it when I see the PO. Sometimes you can take so much and you won't take anymore. I am at that point with them.

Our crew is doing well, and I am proud of them. They have taken up the slack since Al has been gone. The best I can do is to leave them alone and let them do their jobs.

**1/23/08**

**10:01 EST**

**Home, NJ**

Al finally got her suitcase back. She and Jeroen are in Hungary. Their calls have gone well and tomorrow they go to France where Al will try to sell the new MTCA filler panel design created by Jeroen. If all is successful, more label and panel business should be generated for IJX. It has been apparent during the last few days that the only area left that no one else can handle besides me is pricing. With that in mind, I will set up pricing guidelines so that 50% to 75% of the estimating will be able to be done by others. Once this is done, I will have more time for overall command, new products and sales areas. It is the next logical step and time to give up this last bastion of my old function. I have to let it go and I will do so. It is in the best interest of everyone.

I play tennis early tomorrow. I screwed it up last week and now I am paranoid about being late. My five alarm clocks will be set for 3:30 AM, which should be enough to get me up.

Kayla is up studying for her midterm exams. It is amazing how hard she works. I miss Al, but it is good she is away to check our systems.

**1/25/08**

**10:33 EST**

**Friday Night – Home, NJ**

I created the first draft of the new pricing system today. Once we

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get it fine tuned, we will spread it to the other areas of the business and test it over the next six months. Eventually, it will become our primary source of pricing and I will pull back in this area. In the future, it will allow me to save at least 20% of my time, which is a huge chunk. After speaking with Dan Gallagher, I think I will start the new carbon credit business. I am not sure if anything will come of it, but it sounds interesting. I want to see if I can get the credits and then trade or retire them. Besides, I hope I can use it for PT since I am not sure if we have any other major areas for pollution reduction.

Al is in Paris. Her calls went well even with all of the traveling and luggage problems.

I think we will be hiring more people to give Alice and me more time to move into new areas. Al can take over more of my jobs and I can move further into new projects like the SGS System. I heard from Ben in Malaysia; it looks like they almost have a deal with a hospital and we have been invited to participate. David is back from New England. The two SGS prospects are being reviewed by our potential Mexican partners. His trip went well he will go back in another two weeks. I am having adrenalin surges followed by periods of tiredness. It is strange and exhilarating while the surges last.

**1/26/08**

**12:23 EST**

## ***Saturday Night – Home, NJ***

I went to temple this morning and then went biking. It was cold, about 34 degrees Fahrenheit and by the time the ride was over, I had on almost all the clothes I was carrying. It was a long ride and it tired me out. After a hearty lunch, I went to walk with Uncle Dave. We talked about the future, him and Real Estate and me and our new expansion. It is like starting a new era and I plan to make the most of it. That time will give me the freedom to survey, pick and start new projects most of course will not work out, but it will not matter. It is the road that counts and the continual travel to see where we will move forward. We had dinner with our friends, Abi and Laura. Their son Jeremy will graduate from the same school as Ben in the spring. They have been best friends for years. I will keep my basic structure for exercise and time for work, maybe cut back a little to get home for dinner since I am usually monitoring my email until I got to sleep. I will spend more time looking for people, new projects, and expansion of our current lines. It will be difficult as I loosen my hold on things and let our people all over the world increasingly rely on themselves for decisions. We have a great team and they can handle it. The question is with me not them. I rely on, depend on and love my structure. I am upsetting my balance with new things. I will have to not only deal with it, but also embrace it as a new norm.

# THE IDEAL ERA

**1/27/08**

**10:00 PM EST**

***Sunday Night – Home, NJ***

I have decided we will pursue the idea of finding and trading carbon credits. My initial tactic will be to try to negotiate where I gather them, but only pay for them if I can actually sell them. I will start with Dan's company and work from there. They will need to add a clause to their contract saying that their company holds the rights to all carbon credits for the life of their projects. I am not sure if they are willing, but it is worth a try.

There are all kinds of changes of variations that will come in for the new pricing guide, it will take a lot of work and testing, but I feel I can inject most of my experience into it so I can gradually leave it to Al. Eventually, I will move it to our other companies and product lines.

Since I made the decision to make changes, my stomach has been uneasy, but the paths seem to be opening. For this project, we will need our contacts at EPA; I will set our groundwork first and then try to go in to see them. Maybe I will go to Washington if necessary to try to set up national guidelines for trading both within and outside of the US. It should be an interesting process and at the very least I hope it will enable us to stay in PT by moving into an area not having been done before. It also makes me wonder if we should have another company or run it through IJUS. Otherwise, it may not hold for EPA. Since IJUS does not mention any of our product lines there is really no reason why we could not flow the energy work through it except of course if any legal problems arise. I will need to think about it.

**1/29/08**

**10:42 AM**

***Lexus Dealer, NC***

It is time for my 25,000 mile check-up for my car. As opposed to having to bring it in and pick it up again later, I decided to wait for her. Mike, the service man I have used before, promised an hour and fifteen minutes and he has never been wrong. I am using the time to write, edit, try out the new price list that I created and have a little time to be by myself.

Al is back from Europe and whenever she is gone, I get involved again in day-to-day activities. It gives me the chance to see what changes might be made to make the systems run better.

The pricing system that I created will hopefully not only take into account the actual costs of products, but also the variables that I use to arrive at our prices. Often it is not what the product costs to make, but rather what the market conditions will allow us to charge. Estimating prices is an art form. You can do it by straight formulas, but will then often lose the chance at higher profits. Codifying the system has be-

## JANUARY

come an interesting challenge. We also have the added considerations of products coming in from overseas that we re-sell the currency fluctuations, the apparent impending recession and others. At this point, it is a "feel" for me and I can do it very quickly, but it is time to give this area to Al and her people. The initial price list is done. Now we start to run it against my pricing to coordinate them and get them to get as close as possible. Al and her people will have ranges from which they can charge so they can add their own feelings for pricing. This is a big deal because the feel of the market place both high and low is critical for our success.

The second area at which I am looking is production. We have never codified how long various tasks take such as creating a film positive, making a screen, and printing a job. My plans are to take care of all aspects of production and then have Mike create a system where we know roughly how long things will take and schedule them accordingly. This will hopefully allow us more time for rush jobs and keeping our customers happy. I figure that it will take about six months for both systems to be up, running, tested and have people trained.

Today is the Florida primary and there are no returns yet. The only sure thing seems that if Mr. Giuliani does not do well, he might be out of the race. On the other side, it looks like Mr. Edwards may be in trouble, but politics changes so quickly. It is hard to tell. The president is trying to get through an economic stimulus program, which I don't understand. Giving most Americans a few hundred dollars and asking them to spend it does not seem to make a lasting change to me, but maybe they understand more than I do. Or then again maybe they don't. Since I am in business and run a small multi-national company, maybe I do have a clearer perception of economics than those who do it.

I don't like people who are going by theory as apposed to experience in charge of my money and our government. What should be is almost never what is and I want someone with experience. That would make for a short list of politicians. As I get older, I increasingly find myself thinking as an Internationalist as opposed to a political party from the US. I see how everything interacts and depends on everything else. This, I think, it is a much better view for me.

Kayla had her midterm tests and thought she did horribly. Most probably though, she did extremely well; she is very hard on herself. Her swim team is finishing up this season soon and I plan to go see one of her last meets on Thursday. Dinner with her and Wendy is often spent laughing. It is a lot of fun.

I checked with my partner Ben this morning regarding our finances and how much we can utilize for the new SGS projects. We have done well in China and I have high hopes for this new product line. We are going for it, both Ben and I are committed. If it works to its full potential, then we will be able to help thousands and each make a great



# THE IDEAL ERA

deal of money. It is fun to think and dream about the potential.

David is off the road this week. I can tell his family is not thrilled with him being away so much. I have given him the option to create his own travel schedule, but he is torn between wanting to be home and proving his worth to us by going after more sales. It is a tough choice, but it is up to him how successful he wants to be and how hard he wants to push himself. I will not force anyone to do anything. His future is in his hand, which is the best gift I can give to anyone.

I am looking forward to traveling tomorrow. I have direct flights and cars taking me so I can concentrate on what I am doing, work, sleep and relax the rest.

**1/30/08**

**4:47 AM EST**

***Newark/Liberty Airport, NJ***

I got up at 3:00 AM; it somehow seems a little easier with five alarm clocks as opposed to four. Maybe it is the little extra security that the last one provides and ensures that I get up. Regardless I am here, the weather conditions are rainy and foggy, but considering it is the middle of winter it could be so much worse. I have decided to give myself a present today. If my call finishes early and I can be back at the airport in time, then I will try to get an earlier flight through Continental Airlines. If I can get onto an earlier flight with another airline then I will pay the extra money that is the fact. I would get home early enough to have dinner with Wendy. Wednesday is our normal date night, and that is important so I want to try to be there. Otherwise, I will try to adapt to what happens (my normal code of conduct in traveling and life).

Airports are such lonely places early in the morning and late at night.

Today I have only one scheduled call to a new group of Alcatel-Lucent people in Raleigh, North Carolina. We just started doing business and they asked me to come down. I am very happy to do it as it is the best way to get to know people quickly. I have no trouble making the trip for one call that could last anywhere from thirty minutes to two hours. Whatever it takes is fine. I would go to China for one call if it had the potential importance. I don't mind.

I bought a bottle of water after I got through security and will make my oatmeal, raisin, banana and cinnamon mixture in a plastic bag in a little while. I can then eat it on the plane no utensils and little mess. I will re-pack my two lap-top cases with the smaller one for the plane and then re-pack them later again so all of my sales materials for the call are in the same bag. I don't like carrying two cases into a customer if I can help it. It looks too bulky.

# JANUARY

**1/30/08**

**1:17 PM**

## ***Raleigh, NC Airport***

I got into Raleigh early this morning and when I got outside, I met my driver Greg for the day and off we went to Alcatel-Lucent. As I looked at Greg and spoke to him, I got the definite feeling he was formerly in the military. As per usual, I simply asked him and it turned out he was a private body guard. He checks out the places where you are going, makes sure everything is safe, and keeps you away from dangerous situations. He was pretty formidable, but pleasant and we got along well.

I have always wanted to have an armed driver. The security of having my own power force behind me has always been appealing lines.

The meeting at Alcatel-Lucent went well. This group wants rush, short-run labels and other parts. They have to be exactly to their specifications. We have already done a few orders for them and so far, they seem pleased; I hope to keep them that way. We have our chance for some nice business and we will push hard to meet their needs to get more.

Afterwards, I was back in the car and to the airport. I was able to get onto an earlier flight, but we have been delayed twice so far because of high winds at home. I am hoping to get in by 4:30 so that Wendy and I can still have dinner together.

John Edwards just dropped out of the Presidential race and Rudy Giuliani dropped out a few days ago. Things are tightening up. Super Tuesday is next week. What an amazing system we have: everyone expects it to work and the final winner takes office with no questions from anyone. No matter who is elected, we have a great country and a wonderful system.

I look forward to getting home.

**1/30/08**

**3:08 PM**

## ***In flight to Newark***

I am sitting next to Stanley who used to be a police officer in Plainfield, NJ. I have been to Plainfield and it can be a rough place.

He stopped a woman for going through a red light. By the time he got back to give her the ticket, she had no clothes on and said I'm yours. She said she had already received two tickets in the last few months and could not get anymore. Stanley, quickly thinking said put your clothes back on and leave town. He did not indulge.

He enjoyed being a police officer. There is a power that you get when you first get the job, but then it wears off and you just ride through life trying to keep it clean and safe. He is retired and it is a loss for the people he served. He is a good man.

# THE IDEAL ERA

**1/31/08**

**9:58 EST**

**Home, NJ**

I think I had a great idea. I met with Gary today and things are going well with our various companies. It looks like I paid enough in taxes for 2007 and I am thinking ahead for this year. I really want to own at least one SGS Machine so we do not have to deal with anyone else regarding financing. If we mortgage our space in Xiamen, which has about doubled in value in about three years, then we will still not have enough money. But I got the idea to sell it outright, offer our company as a tenant for the new owner so that they would have a guaranteed renter, take the money and buy one system. The amount of money for the land would roughly equal one SGS. It's funny how it works out. It is a pretty big risk. We have two good prospects in Mexico; I believe one can move faster than the other. I also do not want a one shot deal. If we do this with one or both of the companies, then they have to commit to start expanding immediately with the profits of the first center. In other words, we will start franchising across Mexico and then beyond. It is aggressive and bold but it is also the best way to keep all parties, honest, true and moving forward in a positive direction. There is no time for petty jealousies or problems. We will all be focused on moving ahead and building an empire both to help people and make money. Now I just have to convince everyone else.

We are moving ahead with buying a roll-to-roll press in Xiamen. We have a lot of work for it and there is no reason why we should not do it ourselves. We also have a chance at a lot of gasket work in Mexico. If it comes to fruition, it may enable us to build a plant there sooner than I had anticipated.

We have a new contact in India. I will pursue a possible opening of a new distribution center there.

There is a massive snowstorm in China stranding hundreds of thousands of people trying to get home for the New Year. It is heart breaking to watch as they try to find some way to get home. I hope their situation is better soon.

Mike is working on the new pricing system. I hope he is ready for beta testing within two weeks. I want to start on the revised production system within the next two weeks as well.



# FEBRUARY

**2/2/08**

**6:20 PM EST**

**Home, NJ**

Yesterday playing tennis I was really tired, not that unusual for a Friday, but then after my second breakfast I was not hungry again by lunch. I semi forced down my food knowing if I didn't I would probably have an energy lapse. I was looking forward to an afternoon nap when Kayla called and said she was sick. Since Wendy was on her way to Florida to visit her parents and would have normally gotten the call, I went to get her. I was starting to feel lousy myself by this time and told Al I might not be back. It was a rainy cold winter afternoon in New Jersey and by the time Kayla and I got home, flu-like systems had engulfed us both. I decided to stay home the rest of the afternoon and Kayla and I spent an extremely uncomfortable evening trying not to look at food commercials on television. Thankfully, both of us do not get sick too often and I hoped this was just a 24 hour type of virus. For the first few hours after I got home, I tried to stay in touch with the office and got a message that a woman from India who had been in the United States for years had called me. I had known her for some time and thought a lot of her abilities as an engineer and the way she handled herself. When I had mentioned this to Ben, he asked if she would be interested in representing us in India. There is a huge amount of business there but like everywhere else if you are not on the ground with local people it is extremely hard. I called her and we had a preliminary discussion. Her partner had moved back to India permanently and she was to be based in the United States. Yes, they would be interested in setting up a Distribution Center for us and starting Ideal Jacobs India. I parted with her saying that I would get a proposal to her this week after I had sent it to Ben.

By early evening, Kayla and I were both too sick to do almost any-

## THE IDEAL ERA

thing and I even turned off my Blackberry because the buzzing was bothering me. The rest of the evening was spent trying to get through it, remembering how fantastic good health is and we should never take it for granted.

Last night sleep, though not great, was good enough and the worst was over by morning. I decided not to ride outside and rode my indoor bike in the cellar this afternoon. My walk with Uncle Dave was cancelled; he wasn't feeling well still from the after-effects from his surgery. We just had tea instead. I was in the office for a little while, caught up on my emails and plan to start on the Job Flow System for IJUS. I am hoping it will enable us to become more efficient and take some of the strain off Al. The more we are able to codify the business, the more efficient I hope we become.

**2/4/08**

**9:51 EST**

**Home, NJ**

Last night was a much better sleep than the night before and tennis with my brother was good. I decided to walk instead of ride, both because my energy levels were not totally back to normal and there could be ice on the roads.

Kayla was gone for the day, I dropped her off at work and then she was going to a Super Bowl Party. She should be home within the hour. Wendy is due back tonight before midnight; it will be good to have her home. I got a lot of work done. First I finished the first draft of the new in-house production procedure and then I went to the office and sent out the proposal for IJ India to Ben to get his approval before sending it to our potential partners. Then I was back home and Bailey and I spent the rest of the day together. I also spoke to Uncle Dave about Ideal Jacobs Medical and putting the overall plan together. When trying to merge three very different cultures like China, Mexico and America, there are bound to be some differences regarding basic business. It is my job is to make sure everyone is mostly happy with this deal and the future for more deals or I will not let it proceed. There is too much at stake to let important decisions work out for themselves or hope conflicts will just go away.

I watched a little of the Super Bowl, which is still going on.

Bailey misses Kayla and Wendy. I can tell he is sad, but all should be well by midnight. I hope I sleep through Wendy's arrival.

**2/5/08**

**10:00 PM EST**

**Home, NJ**

Today is Super Tuesday here in the US. Enough primaries are being run to have a single Republican contender by the end of the evening.

## FEBRUARY

So far John McCain is ahead. On the democratic side it looks like Mr. Obama and Mrs. Clinton will have to keep going in order for a winner to be declared for the nomination. It is a fascinating process and it is an honor to be part of it. Casting my vote is my way of participating, but I plan to be more engaged in the public sector.

The pricing system that I created needed some tweaking, but I am hoping that instead of the third quarter for implementation, it may be ready as early as next month. I am planning that it will cut down at least 80% of the time that I spend on pricing, which is a huge chunk of time.

Tomorrow we start to go over the revised in-house production system, which will also generate actual costs for all jobs, something we have never had before.

I am getting ready to launch the carbon credit brokerage business and in order to do that, I think that we will have to go in stages. The first is to be accepted back into PT with our one big significant aspect helping to codify carbon credits throughout the United States. It will be a huge undertaking and I have been thinking about the best way to go about it. We are strong in some areas and weak in others. Our strength is having good ties to the Federal EPA, which could accept a plan on how to define and measure certain carbon credits on its own. That, I believe, would then be recognized around the world. The trick is going to be creating the plan, getting it to the right people, and then helping to get the right person to agree to sign off on it, which I think is the head of the EPA. That is not so simple. It is a process, but I think we have to have the whole plan ready before we start. I will begin by defining what, when, where, why and how carbon credits can be handled within the United States, which may or may not be in total agreement with the rest of the world. At this point, a lot of companies are selling carbon credits based on their own forests, windmills or anything else, but are not federally approved. That is what we need, a federal structure and system to implement.

It is a big project, but I have some extra time and plan to take a shot at it. EPA needs a winner especially in the public relations area and this could deliver a lot of good press for them not to mention align us with the rest of the world.

I can't help believe that no matter how much renewable fuel that we can produce, nuclear is going to have to be part of our infrastructure. So with that in mind, I will move forward to eventually be part of a nuclear-fueled plant probably somewhere in Mexico.

My tennis friend's son is opening in a Broadway show tonight. He is the second male lead, replacing another actor. His father and mother are in the audience and I am sure that they are both gleaming in pride. It is a great thing when your children are good people. It is also great when they strive for and reach some of their goals. Their success spreads to everyone around them, which is a wonderful thing.

# THE IDEAL ERA

**2/7/08**

**10:08 EST**

**Home, NJ**

I finished the second draft of the production system; it seems pretty good so far. We will have to test it along with the next draft of the pricing system. It is moving faster than I had anticipated. They may be ready to go within two weeks.

I am getting ready for the trip to Mexico, which involves a lot of preparation. Ben and I will not have a lot of time together. We have some important financial things to work out and then, Marisol, he and I have at least two medical appointments for the SGS Proposal. They will either move ahead or fail. In any case, we will move forward and still have the option in Malaysia if we so desire.

I spoke with EPA PT group and they initially seemed positive about my idea to start a Carbon Credit Brokerage House, they were okay to use it as our base to help develop and distributed carbon credits, also use it for our new PT application, help write the rules for Carbon Credits for the EPA for American use and get them adopted worldwide. It is a massive project, but it appeals to me in more ways than one including helping the country, promoting the use of energy saving, making money and moving forward. I have already begun writing the proposal. I envision a one-page form for certification of the Carbon Credits similar to the one-page tax return, self-certifying and being liable to the EPA if you fabricate the information. Our gasket area is doing well; we shipped the first order today. Economic conditions seem to be deteriorating. One way that I can tell is the number and intensity of the stock brokers calling my office and sounding desperate. It is never a good sign. Mitt Romney pulled out of the Republican Presidential Race and it looks like Mr. McCain will have it.

**2/8/08**

I finished the first draft of the EPA Carbon Credit Certification form. I also spoke to Dan and it sounds like his company will be our first customer. I tried to contact the Chicago Carbon Credit Exchange to become a trading member a few times. They have not called back yet, which is not a good sign. Things feel like they are slowing down; perhaps it is the overall feel of the economy. I am ratcheting up my team to have more people involved in sales. Selling is cut and dry: you either do it or exit the market. David was back in the office for a little while today. I am pleased with his progress and his attitude.

Marisol was in the hospital today for a kidney infection and will hopefully be back tomorrow. I will be interested to see how she handles herself if she is not feeling well. I have the feeling that her true inner-self of sheer ambition will come through even stronger and that determina-

## FEBRUARY

tion will show in a different, but equally successful manner. I am also pleased with the way in which she has handled herself and IJM.

**2/10/08**

**4:17 AM EST**

### ***Sunday - Newark/Liberty Airport***

I am on my way to Mexico to meet Ben and Marisol for the SGS meetings. Yesterday was a lot of fun, after Temple I worked out inside since the weather was winter-like and then I met Uncle Dave later. Kayla was off to an overnight with her Temple Youth Group so Wendy and I had a nice dinner and then relaxed for the rest of the evening.

It was a 2:30 AM wake-up this morning thanks to my five alarm clocks and then off I was to the airport. Security was swift with no problems so here I sit getting ready to board within the hour. Judging by the conversations around me, there are a bunch of us going through Houston to Mexico. The weather in Guadalajara is supposed to be hot and sunny. I brought sunscreen lotion with me. I got an email from Ben this morning. He had some visa trouble and managed to get into Mexico after a three-hour plane delay. We will need to get it settled tomorrow morning. Happily, he is now at the hotel, one he likes, and should be sleeping. I get a little confused with the time differences, but I think he is on a twelve-hour time difference with China. I will need to go back to China next month, which is something to which I look forward. I still have the final section of my book to edit and then I am done until it goes through the next editor.

David was in the office yesterday and mentioned he needed something new to give out on the road and my new CD "Peace Through Work" will work well. David has been doing a good job and I am pleased with his effort and enthusiasm. He will be going south in another week for sales call and then move to various spots in the US and Canada. My books, CD's and mailing are extremely helpful, but it is good to get a personal call from someone in our company. David is our first line of attack. Alice, Vinnie, Mike and Rich also are doing well so we have multiple people who can sell from IJUS. Besides, they like going and think of traveling as an adventure. It is great for everyone. My time will increasingly be spent with new business ventures, companies and product lines so it is good that we can all be on the road as needed.

It is a nice feeling to know that I am about to make a lot of Mexican people smile as they hear me attempt to speak their language. They appreciate my trying and I like to attempt it.

Kayla made cupcakes yesterday; she is an excellent baker. I had one with icing and I have one with me now with no icing in my suitcase. I am not sure how long I will be able to resist eating it.



# THE IDEAL ERA

**2/10/08**

**6:51 EST**

***In Flight***

It is dawn and the lights can be seen from one side of the plane. We must be going just fast enough where we are racing ahead so that the day keeps beginning temporarily escaping the passage of time. It will soon catch up to us and then lose the advantage on the way home. It is a beautiful set of colors, ranging from blue to gold to brown to black like a giant prism across the bottom of the sky. As is normal, I miss my family, but I am excited for what is in front of me. I will continue forward.

**2/10/08**

**10:44 EST - 9:44 CST**

***In flight to Guadalajara***

Uncle Dave challenged me yesterday to write a new employee application/screening form that would enable our people all over the world to be able to get the type of employees they want, including here in the US, no matter what position.

I started the form and it has been an interesting exercise. I was originally going to use ranges of asking a question with 1 being the least and 5 being the most but since I am trying to cover all positions from sales, to computer people, to production people on the manufacturing floor, I decided to go for general answers instead. Obviously, the form is biased toward my point of view. I tried to infuse myself in a type of artificial intelligence where the survey does the work. The answers would be reviewed by the local IJ location. I don't know if it has merit, but it has been fun trying.

Since I got up at 2:30 this morning, my body is a little off and I got hungry for lunch early, but they served a muffin, banana and cereal, which took the place of one of my peanut butter and jelly sandwiches. I am actually drinking some diet soda, which in retrospect may not be a great idea, but I am hoping that we will land within the next ninety minutes so I should be okay.

My connection to this plane was a little tight. I had to take a shuttle bus between terminals and there was something going on with the bus in front of us, but I made it. I am getting excited about seeing Marisol and Ben. I have been editing the last part of "The Ideal (Jacobs) Road." I think it will turn out like my others, hopefully each one a little better written than the one before. I think most of the people onboard this flight are Mexican. I will try to start thinking in Spanish, which is actually a joke considering my limited vocabulary.

## FEBRUARY

**2/10/08**

**9:30 PM CST - 10:30 PM EST**

### ***Intercontinental Hotel Guadalajara***

We arrived in Guadalajara on time and I made it through immigration and customs without a problem. Marisol was there to pick me up. She was battling a kidney infection, but nothing was going to stop her from the sales calls coming up. We picked up Ben, had lunch where we updated each other on what was happening and discussed how to handle the calls for the SGS project tomorrow. Then Ben and I met later in the afternoon. We discussed how well IJX was doing and additional strategy for tomorrow's meeting.

After that, I worked out then met Ben for dinner. Before we ate we went to a local supermarket, something I like to do especially in foreign countries. Ben purchased some stomach medicine; he also hasn't been feeling well. Dinner was excellent and I left Ben. He was walking around for a while since he had taken a long nap. I was really tired.

**2/11/08**

**4:42 PM Guadalajara Time 5:42 PM EST**

I had about nine hours of badly needed sleep and then worked out, had breakfast and got ready for the call. Ben was already out early with Marisol trying to get his passport/visa situation settled. His passport had been held because he did not have valid identification. Paulina and I met them at the medical equipment manufacturer, our first potential partner for the SGS System for Mexico. Unfortunately, Ben did not get his passport and was extremely and understandably frustrated. He was also suffering from stomach problems and jet lag so he was starting off from a bad place. Marisol was feeling better and we all went inside. This manufacturer's main base is Spain, but the operation here was handled by a man named Arnaldo. Also in the meeting was another man name Jose. He very nicely contacted his attorney to try to get some help. We then launched into the meeting about the SGS potential center, but I did not last very long because we were in agreement on most issues. There will be some negotiations regarding percentages for profits, personnel and procedure, but the idea of moving forward was there. In fact, Arnaldo had brought in Jose to head the effort from their side, which was another sign.

They had two hospitals that they wanted to be involved to insure the needed flow of patients. Jose, Marisol, Ben and I went over to visit one of the public hospitals. We met one of their doctors there who was extremely pleasant and offered assistance because he thought the SKS Machine could be a big help for his patients and especially the children.

After that, we split up with Ben and Marisol trying to get his passport again and Paulina and I are driving Jose back to their headquar-

## THE IDEAL ERA

ters. This was good because it gave us a chance to talk, become friendly and learn about each other which is extremely important when you are going to be working together.

I was happy with the way it turned out and we will go see the second potential hospital tomorrow with Jose, Ben and Marisol; however, Ben will have to go back to Immigration to try to get his paperwork fixed. Ben was very upset with the whole situation; I don't blame. He is due to leave tomorrow afternoon for California and then home. He may not be able to go. Marisol will stay with him all day if needed to try to get this settled.

Tonight we have another meeting with a different Mexican company, this time the owner of a cancer clinic. We have two strong potential deals now with Malaysia and the health products company. If this company tonight is eager to do business, then maybe something can happen. Otherwise, we will politely withdraw. It is good to go into any meeting from a position of strength and that is how I view the one tonight.

**2/11/08**

**9:47 PM Guadalajara Time 10:47 PM EST**

***Intercontinental Hotel***

I never know what to expect when going into a sales call. That is multiplied when it is in a country other than the US, a group of people I have not met before, and selling in a new area. When we got to the cancer clinic, I did not know what to expect, but when we were ushered into their conference area, I began to think there might be potential. This organization was obviously profitable. I like to think I can tell by how the operation is run and how it looks. There were four partners in the business who came to the meeting as well as the administrator (another good sign). They spoke some English so the conversation went periodically from Spanish to English with my speaking almost all the English and Marisol the Spanish. As it happens, this clinic is uniquely set-up for a joint venture. They already have a Linear Accelerator, another type of cancer treatment machine. They also already know how to build a containment center and have most of the needed staff and the room. Actually, their part of the initial start-up cost would be very small so their overall risk would be minimal. Their main concern was the guarantee of patients that they would have to provide. After we spoke for a while and felt each other out, it appeared that there might be a fit between us. We left it so that they would send list of questions to us and we would answer them within a week. If they thought center was possible, then it was possible, we would send one or two of their people to China to see the operation there. We would be back here in April and at that point, they would either be

## FEBRUARY

ready to sign an agreement or it would go no further. In their case, the toughest part might be getting the permit for the machine to get into the country and all the other paper work needed. I mentioned we did not just want to do this for one machine and if they entered into a joint venture, then we will expect them to continually expand throughout Mexico. We all had to be moving forward and growing to ensure everyone stayed happy. I hope they understood that was a necessity.

I am always interested when there is more than one language being spoken in a meeting. It gives me a chance to center on the people, not what they are saying because I don't understand enough of it, but their body language and how they are saying it. They often give good clues as to how they are really feeling.

Afterward, Marisol dropped off Ben and me. I went out for some fruit and tomatoes. I had a feast of my last peanut butter and jelly sandwich, a tomato, some fruit and six of the cookies that I bought yesterday for which I feel appropriately guilty eating. I will go to sleep soon because I have a 9:00 AM meeting with Eduardo tomorrow morning and need to work-out and eat breakfast first.

**2/12/08**

**10:11 Guadalajara Time 11:11 AM EST**

I got up at 5:30 AM, worked-out and had breakfast with Ben. We talked about the SGS projects and the incredible potential. We also talked about the two companies in China that manufacture them and our position with both. We have to reach the critical mass of having multiple locations, financing them and being in position to franchise. If we can do that, and ensure everything is running safely and efficiently, then the potential profit is huge. I then sat with Eduardo in our IJM office where he searched for potential sales targets. It is a long process, but it is necessary in order to properly go after an entire area. He searched for manufacturing companies of over 500 people in the city. From there, he will harvest the best potential leads and either access their websites for more information or email his friends to see if they have contacts to these companies. It is time-consuming and boring, but also works and needs to be done in order to expand our customer base here.

Meanwhile Ben and Marisol were waiting at Immigration trying to get back his passport.

It looked like sales are slowing down at IJUS. I told AI to cut out almost all overtime, but she had already done it. She is so good! If we continue to slow down we would have to start cutting back, not something I like to think about, but will do if needed. If the recessions get bad, things could get ugly before they get better. It is also a great time for us to attack new business

# THE IDEAL ERA

**2/12/08**

**4:26 Guadalajara Time 5:26 EST**

## ***Intercontinental Hotel***

I spent part of the morning with Eduardo, giving him my views of how to go after new sales and watching him implement some of my suggestions. I will continue to help from New Jersey, but the main responsibility is his.

I am extremely happy to report that Ben got his passport back. Now he can go home tonight. It was a long haul, but with everyone's help, he got what he needed.

Paulina drove me to our 1:00 appointment with a local private hospital. On the way, we stopped for an iced tea, which gave us a chance to talk. I wanted to give her some of my philosophy about business, life and the team that I was trying to build worldwide. She has a good head on her shoulders and I feel that she can handle a great deal more responsibility as needed.

We then met Marisol and Ben at the hospital where Jose was there waiting for us. This call was with the hospital administrator and was much different from the others we had encountered. He was a relatively young man and this hospital obviously had money. Happily, he was honest and he told us that the main problem was going to be getting the oncologists to agree to use the machine. In order to do that, we would have to approach them as a group or individually and make a deal where they would be paid a commission on some basis either per patient or some type of referral system.

We knew that getting the customers was going to be the hard part, but if the hospital could not guarantee anything it would make it a much harder proposition. In the public hospital, the doctors had less of a choice. In the cancer clinic, they already had a stream of patients.

The main negotiating points I see are:

- The guarantee of people to be treated
- Getting Paid
- Getting the necessary permits and taking care of government regulation

Items that we have to research:

- Permit questions: how to define the SGS unit or not?
- Registration costs: check if we should define as research equipment
- Government regulations regarding importing the machine and operating it
- Check how to set up the joint venture regarding the government
- Ensure the machine is on the ground floor or the basement if there is one

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- Making sure your staff is at the hospital or at least you are paying them
- The cost of the installation
- The cost of maintenance
- The cost of the salaries and benefits of the people
- Watching the money
- The cost of the people needed-whether we use hospital staff or BioSystem people
- Defining responsibilities

As always, once we do it the first time, the rest will be progressively easier and less expensive. It is always the first one that is usually the toughest, but that is the nature of all new business areas so I am prepared for a lot of work, confusion, false starts, and disappointments. I know that the odds are against any of them actually coming to fruition. No matter what, it will be an exciting adventure.

We are sending proposals to two groups and I let both know we have two potential deals working so that they did not think we were either going behind their backs or giving them an exclusive for the whole country. With six million people in Guadalajara alone and the ability of each center to handle a maximum of 700 patients per year, there is little chance of saturating the marketplace for a long time.

As per my talks with Ben, our market consists of countries where there is much less access to the newest and most expensive equipment. That means Mexico, South America, Eastern Europe, parts of Africa, India, the Middle East. That should keep us busy for quite a while.

The weather in New Jersey is not great; there is snow and ice predicted and rain after that. There is nothing I can do and trying to get home earlier than tomorrow night would probably result in even more delays. I will charge all of my various electronic items and figure to hunker down in Houston in the Continental Airlines lounge until we are ready to leave.

I would really like to get to my tennis game on Thursday morning; I hope that I make it.

**2/13/08**

**6:51 Guadalajara Time 7:51 EST**

**Guadalajara Airport-Aero Mexico Lounge**

I finished working at about 6:00 PM last night and was preparing to go get dinner when I got a call from Marisol that Jose had set up a meeting with the owner of the hospital that we visited yesterday afternoon. She was to get me in twenty minutes. Luckily, I had one fresh shirt left and I got back into my suit and was on my way down to the lobby when I got another message that the meeting had been cancelled. Sales go in streaks and I knew immediately that mine had ended for this trip. No more was going to happen on this trip. I relaxed

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and walked over to the nearby Chile's restaurant (my new favorite restaurant for this area), order some salads and a sandwich and brought them back to my room. While eating, I was watching some of the primary election results; Mr. McCain had won some more delegates, but Mr. Huckabee was not giving up. Mrs. Clinton and Mr. Obama were virtually tied and looked like they would fight it out to the convention. Dinner was excellent. I then did some packing, called home and eventually went to sleep. I got up at about 3:15 AM, worked out, got ready, packed up and grabbed a taxi to the airport. My taxi driver was named Miguel and he spoke virtually no English, but liked to talk. We got along with my very rough Spanish. The more I speak and the more I watch movies w/subtitles, the better I will get. Besides, it is fun trying. I am due back in Mexico in April so I should have more of a chance to practice. I am now waiting for a flight to Houston, which will connect me to Newark. There is nothing to do now but relax, work as much as I can, and stay calm. As long as I get home tonight, I am fine.

I just checked with Anna at the office. It is raining there now; the snow and ice appear to be over. Good news!

**2/13/08**

**12:26 CST 1:26 EST**

***Houston, Texas - Houston, Airport***

The flight from Guadalajara was on time and well run. I got through immigration and customs and then called in to the office. A lot was happening there but not much I needed to do before I got back into the office tomorrow. It looks like we will need to start a New Mexican Company, probably called Ideal Jacobs Medical-Mexico Co. There will be a lot to do, including figuring out the stock being issued and who gets what. There could potentially be a great deal of money going through this company so we have to be careful from the start as to who gets what. The best way to keep our people motivated and moving forward is to give them a small piece of the business. I have done this before with good results and plan to do it again. I will need to check with Gary on how to handle this. I also need to check to see if we need a Mexican native to get started as a Mexican subsidiary of Ideal Jacobs Medical-Hong Kong. There is a lot to consider.

I am feeling a little tired so I think I will read the newspapers that I picked up. After I eat, I'll go back and start editing.

**2/13/08**

**3:01 PM EST**

***In flight to New Jersey***

When did it happen that I am suddenly thinking in terms of billions of dollars? What shift enabled me to move toward such large amounts of money? I think it was the SGS machine and it's poten-

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tial in the world. Suddenly, we are speaking in terms of a millions of dollars of profits for our joint venture partners per year per machine. The marketing for this project alone demanded an expansion of what was possible. It became more evident over the last few days when we demanded that our potential partners in Mexico not focus on one machine, but be committed to massive expansion or franchising locations throughout Mexico and South America. This is not a case for small conservative thinking, but fast planning with our heads so far in the clouds that it will no longer appear to be us anymore. In a way, it is not. We have suddenly morphed into a new organization. All of our people including, Ben and I have changed and I do not want to go back.

In order for the SGS System to reach the market penetration necessary, we have to move quickly.

We now have the potential for one machine in Malaysia and two in Mexico. We need to get these deals signed by our return visit in April and then have them in operation by the New Year. It will be a stretch to get all three running by that time, but if they begin operations in January, the money should be coming in March. All partners will have to agree that part of the profits generated will be used for more locations. We will leverage one on top of the other and create more joint ventures with additional partners. My projections of where we can be include two locations in 2009, three more locations in 2010, five more locations in 2011 and ten more in 2012. By next year, we should have attracted as much outside investment as needed, which will then free us to expand as we want to other parts of the world. Once the first center is opened, each one will get simpler (like modular homes in separate countries), get the first one done and the rest will follow. That combined with my suddenly having large blocks of time available (I am in process of passing off a lot of my current duties to my able staff) will force me to move into new things, big things, gigantic things or risk getting bored. So this is it, my declaration in writing: I want to do great things for people, help them medically and help them to start and run companies. I want to be involved with producing and utilizing energy and carbon credits. I want to make a difference. I want my voice, our voices, to be heard. I want respect and I want to be able to look in the mirror and be proud of what I have done, of what our team has accomplished. I do increasingly better for the future.

**2/15/08**

**10:45 EST**

**Friday Night – Home, NJ**

Yesterday was spent catching up, which I mostly did.

After playing tennis with my brother this morning (always a fun experience), Al, Vinnie and I had a meeting with Indy. She was excited



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at the prospect of going up to open Ideal Jacobs India. Some details will have to be worked out, but in the meantime, I will schedule to go meet her partner in India on my way to China next month. I plan to meet him in the airport and then fly to Hong Kong. It will be tiring, but the easiest and fastest way to meet him in person. I hope my judgment will be sound after the one time and then decide about moving forward. The rest of the day was spent in paperwork, working on the SGS projects, getting ready to submit lists of information needed so I can present our final profit and cost projections to both parties. I also sent out the first draft of the personnel application form to some of my people for review. It also doubles for any entrepreneurs that we want to consider to sponsor. I will wait for comments on that one.

Kayla flew to St. Louis to spend the weekend with Alex and I miss her. I hope they both have a good time.

**2/17/08**

**10:09 EST**

**Home, NJ**

I sent an email to my partner Ben today regarding the next countries I want to open Distribution Centers and then SGS Centers. They are:

India

Dubai

Hungary

Israel

South Africa

Saudi Arabia

Argentina

Spain

Since Ben has got all of Asia, I will give him South Korea.

We are already working on India, which leaves Dubai, Hungary, South Africa, Saudi Arabia, and Argentina. I will get moving.

I also sent out to Marisol, Ben, Al, Mike and Vinnie copies of emails I want to send to our potential partners in Mexico Victor, Jose and Arnaldo asking for information so I can more accurately create the projected financial information that they all want before going any further. Those statements along with answers to the questions that they owe us should be enough for all of us to decide whether or not it is worth bringing some of them to China to see the SGS installation.

The recession looks like it is happening; sales are slowing down. I will not cut back yet, but may need to soon. It is a good time for intelligence expansion.

## FEBRUARY

**2/19/08**

**5:04 AM EST**

**My office, NJ**

It is rare that I am writing at this time of the morning when I am not traveling.

I got an email from Ben this morning that both SGS companies want us to represent them. At this point, we are left with a question of what to do. I do not think that we can raise sufficient quantities of investment capital until we have at least one center in operation of which we are a partner. To do that, we have to choose, at least for the first machine, which company to represent. By making that decision, we may be making a long-term commitment at the same time because the other company will probably know about it. One company is smaller and not publicly traded. The other has a lot of capital and can help us finance this project worldwide. It is a difficult decision and one I am not ready to make with Ben just yet. If we go with the smaller company, I want a piece of it and that will have to be worked out. We are not locked in yet. I hope for information soon.

I am reminded of the DuPont cousins when they took over DuPont with virtually no money. I cannot put myself into extreme debt and still function at my best. We will need a large infusion of other people's money, probably 50 million USD to launch this correctly. We have a lot of work to do.

**2/19/08**

**9:36 PM EST**

**Home, NJ**

Tomorrow Kayla and I go on the road to Saratoga, New York to visit Skidmore College. Since she may want to apply there, it is good that she sees it. It will be the first time I will actually be going to a potential school with one of our children. Wendy says dropping Ben off in Boston and having him take the train to the school does not count.

**2/19/08**

**9:42 PM EST**

**Home, NJ**

I got up at 3:20 AM and played tennis with Paul at 4:25 AM. It is always a little strange playing so early in the morning as if we are one of the few people alive in the world. Afterwards I went home, got ready and Kayla and I drove up to Saratoga Springs, New York about three hours away. Our destination was Skidmore College and Kay and I were taking a tour and listening to a talk about the school. Once up there, by chance, we met some friends with their daughter. The school is nice and I think Kayla would be happy there; it is within her top ten choices. We have a long way to go before she submits applications

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next fall and is hopefully accepted at multiple colleges by the spring.

I was in contact via phone and email the whole time. Ben got more information about the bigger SGS Company and wanted to stay with them as our primary partner and I agreed. The office was fine all day. I also got word that both our potential Mexican SGS partners wanted to know the dates for China, which meant they wanted to go. This is a big deal because it shows the commitment their organizations are showing and we are moving ahead to firm up plans for the second week of March. I will try to stop off in India on the way to meet one of our future partners for IJ India. There are a lot of plans to be made; for now, I am tired. My Blackberry is off, charging and I am going to sleep.

**2/21/08**

**10:06 EST**

**Home, NJ**

Snow is forecasted for tonight. I will try to shovel before I go to work in the morning if enough has fallen. If not, Kayla or I will get it later in the day. I hope my tennis game with my brother will happen. We have been very lucky with the weather and we will work with what happens.

I failed today. I promised to have inventory for a product on hand for a customer and we did not have it ready. It is my fault and I feel terrible. They were forced to go back to an old supplier. We are sending fifty free parts with their shipment next week. I felt badly all day.

The cost of going to India before China would have added at least \$2,000.00 to the airfare so I got the idea to bring the possible new representative for Ideal Jacobs India to meet us in Shanghai. Then I will have had the idea to have an Ideal Jacobs World Summit. If it works out, then we will try to do it every year. It will be fun, great team building and helpful in establishing us as a world company. It also means that I can fly directly to China, which will be faster and easier on me. There is no reason to stop off for a few hours in India at the airport when we can bring the new men to China and actually work with him for a day or two. He can also see the SGS system in action; Ben liked the idea.

**2/24/08**

**10:05 PM EST**

**Home, NJ**

Last night, we went to a wedding of a friend's daughter. It was a lavish, fun-filled affair with a lot of good people, fine food and music. I am not into dancing much, but I even danced a little. The ceremony made both Wendy and me think about the future for our kids and the chances for them to get seriously involved. Marriage is not that far away. It will be one of those life cycle moments and I hope it is as joyous as the one last night with all of the families happy.

## FEBRUARY

The roads were not totally safe from the snow so I did not bike after tennis, but walked instead. The sky was a brilliant cobalt blue and it was crisp, clear and beautiful outside. After lunch, I took Kayla to her tutor; the SAT's are next week. I then went to the office. I started getting emails in the afternoon first from Jeroen and then from Allan and Ben in China. It looks like at the end of March, I will be traveling to China, the first IJ Summit. People seem excited and I want to make sure it happens. Tomorrow I start to try to work on my connections for South Africa and an SGS or IJ Center there. Ben and I agree to begin as many centers as possible. The initial cost is very low and here is potential for good exposure and advertising is very high.

**2/25/08**

**10:00 PM EST**

**Home, NJ**

I worked on the new pricing system today. I think I found the answer to a continuous problem. I have been trying to do all quantities at one time with size, material and color breakdowns. I think it has been too much at once. I am breaking things down into small segments, and will price in groups. I need to get this done so I can pass it onto Alice and our managers. I wrote the opening for my new CD compilation. It will have four CDs in it as well as the liner notes for my latest CD, "Peace Through Work". No word yet from Howie whether the military will be interested in not.

I got word that the Mexican Medical products guy will not join us in China at the end of March. We are moving too fast for them. Ben was right about the Mexican Cancer Clinic having better potential. We shall see if they commit this week.

I emailed contacts in South Africa, Dubai and Australia today to start potential new IJ or SGS sites. I got an email back from the man in Dubai; he is now stationed in Cairo, but still has connection in there. I asked him for help in both places.

I am having some energy problems. I am wired now and have to go to sleep but am exhausted at various points of the day. I have not adjusted to working or being on call usually from about 4:15 AM until 9:30 PM at night. Maybe there is no way to adjust to it.

There is more talk about an overall recession. I want to pay off our debt and am trying to hasten the payments. We need to be out of debt here in the US so I can think more clearly. The sooner the better.

**2/26/08**

**9:59 EST**

**Home, NJ**

By next week, the loan should be down below \$210,000.00. We are getting there. We will celebrate when it is done. I am hoping to be

# THE IDEAL ERA

done before the beginning of 2010.

The IJ World Summit is happening. Marisol emailed the Cancer Clinic people and they are on for the end of March. I will begin coordinating tomorrow. We will all try to meet in Hong Kong early that Sunday afternoon so we can take a train to Shen Zhen and all have dinner together. I am hoping for a lot of fun, learning, bonding and growing as a team. I plan to end up back in Hong Kong Thursday night at my favorite hotel so I can walk the harbor and then leave for home Friday morning.

**2/29/08**

**11:03 EST**

**Home, NJ**

It is snowing outside and is supposed to turn to rain in the late morning. Kayla takes the SATs in the morning. I hope that she does well enough so that she does not have to take them again. It would be one less stress point in her life.

I booked the air flights for David, Indy, Jeroen, Jan-Willem and myself for Hong Kong. The decision has been made. I have already spent more than \$12,000.00 with a lot more to spend. I feel better after the reservations were made, the decision was final and we were on. The big weight that had been on my shoulders is gone for now. I acted and feel much better for it. My people are excited about the trip and the possibilities for the future. Everyone is following my dream and I hope I am right enough to justify their faith. If not, we will change direction and move onward anyway.

I still have to book flights for Tushar from India and the hotel for Saturday and Thursday night. All of her booking is up to Ben, Marisol and Victor's group. I have already been working on the agenda and Ben seems okay with it so far. I want us to be very busy with the option to cut back; being bored would be a very bad thing to happen.

I spoke with the EPA PT group today. They are willing to review my proposal for the Carbon Credit Brokerage idea and if accepted, they may help me with government agencies and the Chicago Carbon Credit Exchange. It is a very big undertaking, but I should have time if the new pricing and costing systems get into place soon.

Uncle Dave is feeling better. The new medication that he is taking has done wonders. He is even talking about walking when we meet tomorrow, a wonderful thing. I am probably going to Temple in the morning, shovel if needed, and exercise inside. I am not sure if it will be safe to bike outside. I am nearing the finish on my editing of my new book. It will be good to be done. Then I can start on this one and get a jump on next year.

Last month, sales were extremely good; this month will be less than last year, but not too bad. We still should be well ahead of last year.

Part of the agenda in China will be financial, long range planning and goals. It is time to step up and commit to what is possible.



# MARCH

**3/2/08**

**10:08 EST**

**Home, NJ**

My stress levels are up; I am taking more antacid pills.

All planes into China for the Summit are completed except for Mexico. I am leaving that up to Marisol. Now I can focus on the agenda for the Summit and making sure we are booked as solid as possible so that people are engaged and not bored. It will be a fine line.

We leave in nineteen days.

I had tea with Uncle Dave yesterday and he challenged me to bring more potential SGS people over for the Summit. At first, I laughed off the idea, but then took it to heart. In addition to the people in South Africa, Australia and Dubai, I went after Romania, Hungary, England and Ireland. Jeroen says that Jan-Willem and he have a contact at a hospital in the Netherlands, another potential area.

In the meantime the label business, our prime area for profits, is doing well. The gasket business is attracting good initial interest and orders and the panel business has some good potential. David is in the Chicago area this week and all of our IJ locations are doing fine. With the seemingly unstoppable recession coming, I think we are in an excellent position to not only withstand it, but also prosper within it. We have a great team. My job is to keep it solid, nourished, happy, aggressive and expanding.

**3/4/08**

**9:55 EST**

**Home, NJ**

Although we were less than last year in sales for February, we are still ahead for the year. With all the talk of recession, both Al and I are keeping even more of an eye on the economy than usual. Sales seem

## THE IDEAL ERA

to be okay and I have made the decision that the Summit goes on no matter who is or is not coming. We need to be together and that is it.

Making arrangements for something like this is a big effort. All of the plans into and out of Hong Kong are now complete except for Mexico and that is up to them. Once in Hong Kong, we will go by van over the border to Shen Zhen on Sunday afternoon. We will have dinner together on Sunday night and then I think everyone will just want to go to sleep. Monday morning starts everything and I hope to have a final agenda done by next week. I also want to send a carton of food and supplies to the hotel in Shen Zhen.

I have a lot of SGS related emails out to people in other countries so we may still get more people to come.

David's trip in the Chicago area is doing well and we are getting more interest on the panels and gaskets. Our label area also appears to be in good shape so everything is moving forward.

My stomach has not been great lately (a lot of ant-acid pills). I am moving up a level with the usual bodily side effects. I don't mind; it is actually a comforting sign, having my stomach like this means things are in motion.

The new pricing system is making good progress and we are starting to use it.

I sent in the formal proposal for the Carbon Credit plan to EPA. I am also in contact with the Chicago carbon Credit Exchange to become a trading member.

**3/8/08**

**10:00 PM EST**

**Home, NJ**

\$30,000.00 that is the current estimated budget for the Summit. My stomach was fine until I just wrote that down. It doesn't matter. I am committed as is our whole team so it will wear off.

Mr. Obama and Mrs. Clinton are still locked in battle; the outcome probably won't be decided until the convention. I will be voting for Mr. McCain. It is fascinating watching the democratic side fight it out. The tactics and the way in which they spend their money are good lessons in all directions.

Alex is coming home tonight. I hope to see him for a little while before he leaves Saturday morning on vacation. I am proud of him; he is becoming quite a man. I spoke to Ben today. He said he will have my new CD ready for next week. I hope to have the cover art done by the end of next week so I can bring copies with me to China. Speaking again of China, part of our time will be spent in showing different selling and marketing techniques to our people covering all of our business. I think the art of selling is often ignored and some of the basic and fine points offered by our combined experience will benefit

## MARCH

everyone. No one is too old, successful or unchangeable to become better. Change is what we depend on for our growth and profits; we must embrace it continually.

I decided to have individual bags of supplies ready for everyone for China. I went to the pharmacy today and started buying all kinds of things that people might need. Being on a trip can be tough and having the little things can make all the difference.

**3/7/08**

**10:43 PM EST**

**Home, NJ**

I finally got in touch with the Chicago Carbon Credit Exchange. It seems that it should not be a problem for IJUS to become a carbon credit broker. It also seems that if we can sign up two customers in advance it may help our application quickly so I will go after two potential customers next week. If we are successful with the EPA Self-Certification program, then the ability for the Exchange to validate credits for the US will be neutralized and fall back to the EPA. I am looking forward to seeing if I can expedite that change. I would much rather have the power with EPA than anyone else, especially if we are helping or in charge of the program. There I go, wanting to be in charge again. That's just part of my nature. I plan to bring it up at the IJ Summit so we can pursue this type of program worldwide. I got the figures for worldwide sales for 2006 and 2007. We were up about 8% over 2006 and considering we mostly got rid of one of our big customers, it was a fantastic year. Still, with all the talk about bad economic times, we are hitting everywhere for more business and will continue.

Both my new CD will be ready for world release by April and our new line card should be good for business. My new book will probably be ready in early summer. That, combined with the sales efforts of all of us, should keep us in front of our customers for the next six months. It is exciting, scary, nerve-racking and vitalizing all at the same time.

Daylight savings time is on Sunday; we lose an hour of sleep, but gain an hour of daylight. Spring is coming; it will be flower planting time soon.

**3/8/08**

**10:32 EST**

**Home, NJ**

I had it all planned out for today. It was supposed to be rainy and cold so I was going to workout inside and then go walk with Uncle Dave later in the afternoon. I called him after Temple, as planned and it was raining, but he said he wanted to ride. I did not want to be called a coward so I said I would go as I drove home. It started to rain harder and I called him again to cancel and he was adamant I had



## THE IDEAL ERA

to go. I went home, got on my rain gear, and took out my bicycle. It then thundered and I tried to cancel again, but it was too late. Getting increasingly angry at having been manipulated, I bicycled down to the meeting place in the pouring rain. When I met up with him I was so angry that I cursed loudly at him for the next 45 minutes in the rain. He said that he thought that I would be happy that he forced me to come out. I asked him how he could be so wrong. All we did was fight and I got angrier and more upset. Finally at the half-way mark near my office, I was wet, cold and fed up so I left him there and went home. I find it amazing that I let myself be manipulated by his name calling and his ability to get me to do something I did not want to do. I got home, brought my bike inside to dry her off, changed clothes, and had lunch. Wendy was home by this time. I was still angry. She said that I should not have allowed myself to let it happen and she was right. I guess I did not expect it from him. I am amazed at how easily he did it. I worked out and spent the afternoon and evening with Wendy. We had dinner with friends. I am still angry at both him and myself.

Alex and his friends got to Cancun. Ben's flight was cancelled until Monday due to a blizzard. Kayla called from her religious retreat; she is having a great time. I will be more on guard for the future.

**3/9/08**

**10:08 DST**

It is now daylight savings time here in most of the US. That means that we are now exactly twelve hours behind China. It is easier to keep track and enables me to do more business during their normal business day.

I went to see my parents today. My father informed me that I have probably five years left of high energy before I start slowing down. That is if I followed his path. I have not followed his way up until now and do not intend to do so in the future. I will attempt to maximize the life force within me and the energy levels that go with it by trying to lead the best life I can. Genetics are only a part of life; some things you can control and I hope I can do so in a positive way.

Uncle Dave called me today. I was still angry with him for manipulating me yesterday. Wendy said it was 70% my fault. I forgave him. I will also be watching him and almost everyone else. I left myself be vulnerable. I did not expect it from my friend. I will be more careful in the future. There is obviously a weakness in my ego with the potential that anyone can manipulate me into doing anything I don't want to do. It is my fault, not 70% but 100%. I will watch my weakness in the future, be stronger, tougher, more on guard and, but it is necessary to get to the next level. I cannot afford to let my emotions be maneuvered that way. The stakes are becoming too high in business and I could get us into real trouble. We are entering into the big leagues. I

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will have to accept the consequences of being less open and less vulnerable, which means a loss of some spontaneity and joy. I am making a trade-off and I know it, but it has to be done.

**3/12/08**  
**10:09 DST**  
**Home, NJ**

The PT application went in. Here is a copy of the proposal, form and my intro to be given at the IJ Summit.

Our Plan:

We are currently members of the United States Environmental protection Agency's Performance Track Program

This program is restricted to those companies with the best Environmental Management Systems (EMS) in the country.

Part of the membership requirements is to take on commitments where you can quantitatively reduce pollution. We have chosen the path below and are waiting for approval from EPA. As you can see, it will be a major commitment for our IJ US group and will give us the potential to be in the front of the upcoming CO2 Energy Trading Market here and the rest of the world. The US is not a member of the Kyoto Protocol.

Here is a copy of the form (we created) mentioned below that will be the basis of the self-certification program (if accepted) for carbon credits within the United States.

## **Carbon Credit Self-Certification Form**

Date: \_\_\_\_\_

Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Tax ID or Social Security number: \_\_\_\_\_

Please check below.

I want to self-certify Carbon Credits for:

- An energy saving system my company installed for our own use
- An energy saving system I/our company installed for someone else's use
- Renewable energy we created for our own use
- Renewable energy we created for sale

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\_\_\_ Energy that was saved because of an action I/we took

A. Please describe what you did.

B. Describe how you did it.

1. The location of the savings:

2. Quick summary of what happened:

3. A copy of the service and/or equipment contract showing the assignment of the carbon credits to you or your company. If this is from personnel use, then a copy of the Bill of Sale for the equipment is acceptable and your signature at the bottom of this form. It is for energy produced and or saved.

4. If you are trading someone else's credits, then please put your contact information below. You are responsible for having copies of all of the information from items 1, 2 and 3 above available for audit if needed.

Name: \_\_\_\_\_

Company Name: \_\_\_\_\_

Address: \_\_\_\_\_

Telephone: \_\_\_\_\_

Email Address: \_\_\_\_\_

Member of what trading exchange: \_\_\_\_\_

C. Please attach all relevant information via electronic files-only email is accepted:

D. Utilize the formula below to calculate how many tons of CO<sub>2</sub> that we did not produce because of your actions

E. You can only get the credits after the savings or work has been accomplished. Yearly savings can only be taken at the end of the year.

Formula:

1 carbon credit = 2000 pounds of CO<sub>2</sub> emissions

1 carbon credit is equal to the energy of one \_\_\_\_\_ to be determined

\_\_\_\_\_ of kilowatts saved = \_\_\_\_\_ carbon credits

Certification:

I, \_\_\_\_\_, do hereby swear, under penalty of law and to the best of my ability that the information above is true and

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that the carbon credits produced are legitimate and provable. I also understand that I can be audited or visited by representatives of the United States Environmental Protection Agency in order to verify these results.

Total amount of carbon credits created for the time period listed:

Time period:

Submitted on this date:

Our Proposal to EPA:

1. Finalize the form we created to self-certify carbon credits within the United States
2. Use the form as the centerpiece of a national "Carbon Energy Credit program." This will be a self-certifying system that we will create and submit to you. It will enable companies and individual households to quantify and certify their own Carbon Credit production. Once reviewed by PT we will then take that program to the necessary EPA related and government officials to try and get it adopted. There will be no money needed for this project, current personnel can handle it, current enforcement can be used with no additional help.
3. Help set up the framework within EPA to manage the program
4. Help set up a national database to keep track of individuals or companies, which create credits and what happened to them. We can take care of creating and managing the database, at least in the beginning.
5. Help set up a pre-determined criteria to define who gets audited for compliance within the program.
6. Have my company become a member of the Chicago Carbon Exchange
7. Have my company begin in New Jersey and then move outward to contact those companies producing renewable fuels or selling energy saving systems and:
  - A. Alert them that their will be a carbon credit program coming
  - B. How to certify their credits
  - C. How to trade those credits
  - D. Create a consortium of the energy producers to trade their energy credits in blocks both here and in Europe. (Yes we will hopefully make money doing this.)
8. Help create nationwide criteria for companies to be able to easily estimate their CO<sub>2</sub> production and what would be needed to become carbon neutral.
9. If, in the event the United States decided that CO<sub>2</sub> production should be a taxable area then this program should make it an easy transition as people will have a chance to

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It is being reviewed by local and national EPA. It will make a big difference on how I spend the next three years if it is accepted.

It is starting to feel a little bit like spring with the varied fragrances of the flowers and trees, which is a very nice time of the year.

**3/13/08**

**9:56 DST**

**Home, NJ**

I over did it last week with exercise and messed up my back, which migrated to my elbow. I feel like I have an ice pick sticking above my right shoulder and occasionally in to my arm. I have cancelled my self-defense lesson tomorrow, but will continue to play tennis. I can play some left-handed and besides, I have set games and I do not want to disappoint my partners. I just have to make it to next Friday afternoon and then I won't play for a week while I am away. That is normally plenty of time to recuperate.

I had invited two other people to the summit, but neither can go so it will just be the core group that we had set up with the two sons of the Oncologist from Mexico. He and I are headed for a showdown. There is a definite power battle between us. I want to be respected and will do the same for him, but if he expects to dominate, he is in for a very difficult few days. I will give him the benefit of the doubt initially, but I am on guard and ready.

As you probably can tell, I am tired, grouchy and getting towards my normal state of Friday sleep deprivation. Next week, it will be much worse since we are leaving on Friday afternoon and I will not get to catch up on my sleep next weekend. That will come with some good and some bad things and I hope I capitalize on all of them. As for my extended crew, they are excited about the Summit and we are all hoping for a great time. Almost all of the preparations are done and I will continue to keep working on the agenda and presentations right up until they are given. We have little time to get everything done. I want to maximize every moment that we have together while still having fun and building team spirit. We will be much stronger as a group than as individuals and I want to be sure to convey that over next week.

Meanwhile the world economy continues to move downward and we are moving to capitalize on it. We are getting chances we never would have received had the economy not been booming so I am looking at it as a positive force.

Mike has been at IJX in China and heads home in a few hours. The trip went well and both Ben and he want to continue shuttling people back and forth so both companies can benefit from the best practices of both companies. We will do the same with our other locations as needed.

I play tennis with Ira tomorrow. I look forward to it and will be us-

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ing my left hand as much as I can.

I suddenly seemed to have gained five pounds yesterday. I watch my weight very closely and I don't know how it happened. Maybe it is water, maybe it isn't. I will be more careful over the next week to bring it back to my normal range. I don't like the feeling of the extra pounds and even though those five are down to three and half already, I want to be back more toward my weight range of 184lbs. - 187lbs. One of the benefits of being obsessive compulsive; I doubt I will be able to stop until my usual weight returns.

**3/14/08**

**10:30 PM DST**

**Home, NJ**

We got our first commitment for a company to let us broker their carbon credits. It is a limousine group that runs hybrid vehicles. We now have our start to go to the Chicago Carbon Credit Exchange and will also use it to help get things started with EPA. Vinnie went to the regional meeting of Performance Track for Region II and met the man in charge of helping to get initiatives like the one we want started. I will call him on Monday. He said he would assemble a team to help us and I plan for Vinnie and me to go into the city when I get back from China to launch the effort. This is starting to get very exciting.

I sent out an email announcing that we would try to hold the first annual IJ Summit Soccer game. I am not sure if it will happen, but I asked everyone to bring workout clothes in case we can.

I spoke to a customer named Ross in the United Kingdom who is starting his own business. They are going to design and import heat sinks from Asia. His partner and he are aggressive and want to succeed, but they have little money. We may be able to help there and I may want to create a distribution center with them in the United Kingdom. If so, I will work it out with IJN so that everyone will work together and they will gain profit at the same time. It is a good situation for us because we can expand without a great outflow of money.

Speaking of money, the US dollar continues to fall against most other currencies. If a democratic president is elected with a democratic congress, then it is almost certain that taxes will increase. This will make manufacturing in the US even more difficult and there will be fewer plants left in the US. We will hold out as long as we can generate dollars and I hope that it is for a very long period. In the meantime, we can make money overseas and keep it there for investment and business ventures without bringing it into the US. Having global locations has its advantages.

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**3/16/08**

**10:11 PM DST**

**Home, NJ**

I had a meeting with Russ and his partner today. They want to start their own business, but have virtually no capital. Their choices are mortgage Russ's house, try to get a line of credit from the bank or help organize IJ UK. We have the resources to help them set up. If we can work out the stock and finances, it might be good for everyone. I need to write everything out, check it with Ben and then Jeroen and Jan-Willem. Since he has control of Europe, then IJUK would be under them. It will be the first prototype of how we will handle similar situations. The same thing will come up for Asia under IJX and other countries in South America under IJM. My body hurts, but I am still playing tennis.

Eduardo found a Mexican program that might help us not have to pay some sales and import taxes, a very good thing. I am seeing if it can be expanded to the SGS.

**3/19/08**

**9:51 DST**

**Home, NJ**

Yesterday Kayla said she was having a lot of neck pain and a bad headache. Of course being the kind of parents who worry, Wendy and I immediately went on the Internet to check for the symptoms of Meningitis. Kayla said she felt really bad, which of course is horrible and affected both Wendy's and my night's sleep. As parents, you never stop and when one of our children is in pain, then I am hurting also and virtually all other parts of my life go into the background. She did not feel great this morning but seemed a little better tonight. Wendy will take her to the doctor tomorrow; I hope she is okay. Meanwhile, we bought Kayla her first car today and she likes it a lot. Amazing to think my daughter will be old enough to drive by herself in less than two weeks.

The media is now referring to the economy in crisis, which is not good, but once again, it allows us to attack with the best that we have. Tomorrow is my last full day before we leave and I plan to spend virtually the whole day at my desk cleaning things up.

I am having some trouble with my right hand. The last two fingers feel like they are falling to sleep at times. It is probably a combination of tennis, typing, and using my Blackberry. For tennis, I am using my left hand more, but if the problem keeps up, I will go to the doctor when I get back from China.

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**3/21/08**

**1:49 DST**

## ***Newark Liberty Airport***

The IJ Summit has officially begun. But first a short recount of the last few days. My daughter loves her new car and is feeling much better. Life is great.

I must admit that I was third to get to the airport. Indy was first, a fact that was in dispute by David, because he said that he was already there. None the less, I was still last. It is fantastic dealing with people who are more punctual than me. All of the preparation that we have done over the last thirty days will either pay off or not. We have done the best we can to get ready and as soon as we get on the plane, I can relax and take it easy for about sixteen hours.

In retrospect, coming home next Friday, getting to the office for an hour and then running off to play tennis with my brother seemed like a good idea, but now I have decided not to play tennis and catch up on my email (probably a wise decision). Having Indy and David here while I type is interesting because I read out loud and they are asking questions such as "What does my brother do for a living". Now I would never be a dentist, the mere thought drives me crazy; however, my brother feels the same way about my job. So it is good that we are in different fields.

Talking in lounges can often bring out great conversation. While Indy was out for a moment, David asked me how it would work in India if Indy lives here and Tushar lives in India. I had the feeling that Indy could handle it, I asked her and she agreed. I also said she might work out selling for us here and she liked that idea too. Having David is great because he can handle our new sales force and take care of the training, which is again going to free me up to do other things. He is an aggressive, intelligent, good man and wants to succeed. He is the kind of person I want on my team in a prominent position. Indy and he are talking about sales, just the kind of interplay I wanted.

I promised both of them if their business goes well that I will fly them Business Class for the next Summit. I hope that I will have to do it.

**3/21/08**

**4:24 DST**

## ***In Flight***

Being with Indy and David for a while was really good because it gave us all a chance to talk and get closer before boarding the plane. They are traveling together so that they may be talking for a while. As for me, I am tired and just as happy to be by myself. I am sitting next to a man named Kevin, involved somehow in finance, but hasn't slept for a few days. I anticipate that he will be sleeping for most of the journey. I am listening to my son Ben's CD and as always, it makes me feel



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both happy and homesick at the same time. I spoke to him today and things are going well for him. He graduates in May and then comes back home.

I think Indy and David can get along. The question will be how everyone intermingles over the next few days. Sleep deprivation will play a major part and acts almost like a truth serum. The real people emerge and you get to know what is true and what isn't when living together. If everything works out, then we can move forward; if not, we will make more changes.

Indy has potential and David sees it too. She is hungry and wants success. We could be her pathway.

I checked in with AI before we left; everything seems fine at the office. As always, I miss my family already and I am really glad I got to see Wendy and Kayla this morning before I left. Since it is Good Friday, Kayla had off from school.

She got her SAT scores back yesterday and did extremely well, but as usual, she is not satisfied. She is doubling her efforts to take them again. She is driven like me and I am very proud of her.

She is a senior in high School next year and then goes off to college. It will be time for Wendy to also start a new part of her life. She can do as she likes; I just want her to be happy.

I am going to call the people from the EPA when I get back next Monday. They want to help us with the Carbon Credit Plan. It is a long road and their help will make it possible. I am prepared for a lot of work to get it going. Dan Gallagher's company agreed to let us handle their carbon credits, which makes two potential clients. I think it will cost at least \$5,000.00 to join the Chicago Carbon Exchange, it will be money well spent to put us into position to launch the program.

The new pricing system is being refined and we are already beginning to use it. We are now expanding it to other parts of business and it should be fully integrated by the beginning of May.

I got an email yesterday from one of our contacts in Romania; she is interested in learning more about the SGS project. There might be a place for a beginning there.

**3/21/08**

**9:25 DST**

***In Flight***

570 Miles per hour, 9 hours and 54 minutes to go. Scheduled arrival time about 7:30 PM Hong Kong Time. We are now over Greenland with 5412 miles to go.

I finished the first round of editing my book!! Time for a snack and then some sleep

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**3/22/08**

**3:30 PM Hong Kong Time 3:28 AM DST**

***In Flight***

We have about four hours to go. I slept for a little while and then went over my talk for the opening of the summit on Monday morning in my head. I want to give everyone a family/business history. I think that they will be interested, except of course, Ben who has already heard it.

**3/22/08**

**11:25 PM Hong Kong Time 11:25 AM DST**

We landed and got through customs and immigration with no problems. The train ride to Kowloon was calm and pleasant as was the cab ride to the hotel. The only problem was that the cab driver spoke no English and we were not sure if he had the right address, but he did. It was good to see Hong Kong Harbor. It is a beautiful sight and one of which I don't grow tired. After we checked in, we went for a walk, had a light dinner and went for an additional walk along the harbor. I noticed that when we checked in that I had ripped my pants pocket on the seat in the plane. I asked Indy to help me thread a needle in the sewing kit that I found in the room. It took replacing the thread, but she got it done. I had no chance; my hand-eye coordination cannot do that small work anymore. I plan to sew the pants tonight. Luckily, I have another pair with me so that I can use the repaired ones for working out. I emailed Ben and he is all set for tomorrow to meet us in Shen Zhen. I really like the Harbour Plaza Hotels and so do Indy and David. It is nice and relaxing to stay at places like this and I am glad that they are comfortable. We will meet at 7:30 AM for a walk and plan to eat breakfast at 9:30. I am hoping that some of the others will arrive by then and can join us. Already I can see the advantages of having just Indy, and David with me. The interaction and sharing of thoughts are much deeper and clearer in person. I hope the same goes with the larger group.

**3/23/08**

**10:27 AM Hong Kong Time 10:27 PM DST**

I got about five hours of sleep, worked out and then met Indy and David for a walk. Downtown Kowloon is exactly what you would picture for an Asian city: very crowded shops offering all types of everything you could want, the harbor was busy with boats and people and there were even some brave souls swimming in the water.

As we were getting back, Marisol, Juan, Victor and the doctor's two sons arrived, which was great timing. We all had breakfast together. One of Juan's sons is an archeologist and goes on digs for research. The other is a civil engineer. They are pleasant and speak English well as does Juan so breakfast was an interesting mixture of their good

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English and my occasional bad attempts at Spanish. Midway through, Tushar arrived; his flight was early. Kudos to Air India! They made up a little for the tough flight I endured last year. Juan wanted to go to a local museum so we set up a small trip led by David who is taking them for a few hours until we are supposed to leave. Tushar and Indy are somewhere and I am trying to locate them. I just heard from Jeroen. They have landed at the airport and are making their way to the train. I will meet them in the lobby at 11:00. I am anticipating a lot of little meetings between all of us.

I have to remember that the mere fact that Tushar and Indy are here means that they are interested in starting IJ India. I should not oversell or press them. The same goes for Juan and Victor. They would not be here if they did not have a big interest in the SGS project. Sometimes being a little laid back is the best way and I will try to follow that path at least until tomorrow morning when the presentations begin. As for this afternoon, I think everyone is probably going to be pretty tired so they may not want to do much once we get to Shenzhen. I will leave it up to them. My room here overlooks the Harbor and various types of boats are passing by; they look so calm in the water. This was and is one of the greatest business centers in the world. You can feel the electricity and the vibrancy of Hong Kong. It is one of the reasons I like it here. It is appropriate that it is here that the future of the SGS for our company is decided. With the training and knowledge we will all get over the next few days, we will be ready to sell and market this wonderful system. Having the Doctor and Victor here is our gateway to Mexico, again if they are convinced of its worth and its potential. Our people here can cover the area of South America, Asia, Europe and India. If it is going to start, it will start now.

As for Ideal Jacobs itself, this is the epicenter for our continued world expansion. These are the people who can help us grow to the levels about which I dream. They have everything they need and I just have to let them soar.

**3/23/08**

**8:04 PM Shenzhen Time 8:04 AM DST**

**Crowne Plaza Hotel**

Jan-Willem and Jeroen arrive later this morning and by 12:30, we were all set waiting for the two vans to come take us to Shenzhen. It was very good because we had some extra time for everyone to start getting to know each other. By 1:15, we were on our way and aside from the fact that I gave our driver some bad advice about switching to a different lane in the custom/immigration line, which cost us 15 minutes, it was a calm trip. In fact, it was excellent because I was with the doctor, his two sons, Victor and the driver. It gave us a chance to talk about what could be with the SGS and we were able to come to

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some basic agreements about how we could work together. After we got to the beautiful, Italian-inspired hotel, the doctor, his sons, Victor and Marisol went to their rooms and the rest of us went to a local cafe. It was a good time for us to talk a little about our future global plans, working together as a team, bringing Ideal Jacobs India on board and just being together.

I had a short meeting with Jeroen and Jan-Willem regarding what I expected of them and what they thought they could give. They will need to make some decisions about how fast they will grow in Europe and how it will be done. That will directly impact us so we have to wait and see what happens.

Dinner was at the same place and there was not a table big enough for all of us. I ended up sitting with the doctor, one of the doctor's sons and Victor. It gave us additional time to get to know each other and actually discuss some of the details of the tentative joint venture. It looks like we would need to have our own building in Guadalajara, but I think they will give us a guarantee on the number of patients. The doctor and Victor both seemed very positive about moving ahead. Our talks became more specific and when we were done, everyone went to see a local show except for Marisol and myself. We went to talk in the hotel lobby, plotting out our strategy of what to do next.

She is going to start looking for locations with Victor. We will draw up an agreement. As soon as both are established (we will finalize on both at the same time), I will go down to Guadalajara so we can begin. We should be able to find a place, apply for permits, build what is needed and begin operations by the end of this year. A very exciting idea I think. If it happens it will come soon and I want us to be ready to go ahead. Our credit line for China should be in place soon so we should be able to start anytime.

Everyone seems to be having a very good time; I am happy we did this.

**3/24/08**

**1:05 AM Shenzhen Time 1:05 PM EST**

**Crowne Plaza Hotel**

The Doctor, his two sons and Victor were sleeping until 11:00 AM this morning and then went shopping with Titan. We planned to meet at the SGS Corporate Headquarters at 3:00 PM. In the meantime, we had our first set of IJ Summit meetings. I began with a welcome, proceeded to family history, discussed how we got to where we are now and ended the conversation with carbon credits. They seemed enthusiastic about my constant optimism and my reminding them that the best time we have to get market share and new customers are when times are tough.

Ben followed up with how IJX is doing, which is very good, but

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Ben is hungry and a moderate increase in sales will not satisfy him.

Jeroen came after Ben with his view on where we are in Europe and where we can go. He and Jan-Willem are very optimistic about the panel possibility and want to have Jeroen focus more on the IJ products. He wants to work with our customers to try to build the actual products and make whole things instead of pieces. We will try to help them.

Then Marisol spoke about IJ Mexico. She needs some help with getting customers to do as they promise especially about sending us drawings. We will send down David to help them.

Lastly was the future IJ India. Tushar is interesting and has obviously been around. Indy and he should make a good team. Again, they need help with training and infrastructure.

After that, we stopped for lunch and then went to visit one of our gasket manufactures. It is a very clean shop with talented people. We will keep our small capability Xiamen, but there is no reason to greatly expand if our supplier base is deep.

From there, we went to the SGS headquarters and met with their senior people.

After the initial presentation there were questions and answers. They desperately want to get into the US market, but need FDA approval. If we set up the SGS center in Mexico and supply data from there, it could shorten considerably the time and expense to get acceptance. I spoke to the Mexican group and told them that if we got the center started with him, then we would use the data transfer as a bargaining position to possibly get the exclusive on US territory.

As the day progressed the doctor's team and ours started to meld together and it was good to see everyone getting along. Afterwards, we went to a dinner hosted by SGS with many different kinds of food, numerous toasts and a good time had by all.

**3/25/08**

**Tuesday - 8:53 AM Guangzhou Time 8:53 PM DST**

On a bus going to visit an SGS center space. I finally got to sleep at about 1:15 AM, got up at 5:50 AM and sleep deprivation is definitely happening. My temper is shorter and I am getting more emotional; I can feel it and so can AI when I call in. We have been having some payment problems with one of our customers in Mexico and I got upset about it this morning. Two good things came out of it: the first was that Marisol will take over the handling of personnel so it does not get out of hand and secondly, the Doctor and his people saw me in a different way from how I have acted the past few days. I have been very pleasant and easy-going (at least I think I have). This morning they saw me agitated, mildly upset and extremely aggressive (traits I wanted them to see anyway). They now know that I will not be viewed

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as someone who never gets upset. As my dad always taught me you never want to always be the same way, a little different, inconsistent and not always as you seem is a good thing. This can keep people from not taking you for granted and not pushing you too far.

We are all on this bus and our luggage is with us, which is always a good thing. We should be at the center within the next thirty minutes. As per usual, AI has things running smoothly in New Jersey and things also continue to go well here. Being friendly and happy together will help to smooth over some of the rough patches that always occur when you are working towards something new. I can foresee where problems with SGS project occur because they usually center on finance, people doing as they say, or people thinking others aren't doing what they say. Expectations are very difficult things because they are different for everyone, continually change with the environment and also are altered by time. It is reminder to be thankful for what I can accomplish and try to be only a little upset when things don't turn out in the way I have planned.

We are passing over a lot of bridges and there are sections of buildings separated by fields of rice and other crops. It is raining, but the farmers are still tilling their fields.

The pollution levels in China are becoming much more of a world issue, especially with the upcoming Olympics and global warming. You can see a layer of it mixed with the clouds and the rain. It makes me thankful for the Environmental Protection Agency at home and how great of a job they have done in helping to clean up our air and water. I think I will continue to workout inside in the hotel's purer air.

Sales have been lower over the last two months; it is hard to keep the optimism up on that side. However, it is counterbalanced by the potential a recession gives us for more market share. That combined with our strong cash position, good profit margins, incredible team and new potential product areas will force me to center on the positive and place less emphasis on the actual sales statistics for now. I don't personally have to make more money at the moment, but I want the funds to be able to fuel the projects that I want to pursue in the areas of the world that I find necessary.

**3/25/08**

**4:35 PM Shanghai Time 4:35 AM DST**

***In Flight to Shanghai***

What a day it has been thus far. We got to the SGS center and the Doctor and Victor immediately began looking like serious participants, making measurements and speaking with the personnel. One of the doctor's sons is a civil engineer who would plan the construction of their center and he was involved also. We were there a few hours, enough to see one woman get treated and then we left to do some

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shipping at a local mall because we were too early for the airport. All during the day, we were all breaking into groups and discussing various points of the SGS system, how it could be engineered differently, how we can sell it internationally and specifically how to help get the center in Mexico started. Both the Doctor and Victor seemed optimistic about working out the details of getting the center started. By the time we were in an airport coffee shop, it had gotten down to actual negotiations between the Doctor, Victor, Marisol and me.

It will take anywhere from three months to a year to get the necessary permits for the center. We first had to find land and either renovate an existing building or build from scratch, which can take anywhere from one to twelve months. Once the space is found, we then have to set up a rental or buying agreement, set up the construction of the center, get the permits started, sign an agreement between all of us, set up a new company in Mexico, get an SGS machine sent to Mexico and send people over to China to be trained.

There is a lot to coordinate, but everyone is excited about the prospect. It is my job to keep everyone on track, make sure all of the paperwork is done, the various personalities are handled, everyone is getting most of what they need and the project moves forward rapidly. Marisol has done an outstanding job getting it to this point this soon and I am very proud of her. Now she has to double her efforts and help to find the location quickly before the good will of this trip cools down. I will be available to come down to Mexico as soon as the site is found to establish the formal agreement. The Doctor and Victor mentioned that they might be interested in becoming partners in the new Ideal Jacobs Medical Company that we are starting. I said to them I know that the Doctor likes to be in charge, but it was most probably going to be me. That will need to be worked out. I think overall control by a non-medical person is preferable because I believe that I can stay focused on the business itself. Besides, if they want a part of the new company, then they will have to come up with a substantial amount of assets in some form in order to get it.

Meanwhile on this flight, Jeroen, who happens to be seated near me, mentioned that he wanted to move ahead with learning how to sell effectively and utilize our capabilities to move into new areas of actual products as opposed to design. I am not sure how much Jan-Willem wants to be involved so Jeroen will probably be doing this mostly himself, which is fine. We will probably meet tomorrow on the treadmills in the gym to continue our discussions. It will mean a life change for him, but he is obviously ready to move on and it would be good if we could not only help him do it, but also profit from the venture. It is exciting to see him getting ready to take the leap. He is about to embark on a new adventure and I hope that we are a major part of it.

We have decided not to go to the second SGS center tomorrow.

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Instead we will sleep in a little and have a sales meeting until it is time to leave for the airport. We will say goodbye to the Doctor, his boys and Victor tonight after dinner. I hope to be back in Mexico within the next month. I need to know how much they want to be involved, how much capital they have and their level of commitment before I can write out the formal proposal. Then it will have to be approved by Ben, Marisol and the SGS people. The goodwill of the group continues to flow and I am now expecting to do another summit in Mexico next year.

Some of our people are eating the food served on an airplane; I wonder if dinner as a group will happen tonight.

**3/26/08**

**Wednesday - 4:10 PM Xiamen Time 4:10 AM DST**

***In route to Xiamen, China***

I got up this morning at 5:30, worked out, spoke with Al, (everything is good at the office), and had breakfast with Ben. We spoke about our visitors from Mexico and made tentative plans about how we would handle the upcoming negotiations after they find their space. We also spoke about our new roll-to-roll press that should be installed and working at IJX next month. It will be good to have the capability in-house because they are already UL approved, which will make selling the product easier.

Then we started our sales meeting led by David. Marisol was out with the Mexican group and Titan was looking at another SGS installation. David ran the discussion, covering some of the basics of sales and how to specifically sell our products. We also spoke about the SGS system and how we can sell them worldwide. That discussion continued through lunch and then it was off to the airport. I am finding it fascinating how various conversations spontaneously occur between some or all of us, covering extremely important needs and requirements of our various partners. I had one with Jan-Willem and he was concerned that I would be utilizing Jeroen too much too soon and would leave him in the lurch with his customers. I assured him that the increased use of Jeroen's time would be gradual and we could handle a lot of the proposed expansion through IJUS and IJX. They could take on more responsibility for operations if they wanted. Once reassured, he relaxed and we began to talk more about our expansion into Europe. We have one group interested in setting up IJUK and I asked Jeroen, Jan-Willem and Tushar if they knew anyone else that may want to get involved. Jan-Willem has an employee who flies a plane. He may be able to fly Jeroen to pick me up in Paris, fly to see customers in Lannion and then back to London to interview our people for IJUK. It is a small plane, one engine, but they told me not to be nervous.

At this point, I will now figure to fly to Europe within the next six weeks and hopefully to Mexico sooner.



# THE IDEAL ERA

I just spoke with Ben. We are working out the steps on how to handle Mexico.

Step one is to start a New Mexican Company watch.

IJ Medical Hong Kong is a partner. Marisol will have stock and maybe the Mexican company will also. They will have to do more than just give money. We will need to use them, to help with selling future facilities and bringing on more sites. Having oncologists on staff will be a giant advantage to our selling strength. After we incorporate, we will submit permits right away. We also plan to redesign the unit; it needs to be bigger for those who are generally bigger than Chinese.

I know it sounds crazy, but everything has to be done at once. We are in a zone and it will not last forever, especially if we pass on any opportunities. We need to move now everywhere.

We are supposed to land within the hour and go for Thai food. The others are probably going out afterwards and I may take it easy or workout again. If the others want to talk tonight, we can do that instead.

**3/26/08**

**10:34 AM Xiamen Time 10:34 DST**

**Sheraton Hotel**

After the plane landed, we stopped at our hotel and then went out to dinner.

**3/27/08**

**9:10 AM Xiamen Time 9:10 PM DST**

**Our plant in China**

This Sheraton is a really nice new hotel with a gym. I was happily walking on a new treadmill in a beautiful gym at about 5:15 AM. I got up at 4:00 after a lousy night's sleep. The room was beautiful and I met Marisol and Ben for breakfast. The discussion was about the SGS and the proposal upon which we tentatively agreed. It then has to go to SGS for approval and finally to the people in Mexico. I am not sure where the holdups and roadblocks will be. I just realized with the addition of IJ India, we now have four design engineers technically on staff, how cool is that!

Here is the working agreement with IJ India. It is short and simple, the way I like it.

1. We will create Ideal Jacobs India Corp (a US Company).
2. Indy and Tushar will create an Indian company that can do business as Ideal Jacobs India Corp.
3. Once the companies are formed, they will get 10% any gross sales in India, taxes and shipping charges are excluded. Those commissions will be paid as soon as Ideal Jacobs US is paid.

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4. Whenever possible, all orders for IJN will be produced by IJ and IJX.
5. Any traveling or other related expenses will be reimbursed by Ideal Jacobs US, if you want a credit card please let us know.
6. Indy and Tushar will be expected to utilize prospects, including current and past customer contacts supplied by Ideal Jacobs worldwide and follow-up on any leads developed on your own. Our current customers will be polled to see who has locations in India and contacts will be passed to you.
7. Sales materials, other helpful information, sales help and all other support will be supplied as needed.
8. Commissions will be paid for as long as they are with the company.
9. Regarding the SGS system, if they are involved with the sales and set up of the operation, then you will receive 5% of the profits for as long as you are with the company. In the event that you become employees of Ideal Jacobs through partial ownership of the company, we can discuss stock participation for SGS units in India.
10. Any design work that you are involved with that is utilized in IJ products is commissionable for as long as you work for the company and the amounts will be worked out on a case-by-case basis.

Sleep deprivation is in full swing, my stomach is a bit upset (not surprising considering the change in my diet over the past week) and the pressure I have been feeling plus I can feel myself getting more emotional. I am going from exhilaration to panic and back up again amazed at what our team has already done and what we are capable of accomplishing. It is time to go home and tomorrow is just the right time. I am hoping to have dinner tonight and roll play for sales with everyone joining us including David, Indy, Tushar, Jeroen and Jan-Willem. I spoke to my wonderful wife and she will have a great dinner ready for me after we land. We leave for Hong Kong in a few hours; it will be good to be back there again. I am very happy.

Things we have to do:

1. Start Ideal Jacobs Medical Mexico company immediately and have it set up where it can be a public company
2. Check on the permits and if we can get more than one at the initial attempt
3. How to handle the import taxes and duties and who pays them
4. Start Ideal Jacobs India-check approval from Indy and Tushar first.

# THE IDEAL ERA

**3/28/08**

**9:06 AM Hong Kong Time 9:06 AM DST**

**Hong Kong Airport.**

We landed, got through immigration and customs, took the train I like to Kowloon and then taxied to the hotel. It was a nice night and after we checked in, we all went to the roof where the gym and outside pool area was located. The view of Hong Kong was breathtaking as it was already early evening and the building lights surrounding the harbor were luminous. We then walked to my favorite small café that had some sandwiches and salads and we all enjoyed a light dinner. While eating, I mentioned that I planned to get up very early to workout. Jeroen had wanted to come to the gym with me yesterday, but had slept through his alarm. He said he wanted to try again. I had already arranged with the hotel to open up at 4:30 AM. We all wondered if he would make it this time.

It was a time split up. I showed Jan-Willem where the local malls were so he could buy presents for his kids. Jeroen, Indy, Tushar and he went off to shop; David and I went to take a last walk along the harbor. We talked about the events of the past week and how well we thought things had gone. Our company has gone up a level over the past few days and there is a tangible change in the feel of our operation. We are truly global and now ready to work between and with each other to spur sales growth across the world. I indulged myself for a moment and wondered what my grandfather would have thought had he been with us this week. He had come over from Russia with very little and started our business with nothing except a driving will to survive. He passed more than a decade ago and I hope wherever he is that he is happy with the success that we have attained.

I got up this morning at 3:30 AM and got to the gym at about 4:25. David came a few minutes later and as I got on the treadmill and began walking, Jeroen entered. We spent the next hour talking about sales, his life and where we were all going. He already had setup a meeting to discuss the SGS with a potential site, with which I was very happy. We role played: I was the man he was meeting and he was himself so he could prepare himself for the meeting. Often in sales you know who you are seeing and have some information. From that, you can deduce some or most of the questions and issues that will come up so you can be ready in advance. Once you are ready, you can relax and not worry about what you are going to say next, concentrate and listen to the other person. It is very hard to listen, but I think our crew has become increasingly better at it, especially with David's help.

Speaking of David, he was a big help this week and has emerged as a primary player for our company. We are changing his title; he is now Director of Global sales and his territory will now be the world, covering all product lines. He is ready to grow into becoming a major

## MARCH

force for our sales and our company in general and I am very happy that he is with us.

We all met for breakfast one last time and then went to the airport except Tushar who has a later flight. We bid Jeroen and Jan-Willem goodbye at the entrance and now it is just Indy, David and I just like we started at the beginning of this fun adventure.

We have a lot to do and can start as soon as we get back. I am now at the gate, David is nearby, Indy is shopping as she loves to do and we board soon. It will be good to get home.

**3/28/08**

**11:16 PM DST**

***In Flight going Home!***

The man sitting next to me is named Mickey. He works for a big telecom firm for whom we actually have indirectly made labels. He is in sales and I have been bending his ear about our company. Since he is a true salesman, he too is interested in people and in turn has been telling me about himself. He loves his job, sales and his life. It is a pleasure sitting next to someone with a positive attitude and optimism.

We are on schedule so far.

I will work on my daily log and get ready for being back in the office. We need to hit the ground running and everyone needs to follow up from the Summit so that we do not lose our momentum.

I spoke to Wendy and Kayla before we left and they are both well. Kayla goes for her driving test in eight days, all very exciting. I remember when I went for my test; it was about thirty-five years ago when I was seventeen. That sound so long ago.

I am going to have to extend our network out further because we need to find more distribution center possibilities. Now is our time to grow.

**3/28/08**

**11:47 AM DST**

***In flight over South Dakota-back in the USA!***

A little more than two hours left.

I got a few hours of sleep and feel pretty good. Barring any delays, I should be home by 3:00 PM. I got the newsletter done. It was mostly about the summit and will give, I hope, a good idea of what occurred. I plan to go into the office and start going through my email and get back on my regular routine.

# THE IDEAL ERA

**3/30/08**

**10:14 DST**

**Home, NJ**

I spent part of this afternoon (after tennis and biking) catching up. The formal proposal for the SGS Agreement is now out to Ben and Marisol. If approved (I also sent it to Gary), then it will go down to the people in Mexico. In the meantime, we will start the new company in Mexico and Marisol will help them start looking for a location. She will get me the information for a CT Scan Company in Canada so that I can see if they want to Joint venture with us through Mexico. Our system depends on the output of a CT Scan so it is natural to have their machine with ours. I will email Howard and Gary tomorrow about starting IJ India. According to Tushar and Indy, it will probably cost \$12,500 to get the company with the name Ideal Jacobs India started. No matter, we can use the money for working capital.

There is a lot to do right away.

**3/31/08**

**10:05 EST**

The SGS Mexico proposal was cleared by SGS, Ben, Marisol and me. It is now with the Mexican cancer group. They are supposed to get back to us next Monday. Ben wants a signed agreement immediately even before they find a location. The financing is ready.

Once again, I stressed to everyone at our meeting today with Al, Vinnie and Mike that the centerpiece of our operation is labels. They are our best source of profit and the other areas are in to help spur sales there. If the gaskets and panels turn out to be big, that is great, but labels have fueled our growth and prosperity. I am not about to turn from them now.

I tried the doctor a few times regarding the tingling in my right last finger and part of my arm. From what I understand, it is a common occurrence in my family. I will try the doctor again; perhaps a cortisone shot may help.

We have our quarterly ISO 9001/2000/140001 OSHA meeting this week. Mike and Vinnie will take over and I will be there to help. This is another way for me to step back from the day-to-day operations.

We have a great amount of money in estimates out, millions of potential dollars. I have no idea if they will come through, but it's fun to think about. I hope that we priced them correctly.

Three months of the year are complete already, it is hard to believe. Time is moving very quickly probably because I am having a great time.



# APRIL

**4/2/08**

**10:08 PM DST**

**Home, NJ**

It turns out both of my computer clocks are about fifteen minutes fast and have been for years. I actually fixed one of them, an amazing feat for a "non-techie". I think I actually did it. Now it is 9:54 PM.

Tomorrow Cliff goes in for prostate surgery; I will pray for him tonight. It is a big deal and the full recovery could take months. I hope he is okay soon.

Jeroen had a good call on the SGS system in The Netherlands and I will know next week if I am going out there to try to set up a new location. He has also closed a new panel deal and is working with AI in France on three other sessions. He had a good day today.

Sales for the first four months are down about 3% in the US, but I believe up everywhere else. I am amazed and heartened how well IJX is doing and that is totally due to Ben and his great team. I also have high hopes for IJM and IJN. We are working on getting IJI on line and business cards are being prepared. Both Tushar and Indy are hungry for success so I have a good feeling for them.

**4/2/08**

**9:49 DST**

**Home, NJ**

Uncle Cliff came through his operation well and should be home tomorrow. We all hope that the results of the operation are good.

Kayla got her drivers license and we are all very proud of her. She is also seventeen years old today and we celebrated by taking her out to dinner with her boyfriend Max. I like him and he is good to my daughter, which is a very good combination.

We were asked today by EPA PT to mentor a group from the Statue

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of Liberty, concession area to help them into PT. I liked the idea, especially since it is part of Ellis Island through which a lot of my relatives entered this country. Vinnie was up for it as well. We will do it together; it will hopefully be a lot of fun.

I started checking for contacts for IJI today, I am finding myself selling much more globally and working as a team leader for global sales. David is doing well and taking care of the US and is now moving into Canada.

I pre-interviewed a possible new saleswoman for the SGS for the future. She would work for the US Company if we can get FDA clearance. It will probably be a few years away, but I need to lay the groundwork now.

**4/4/08**

**10:47 DST**

***Saturday Night – Home, NJ***

I am scheduled to be part of a panel on Tuesday night at our Synagogue. The only reason I would agree to it was because they moved the time back from 8:00 PM to 7:00 PM, that way I can still be home by 8:30 to get ready to go to sleep. One of the questions I need to have ready is why being a Jew is important to me. Our religion has been in existence for over 5000 years and our history has taught me some good lessons. Maybe the most important is to always remember that even though I am a white, male from the United States, which puts me into a category that enables me sometimes to move ahead, I am also a Jew. For those who aren't part of our faith; rest assured that being a member means a perpetual life of always being a minority, often blamed for things we cannot possibly have responsibility for and being discriminated against simply because of who we are. This feeling, though often not in the forefront is always in the background and has served me well to remember that we have solidarity with everyone else in the world that for this moment are not in the majority. Whether it is people from China before, India now or a host of nations, religions and culture to come, we can always identify with those who are not part of the main group, which is also a constant reminder to treat everyone for the individuals they are, the possibilities they can achieve and the innate goodness they possess. This is a prime reason I look for people who have been dealt with unfairly, have not been given a chance or have been kept down without reaching their full potential. In many cases, if you give someone an opportunity when they had none before, they will soar before your eyes and their success will become yours. As the leader of our team, the success of any of our people relates to mine. I have no jealousy when they can perform tasks better than me and achieve more than me. We are part of the same team and that makes us all stronger. I learned that lesson all the

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more last week during our summit and again on Friday when I invited a new potential salesman on board. He is from Mexico and was involved with the negotiations with the Medical Products Company for the SGS product. His group did not come through, but he liked the way I treated our team and I thought he handled himself well. I invited him on a commission and if all goes according to plan, he will begin working under Marisol and our new Mexican Medical Company by the end of the month.

Speaking of our new team, Tushar in India is already working with David and will be making his first sales calls next week. To have someone like David who is willing to do anything necessary to help his people is a huge asset to which few salesmen have access. We are all geared to helping him succeed, again his success is ours and we build together. I emailed Ben yesterday and mentioned that it is the type of team I want to build worldwide. A group of seasoned professionals whether they are salesmen, engineers or anything else. Their previous titles don't matter, but we will use them to help us. We will try to take the talents they have, make them better, help shore up their weaknesses, help them where we can and launch them into the marketplace. For those who succeed the world is theirs for those who don't at least they get a taste as to what, I hope they consider, to be a fantastic base from which to work.

We need to close our first SGS deal not only for our own people, but also to gain credence with the people from China. I look forward to next week. Who knows, maybe it will be The Netherlands that closes first.

**4/7/08**

**10:56 DST**

**Home, NJ**

The negotiations continue between us and the cancer clinic. I am not sure if they will be able to come to an agreement.

I spoke to Uncle Dave today. He was advising I draw further back from the day-to-day operations. Of course, I got angry at his telling me what I am supposed to do. I usually get annoyed at him when he is right. Having the structure of the office is really important and my new role is a bit daunting because of its lack of structure. However, I will persevere and find a new definition for feeling safe and secure.

**4/10/98**

**9:55 DST**

**Home, NJ**

It reaches about 75 degrees Fahrenheit here today and it was beautiful. We have a narrow river running near our factory and sometimes I walk outside to watch the water flow. Sometimes there are ducks play-



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ing in the water. It is a tranquil moment in a usually crazy day. I like the sudden difference and the change back.

Last Wednesday, I went to our Temple to be part of a three-man panel for our confirmation group. It was me, described as an entrepreneur, a lawyer who was a partner in an environmental law firm, and an executive from a company that gave out large loans. The purpose was to show how we merged our belief in religion and god with our desire to be successful. We all had the same basic paths of trying to treat everyone as we wanted to be treated and willing to fight for what we wanted on an ethical basis. It was a fun meeting and I hope we were helpful to the kids.

Jeroen emailed me tonight that he is going to work two days for IJN and three days for his other company with Jan-Willem. This is a big commitment for them and I want to make sure that there is enough success in all areas to justify their faith in us. I started working today on additional countries in Europe for the SGS of which Jeroen would be in charge. He is excited, as is Ben at the prospect of David going over for sales training and visiting customers. David is coming back from a Canadian sales trip tomorrow. I hope to have him in Europe by the end of the month.

I had no progress report from Mexico today. Marisol is in Boston on sales calls, but I do not know where. No word on the potential SGS deal in Mexico, but we are readying alternatives in case it doesn't work out.

**4/11/08**

**10:25 DST**

**Home, NJ**

I have spent part of the last few days contacting people from all over the world who I thought might not only be interested in the SGS program, but would also have the raw talent to help sell it. Response has been good, but I believe in the odds and therefore have to bump up my numbers to help increase the chance of success. We have enough going now where I am about 50% confident we can close a deal. Ben emailed me tonight that the heads of SGS are coming to Mexico in May and have offered to have us participate in any of their deals. I have offered to meet them on their trip and be with them. I am hoping that we have something near ready to close when they are there.

I am taking a vitamin supplement in a juice form and I mixed up the in bottles tonight and took a big swallow of wine instead. I do not like alcohol and am now taking ant-acid pills to try to stop my stomach rumblings most probably due to the wine.

David has been a big hit since the summit. All of our IJ groups want him to come and train them and also go on sales calls. What they don't know is how dogged he is and how tired they will be after being out with

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him. I will be interested to see if they are more tired being out with him or me. As I always say, I want to have people around me who are better. I am hoping that David is a better trainer, mentor and day-to-day salesman. I will be content at being a rainmaker, setting up the overall deals, closing them and then passing on the rest to our people.

Jeroen has been on fire in The Netherlands and looks like he has gotten out two ATCA panels accepted by Alcatel Lucent. If so, then it should make it much easier to sell them to others worldwide. Next is the Micro TCA and we also are now making panels for another Telecom Manufacturer so we are starting to penetrate the market. Vinnie and I have a meeting at the Bell Labs next week to show our design for a filler panel. If it is accepted, then it could mean large volumes for IJX in Asia.

We are quoting more gaskets, the potential is huge and we got the go-ahead for a new cable assembly prototype, which should be a great entry way for us into that market.

I am constantly on the look-out for new people to bring on as salesman head new distribution centers.

As for now, I am in need of sleep and tomorrow I plan to go to Temple, walk and ride inside our house if the rain forecasted does arrive, proof read the changes for my new book and then go out to dinner.

Dan has asked me to be on a committee to review our Temple's health and future. I am only on this committee because of him. I don't do night meetings and rarely do non-business meetings at all. Nevertheless he is my friend. I like the head of our group and the president of the temple so I am happy to give my view, but first they have to give me all of the confidential information I asked for and that could take a while.

**4/14/08**

**9:52 DST**

**Home, NJ**

My brother had a minor injury and could not play tennis this morning. I tried to see if two different people could take his place, but none could go so I biked again, the long route. It was a typical spring day, not too hot. After lunch I went to the office, brought in my clothes for the week, went to buy dinner at a local health food restaurant and went home. I have been doing the second round of editing on my new book. Three chapters out of twelve are complete. I emailed Al today; I want to hire Elana Cohen as our new director of media relations. We need someone to coordinate my CDs, books and our mailing and media relations worldwide. I think we could be getting a lot of good press if we tried. She also has ties to the government here in New Jersey, which could be extremely helpful with the carbon credits idea. We

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may have to register as lobbyists if we keep going in that direction. I heard from the Chicago Carbon Credit Exchange. They will probably not certify the credits from the limousine company that uses hybrid cars, but they were more hopeful on the solar tubes. It is the first piece of hopeful news from them; we will pursue it tomorrow. We got news from Romania.

**4/15/08**

**9:33 DST**

**Home, NJ**

With my evolving new job, I am losing part of my structure and gaining freedom. I find the changeover very tiring and my nerves are a bit on edge some times. As matter of fact, I lost it today and worse called up my wife and raised my voice at her. Totally unfair and I apologized multiple times afterwards. She was very nice about it, mentioned it rarely happened and promptly let it drop. I hope I do the same for her.

Business is behind last year, but this month has been going well. Worldwide, we are ahead, which helps to keep me calm. I am in uncharted waters, another reason I am tired.

**4/16/08**

**9:43 PM DST**

**Home, NJ**

I normally get up and start getting ready for work, four days a week at 4:00 AM. Thursdays are usually 3:30 AM because I have an earlier tennis game. Today was no different and about 4:15, I checked my emails and saw there was one from Marisol regarding the SGS deal. Her crew had found two perspective sites for the installation and both of the owners wanted to become shareholders in the adventure as opposed to renting us the space. With this in mind, I crafted a full proposal, after speaking with Ben in China. It is now working its way through the various interested parties in Mexico. The whole thing is very exciting and we are all anxious to meet each other, to get a formal agreement signed and started. Now we wait, one of the harder things to do.

Kayla was notified that she got an award today. She goes to one of the most competitive high schools in the state and she was designated in the top 5% of her class, one of twenty people. It is awesome that she has done so well and her mother and I are extremely proud. We try not to add any pressure to her already crazy work schedule and I hope we have accomplished our goal.

I am helping set up sales calls for David in the Texas area. He will be gone next week. He has amazing tenacity. There is no way I could see all the people that he is visiting. He spends almost half of his time on the road. After Texas, he will probably go to Mexico, Asia, California, the Midwest and maybe Europe. He is also helping to train our salespeople.

# APRIL

**4/17/08**

**9:45 DST**

**Home, NJ**

It was a gorgeous spring day. I played hooky a little, left about 4:30 PM and went biking. I practiced my speech for the OSHA conference. We also started to get ready for the OSHA audit next Wednesday. It is a good kind of audit because the SHARP group asked if we would volunteer to participate. They want to try and measure the advantage of being in the program, I am happy to be involved. The program has helped to make us better and more profitable. We owe it to them to share our story and try to help others.

**4/19/08**

**2:55 PM DST**

**Home, NJ**

Our porch.

It is a magnificent spring afternoon here in New Jersey with warm, pretty skies and everything is blooming.

I asked to be part of a special committee for our temple. It was a long range planning group, separate from all others. The only stipulation was for our members to think outside the box about where our temple should be going in the future. Nothing more definite than that, all issues and possibilities were open and we could suggest anything. There are few if any meetings and none of them would be at night. They wanted to make sure I had no reason to say no.

I am not sure how other religions operate, but in Judaism, a temple or synagogue is usually led by a rabbi. He or she has a staff and there is a board composed of members who, with the Rabbi, decide all matters regarding the daily and general running of the temple. The organization is not expected to be profitable, but it also does not want to lose money either.

As would seem inevitable, running anything by a committee especially made of well meaning, but often non-business people who deal from business theory versus reality can cause conflict. By definition, they will rarely come up with innovative ways of running things and are much more prone to staying on a predetermined course and not risking change. This is another reason that I try to stay away from participating in them.

There have been some rapidly changing events in our area over the past decade. That change has occurred in the demographics of our basic family units. There has been a bubble, a large group of new families with children moving through time. That increase will end in the next two years. In other words, the amount of potential congregants (customers) will rapidly decrease for us very soon.

I had a feeling this was the situation and after I got the financials

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from the temple. It confirmed what I feared.

While our temple is well run and relatively efficient, it is extremely top heavy in families with baby-boomer parents. The amount of new families coming in as are not even close to replacing those leaving and that spells disaster for the future. This has not been a secret, but unfortunately not dealt with until now and we are facing a potential disaster.

It is also not just our temple in this situation, but institutions covering most religions over, which makes things worse or better depending on how you look at it. When everyone is in trouble, people are often willing to look at solutions that would never have been considered in better times. Adversity promotes tolerance and willingness to think outside the box.

The options we have are:

1. We can keep going as we are, getting smaller until we have to merge or vanish.
2. Since we are well run, we can hope to wait out the other less efficient temples that will then be forced to merge or go out of business and then fight to take their people.
3. We can attempt to merge with another temple now before we are in real trouble so we are dealing from a position of strength.
4. We can move the temple and hope another demographic area will help us survive.
5. We could get some large benefactors who could finance us so we can keep going, but this will not help our decreasing membership.
6. We can cut staff, services and “hunker down” so we can survive with a smaller congregation.

None of the above sounded appealing to me and I started to think about what I would like to see and how we could make that happen.

From the way our temple is run, and to how our religion is based, I realized the following things.

By definition, houses of worship are only “busy” certain times of the week. There are various services and functions, but there are often large blocks of time where nothing is happening and a valuable asset is left sitting that still has to be lighted, heated and cooled.

People only go to their houses of worship for the following reasons:

- They are in mental need
- They want to worship
- There is a holiday they want or feel they should participate in
- They want their children to have a religious education

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- They want their children to go to pre-school
- There are programs they want to participate in
- It is a place to send their children/teenagers that is safe, stimulating and productive atmosphere.
- It is a place where they feel comfortable, safe and see their friends

Our society is increasing in pace and requirements, we have to multi-task to have any chance to get everything done that is required and desired. Therefore, any organization that does not cater to helping to fulfill those needs will, by necessity, decrease in importance.

Therefore, if we keep going the way we are, we can either merge or cease to exist in a few years. We are at a crossroads in the history of our temple and actually our religion. Whether we like it or not, a lot of temples are probably going to go out of existence and there will be less of us around. Unfortunately, since we did not act sooner we have less time to act now, but I have a plan that will potentially fix all of our problems and completely change the prognosis for the future for us and others around us.

Historically in times like these, temples have merged with other temples and the following problems occur.

- There are two sets of clergy who have to re-define who is in charge
- There are two sets of boards who have to re-define who runs what
- There are two congregations who have to try to merge to become one family, which will always lead to resentment and lasting bad feelings
- There are two sets of administrations that have to merge to become one, again with resentment and lasting bad feelings.
- There is competition between the two congregations to see who really took over.

But what if it wasn't two temples that merged, but a temple and a church? Think of how that could work.

1. There could be one big facility so everyone saves on infrastructure and overhead costs.
2. Each religion would retain its own clergy and staff.
3. The main sanctuary would be two-sided with the main vestments of each religion set up behind movable walls on each end so that only one would be visible at a time.
4. Since Christians generally worship on Saturday nights and Sundays, then Jews could have Friday nights and Saturdays. Yes, our religious school would have to be moved from Sundays to Saturdays.
5. The major holidays of both fall on different days so they would

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- not interfere with each other.
6. We have the house we bought. We could move the administration into it, leaving the rooms in the main building to be split into two sections for classrooms, one for each religion.
  7. There is already additional space set up for weddings, funerals and other services that could be used for smaller functions for both religions.
  8. The economies of scale would be overwhelming and the use of the facility should increase dramatically with much of it being profit.
  9. The boards for each religion would merge with specific committees separated for the individual religions. Since there are two different religions, there is no jealousy or competition from two Jewish groups competing with each other. The merging of the two groups will hopefully promote a positive harmony to work together.
  10. The potential for cross programming would be amazing and the media attention should be incredible.
  11. We would be the first cross denominational facility with Jews and Christians living and working together in the area. If it goes well, we can also invite in a Muslim group.
  12. The attention should be enough to generate the interest necessary to start pulling other congregants and their families to us. The clergy would embark on a media tour that should produce great free press.
  13. Our pre-school could be non-denominational, denominational, cross-denominational or any combination desired.
  14. Our rabbi and reverend would become stars, visionaries who would be able to begin a movement to bring people together through religion versus tearing them apart. It could become a model for how religion will be in the future.
  15. Our children will mingle, become friendly and work and play together. They will also be separate as the situation demands.
  16. We will become a blended institution, still maintaining our religious affiliation, but bringing in a new definition to the word diversity, working and living together. We will become the forerunners of a new type of religious experience and our total clergy will become our spokespeople.
  17. Our congregations should increase geometrically. Finally, there would be something new in religion and helping the bottom line at the same time.

## APRIL

**4/21/08**

**9:47 DST**

### ***Monday Night – Home, NJ***

I had figured that sending in my proposal would be the end of it. The head of the committee would take one look, say it is crazy, tell me I was out of my mind, in which case I would then be free to say, I gave it my best shot I am done. However, I got an email today that he found the idea intriguing and now I have to go to a meeting next week. This could be a long road.

I have been doing more work with the SGS program, and am now helping to set up a combination IJ/IJN medical trip for Jeroen and David into Eastern Europe next month. Ben is taking care of Asia; we are sharing India, which leaves everything else in my care. Work on the proposal for the first site in Mexico continues. Marisol sent potential land photos to us tonight. I played tennis this morning as well as rode this afternoon. I practiced my speech for Thursday in Atlantic City. I may do it one more time before we leave.

Rina is now in for her visit and I started working with her today. She is very quiet and unassuming, but beneath that lays a layer of steel. We are having lunch tomorrow.

**4/23/08**

**9:43 DST**

### ***Home, NJ***

We had the OSHA review today. We were one of nine sites nationwide chosen. Although they promised it would not be an audit (always assume an audit when people say it won't be) going through our systems, interviewing our staff and getting background information made everyone exhausted when they left. The OSHA guys were very pleased, which was all I cared about and we should see the report before it is released. I am happy to do anything for the Department of carbon, which is the reason Vinnie and I head to Atlantic City tomorrow. I am speaking at one of their shows.

I am very tired, probably because I have worked out twice the last three days. One reason was I was afraid that I gained weight. The other was that I probably can't workout tomorrow.

The plans are now in the works for David to go to Europe and Asia, and already the airfare is over \$9,000, but I think it will be worth it. He is covering ground I can't.

A former Lucent head designer called me today. She needed work because her husband's real estate company was not doing well due to the housing market. I felt badly, but didn't have anything for her right now. I am on the next edit of the book and it is coming along well. I hope to be distributing it by June.



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**4/24/08**

**9:43 PM DST**

**Home, NJ**

Vinnie and I drove to Atlantic City this morning. It is an unusual place filled with lavish casinos and conference facilities. Before I spoke, Vinnie and I visited the OSHA supplier area where there was a group of vendors showing their safety related products and services. It was interesting and we even met one of our friends from the State OSHA group who had moved to the federal side. The panel discussion that I was on went well. I told the story of how our company uses Health and Safety, along with Environmental and Quality policies to try to maximize our efficiency, reduce pollution and maximize profit. We are part of the OSHA SHARP Program, a regional system set up for those companies with excellent health and safety systems. The other two spoke about the OSHA VPP group, different and more involved than the SHARP Program. It was fun to meet them and be a part of the panel. I hope we can do it again. It is always a pleasure to speak. They are good people and have been very nice to us. Our audience was small, attentive and appreciative; it was a fun experience. Afterward, Vinnie and I walked to the boardwalk to see the ocean. It was a beautiful warm day so we had lunch at an outside restaurant and then Vinnie drove us home so I could take a nap, talk with him and answer emails. We got back at about 2:30 and then I worked to catch up on the rest of the day. I had a meeting with Rina and some of our staff regarding work practices at our plant in Xiamen. China is a different culture and both Ben and I are trying to take the best from both in order to use it in all of our locations.

**4/27/08**

**9:44 DST**

**Sunday Night – Home, NJ**

Yesterday was beautiful here, warm and sunny. After having breakfast with Wendy, I went biking with Uncle Dave. It was a glorious day to be outside.

Today was rainy and cool and after I played tennis with my brother, I worked out here in our basement. I then spent the afternoon mostly working on my new book.

I heard from Indy today, the incorporation for the companies for IJ India are coming along well. I hope to have lunch with her within the next two weeks to go over marketing for both IJ and IJM.

Mike leaves for Mexico tomorrow, he will spend most of his time working on the financial and data systems, interviewing a new potential in-house accountant and possibly an outside salesman. I am hoping to hear about the SGS center this week. I may need to make my plane reservations to go next week. I will probably have to go to

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Mexico City first. I have heard some scary things about it. I am hoping that once I am there, my fears will become groundless although I plan on staying as secure as possible.

I heard from Ivan last Friday. If he has an actual possibility in Europe, then I may fly out to meet with Jeroen and David on the appointed day. Since I see myself as the company closer, I need to be at the meetings either at the beginning or when it is crucial to go for the finish. I like the challenge of closing; it is like getting the last shot in basketball with a few seconds left. If we are going to miss, I want it to be because of me. If we are going to win, I want it to be because of our team.

**4/28/08**

**9:40 PM DST**

**Home, NJ**

Oil has reached \$120.00 per barrel and home foreclosures are increasing. It looks like some tougher times may be ahead. We have to be ready to expand to take the market that our less efficient competitors are now occupying. Mike is in Mexico this week and David is scheduled for next week. They need help with structure, guidance, discipline and support. I plan for them to have it all and the same for our entire world sales team. It is a little scary knowing what could be coming since we have been through times like this before, but I am already in recession mode, which consists of intensive selling on my part and watching over everyone else. It is odd that it doesn't matter which product line I am selling. The mere fact that the "waters" are being churned as my dad would say will generate sales in time. It is rarely a straight line meaning you make a sales call and then something happens. It means you always have to keep moving forward and attacking. There is never time to be complacent. In good time, you want them to keep going and in rough times, you are afraid to stop. It is like running on a wheel in one sense, but always having your destiny in your hands in another. You know the rules of the game, you know what has to happen and as long as you do it, then things will usually turn out okay.

We had the meeting for my temple today. I figured that they would hate my idea and I could then resign from the committee and be done. They did not. In fact, they thought it might have merit, which means a long process will now begin as to what is possible with the potential customers that are out there and what market share we can take. I know it sounds odd speaking of religious congregations that way, but if they are not run as normal companies, then they are doomed to wither away and die. It is a good, small team. I will stick around as long as it remains so.

Marisol and Eduardo have announced they are getting married

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in May. I wish them great luck and hope their joining will mean an exponential growth in their success. Marisol wants to hire an in-house accountant and Mike will interview her tomorrow. We may also hire Jose as a part-time salesman. He may be good to have on the payroll.

**4/30/08**

**9:41 DST**

**Home, NJ**

I had lunch with John Rudder today. We spoke about the economy amongst other things. I likened the situation with people who had never been involved with tough times. They keep going as usual until one day they are suddenly too far in debt to get out. They fall over a financial cliff and that is the end. Unfortunately, the worse the recession is, the more people go over the cliff. The indicators are not good. With sub-prime mortgage problems, rising costs of food and especially fuel, I wonder who is really ready. I hope that we have planned accordingly to not only survive, but thrive. If not, it is my fault.

John also cautioned me about the Gamma Knife project I resolved to be more careful than before. As of today, I was bargaining harder with the cancer clinic people in Mexico and gave the participants an ultimatum that if everyone was not ready to move ahead and meet next Thursday, then I was abandoning my intention of going down there. I have already decided that David is going to check the situations with IJM and do sales training.

My thanks to John for forcing me to re-focus on what is important and trying to make even more sure of what we are doing before we take the plunge.

Ben just got home and Wendy and I helped him unload his car. He looks great. He has two interviews for an internship in New York City tomorrow. I hope they go well.



**5/2/08**  
**10:27 DST**  
**Home, NJ**

I had an epiphany last night. It occurred to me that we were not trying to market the SGS project in the correct way. It happened while I was emailing people from Canada. We cannot get a unit in there, but I thought I might find people who knew people outside the country and then it hit me. Instead of talking directly to doctors here or in the counties where we want to sell, we need to be talking to the entrepreneurs who are immigrants like my partner Ben, Indy and Tushar who should be our representatives. Here is the plan. Immigrants who have made it here have the following characteristics:

1. They can speak English
2. They can work within our economy
3. They are probably fast moving and quick decision makers
4. Probably have strong ties to their former homelands
5. Are seen in their homeland as very successful since they made it here
6. Are considered good business men since they made it here and people that they want to do business with are trusted people in their homelands who can be teamed with us to create new potential centers

It is actually very simply. We find the immigrants, they find the people, we make the deals, the immigrants act as liaisons and we all make money. After that, we team up with more people and we all make more money. Very simple, but the question is would it work. I started making calls and sending emails and generated enough interest that I expanded the effort to second and third generation families of immigrants here who still have the entrepreneurial spirit and the ties to their homelands. It is early, but I am excited about the huge

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potential. I have a lot of people to contact.

I spoke to Indy about it today and she was thrilled that she did not have to talk directly to doctors for now. I told her to contact ten immigrants with the plan and bet at least one would be interested by next week. Let's see if I am right. If this idea works, then we can expand it to other areas of sales.

My son Ben and I spoke about converting part of our basement into a recording studio. This is great for both of us as I need a place for recording my future CD's and he needs space to record music. It will be good to work with him on a recurring basis.

Almost all of the parts of the new mailing are ready. We still need gasket samples from IJX and then it can go out. It will be all over the world and the timing is good.

**5/3/08**

**9:31 AM DST Kimisis Theotokou Greek Orthodox Church Holmdel NJ**

I am here this morning to remember an old friend. Dino Lambros passed a few years ago and today is the memorial service. His wonderful wife calls on all of us once a year to come here and remember him. It is both sad and pleasant because Dino was such an unusual guy. I remember him for his vibrancy and a smile that used to shoot out of his bearded face like a laser beam. His laugh was infectious and his overall bearing one of a positive energy that made you think that anything could be accomplished. We'll miss him, but I have to think that a man of such vibrancy and vitality cannot really be gone. His will to live and his energy must have moved forward. I believe in reincarnation and moving through alternative phases of life. I feel he is out there, maybe getting ready for a new life or moving to another plane for his next adventure. Strangely, I feel that we will one day meet again. As my eyes began to tear as I write this, it reminds me that it will be a comfort when my time comes to not be as fearful as there are so many I want to see again. Of course that doesn't count the people I haven't met yet. I really want to sit down with Benjamin Franklin and have a talk about the printing business, inventing and being a major player in starting our country. I am a dreamer and an optimist who believes that the best part of life is a journey, that you should have the chance to make the right and the wrong turns, be responsible for your actions and have the chance to share the good along the way. It is the adventure of moving forward that holds the fascination and wonder for me.

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**5/3/08**

**12:36 DST**

**Home, NJ**

The service was beautiful, I am Jewish and the only time I would normally go into a Greek Orthodox Church are for Dino's memorials. They are very colorful with huge murals and paintings. The priest was a very nice man and he spoke at the reception afterwards. Jeannie, Dino's wife had asked if I wanted to say a few words and when she saw me, she said I was going on after the priest. A mild level of terror crept into my being since I was not prepared, but I remembered a few things. When I got up, I spoke a little about Dino and had everyone smiling and even laughing a little. Then I drove home and had lunch. Bailey was by my side and was rewarded with some bread and part of a chocolate muffin. After, I wrote the newsletter for this month. I will now get ready because I am meeting Uncle Dave to go biking later this afternoon. It is cool, but I am hoping that there will not be any rain.

Uncle Dave is a bit of an enigma. He is one of the best one-call closers I have ever met, but in my opinion, he doesn't use the ability to the height of his powers. His odds of success when going into do business with new people are phenomenally high. I suggested that he exploit this highly unusual ability by putting together a team of contractors and offering their services as he is out on the road for his real estate business. He would get a percentage of all the deals and never be directly involved again. I thought it was a perfect match of his abilities and strengths. He is not sure about that, but no worries. He is partially doing it now, but I think he should expand on the idea. I have the whole bike ride to discuss it. I have the feeling that is not the area where he hoped our conversation would center.

**5/3/08**

**10:17 DST**

**Saturday Night – Home, NJ**

When times get tough, it is often necessary to start reigning in the huge plans especially when they involve big spending. The SGS center in Guadalajara would cost a lot of money, which would mean putting IJX into debt. With that in mind, I decided we needed some guarantees before we moved any further in the negotiations. Therefore, I emailed Marisol tonight that I wanted all parties to agree to the proposal, a guaranteed of X number of patients to be supplied by the Cancer Clinic, an amount the new center would cost to construct, who was paying for it and the name and address of the potential landowner who lived in Germany (so I could confirm they knew their land would become the property of the center). My guess is that the parties involved will try to stall with various excuses and I will then stop the project and pull out our people. That is the

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advantage of me being the boss. If they had moved quickly a few months ago when economic times were much better, they probably could have gotten by with few guarantees. Now the situation is much different. If they were waiting for a better deal, they will not get it. If they think I am desperate, they are wrong. If they think we have to do this, then they will be waiting a long time. It was good that we did this. I learned a lot about how to do it the next time with the kind of people we need. All we lost was time and some money, nothing major. It was all well spent to better learn the way things need to be done. I gave the people in Mexico a deadline for next Friday. I do not believe I will have what I demanded and they will probably think that they can stall for more time and do as they please. It will be an interesting day for them.

**5/5/08**

**9:44 PM DST**

**Home, NJ**

I had lunch with Elana today. She is starting a new career in food consulting and I think she will be great. Besides being very intelligent with a lot of common sense, she has a background as a chef, a passion for helping people through food and adheres a philosophy to which I gave her a copy of my new CD "Peace Through Work", and then I went back to work. It was a good day until about an hour before I left when two big jobs went wrong. Happily it doesn't happen often, but it really bothered me and it took a few hours for me to calm down. I actually only fully relaxed after Elana called me to say she listened to half my CD and had to call to tell me how much she liked it. My system to help people calm down during incredibly tense situations really spoke to her. After thanking her and getting off the phone, I felt a bit sheepish for preaching about being able to relate and then not doing it myself. It was wonderful of her to call and ironic she chose that moment. I still have a lot to work on myself and need more practice to do it better.

**5/6/08**

**9:53 DST**

**Home, NJ**

Alex got home from college tonight. He looks wonderful, we saw some of his artwork for the school year and it is breathtaking. If he works for me this summer, I will put my plan into action of making postcards out of the artwork, packaging them for sale and trying to set up art exhibitions of his work at one or more local museums.

Uncle Dave's nephew Jay is graduating from High School in a few weeks and I was going to write him a check, but then decided I could do more. Uncle Dave helped put Ben through college, he felt it was his

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duty being his godfather so I called him and offered a summer internship for Jay where in addition to being paid, I will try to set up a program that will relate to his business major that he will start in the fall. Being his mentor will hopefully be of some value to him. Who knows, maybe he will have the chance to work more with us in the future.

David is down in Mexico and having his hands full with our staff there. Through no fault of their own, they have never been trained in business or sales and are getting a crash course from David. He is extremely tough, detail oriented and aggressive. Every time he hears someone down there say that things are done differently or not as aggressively in Mexico, he goes crazy and pushes harder. They have got to start producing more sales, get new customers and become much more efficient for us to be satisfied.

Another mission for David down there was to see if the SGS project had any real potential. He saw Victor and pushed him for answers. David has the authority to kill the project at any time. Victor may come through or not. Either way, he knows that David is now in his target sights and he had better deliver results immediately or we will not bother with him anymore.

Sometimes business goes smoothly and sometimes it doesn't. The last two days it hasn't, but seemed to be moving back towards the positive side. We had one problem with a customer who threatened to stop doing business if we did not deliver correct replacements in time. I had taken great pains to tell him how we were fixing the problem, taking steps to deliver what he needed on time and we knew the problem we had created. We were doing everything to fix it. In other words, we handled it about as well as it could have been handled. I could have done without the threat, but decided we had caused him problems and I let it slide. Seeing how people act when there is a problem is the best way to see people's true colors. I stand by our way of handling trouble and would be greatly pleased if our suppliers followed the same course. I am hopeful it will all end well and he will only remember how well we addressed and fixed the problem, but first we have to fix it.

I am not going to Mexico next week. Victor has to get the permit application in and accepted first, the proposal agreed upon by everyone in writing, the finances and the amount of patients guaranteed. Going too soon would show weakness. David can handle it. So far I am very pleased with him and his actions in Mexico are winning him great support at IJUS. This is very important as I plan to promote him in the next few weeks.



# THE IDEAL ERA

**5/7/08**

**9:45 DST**

**Home, NJ**

Being good in sales is easy to measure. Volume and profit are simple to define if you are facing reality. Since it is black and white, there is no place to hide and it keeps you in a continual sense of uneasiness of where your next sales are coming. It forever keeps you in a state of readiness and so you are rarely totally relaxed. While that is not necessarily the best condition for your health and mental well-being it is a sure indicator of a good salesman. Being cocky, overconfident and sure of the future indicates either you have no experience, are going from theory, are not smart enough to realize all of the unknowns that can happen, are too brazen to think bad things could happen to you or worst of all, overconfident because you think it is easy. Unfortunately, that is our situation at Ideal Jacobs Mexico. I picked people who were not in sales and put them in sales positions. That is my responsibility. It looked easy to them, but after a year, they had predictable results of no new accounts and no additional success except those given to them by Ideal Jacobs. It is not really their fault, their bravado comes from being on the buyer side. Where they came from, salesmen treated them like kings. Being on the other side is a totally different perspective and they concentrated more on being liked than being aggressive and going for the order. Unfortunately, their results show their inexperience and I am to blame for letting it go as long as it has. I should have realized it before. But hopefully, it is not too late and I sent David down to get a true feeling for the situation and the possibilities. His reactions so far are also predicable. Our sales people think that they are working hard, but in reality, they are not and they are not aggressive enough. They are more worried about being liked than making sales. This puts them on a direct track to defeat. Their future is up to them, but they resisted his coming, and his teaching, but after being threatened with a bad result, they are finally starting to listen. I hope for all of them that it is not too late. That is why there is more money in sales than in buyer. In reaction to the situation, I have appointed David in charge not only for the sales down there, but also the SGS effort. If all of it can move forward, it will be directly because of his efforts and I have given him command of the situation as he sees fit. Tomorrow, they will see the attorney to get the first IJ medical company going, which I had been led to believe was already in place. We also have to get a second company going immediately if the SGS center can happen. We are now behind and if the center is going to happen, we will have to move quickly. We are all learning as we are going, we with a new country and they with learning how to sell. I hope that we all can come out at the end smarter, wealthier and ready to progress much more efficiently. I am very lucky to have Ben with me

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on this. He is a voice of reason and calmness on which I can call both early in the morning and late at night and I can do the same for him.

**5/8/08**

**9:47 PM DST**

**Home, NJ**

First, the bad news.

We do a lot of business with contract manufacturers. I mistakenly sent a credit memo to a customer and his customer so the end user saw the prices that we charged our customer. This is an extremely bad thing and although we tried to pull the email back when our customer emailed. It was too late. It sent me into a panic and I have felt badly about it ever since. We all make mistakes, but it doesn't stop me from feeling badly.

David has been in Mexico for the last few days and things have not been going smoothly. Perhaps I expected too much from Eduardo and Marisol. Maybe it was the way they told me about how things were done in Mexico. I got worried because almost no new business or customers were being created. He found them both to be unorganized, not aggressive enough and not willing to take the risk of not being liked. By the end of his stay today, he was extremely frustrated, but I think Marisol was beginning to get the idea. Selling is very difficult and actually an art form and if you don't love it, it is impossible to learn to be good at it. I think Eduardo is in the wrong job and unless we grow big enough there for him to do other things, I do not think he will last.

As for the SGS center, we do not have a medical company started in Mexico like I thought. The lawyer Marisol picked was incompetent so David had to push like crazy to try to get started with a new one today. I am hopeful it can be done in two weeks. The problem is if Victor is able to get a permit, we do not have a medical company to which to assign it. We fixed that temporarily by using Ideal Jacobs Mexico and we can transfer it later. Meanwhile, after an incredible amount of pushing by David, Victor and Marisol, we will go to Mexico City next week to try to get a permit. If they do it, it'll be the first giant step to moving forward. If not, the project is dead. None of us have a lot of faith in Victor at the moment, but maybe he will come through.

The good news is that by his Herculean efforts this week, David has proven himself a valuable member of the IJUS team and is viewed as such.

Moving on to more good news, I spoke to EPA and amazing they have agreed to our carbon credit proposal. We have to add another significant aspect we plan to address for the PTrack program so Vinnie is going to help our local High School clean up their toxic chemicals. That should be enough to keep us in the program and allow us to

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begin the carbon credit adventure. It is a massive undertaking and will start with IJUS figuring out our carbon imprint. We will use us as an example for others. I contacted Dave Williams' nephew to see if he wants to intern this summer partially for this project. I have also asked for help from Dave Williams, the Cohen's, Don Argintar and Robert Roe from the township. It should be enough to get us started. It is our chance to help save the world and I don't take it lightly. Besides, it will also probably be very good for business not just for the publicity, but also to become carbon credit brokers. Calling people is a great way to stir the waters for interests in all of our lines. Times are not easy, but we will keep pushing. It has always worked before.

**5/9/08**

**10:31 DST**

**Home, NJ**

It has been a day of meetings and things generally are good. We are getting the program ready for the Carbon Credit Self Certification program. Don Argintar was in and he can set up the beta site without a problem. I have been working with Indy and we are writing an article together about immigrants. I want it to appear in some local Indian newspapers to attract more immigrants that can make deals for us. I had lunch with Joe Daley who I have been dealing with for more than twenty-five years; he is a good man and I am glad we have stayed in touch. Our new product lines involving metal and plastics all have their special areas to watch and I am learning a lot about where the potential problems lie. A sometimes painful journey, it will hopefully stop larger problems later on. Ben went to Florida with his friends for a vacation. Some of them are graduating and this may be their last time together. Kayla went to a religious retreat for the weekend; she has been working very hard in school and I think this comes as a welcomed break. David is back from Mexico. We have new procedures for them to follow down there. If they can do it, then we will all prosper. If not, then changes will need to be made.

**5/11/08**

**9:51 DST**

**Sunday Night – Home, NJ**

Yesterday, after temple and biking with Uncle Dave, Wendy and I drove down to the Jersey shore to attend a 70th birthday party for my good friend John. He is in such great physical and mental shape that it is hard to believe he is seventy. The party was well-attended and everyone there seem to share my opinion, which was that he, was a high-grade man, filled with integrity and trust. It was an interesting mix of people including some of his family and long-time friends. It was a pleasure meeting his younger son, who was a successful sales-

# MAY

man. Wendy and I also spoke with John's young brother, an attorney and a highly interesting man involved with making deals by leveraging the projected earnings from varied media and celebrities in exchange for cash.

I am getting a strong feeling that this Carbon Credit project is becoming a lot bigger than I had anticipated and I am slightly overwhelmed by the possibility of its scope and the responsibility I feel for its development. I emailed Ben about it and he too thought it had great potential for China as well. We have to be very careful with this because we will not get a second chance and I don't want to mess it up. On the other hand, bold action is what got us here in the first place so I don't plan on stopping.

It was Mother's Day today. I hope Wendy had a good time.

David emailed me thanking me for his increased responsibilities and the confidence that I showed in him. He has enormous potential that no one has ever utilized before. I hope we can be the first for everyone's benefit.

**5/12/08**

**9:53 DST**

**Home, NJ**

There was a terrible earthquake in China today. Happily none of our people there were hurt, but so far the death toll is nearing 10,000 people. The cyclone that hit Burma caused immense death and suffering and there is still a problem getting aid into the country. The government trusts few people and their citizens are not getting enough help. I fear many more will perish.

On the happier side Gary was in today. IJ globally is doing very well, IJ US is down in profits, but that is mainly due to the costs of the IJ Summit and the increased business travel. All of these sales related costs are okay and we will keep on doing them. I think the recession will worsen, which means more chance for market share. We will keep pushing.

Vinnie and I spoke with two people from EPA PT and with a few revisions; we re-submitted our proposal for the next three years. It looks like it will pass, which means we can launch our carbon credit plan. It will be a fascinating endeavor if we get a green light to proceed on the project.

I interviewed Dave Williams' nephew Jay for a summer paid internship. He is excited to start work. I hope to give him a good summer that gives him training that will benefit him for the rest of his career.

David is moving into his roll as world head of sales and I am giving him increasingly more power over the day-to-day sales operation. He is on the road again next week in Europe.

Bunny and Jeff are on the way to the Berkshires for the summer.

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We had dinner with them as well as Barbara, Cliff, Barry, Alex and Kayla. It was fun to be together. Our kids collectively are fantastic and I am very proud of all of them.

**5/14/08**

**9:44 DST**

**Home, NJ**

Yesterday the lien was taken off our house. It was a big moment. Finally after more than three years, I can start to forget about it. Now we just have to finish paying off the loan.

I promoted David today to VP of Sales and Marketing. There was some skepticism amongst my other VP's because he has not been with us that long, but I felt it was necessary both to give him the needed power when dealing with our various groups and elevate sales to its rightful position within the company. After all, without sales, nothing happens and there should be a VP in Charge. With the recession in full gear, as long as the large housing problem continues to grow, we will continue a company reduction plan in case of emergency. I have instructed our people to search out waste, inefficiency and over-staffing as our volume drops. If needed, it can be implemented swiftly and before we are hurt too badly. I do not like to lay people off, but will do so as needed. It seems to be a catch in certain parts of the world.

Some of our salespeople keep saying things are done differently in their country. That code phrase "we do it differently here" usually means being less assertive, aggressive and trying to close. As times get tougher, it will get harder to close, but also easier in a way. When people are desperate to keep their jobs and stay in business, they will listen to others like us with new ideas about saving money and faster deliveries. It is time to attack and be very aggressive. For all of those who can't, they can go work somewhere else. The answer I have for those who say "we do it differently here" is simple: produce the sales and I will leave you alone, if not, you will take our advice on how to proceed. Sales are a bottom-line business. These are tough times and my short level of patience has grown even thinner. Produce or leave, it is very simple just not easy. Alex has been editing my book and saving me a lot of time. He will also make the design for my new CD collection called "Life Cycle Moments", a four CD package of my last four efforts.

**5/17/08**

**8:35 AM DST**

**Newark Liberty Airport, NJ**

Kayla, Alex and I are on our way to Cleveland. It is Ben's graduation from college and Wendy is already out there. Oh how my children have grown. Not just because Ben will be 22 years old tomorrow and

## MAY

graduating, but also that Alex and Kayla just left me in this lounge to go back into the main airport and had no thought about going alone. I have been very fortunate and this weekend will mark a mile stones for all of us.

Life for me has become strange over the last few months. Having David on board who I just promoted to Vice-President of Sales means that I am mostly stationed here. I used to look forward to traveling once every four or five weeks, but now I am strictly on call to open new accounts or close deals or take care of trouble. It is the job I always wanted, but once again, I hope I like what I always wanted. It is a little strange setting up trips for my people and watching them go out to the field. I am both thankful for not going, but miss the road at the same time. But my time will assuredly come again soon because if we are not opening new accounts or closing deals, then we are in trouble. This will force me out again anyway.

I always marvel at the way people handle themselves during a recession. Some decide to work harder, get along better and try to move forward because in tough times, there are always chances to shine. While others may decide that it is the time to slow down, take life easy, be a pain and try to squeeze their employers for more of everything. It always amazed me how stupid some people can be and as always, I can see it with an occasional member of my own team. Tough times give you the chance to review who does what and what happens well. It is also a good time to cut back on staff and fine tune your organization to keep the best and get rid of the waste. All times in business have their good parts and bad parts. I try to see reality as it is and utilize what the times and circumstances present us.

I started working on the carbon credit program two days again after we got the formal okay to go ahead. We have proceeded rapidly and are almost ready to submit the form to Don to set up the beta test site off of our website. It will be an online registration. One of the keys will be the carbon calculator, but it looks like EPA will have their own available soon, which will make life much easier for us. Utilizing their software means a level playing field for everyone to define what a carbon credit is.

As it turns out, there is a big EPA conference this week and Vinnie was scheduled to go. They are having a group of Chinese students and scholars in and have invited Vinnie to speak to them about being in the PT Program. It is the perfect time to announce our Carbon Credit initiative and he will spend all his time checking for more information, gathering support and meeting as many people as possible. Vinnie loves these conferences and really likes the seminars about various types of environmental programs and absorbs everything like a sponge. He is also good with people and will be able to forward our new agenda in a way I couldn't. Again, he is out in front and I am

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in the background. I have a feeling that I will need to step up when we take the program to the State of New Jersey for review and a test program. It sounds like fun. It feels really good to be doing something that could actually impact the country and help our planet.

Putting in this carbon credit self-certification system should help set off a storm of individual innovation across the country. People will be able to sell and trade credits especially if the government decides to place a carbon tax on every household and business. In response, people will want to find ways to save and produce energy. There is no greater impetus than trying to offset taxes or make money

**5/18/08**

**3:48 PM DST**

**Cleveland Airport**

We got to Cleveland on time yesterday, rented a car, met Wendy at the hotel, and then picked up Ben to go to lunch. He had been at graduation rehearsal all morning and unfortunately, he said it had been a waste of time. No matter, he had to go anyway and after a nice lunch, we where all caught up. After we dropped him off again, we went back to the hotel and once there, Wendy, Kayla and Alex took naps while I worked out. The hotel has a nice gym with a good treadmill and stationary bicycle as well as a TV. The weather was not great and I was just as happy being inside as out. Later, it was out to dinner with our friend's Abbie and Laura, his mother, their son Jeremy who also is graduating and our family. Jeremy and Ben have been best friends for years, but in the next few weeks, they will probably be going on different paths in different areas of the country. Ben is coming home to an internship at a recording studio in New York City and Jeremy is a teacher and not sure where he will find a job.

After dinner, the kids went out to a party and the adults went back to the hotel to go to sleep.

Since I did not know if I would have time to work out today, I got up at 4:30 and went back to the gym. It was raining outside, which did not bode well for the graduation ceremony, but we checked out of the hotel and headed toward our parking area. Happily, Abbie knew the area well and he guided us to a superb parking spot and then we walked through the light rain to the main gym where the festivities were to take place.

I had some reservations about today. I don't care for crowds; long ceremonies and listening to a lot of people speak. Unfortunately, all of my fears were realized and we spent more than five hours there before everything was finally over. The good news was that Ben did graduate, Ben Magna Cum Laude. It was great watching both boys get their diplomas.

Actually, one of the better parts of the weekend that happened

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was the Mexican Restaurant we went to for lunch. The kids wanted it, and we had a nice conversation, which included our family and Ben's new girlfriend Katie.

She lives here and Ben is moving back home, but he really seems to like her so a long distance relationship might be possible.

As for Kayla and Alex, I don't think they were thrilled with the ceremony either, but they all got along and I am glad they had a good time together.

We are now back at the airport waiting for our plane, which is on time. I have been getting emails from both Jeroen and David who are trying to find each other in Hungary. Since I stopped getting emails from them and it is about 10:00 PM there, I figure that they are okay. Tomorrow they start their sales calls.

**5/19/08**

**9:41 DST**

**Home, NJ**

The flight landed early and we got home at about 7:00 PM. I was trying to figure out why things were bothering me so much and why I was having trouble having a good time. I came up with a few reasons. The first is that I don't like large crowds and long boring ceremonies. But in addition, I also don't like traveling as a non-businessman. It takes me out of my power area and I feel less in control, which bothers me a lot. No matter, we don't have another college graduation for about four years and that is a long time away to have to worry about it again.

It is hard to believe that Ben is twenty-two years old today and a college graduate. He is a good, compassionate, kind human being who would help anyone. I am so proud to be his father.

**5/20/08**

**9:51 DST**

**Home, NJ**

IJ Mexico is in trouble. They are not being run efficiently and David will have to step in. Personnel changes will also probably have to be made. It is too bad, but I have to step in now before it gets worse.

Alex started working on the Carbon Credit project today. He is figuring the mileage from Ideal Jacobs US to everywhere else we ship. We will need that to calculate the total miles for the CO2 calculation.

I was traveling next to a man on Saturday on the way to Cleveland and he mentioned that one of his dogs had cancer. I thought about telling him about the SGS System, but realized it was only for people. Then I thought about it for a while and said to myself why only people. I thought the idea had merit and I emailed Ben who emailed the manufacturer who also thought it had potential. We have emailed the in-



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formation into a Veterinary Hospital with a cancer specialty and I hope to hear back from them this week. Maybe we can do this. People in the US love their pets and are willing to spend a lot of money on them as I have and do. If I have a chance to save mine, then the money will usually become secondary. Also, we may not need FDA or any other approval especially if we call this a research operation. I emailed Jose in Mexico. He is a Veterinarian and he is checking down there.

Jeroen and David are traveling to Romania tomorrow, so far so good for their traveling together.

No word yet from Vinnie in Washington at the environmental conference. I hope his talk went well today.

Dan Cohen wants to do more Sunday Night Lifeguards CDs. I am all for it. The next recording will probably be focusing on a tough economy.

**5/21/08**

**9:38 DST**

**Home, NJ**

We gave a price to one of our smaller customers and when we followed up, they said they got a cheaper price and went with an alternative supplier. While in their mind, this might have been a good thing, but it may backfire for them in the future. Here is how, by our knowing that they have an alternative supplier, we now know that when they call us for rush orders and they start to try to bargain with us and threaten to go to another supplier that they already have another supplier and have already tried them first. Therefore, we know that they are now in a much more desperate spot than before. We have less pressure on us to cave into their continual demands for price reductions. By not giving us this job, they are in effect setting themselves up to spend a lot more money later on. If we are someone's only supplier and they totally depend on us, then it puts pressure on us to help them all the time. But if they have an alternative, then that pressure is lessened.

I had never been a big fan of massages ever since I tried it while at a health spa where Wendy and I have vacationed. I did not feel comfortable and kept all of my clothes on the whole time. I have been having some stress related pains lately and combined with my continued use of ant-acid pills, my family has been urging me to find alternative answers than going for the pills. It is not as though I am taking twenty a day, but they still think I am becoming dependent so I agreed to try a massage therapist that my wife and kids see. It was not that hard of a decision since I had a stabbing pain for the last two days in my neck and back and I found myself there this afternoon. This person was an extremely rugged middle-aged woman who had emigrated from the Soviet Union. I have not been through a work out like that since my

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days in martial arts and fencing. She was poking and pushing places in my neck and back that were causing enough pain that I actually had to ask her to stop a few times. I consider myself to have a reasonably high threshold of pain. As I went back to the office and my body started to get increasingly achier as I moved, I wondered if I had done the right thing. By the time I got home, my head was also now hurting and I took two aspirin. Later in the evening, I felt better and both my wife and I agreed to wait until tomorrow before passing judgment on to the results.

Suffice it to say that if my neck and back feel better in the morning, then there is a good chance I will return.

I realize that playing tennis an average of six days a week is probably one reason for my body pain, but I also know that if I don't burn off my stress then it will only build until I explode not to mention gain weight.

David and Jeroen are in Poland. They will make a call tomorrow and then fly to France. I wanted this trip to be training for Jeroen and I figured that David would be the best one to do it. Jeroen is capable in engineering, but needs to learn about selling and the aggressiveness needed. David is a perfect teacher for that aspect and although I know Jeroen will want to get away from him by Friday, he will also learn a lot in the process. I am having David take over the sales calls that Marisol and Eduardo had been making in California and Massachusetts. He is better suited for them.

### **5/21/08**

We officially went into recession mode today. I fired one pressman. The other half of the team had been moved because she was pregnant and we did not want her around the inks and cleaners. Other layoffs worldwide and demotions will begin next week. I do not anticipate many. It is never easy firing someone. You are taking away their livelihood, but if we don't have enough business, then we aren't doing anyone any favors so I will do what has to be done.

Business this month is much slower than last year. My plans are to keep going as we are, as long as we stay profitable, increase the integrity of our system by more training for our people and get ready to take the market share that I think will become available as times get tougher.

Vinnie is still in Washington at the EPA conference and having a great time meeting people and learning new things. They have virtually no information about global warming or carbon credits, which we found amazing. He did hear about greenhouse gases from one of the heads of the California delegation and he plans to seek more information tomorrow. If EPA doesn't have a Carbon Calculator ready soon we will ask to adopt California's for the project and hopefully then bring

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them into the process at the same time. Alex has been working on our carbon footprint information and making great progress.

I will announce David's promotion to VP of Global sales tomorrow. He will take over direct control of all sales and marketing worldwide except for IJX unless they want it.

We are using one of Alex's drawings for my new CD Compilation; it will go out probably next fall for new customers.

**5/23/08**

**10:23 PM DST**

**Home, NJ**

IJ Mexico is in trouble. Both our sales people there have no idea what is needed to sell. Not that I should expect anything else, they were trained as buyers. They said they could do it and I let it go for seven months hoping they could do as they said. But over the past four weeks, it has become evident that their circle of friends that they depended so much on who are still buyers have let them down. Now we all have to pay for their misplaced confidence and my wanting to believe in what they said. By this Tuesday, I plan to fire one of them. If there is no improvement within the next five weeks, I will fire the other. That will leave the inside manager to handle the business we already have. She is competent and can do it. Since I need a Mexican citizen to be with the company, I will attempt to make a deal where the salesman who owns stock to exchange it for either money or a car and with luck everyone can remain friendly.

David and Jeroen finished their sales trip. This morning was the big meeting with Alcatel-Lucent. Jeroen said he would handle the call and unfortunately, his expectations for the outcome were not met. He has raw talent, but has to make the decision as to whether he wants or can be aggressive enough to sell as needed. I don't know what his answer will be.

The economy is going downward before my eyes. I see the signs and the look of panic beginning to appear. In response, I am canceling various projects that don't have a great chance of success to conserve capital. I am sure others are doing the same. We have entered crunch time and only the strong will survive. I figure this recession will last another two years. I demoted one person today, our part-timers will go next and then more staff as needed. It will become increasingly less fun as this gets rougher. My use of ant-acid pills will increase accordingly.

I don't like the idea of having to fire someone hanging over my head, but I have to wait until at least Monday to fire the person in Mexico. I have to give the manager there the option to fire him or have me do it. She said at the beginning she would do it if necessary, we will see if she has the will to do it.

Firing people is horrible.

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Now is the time when ideas and willingness to innovate and fight will bear fruit and I am ready. We will use our brains and conserve funds, as per the teachings of my dad: How put us into position to move into new areas.

The panel business probably will not amount to much, but it doesn't matter because it got us into the gasket business, which holds great potential. Who knows where we will move into and make money because that is part of the joy of the game.

**5/25/08**

**10:20 PM DST**

## ***Sunday Night Memorial Day Weekend***

This morning started normally, but on the tennis court with Uncle Ira, we were pulled off by one of the owner's, who nicely came to get us. My dad was on the way to the hospital with a possible heart attack. We had been through this before and we went right up to the hospital. As it turned out, we beat my mother and him there. After waiting for a while, he had an EKG that showed no heart attack so my mom thanked us and Ira and I went back to finished our game. My dad is 83 years old and these attacks are becoming frequent. I then went biking, as per my normal Sunday schedule and stopped off to see Phoebe who was well. After that, it was back home and then I went shopping for dinner, some supplies for tomorrow's graduation party for Ben and flowers. I got back home and received a message that Dad was being kept over night in the hospital. Wendy and I visited him later that day. He seemed fine; the man is like a bull. We left him in the company of one of his friends who had come to visit.

I have been emailing with my crew about IJ Mexico, Ivan and the plans for an SGS project. David wants me to wait until Tuesday to fire Eduardo and I will follow his wishes. Actually, I am happy he is taking responsibility for the operation and wants to be parts of the tough times as well as the good ones. Everyone is behind our efforts for both the SGS system and the Carbon Credits. We are moving forward on both.

**5/26/08**

**2:20 PM DST**

## ***Home, NJ***

Today is Memorial Day and I missed the parade in Maplewood. I hope I never forget what all of our veterans have done for us and the platform they have built that gave me the foundation to go after my dreams. It is good to remember how good we all have it, often from the sacrifices that others have made. Or in other cases, how some people seem to have had no choice and end up in life with fragile bodies and minds that limit what they can do. When I am having a tough

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day, I try to think of them and how my worst day is usually better than their best. Moreover, I have no right to complain or even think of feeling badly.

Moving on to more pleasant thoughts, Ben's graduation party begins in less than two hours and my wonderful wife, as always, has prepared a bountiful celebration that should leave all feeling well by the end.

I played tennis this morning outside and it was a long, grueling match, which of course I lost. But I got what I wanted, which was to be outside, have a great time and expend so much energy that I am sore. Wendy never seems to understand the pleasure of reaching this state, but I can relax and know I don't have to exercise again until tomorrow, and eat freely because I have done what is required to keep myself in shape.

As for IJN, we are having a timing problem there regarding how fast to get back to customers. We had a potential job today that they were going to get back to them the day after they left Poland. You don't get many first chances and this was ours and when I found out that they hadn't sent in the price that I had given them two hours before, I got angry and sent it myself.

I am so tired of hearing how "we do it in Mexico" and how "we do it in Europe". It is another word for not moving quickly and aggressively and I am not putting up with it anymore especially since it doesn't seem to work well anyway. I don't see a lot coming from their efforts. If we scare anyone off because we are moving quickly to help or service them, then I don't want them anyway. No more excuses from our people about local customs. It is all garbage and we will do it our way.

The good news is that David continually seems to be in the same mindset as me so that will make things easier regarding sales moving forward. Worst case, we will fire our people if they can't function the way we want and David can take over their routes.

Tushar has his first set of quotes in India and they will all go through IJX. I hope that they can get started soon. Ben emailed me that he is having troubling making the travel arrangements to go there; it will be expensive and tough. We will see if it is worth it.

I hope to be able to email Ivan back tomorrow.

Tomorrow we have a big meeting about the Carbon Credit Website.

We have to make some decisions how we are going to set it up, our plan of attack, who we will partner with, if anyone and how to go about it. Here is what we have so far.

## **Part 1**

Use the form to figure out the carbon credits

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## **Part 2**

What to do with the carbon credits

Retire

Trade

Donate

Tax Deductions

## **Part 3**

How to create carbon tax credits

Hardware

Software

Creating, building and selling Machinery (solar stills)

Action (hybrid cars)

Consulting

Planting trees, planting fields of crops to leave as is

Creating alternative fuel

More efficient systems to use less power

More efficient systems to make less pollution

Part four

Joint venturing with firms above to help them market, attract capital, start new companies

Getting commissions for referrals

Getting fees for letting them advertise on our website

Being Carbon Credit Broker

**5/27/08**

**9:59 PM DST**

**Home, NJ**

Marisol thinks she can get permits for two SGS machines. It will take months. If she does not start selling, she will not be working for us on a day-to-day basis. We had a big carbon credit meeting today in the office. We have a plan, the designs have started, and I am excited about our prospects. We have the chance to be approved by Sun and Fujitsu for gaskets. This could be a big area of new business for us.

It is crunch time; people either do as we say or they will be gone.

David leaves for China this Saturday, then he is in the US and Canada for the next six weeks. We are spending a fortune on travel for him. I believe it is worth it.

Selling is hard. If necessary, then only the few of us who can will do it.

I was in a bad mood this morning, but now we are in action. I am much better.

My son Ben started his internship today and loved it.

Alex will attempt to market my game tomorrow. I hope he has better luck than the rest of us have had.

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**5/30/08**

**9:44 PM DST**

**Home, NJ**

Tomorrow I have my first appointment with the acupuncturist; I hope it works better than the massage therapist. He has a lot of work to do, to try and help me with various aches, pains and stress levels, which have been affecting my stomach. Wendy is afraid I am addicted to ant-acid pills and wants me to break the cycle.

Business for IJUS for the first 5 months is behind last year by about 4%, which is fantastic considering the economy. We are up worldwide. Moving into our recession marketing and business mode should set us up well to capitalize on the continuing market conditions.

So far, there is no luck for the Gamma Knife for humans or animals. We will keep trying. We are still not doing it right, I can feel it.

**5/30/08**

**10:09 DST**

**Home, NJ**

Eduardo is no longer with the company.

I tried to go to the acupuncturist today, but his receptionist booked me for another physician in the office instead of him. Perhaps it's a sign not to go.

Mike said we are now ahead of last year in sales, which is amazing especially considering the economy.

David and I spoke to Jeroen and explained our marketing and how we wanted him to do it. After a bit, he said he understood. Going after smaller jobs which are difficult and fast, in an environment where everyone wants long runs with plenty of time is a great opportunity to be selling. Plus our increased product lines also give him more areas in which to sell. We will follow-up with him a week from Monday.

I worked on the Carbon Credit Website. It is taking shape nicely and should be ready to go to Don next week.

Ben's girlfriend, Katie, is here for the weekend from Cleveland. She is nice and we like her a lot.

Alex has been editing my latest book. I am hoping to have it ready for press by the end of June and to start distributing it the end of July.



**6/2/08**

**9:49 DST**

**Home, NJ**

David is in Xiamen and training our people there. He has also been in conversation with Ben about our marketing and future sales direction.

Vinnie and I worked on the potential new roll-to-roll press today and found a good pressman who is available, when and if we buy the press. Judging from how much we spend in outsourcing. I think it will probably be worth the financial risk to go for it. If things stay constant, the press should take less than two years to pay for itself.

I was working on the SGS project today regarding veterinarians; it is a slow process.

I played tennis yesterday with Ira. Next to us were two old men, my brother asked their ages. He said later that he knew they would be proud of it. One was 81 and the other 87, a marvelous testament to the power of positive thinking and willpower. They were an inspiration to all of us.

We went to Norman's 80th birthday party. It was a lot of fun and it was great to see people with whom we rarely have a chance to talk. Jeff and Bunny were there, he did not look great. My parents also attended. My dad did not look so well either. It is difficult watching them get older seemingly before our eyes. I keep thinking back to the power they both used to generate from within. One day it will be our turn. I hope that Ira and I are still playing tennis and we are all here in good health.

**6/2/08**

**7:23 DST**

**Home, NJ**

I finished the June newsletter yesterday and at the end, I put in an



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advertisement of sorts to anyone who wanted to start their own business. It was a call to entrepreneurs to come join us. We would offer the infrastructure, mentoring and monetary support. They would bring their ideas, their energy, their aggressiveness and total determination.

I also got a call yesterday from a college student. I did not know him, but he insisted on coming in to fill out an application. I had no particular job opening, but let him come anyway.

He came in, unshaven and unkempt, but there was something about him. He told me that in his quest for a job in his field (photography and graphic design); he had started at the top of the phone book listings for printers and worked his way down. I liked his tenacity and after a tour of our plant, offered him a proposition. I gave him some of my books, CDs and a copy of our carbon credit plan. I told him to read as much as he could and figure out a job he could do with us for which I would want to hire him. In other words, he was to shape his own destiny. It was all in his hands. If he was creative and came up with something I thought had merit or appealed to my sense of adventure, then he would have his chance. It will be interesting to see if he comes back. I also told him to shave and put on a tie before he came back. At least that would be an improvement for the next place he visited if it did not work out with us.

I liked doing this, giving someone a chance where none had existed before.

David is in China and the training is going well.

Marisol is trying to sell, but is not getting anywhere. It is a tough road and a lot of time has already been wasted. My patience is short and she needs to find orders. Selling is tough, much harder than I am sure she ever imagined.

### **6/4/08**

Marisol now has a sixty-day countdown. She either gets three new customers with purchase orders from each or she is gone. I will leave it to her how she wants to spend the sixty days. Either way, the company should win. David is in China and working with the salespeople there. He may have burned them out. They seem ragged after being with him for a few days.

Wendy says I am closing in on getting to the next level of business and it is starting to feel that way to me too.

I went to an acupuncturist today. He examined me and seemed to have pretty good feel of who I was. I will probably go back.

Alcatel-Lucent had a big layoff today. Joe Daley, my friend there of thirty years got let go. I am trying to help him get a job. Times are tough for a lot of people.

# JUNE

**6/6/08**

I got a call from a man named Murray yesterday. He was a referral from Dan Gallagher. Murray is in charge of a small company that does mergers and acquisitions. He is also involved with a company that has invented a new type of solar hot water heater. We talked for a while and he told me a lot about himself. The invention looks incredible, but I have to wonder from the team he had assembled why they need outside capital. I think they need someone who can run their company from a manufacturing and distribution point-of-view, for which we could be a very good fit. That, plus our contacts with EPA, OSHA and the carbon credit project, may make an ideal fit. I spoke to Murray again today and he is coming in for a meeting with my crew next Wednesday. If they want our money and our help, then we will have to be in charge, which will be the main area of concern. In order to finance it, we would have to utilize the IJX credit line. Ben says we have only one chance per year to do it and we might as well use the whole amount. I am ready to take a big chance, maybe this is it. The SGS system did not seem to work; maybe it was our way to get our people ready for something else. Perhaps it is this. We can manufacture and assemble these units in China and send it all over the world. It's fun to think about.

It is supposed to be very hot this weekend, great biking and tennis weather. I am supposed to meet Uncle Dave tomorrow after temple.

Rebecca called me this week because her summer job fell through. I always said she could work for me. I do not know for how long, but I will try to give her good stuff to do. Lisa is probably going to try to get into medical school. She is smart and I hope this works out. It would be good for her to be settled on a path for something for which she has a passion. I was lucky with our family business for it both to be there and for me to love it. I hope that she finds something about which she feels the same way.

**6/7/08**

**6:11 PM DST**

**Home, NJ**

After pancakes this morning, which I shared with Bailey, I went to temple and then went biking with Uncle Dave. It was very pleasant with very hot temperatures in the high 80s. It was when I got back that I got an idea. We had been having trouble selling the SGS system. But the man that I met this week gave me an idea. What if instead of selling it, we tried to broker a deal with the smaller of the two companies to be interested people here in the United States. It would be our first foray into mergers and acquisitions and it sounded really exciting. Ben was just arriving in India to see customers with Tushar and I emailed him the plan. Would the company be interested in selling part of their

## THE IDEAL ERA

company for about and we would get 5% for our part of the deal? Ben liked the idea and said he would check and get back to me. One of the big parts of any deal is to have the company you want to sell be willing to be sold. Then you need to find the company who wants to buy them. I had a feeling that Murray could be very important. I need someone to teach me the ropes in this area and he could be the right guy. The best part is we would not use our own capital so we could save it for other things.

**6/8/08**

**9:45 PM DST**

**Home, NJ**

It has been very hot here with temperatures nearing the 90s.

I played tennis, biked and planted flowers today. After lunch I went to the office and continued to think about my plan for Wednesday with the M&A man. I will set up an agenda tomorrow. I got an email from Ben who is in India helping Tushar to learn how to sell our product lines. He mentioned that he was coming here and wanted to talk. I had planned to be back in the afternoon on the 30th, but he wants to meet on the 30th and the 1st so I will change my plans. We are not on the same wavelength right now so it is good he is coming. We need to find a way for us to become parallel again. It is the way my minds works: consider what could happen, work on contingency plans and be ready.

**6/9/08**

**7:03 PM DST**

**Home, NJ**

Last night, I got an email from Marisol that she was planning to go to California to see a customer and was trying to see others. In my mind, this was in direct contradiction to my recent orders for her to stay in Mexico. This got me so angry that I had trouble sleeping.

Tennis this morning was outside and wonderful. I played hard, but lost and got out a lot of aggression.

There is a heat wave in our area and the power went out in the office mid-afternoon. We waited for a while, and then I began to send our people home. It is amazing how everything stops with no power, something we all depend on so much. I am hopeful it will be on by the time I get in tomorrow morning.

**6/10/08**

**9:31 DST**

**Home, NJ**

My niece Rebecca called this morning and decided she wanted to try to work somewhere else for more money. It was fine with me. I had

## JUNE

satisfied my familial obligation to her, which was good and as it turned out had defined a new job for the next person. The kid who I told to come back yesterday came in today. He had on a tie as instructed and was very sweaty since it was about 95 degrees outside in addition to his car not having any air-conditioning. The fact that he came in dressed with the tie and got through the interview well was enough for me. However, had my niece not decided to quit, I might not have hired him, but now Colin starts tomorrow.

I spent part of today working on the meeting for tomorrow. It is turning into a big deal and I am hopeful that it might become a new area for us both, with the solar water heaters, mergers and acquisitions in general. I made an agenda and sent it to everyone involved including Murray. I decided to treat him as one of my team. He would either like it or not, get along well or not, want to work with us or not. I asked for modifications and both Vinnie and he sent some. I look forward to tomorrow. The Carbon Credit Website should be ready tomorrow. I emailed EPR and we are trying to arrange a meeting on Monday in New York City. I have no idea how we will be received. I also spent a lot of the day working on things for Marisol and Jeroen. Between David and me, we are putting a lot of work on both of them. I hope it works for all of us. I also spoke to Paulina today. I wanted to make sure she knew how great a job she was doing and how much we appreciated her being there. Ben and his family are coming in on June 30th. He and I have a lot to talk about.

**6/11/08**

**7:36 PM DST**

**Wednesday – Home, NJ**

We met with Murray today.

He is an interesting man and one obviously used to negotiations. The problem he had, in our eyes, was that he was dealing from a position of weakness. It seemed to us that he had no finances and his project was based on the hope that he could scrape up enough money to get a grant from the state to keep going. His other company was apparently not operating so he only had this project, which had been leeching money from him for over a year. He had two costly divorces and he desperately wanted a “home run” before his career ended.

He required between \$250,000 and \$500,000 from us, depending on what part of the conversation we were at and he was willing to give us 25% of his company. He called it a lottery ticket and we all know what the odds of a lottery ticket coming in are. Still, I liked him, I liked the product (a solar water heater for roofs) and I wanted to meet the inventor. I told him that we would counter offer within a week. I know he wants our money, our expertise our marketing and

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sales staff, our government contacts and to keep control. Obviously this is a one-sided deal and here is how I plan to counter.

1. Start a new company-Ideal Jacobs Energy Corp. Give Murray and his people 35% of the new company in exchange for the intellectual property signed over to us including the pending patent. Murray and his people will be on the board of directors, but the entire company will be run by Ideal Jacobs people and we will have a majority of the board.
2. Hire the inventor so that he works for us, give him a salary and medical benefits. He has been screwed by almost everyone in the past and this should be a breath of fresh air for him. All changes to this invention and all his future inventions would be in the new company name. Murray thinks that he can get a \$250,000 grant from the government, but needs a \$250,000 investment guarantee from me. I will put up the \$250,000 under the following conditions.
3. We only have to put up \$100,000 to start while the application is in. We will not need to put in any more until the grant is given.
4. The \$100,000 will be used for: patent review and modification, prototypes, research, certifications, marketing, advertising, pay and benefits for the inventor, future inventions. None of the \$100,000 will be given to the other stockholders until we get the grant money.
5. If the grant money does come in, it will be used for the project.
6. Cut off contact with the research group.
7. Because of his confidence in being able to get this grant we are willing to enter into this agreement. However, if he is not able to secure additional funding of at least \$250,000 within the next six months, then his participation reduces to 25% of the stock of the company.
8. No profits will be taken by any shareholder until all debts are paid for in full owed to the corporation from any supplier for any reason.

Now the revisions can start.

**6/11/08**

**9:52 DST**

**Home, NJ**

The new intern called this morning and left a message that due to the giant storm last night; he only got two hours of sleep and wanted to start a day later. I called him when I got back from tennis and told him to get into the office. He said okay and we never heard from him again. Maybe he got caught in traffic and figured it took too long. I have no idea. What a pity to lose all that effort and good will. Alex will end up having more work now.

# JUNE

**6/12/08**

Murray called to say that he already had a proposal that was higher than ours. I said for him to take it. Then he asked if ours was negotiable. If not, then he could not recommend it to his board. I said it was not negotiable, but I did say that we would be happy to become his supplier to make the prototypes.

He liked that idea and asked for a price on ten units.

I said we needed drawings.

He said he would get back to us.

**6/13/08**

**12:26 DST**

**Friday Night – Home, NJ**

No further word from Murray.

ISO 9001 audit was today with Vinnie and Mike. Our new 9001 auditor is Candace, the same person who does our ISO14001. She is competent and pleasant. The audit went well.

The Carbon Credit Website is ready. EPR called and they want to meet probably on the 17th or 18th, which is not a problem for us.

**6/14/08**

**10:17 PM DST**

**Home, NJ**

I have been trying to work out a commission plan for David. I want it tied to profits as opposed to gross sales. You always want your people to be watching the bottom line of what is left over as opposed to potential lower profit gross sales. I know he can do it and I know he wants it.

The Jensen's were here tonight for dinner. As it turned out, both Alex and Ben were there for dinner and Kayla came in for desert. Our children did us proud and the Jensen's as usual were wonderful company. We have been good friends for years and as I always say, if Jim or I needed each other for any reason, nothing would stop us helping one another.

No word from Murray, but I have been thinking about my own version of a solar roof and I will pursue it ourselves unless Murray makes a move next week. I have been conflicted about my Saturday Minyan Group. I am having more trouble sitting there and I am not getting much out of it. I think I will take a break from it for a while and use the time to research my new solar idea to try and help the world with it while also bringing benefits to us. I have not been fully utilizing my abilities to invent. I think the time has come to see if I have any real talent in the area and see if we can do something in the solar field that can really impact a lot of people with hot water, water purification and electrical generation. I know I have no formal training, but maybe that

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is the best way to be. I don't know if something can't be done.

I have been going to the Minyan group for over twenty years. I hope that I am doing the right thing and that God will not be upset. I believe in god, I believe in his force and I want to do what is best for me and my family. I have my doubts about spending time in temple when I am not feeling the connection. I will think more about it.

**6/17/08**

I finished the outline Sunday for the new Lifeguards CD about a crisis of faith. Here it is:

*Opening.*

*When my oldest son Ben was about to be born twenty-three years ago, my wife and I wanted to join a local synagogue. As our search narrowed, we went to a Friday night service at one of them to try it out. While sitting there, my eyes wandered around the beautiful sanctuary and I centered on a group of remembrance plaques on the wall. One of them had my grandmother's name on it. She had died when I was eleven years old. Feeling that this was a sign, and with my wife's agreement, we joined immediately. Strangely when I went back later to view the plaque it was gone. As it turned out, this was the temple that my grandparents had belonged to and my Dad had attended when he was a boy. One of the first things I did as a member was join their Saturday Morning Minyan. It was a group of regular people, not lead by a rabbi. We ran it ourselves. Over the past year or so, I have found myself beginning to wonder why I was there. The service no longer spoke to me and I found myself going more because of habit than enjoyment. That doubt then began to spread to other parts of the religion itself, the doctrine and the structure. It wasn't meaning what it used to and I no longer seem to be in step with what was happening. Faith covers many areas. If there is doubt in one segment, does that mean there is doubt everywhere or is questioning why things are what we are supposed to be doing on a continuous basis? What are we supposed to be doing?*

*It's time to talk about the things that keep us all awake. We are the Sunday Night Lifeguards.*

*Welcome to The Sunday Night Lifeguards. I'm Andrew Jacobs with Rabbi Daniel Cohen. Let's get right to it.*

*Dan, a crisis of faith.*

*Is that what you love to hear because you know people are thinking or you don't like to hear that because people are in conflict with it?*

*How do you doubt your religion?*

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*How did you deal with it?*

*Is whatever you are dealing with finished?*

*How did this affect the relationships around you?*

*How do you explain when things go wrong to seemingly good people, like Job in the bible?*

*I often say that people seldom do what is in their best interest. The main reasons for that are:*

- 1. They are emotionally involved and blinded by the situation*
- 2. They are only seeing things from their point-of-view*
- 3. They want to win and the other person lose as opposed to everyone winning*

*How would you react to those ideas regarding the conflict that arises everywhere?*

*Let's take me for example.*

*I like to think of myself as intelligent, willing, and able to think things through and act in everyone's best interest. What if the conflict I feel would indicate a change in the way I conduct my life, which in turn will affect the people around me and those who work for me? I am not just one person, but I affect the lives of a lot of other people. Should I allow the conflict within me affect the way I relate to others? Obviously there is a chance for both better and worse times because of this change, but right now everyone is doing well with the way things are. Should I risk a change that might benefit me, but would potentially negatively affect them?*

*When do my and other people's responsibilities start and stop?*

*You, as a Rabbi, had a very different view from many of your friends and contemporaries. A change in your views with them would not be nearly as big of a deal as a change in your views that would affect your congregation. How do you know what to do, when to do it and monitor the changes that are happening? Are you locked in to being a certain way because it is an expected part of your job and responsibilities?*

*How do you separate structure from faith, from doctrine and from a living plan for life?*

*Could I be correct and the religion could be wrong? Am I out of step or are*



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*they and if so, can or should we come back together?  
Is that when people start new religions?*

*Is God going to be angry with me for reacting this way and will things suddenly turn badly?*

*Am I asking questions that should not be asked or just hope things will work out?*

*Let's move from religion to everyday matters.  
Let's say that you have been in the same job for twenty years. You hate it, but you have a family to support and people counting on you.  
Should you stay with it? When do the obligations you have to yourself override the obligations you have to others?*

*What if you have a family member, a parent who does not treat you well? You have done your best over time to be a good son or daughter and your patience is about to give up. Our society and our religions tell us to honor our parents. What do we do when we can no longer do this?  
If we sever the relationship, are we dooming ourselves to eternal penance because we did not do what was expected of us?*

*You have a chance to follow your dream into a new line of work. It will mean you and your family will have to take a major financial risk to do it. You will be affecting everyone's lives with your dream. Should you go for it?*

*What we are talking about is responsibility versus want. When is it right to go for it and when is it right to make a change? Who decided in the end if we were right or wrong? How is it all measured? Who decides?*

I am planning the distribution of my book to start in August, which is a good time for our next mailing.

When Ben comes in two weeks, we will have a lot to talk about. Our people have been making progress in setting up contacts for the SGS system. There's no deal yet, but progress is being made. We will also talk about more sales people for India, working on both IJN and IJM regarding more sales, better penetration into the market and whether personnel changes are needed.

I took Kayla to camp today; it was sad seeing her go, but she seemed very happy by the time I left. I guess I am fine, but still a little lonely and sad.

Checking on sales is becoming more of an effort since we are now worldwide and I can't just judge things on how IJUS is doing. My moods coincide with how we are doing in sales as well as my weight. I

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know it sounds strange, but they both are directly tied to my ego and how I judge myself.

I have acupuncture again tomorrow. I am not sure if it is helping, but I will continue for a while. Both boys are doing well, but my son Ben needs to be out of the house. He will hopefully be finished with his internship and on salary by September so that he can move out. Alex goes back to school in August. Kayla will be home by then and life will hopefully go back to normal. Kayla's car got hit by another car last night, which was not her fault. The boy who did it admitted to it. She came in last night and got me up both because she was really upset and to check her car. I had been asleep, but it is never a problem when one of my kids needs me. After she calmed down, I tried to go to back to sleep, but it took a while. This morning I spoke to the boy's father who asked me to use their body shop for repairs. I will try them tomorrow; otherwise, I will go through insurance. I'm a little uneasy about this, but Kayla and he are friends so I will try to let them do it the way they want.

David is in tomorrow and we are working on a new compensation plan for him. I hope to get it settled within the next few weeks. Come August, it will be review time for raises, bonuses and cut backs where needed. It is a stressful time for everyone.

**6/18/08**

**7:24 DST**

**Home, NJ**

I woke up this morning and immediately had an anxiety attack over Kayla's car. She is at camp now. I needed to check if she was okay from the accident before going to the man's collision dealer instead of going through our insurance company. I was annoyed that I had agreed, but decided to calm down and eventually later that day after some phone tag got a hold of Kayla. Happily, she is fine. I spoke with the collision man and he seems to be okay. In fact, David and I had been going to a meeting with Indy and two other people for the SGS project and on the way, David was driving my car and got into a car accident. Now there were two cars to get repaired, which actually got to be humorous by the end of the day.

As I mentioned, David was in and we spoke about sales, the news sales CD, which I must outline and the SGS meeting. Indy had set this up and I had no idea what to expect, but by the time we got to the meeting after being delayed in the traffic jam and the accident, I was not in a great mood. The guests, however, were good and one of the people in particular looked like he could help set up a deal in India so I quickly forgot about everything else and centered on that. He said he could set up a joint venture with a hospital, clinics, doctors and patient guarantees in exchange for our bringing in the SGS unit and

## THE IDEAL ERA

possibly take care of the construction. He is supposed to get back to us early next week and I invited him to come to China to see a unit in operation. If it gets going, I will meet Ben in India to close the deal. I was extremely happy with Indy, for picking these two people and also the way David handled himself.

I am the opener for new accounts, the closer for deals and there for trouble. With that and the overall running of IJ worldwide, I have to remember to stay in my place and let everyone else do their jobs.

Afterwards, I went to my acupuncture appointment. Some of the needles hurt, but I think he is getting closer to whatever is bothering me. The pressure from my going up a level in business is creating more than the usually levels of stress. The doctor mentioned that a lot of stuff happens around the liver. Not the liver as we know it in western medicine, but the liver as in eastern medicine, which apparently means something different. I am not sure if it is helping a lot, but I would rather have needles than take pills so I will keep going.

We sent the Carbon Credit Website to EPA for review. I got a note today that they thought we should start with New Jersey instead of EPR. I told them they had to go first so I could use their name when going forward. This is probably going to be a long road, but that is okay.

My wife is out playing mahjong tonight. She used to play every week and really liked it, but her weekly game ended. She seemed very pleased to play again.

It is strange having Kayla away. I miss her a lot, but I did get to talk to her today.

**6/19/08**

**10:07 DST**

**Home, NJ**

Kayla's car went in to be fixed today. We will pick it up Tuesday and brought in mine.

By the end of next week, we should be back to normal.

She called today from camp and sounds wonderful.

We heard from the EPA today, we should get feedback next week regarding the Carbon Credit Website.

Jeroen is having problems selling the way we want him to; it may not work out. I will meet Ben in Europe in September. Wendy will hopefully come with me and be stationed in Paris.

I am going to Asia in October, Canada next Month and Mexico in August. I miss being on the road.

The days are moving swiftly, which means they are good.

I see Ira tomorrow and have the final proof for the family history he wrote. It is a grand effort, but I fear the feedback will not be all positive. Some relatives did not put in anything and others will not like what was left out, or written. He is a good man for trying.

# JUNE

**6/21/08**

**8:37 AM DST**

**Home, NJ**

It is the longest day of the year.

It is also Saturday morning and I would normally be getting ready to go to my Temple Minyan, but today is different. I am in "the cave", the room in my house where I love to write. I am sitting on the floor with my laptop, Bailey is beside me and now I begin a spiritual journey that I have been contemplating for a while. I am determined to come up with a better way for me, a guide that will enable me to take journey into myself without the standard structure of my religion. In my case, it is Judaism, but I have to feel that many people from all religions get to the point where I am. Where does the religion stop and the faith begin? If I am going to have a relationship with my God and yours, then don't we need to find a simpler, faster, easier way to get to the point where the good stuff begins? I define the good stuff as thinking about what is important to me, the work I want to do, the people I want to support and the better person I want to become. Religion was created as a structure to mold the thoughts of its congregants to be on a path so in the shortest amount of time, they could be acting in a similar way to reach the same results of whatever the religion says it can supply. Most say they can supply the answers to the unanswerable questions like what happens when we die, why some die sooner than others, why some seem to have such a better/worse, more interesting, sadder, happier more successful, less or more productive life than others. Religion is a way to level the playing field with a list of do's and don'ts that if you follow, will get you to a certain position and that position will be recognized, respected and sometimes exalted by the others in that religion. But I don't see how that is so great for the individual. Rituals that can be cemented in structures over thousands of years can often become rigid forms of conduct that do not allow for any freedom of thought, movement and especially change. Therefore, what am I trying to do?

I want to start from scratch as to what I want for myself, my family, and the world around me. I want to have, less conflict, more love, peace happiness, success and I want everyone else to have it too. I want people to have the chance to be, in the most positive way, the best that they can be and leave their path up to them. I don't want to force a low level of equality. I want to help create a level playing field where we all can soar to what is possible.

We are all different and we are all the same, but how do you get things to be better?

You start at the beginning and with yourself, which means it begins with me.

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I created a prayer that I recite virtually every night. It is my way of always trying to remember who I am, being thankful for everything I have and for the people around me.

I find the idea of prayer extremely interesting. I think it has great power, mostly for the focus it can bring to a person, especially on a continuous basis to reinforce what is good and keep away what could be bad. When people tell me something really bad has happened and I asked if there is anything I can do, they almost always say no. But then I ask if I can pray for whoever is in trouble and they usually respond yes. That is something positive that I can do and they are not only extremely appreciative, but also think I can actually help. Praying is the act of sending out positive energy and I do believe in its power. It is the one gift that cannot be bought, sold or given falsely. It is a direct, immediate assignation of hope and power to not only whomever is in trouble, but also the person about whom you spoke.

**6/21/08**

**10:32 PM DST**

**Home, NJ**

I tried the prayer tonight. It felt like a good thing to do. I will try it again.

It was a beautiful day here and the bike ride with Uncle Dave was very pleasant. We stopped by the bike store on the way home and with Uncle Dave's contacts; I got new breaks put on immediately. We spoke about my company renting a building in Millburn that I have been eyeing for years. We still have five and half years left on our lease, but it will take a while to see what is possible. He will work on it for me. With the new press coming, we will have barely enough room and power. Our spare is excellent for now, but when the economy begins to expand again, we will need room to grow. I want to get bigger in the United States both because it is what I want to do, but also because it will be a commitment to our people. My partner Ben comes in next week. Maybe, I will drive by the building with him. We had dinner tonight with Jeff, Bunny, Barbara and Cliff. Jeff and Bunny leave tomorrow for Israel for Sam's Bar Mitzvah. I hope it goes well and everyone's health remains intact. My trips to Canada and Mexico are now set. Next will be Europe and Asia. I started working on a new place for Hungary. It may be good to be in Eastern Europe too.

**6/22/08**

**5:24 PM DST**

**Home, NJ**

After tennis with my brother and biking by myself, I met Dan and Ben over at Dan's office to record the next edition of the Sunday Night Lifeguards. This one was about a "Crisis in Faith", mine to be exact.

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It was a good from both a recording and personal standpoint. Dan is such a normal guy for a rabbi. He is very easy to talk to and a fascinating person to interview. The exciting thing about conducting the session is I got to steer it to the places which directly concerned me first and then to others, which I thought would also be of interest to everyone listening. I was never one to like the confines of a structure that can never be altered. Our religion seems that way to me, but with Dan's guidance, I saw it in a new light. Still, as per his views, there is room for much change and I plan to continue on my quest to find out what available structure works for me and what doesn't. I hope to write extensively on the subject, but in the meantime, Ben should have this new version ready for production within the next month. I will plan the next two parts while he is editing. All I need now are the final two topics and then we hope to market them as a set. Dan loves the electronic part of communication and I tend toward the more visual versions of the book rather than a CD. Maybe we can do both. I still think the Sunday Night Lifeguards would make a great radio program. Who knows what will be in store for the future.

It is currently alternating between thunderstorms and blue sky. The Chinese food that I ordered should be delivered soon.

I heard from Mike on Friday that sales, not including IJX, are up 3% from last year, which is a major accomplishment considering the economy. Profits are down, but the drop corresponds directly with the increase in cost of keeping David and me on the road. I do not begrudge the money and we will continue because as the economy gets worse, our competition will weaken. We can then take more market share.

**6/23/08**

**9:48 DST**

**Home, NJ**

I want a building in Millburn. It is the same building that I have wanted for years. Today I put my plan into motion. I had Uncle Dave call the renter there and ask if they were staying. They said yes and they had an option to buy. I then had Uncle Dave start searching for the owner. Once found, he will let the owner know I am interested in renting or buying in the future. In the event that the renter goes to the owner and says they want a rent decrease because of the economic conditions, the owner, who might not have had an alternate option before, now has one by contacting me. The renter now knows that someone else is interested and will be much less likely to try and bargain down the rent. If they do and force the owner to buy, they know someone (me) will be bidding against them. Therefore, if they want to own the building, it is in their best interest to pay all of the rent due, which may be a problem if the receding economy continues. If they

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do try to cut the rent and succeed, then the owner may be much more interested in selling and I would take a low paying tenant since I don't want to occupy the building for four years anyway. In other words, I am in a good position and will now wait a year or two and see what develops. Worst case, I have to let go and find another building. Best case, I get the building that I want.

My partner Ben emailed me today and said he was up for making any sales calls that I wanted. I hadn't planned on it, but immediately saw the possible benefit. We are going to Bell Labs on July 1st in Whippany and maybe in Murray Hill on the second. We should be able to see some people involved with gaskets and panels so it may turn out to be very productive. If nothing else, it gave me a reason to contact a bunch of people I had not seen recently.

Staying "tournament tough" in selling is never easy. This kind of "all out calling" in short bursts keeps me sharp and also in contact, two very good things.

**6/24/08**

**9:43 PM DST**

**Home, NJ**

It is amazing what you can do with a little motivation. All Ben had to do was email me that he had time for sales calls and I was in gear. Next Wednesday, we are seeing the buyer in charge of most panel parts at Alcatel-Lucent in Whippany and we will have the chance to sell her on our gaskets. I don't think we have a chance in panels so it is gaskets that I am interested in. While there, we are supposed to be seeing other people as well so it is turning into an expedition where none had existed previously.

There is still virtually no luck with selling the Gamma Knife; Marisol is still trying; she is under a time constraint. I offered my help, but she seems to spin her wheels a lot. I hope David can work with her more productivity than I can. I don't think I am that great of a sales trainer.

I heard from Murray today. He gave me a ridiculous excuse about why he had not replied to my emails. I told him he did not have enough money or manpower for this project and therefore, I did not want to be a stock holder. I was sorry that he was dismayed at the small value I placed on his company. If he wants to use us as a supplier, that was okay. I still would like to build their solar water heaters and be involved with the water purification products. If they don't move quickly, however, they will be pushed aside by the competition.

**6/25/08**

**3:35 PM DST**

**My Office**

This morning started normally: my five alarms went off and I woke

## JUNE

up, (not too quickly, but I did).

I got to the office, answered my email and then I got a call at about 6:10. It was from Paul my tennis coach. Normally this would mean a cancellation or time change for my lesson today, but this time it was different. He said there was a cat that was almost dead in the driveway at the tennis club and he wanted help as to what to do. We talked and thought about emergency services, but it was so early that we did not figure anyone would come. I am not normally a fan of cats; I am allergic to them and usually keep my distance. But I found out this was a kitten and my paternal instincts kicked in. I told him that I would be there soon; my normal lesson was at 6:45 AM.

I asked Paul to put something by the cat so that no one would run him over. As I turned into the lot, I saw him and it didn't look good. It was a little kitten about six inches long. I took out the supplies I brought with me. I put on the plastic gloves and placed him into the box with a towel and some plastic cushions. Then I ripped off the top of a Styrofoam cup and poured some "half and half" inside. He did not move, but I put some on his lips, no reaction. I placed him near the entrance to the club and called out for Paul. The kitten still moved once in a while so we knew he was still alive. We decided that he would take him to his veterinarian, which opened at 8:00 AM. I wasn't scheduled to play with him until 7:45 so it worked out well. I gave Paul some money for the vet and after we played, he left.

I got multiple reports from Paul during the day, the kitten was doing better in the late morning and Paul and I were looking for places for him to live. My people at the office were fantastic and some even offered to take him home. We all got involved, were all worried and then I got a call mid-afternoon that he had died. I told Paul he had done a wonderful job and he should be happy that we gave the cat a comfortable end. It was the best thing we could have done and even though we were all sad, it was something to feel good about.

It always makes me happy when I see people pitch in for something or someone who is less fortunate and in trouble. It is human nature to help, but it takes someone to make the first move and in this case it was Paul. I will always remember him fondly for this. He went out of his way to do a good deed and involved the rest of us so we could all share in the positive energy it produced. I believe in Karma and I believe in multiple lives; the kitten will be fine wherever he ends up, as I like to think the same for Paul.

**6/26/08**

**10:02 PM DST**

**Home, NJ**

I got an email from Marisol today. She has obviously been worried about her position and wrote to me saying that if we didn't want to



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put a plant in Mexico, give her more time to get sales and build the SGS system then she would consider leaving. I decided since I thought none of the above would happen that it might be best if she left so I put together a package, went over it with Al, Vin, Mike and David and sent it down. Marisol agreed and she will leave after David and I go down to see all the customers in early August. Paulina will take over. It is always sad when things don't work out.

I called Barbara today after I got a list of good foods from the acupuncturist considering the minor problems I have been having. She is a trained chef in organic foods and has nicely agreed to help me choose what to eat instead of fighting my stomach.

My back was bothering me yesterday, the acupuncture helped. Steven wanted me to cancel my game, but I was scheduled and would not do it. However, I did play inside, which helped and I went to a spin control as opposed to an "all out kill game" and my back was okay. I played well and I will consider playing that way more to be friendlier to my body.

I am getting older and my resources are limited. I need to be smarter and I will attempt to do that with diet and workout modifications. It has been quite a day; I hope I sleep well tonight. Last night the alarm went off twice. Wendy told me this morning and I never even heard it. I am usually a light sleeper, I must be really tired.

**6/28/08**

**2:59 PM DST**

### ***The Berkshires***

I played tennis yesterday with my brother, a fine time as usual. Afterwards I went right home, did not even stop back at the office, and Wendy and I drove up to the Berkshires. I started to relax as soon as we got to the New York Thruway and it was wonderful to be back up here again. The last time was in December. I know it seems ridiculous to have a second house that we visit so infrequently but just knowing it is here has its therapeutic effects. We left Alex and Ben home with Bailey; if the weather is okay, we will stay until Monday. After we arrived yesterday afternoon, we went shopping and I took out my bike on a short run that went past the Tanglewood Music Festival Box Office so I could buy tickets for tonight's performance of "A Prairie Home Companion." There were no inside seats left, only those for the lawn so if it does indeed thunderstorm as forecasted then we won't go. We went to a new restaurant in nearby Lee last night, which was very good and last night I slept out on the porch. My hope for sleeping there was to see both the fireflies this time of year and being able to fall asleep in the fantastic New England air. The fireflies were indeed out and there was a fireworks display with an occasional sparkler shooting up to the tops of the trees. I feel asleep to the sounds of the insects, random cars

## JUNE

and the feel of nighttime itself.

Wendy and I were supposed to go out for breakfast this morning but the new place we had planned to try did not open until 8:00 AM so we ended up at the local bagel store instead. No matter the food was good for me. Wendy only wanted coffee anyway and then I realized why we had been guided there.

When Paul, my tennis instructor, had found the kitten a few days ago he took it to his veterinarian. I had given him some money for its care but unfortunately the kitten had died and the Vet refused the money, but said to give it to a shelter. I gave Paul some additional money to donate, but he could not find a place. In the bagel store was a donation receptacle to help animals and I knew I had found my spot. Now the money is in, I can stop worrying about what to do with it and I hope it will help.

After breakfast a friend of my named John came over to bicycle. He lives near us at home and he and his wife bought a place up here a few years ago. We have spoken about getting together and this morning marked the first time we actually did. There are two types of bikers, on-road and off-road. Like people who sail versus powerboat, those who cross country ski versus downhill, bikers come from two very different paths of life. An off-road biker is normally more concerned with the toughness and varied topography of the terrain and less with total miles. We even dress with the street bikers in multi-colored uniforms and the off-road bikers wear enough clothes so that when they wipe out, they will sustain the least amount of injuries. Off-road biking often means falling off the bike or getting beaten up by the terrain. I am one of those.

John came over and as we started out, I spent the next two hours mostly seeing his back. He is a really nice guy and in excellent shape. I plan to bike with him again. We talked about life, family and business; we are both about the same age. He eventually wants to retire up here and maybe start his own company; I have no plans to ever retire, but would like to spend more time up here. As I mentioned, he is in good shape and by the end of the ride, I was really tired and in need of massive amounts of fluids. The next time, however, we will go off road, which might slow him up a little. It was fun being out with him.

Once home and in changed clothes, I came to the quick realization that since Wendy was not back yet and I promised to get dinner for tonight not to mention lunch for myself. That meant I had to change clothes and take my bike out again to go to the local supermarket. It was hardly a hardship, but I was still tired as I made my way back up the long hill into the town of Lenox. On the way, I stopped at the local hardware store and picked up some glue for some home repairs I have to do and also some air fresheners for our basement.

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When I got back, Wendy was already there. After lunch, I did laundry and some editing.

All year long I wait for Garrison Kieller to come to Tanglewood with his show and it is scheduled to begin at 5:45 tonight. Unfortunately, the thunderstorms are scheduled for the same time so I am not sure if we will make it.

I have been giving a lot of thought to my idea for a change in the religious service I follow and from that I thought it might be a good idea to write my own list of commandments. That probably sounds a bit presumptuous of me to do that, but everything starts with an idea and if I don't pursue what I am feeling, then I am simply not being honest with myself. In Judaism, there are 10 main commandments and hundreds of others. Here are my first 21, or at least my first attempt at it. I have borrowed some commandments from other religions to make them my own:

1. Treat someone, as you want to be treated.
2. Do your best but no one is perfect. When you make a mistake, admit it, try to fix the problems that occurred from it and then move on without guilt.
3. Never use guilt as a weapon.
4. People rarely if ever change; assume they won't and move away from them if they are toxic.
5. Honor your parents for as long as they deserve it; if they don't, then respect them but limit your contact
6. Being a relative does not mean someone can demand anything that is dishonest, immoral or will cause undo hardships in any way.
7. Stay married as long as both people want to be.
8. It is impossible not to think mean, horrible thoughts; it is not a cause for worry or remorse as long as you do nothing about them.
9. The world can be a horrible place or a place of true wonderment, if it is all how you view it.
10. Be positive towards everyone, especially yourself.
11. Stay away from people who are negative.
12. Be supportive of new thoughts and ideas.
13. Help those who need it as long as it is not negative for you.
14. You are only responsible for what you do. If a dependent does something wrong, you can help to make it right, but it is not your fault.
15. It is mandatory to have a binding, unbreakable, pre-nuptial agreement to all marriages as part of the marriage agreement.
16. In the event that there are children involved in a divorce, then their well being comes before both parents.
17. It is your obligation to those around you to try new things, be open for change and not feel that your life has been short-changed because you had to do or be something for someone else.

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18. Responsibilities to your spouse and children outweigh all others including to yourself.
19. Don't blame others for your inability to move in a new direction.
20. Change is difficult and constant. If you embrace it with the idea it will never stop, it will be easier to manage.
21. As you rise up in life, make sure to help others along the way. I am sure there will be more.

**6/29/08**

**7:07 PM DST**

**Home, NJ**

The thunderstorms started at about 5:00 PM so we called John and his wife and ended up having a very nice dinner with them last night. They have a small dog, (a Bijon like ours) and it was nice to see that ours was not the only crazy, lovable one around.

I got up this morning and rode my normal route including through the woods. It was beautiful. But the skies, as predicted began to cloud over and we were thinking about leaving for home after we had lunch with our old friends Jerry and Laurie. They are always fun and it is always interesting talking to Jerry about being in a family printing business. Laurie is also an artist and is now marketing some of her artwork like we are trying to do with Alex. We left them at 1:30 and decided to go home, we zoomed back to our house, cleaned and locked up in less than thirty minutes. Wendy and I are a great team and were on the road before 3:00 PM. I had some trepidation about leaving on a Sunday for home because of traffic, but we had two things working for us: one was the price of gas and the other was the forecast for storms. Whatever the reason there were not a lot of cars and we made it home in good time.

Everything here is fine, we have already seen Alex and Bailey, Ben should be home soon. Kayla has been calling from her camp, she has a few days off coming up and would like to come home for a day but it is tough getting her up and back in the time slots necessary so we are trying to make arrangements where she can at least leave there for a while.

The deal I made with Wendy since we were not supposed to come home until tomorrow and my people are not expecting to see me in the afternoon is to sleep late, bike ride here and then go into the office. I do not want to come in too early. It could show that I don't trust my people to handle things and that is not the message I want to send. They are very capable of handling things without me for a while and sleeping past 4:00 AM is not a bad thing for me.

We have a new intern starting this Wednesday. He is the son of a good friend of the family so I told him he could choose his hours and days working, but I got a call on Friday saying he had to leave early his

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first day because of an eye doctor appointment. I have been really easy on this kid and to have him dictate this to me on his first day was annoying. Had he not been a friend of the family I probably would have fired him on the spot. Instead I called home to talk to him and got his mother. She saw no problem in the eye doctor changing the time on her so she had her son change the time on me. She saw nothing wrong with it even though it was his first day of work.

If I give this kid only one gift this summer (assuming he lasts past the first day), it will be to look at how his actions will affect others before he takes them. Had he thought about his new boss instead of himself, he would have realized what a stupid thing it was to tell me he was leaving early on his first day as opposed to asking if it was okay with me or telling me the situation that his mother did not give him a choice. The right move for him would have been to call me with an apology, say his mother did this without his knowledge, she says he has to go, will not make a new appointment before he goes off to college and would I mind if he went. In that case I obviously would have said it was fine and thought better of him for having taken my feelings into account. Often in life it is the little things that make the big difference. Thinking from the other person's point of view, even if you end up doing exactly what you would have done before will often end in your movement forward on the road to success instead of the road to oblivion. If I can teach him to think I will have done my job.

**6/30/08**

**8:05 PM DST**

**Home, NJ**

Since speaking with my acupuncturists, I have been trying to modify my diet to make my stomach better and my wonderful sister-in-law Barbara, a trained chef, is helping me. I want to be nicer to my body and hopefully shift away from so much raw food. I have a feeling that there may be a tipping point in my life where suddenly the way I am doing things might cause a major problem as opposed to a gradual decline so I am trying to head it off by modifying things now. As a generality, I think I am pretty healthy and exercise enough, but I am in my early 50's and want to stay in this shape for a long time. I need to be proactive about it now.

Mike from our office saw that someone bought one of my books on Amazon.com, since I give them away for free this is a rare occurrence. A funny thing though he also noticed that some people are selling the books I sent them. My work is being sold second hand now that is a great compliment to see people think enough of them to put them up for sale on the internet.

I got a call from a customer in Canada who listened to my most recent CD and felt he had to call me immediately to tell me how much

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he liked it. To an author and creator that is the ultimate compliment and I thanked him for taking the time.

My partner Ben from China is in for a visit along with his family.

Alex will be showing his family around while Ben is working.

We went over some monetary and sales issues today. Happily we agree on almost everything so the meeting, went well. There is more to come tomorrow along with a conference call with EPA for the Carbon Credit Website.

I ran over a squirrel on the way home from work. I felt very badly about it and went back to check on him later. He was dead and I moved him to the side of the road.

This ends my journal for the first half of the year; it has passed quickly and well. I look forward to more.



# JULY

**7/2/08**

**9:19 PM DST**

**Home, NJ**

My partner Ben and I were in meetings for most of yesterday and today went over finances, strategy, sales and the SGS project. We coordinated our efforts and have a plan for continuing growth from both sides. Independently, we each came up with a plan to have Marisol work with the new SGS project if she can help get an agreement. If it works, she will transfer to the new medical company. If not, she moves onto something else. If the deal doesn't close by the end of David's and my visit in August, then the project is officially dead. I will write the formal agreement tomorrow and Ben will check it. I hope it can work out.

Ben, Mike, Vinnie, Al and I went to go look at the building in Millburn that I want to buy or rent in a few years. They all liked it. I know it is not currently for rent or sale, but as Uncle Dave always says: I am putting it out there.

Last night Ben and his family came to dinner. His wife is very nice and his two young daughters are very cute. Alex has been showing them the sights for the last few days and they are all very tired. Tomorrow we have one last SGS meeting with Indy and David while Ben is here; afterwards, Ben and I go on one sales call. His family and he are spending the Fourth of July in Manhattan with relatives of one of the IJX employees. Over the past few days, I have been modifying my diet to try to help with my upset stomach. I went to the acupuncturist tonight who said I looked better and praised all of our efforts. I will keep at it.

Bunny and Jeff are home from my nephew Sam's Bar Mitzvah in Israel. They had a good time and I am glad it went well.

# JULY

**7/3/08**

**10:25 PM DST**

**Home, NJ**

I played tennis this morning again mostly using the strategy of less force, more direction and speed change. So far, it is working well. I will try to continue it.

Kayla called tonight. Camp is difficult and her campers are not easy to handle. I am not sure if she is enjoying the experience or will go back, but knowing her, she will finish out the summer with her usual high level of commitment. I miss her.

We had our quarterly QOE meeting and are making some changes. Having Mike and Vinnie take over is a good move and next time, they will run it. They want to make the system fairer to all departments and more equal in responsibility to which I agreed.

I drafted a preliminary agreement for the SGS Center in Mexico and made some changes. It should be ready by Monday. I would like it signed by all parties before David and I go down in August, but that probably won't happen. Still I have hopes it might actually go forward. It would not have had a chance had Ben not come in, but it is something he wanted and I agree that it is a good direction if we can finally get one site started. It is one of the hardest selling jobs that I have ever had.

Being in the same industry for decades has a lot of advantages because I have built strong relationships with good people. Ben and I made a call to Alcatel-Lucent in Murray Hill today. It was great seeing one of the engineers I have known for about two decades. He gave us the name of a mechanical engineer in Italy who is in charge of gaskets. I will try to go see him in September. It never would have happened unless we had gone to see him personally.

I then took Ben back to his hotel. I won't see him again until Tuesday, the day that they all leave for China. While Ben has been with me, his wife and two kids have been with Alex and his friend Stephanie. Both of them have been incredible tour guides and look exhausted after seeing numerous sites over the past few days. They will top it off with a Broadway show on Sunday and I am very proud of both of them for the way they have handled themselves. I know it made Ben much more at ease knowing that his family was in very capable hands.

Today was Jay's second day on the job. He is learning quickly and started doing research to try to market the "Ideal Challenge" game and also on solar water heaters and purifiers. With that idea, another student came in this afternoon from Brooklyn. His name is Will and is the nephew of a friend of mine from Avaya who I have known for about thirty years. When he emailed me about an internship for his relative, I agreed to help. When Will came in, I asked him what his dream job was and he said to design something. I hired him for five



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weeks until he has to go back to school. He can mostly work from home and his assignment was to research solar hot water heaters and water purifiers and come up with a new design that we could manufacture. I love giving people a chance. What he does with it is up to him. It is also a good lesson for both Jay and Will. Having a great social network makes things possible much more quickly. The right people can reduce delays, destroy roadblocks and make the impossible possible. I am happy to help, but am much more inclined to do so quickly if it is for someone I already know.

**7/4/08**

**9:21 AM DST**

Independence Day here in the United States

I am in my “cave”, the place where I often write because I can’t be out on the porch. It is a wonderful place in our basement because it is cool, secluded, and a place where I can go to think. I will be riding with Uncle Dave in two hours and I had this block of time to write about what Independence Day means to me. Being from the United States, blessed with a healthy body and mind, I am forever grateful for the chance I was given. As I get older and see all of the good and bad things around me, it becomes ever more apparent of the responsibilities that I have. It has also become evident how much people in general have to offer. If given the chance, anyone can benefit. How individuals handle adversity, cruelty, and difficulties of all types is an inspiration. However, when others come to their aid in times of turmoil is also an affirmation of the goodness and care that resides in most of us if it is just given a chance to emerge. It is days like this where I must step back, look at what I have done, who I have affected both in a good way and a bad way and resolve to be better, move faster and help more. Not just to give to good causes, which is important, but get involved myself. It doesn’t have to be in the typical way that most people imagine such as volunteering. I am in a great position that I can actually give people jobs that can help launch their dreams. While some may have a similarity to what we already do, there is no limitation. For instance, the Gamma Knife is such a deviation from our basic business that most people think I am crazy. But it can help reduce and cure cancer. It can help thousands of people with little or no side effects and yes it can also make us a lot of money. There is no crime in profit; in fact, I enjoy being successful. I want to change the world for the better and I want to make a lot of money. I have no problem that both can be done at the same time with the same projects. I will listen to virtually anyone with an idea. I want people to have the chance to go after their destiny. I am not defined as any one thing except maybe the fact that I am willing to take chances, fail constantly and love the chance to go after something new. It is my guess that it is

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one of the things the Founding Fathers had in mind when they wrote the Declaration of Independence. They did not want any guarantees of success, but rather a level playing field to be treated as human beings and given the chance to reach their potential. They wanted a country where people had the chance to go for glory and once they had it, benefit from it and then help others to do the same thing. I am an internationalist, a capitalists and believer that the good in people, when given a chance, can override the other more negative traits we all possess. People make mistakes. People are in the wrong places at the wrong time, but we are all there to give them a helping hand so that we can move forward to try to be our best. The signers of the Declaration of Independence sacrificed everything they had to start our country. It is our responsibility to give that chance to as many people as we can with everything we have to offer. In my case, that is giving entrepreneurs a chance to succeed. Who knows, maybe the next leap in technology for renewable fuels, computers, agriculture lies in the mind of some young adult in Alabama or Texas or Miami Beach. Or perhaps it is with another kid in Afghanistan, Russia or Thailand. It doesn't matter. We will benefit if we give them the place to begin, the resources when they launch, the support when they fail, the outlet for their ideas and the guidance when they succeed.

**7/4/08**

**10:56 PM DST**

**Friday Night – Home, NJ**

It has been a good holiday. After biking with Uncle Dave, I edited for a while and then we prepared for the picnic. Barbara and Cliff arrived and we handled the preparation and were ready when Alex and his three friends arrived. Throughout the afternoon and evening, I have been emailing with Marisol and Ben regarding the agreement for the SGS Center in Mexico. The landowner who was supposed to be involved decided she did not want to include her land in the deal, but still wanted to be involved. By this time, both Ben and I had reservations about including a landowner at all and said that if she did not take the deal as is, then we would simply rent another piece of land with an option to buy. Marisol will forward that information and start looking for new land both so we could get an idea of what things were worth and also in case the landowner withdrew. We are getting closer and we can now sign the deal if no landowner is involved, which has now become our preferred path. I am learning a lot as we go and find the whole process fascinating.

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**7/5/08**

**1:12 PM DST**

**Home, NJ**

I had a weird dream. I found myself suddenly centered on solar roof water heaters and purifiers. I understand most people don't think the way I do. I wanted to go after a new design from a printing point of view. The fact that I did not fully understand how the current versions of either worked never stopped me before and did not here. I wanted to think of the construction of the units in printing terms because that is a clear, defined way of thought for me. I thought for a while and perhaps may have come up with a breakthrough, which I will verify with Dan later. If it works, it will revolutionize the industry, make it cheaper, faster and easier to not only create hot water, but also purify water. As I have often said, pre-determined thought and conventional modes of learning can be both a help and a hindrance. Since I am not encumbered by traditional engineering thought and have no formal scientific background, my mind is free to explore new areas. Nothing is impossible since I don't know otherwise. In many ways, it is a great place to be. I am, however, sometimes looked down upon by those with degrees, but that happens to me everywhere so I try to ignore it.

After I got the idea, I went to breakfast with Wendy and then it was on the road with Stella (my bike). She is wonderful, always waiting for me in the shed, ready to ride and be out in the fresh air. Today was no different and we were consistently trying to outrun the rain showers, which only drizzled on us a few times. It is a cloudy, rainy day and I will go see my parents later. It is also the Jewish Sabbath and up until a few weeks ago, I would have gone to Temple this morning. I am finding that the guilt of not going is subsiding. I have kept up on my religious reading, but that has been in English. The Jewish service on Saturdays has a lot of Hebrew in it. I can read Hebrew, but have little idea of what it means. It has always seemed a ridiculous situation having continued the same way all of my life, even practice reading it, but don't understand it. I guess if it mattered more to me, I would have done something about it. This also means that being at a service where I only know about half of what is being said does not make a lot of sense. Therefore, I should spend my time reading on my own and not going to services especially if I don't really want to be there. But then again, the feeling of guilt takes over for not going to services. Yet, if I am still reading on my own, writing here and praying, then why does it matter? Obviously I have some conflict here. My religion, in fact, does say that you can pray anywhere and being together is not a necessity. As my wonderful wife has said, I should try it on my own for a while and see how it works. Trying to make sense out of a world that often seems to have no plan has always fascinated me. Chaos does not

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mean there is no form or structure. It just means that there are situations that we can't recognize. As I have gotten older, my beliefs have become simpler in many ways. I can understand that there are reasons why people do horrible things to each other and I can also understand the reason and justification for revenge. I can understand that there are times when one's beliefs are strong enough to warrant sacrifices of varying degrees. I believe in laws and I believe in level playing fields. I also know about reality and the world as it is. I believe that strength enables tenderness and power enables equality and stability. Weakness or indecision will never win. The hard part about strength and power is that it is intoxicating like a drug. People do as you want and say what you want to hear. But strength and power should only be used to move forward for everyone's benefit. So few people have been able to accept their ability to activate change, help the change occur and then become unchanged by the system that they have installed.

If you believe you can change anything for the better, but don't do anything about it, then you are guilty of neglecting yourself and those around you. Inactivity, inaction, and indecision reduce one's ability to change things for the better. It is so much easier to be negative than be positive, which is why people are that way. Being negative is so much more accepted than being positive. Even the words for being good are negative because people do not want to be reminded that there is another way that they can act. It takes more work, more effort and more perseverance to be on the positive side, which is why we all grudgingly respect those people the most.

The more positive I am, the more good things happen to me. The more negative people I push out of my life, the more reinforcement I receive by the good people around me. Good attracts good, bad attracts bad, and inaction attracts inaction. I have to keep remembering not to let the negative people, thoughts, and actions into my life.

**7/6/08**

**9:43 PM DST**

**Sunday Night**

In a little while, I will put on some Simon and Garfunkel music from the 1970s and try to go to sleep. It has been a great weekend with a lot of potential for the week. I sent an email to Dan and my team regarding my idea about pre-coloring water before it goes into the solar still. It can be heated directly as opposed to using a secondary device of warming dark liquid and having that in turn warm the water. We can make the coloring dissolve at 150 degrees Fahrenheit and even add fluoride to help with the purification so that people can get both clean and hot water. I should have feedback in the morning if it should work. If it does, we will move forward. As with many of my ideas, it is cut and dry. Marketing it is a separate matter. First, we must

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see if it functions.

I had one of those light bulb moments the other day. I was thinking about my dad and how he always judged himself on his ability to sell. Even though he was principal stockholder in the company. Unless he sold product, he never counted it as his success. I realized I had been doing that to a much lesser degree with Ideal Jacobs worldwide. I mainly focus on the financials of IJUS and use that to judge how we are doing. But the truth is, we are a global company and the sum of our success worldwide are what count. Since I am the major worldwide stockholder, whatever group succeeds eventually comes back to me both in a good and bad way. We are doing well especially with the economic recession. We are ahead of last year, which was a record. I keep describing myself as an internationalist so I had better take it to heart especially when we are measuring how we are doing. We have great people on our teams and I have to let them do their jobs, be there when they need me and keep my mouth shut except for words of encouragement and recognition. It is amazing that my Dad is still teaching me lessons and giving me guidance when he has been out of the business for years. The "truths" he taught were sometimes extremely upsetting and have, at times, flip-flopped my entire being, but they reached my core and in some cases, I am still learning from them.

Alex took my partner Ben and his family to New York to see a show today. He has done an extremely good job of taking care of his family while Ben has been with me. He is literally maturing and growing before my eyes, taking on more responsibility and handling himself like he has been in business much longer than he has. I have no worries about having him seeing customers, putting him in business situations and knowing that he can handle himself well. His drive and potential are unlimited and his path will be as he chooses.

This could be a big week for my son Ben. He originally interned for a recording studio in Cleveland and they gave him a recommendation for the internship he has now in New York City. Most of what he does as an intern is pretty basic, but the people from Cleveland coming in asked that he be part of their recording session. This is one of his first chances to prove what he can do in the field he loves and I am hopeful and confident that he will be fantastic. I have seen a little of what he can do from the recordings he has made for me and I believe that his enormous talent will bring him wherever he wants to go. I can also spot talent, dedication, intelligence and drive when I see it and he has them all.

I miss Kayla. I want her to be home, but know that she is better off working where she is. Next month she will come back and dinner will once again be filled with her incredible laughter and sarcasm. I will have someone to share my fruit with and also to give me a hug good

## JULY

night. She will be back for one more year and then will start her new life in college. I feel that she will be ready for whatever she chooses.

**7/8/08**

**9:44 PM DST**

**Tuesday – Home, NJ**

Yesterday and today were spent mostly catching up and getting ready to leave for California on Friday. Marisol and has been working hard to get the various partners together so we can get a signed agreement for the Gamma Knife. She is currently meeting with a potential landowner and if they don't agree with our terms, we will abandon the idea of having a land partner altogether and simply rent with an option to buy. Three out of the four partners at the cancer center are now ready to move forward. One way or another, this should be able to close next week and then we move to stage two, which is job delineation. Ben left today for China. We are trying to set up a deal with SGS for the US and another partner. FDA approval will be needed, but first we have to find partners. I emailed Ivan who got back to me today and said he would have an update within two days. I sent him a copy of the Mexican Agreement and having it this far is going to help elsewhere. Having a deal in place in Mexico will also make it much easier to sell others.

I wrote an introductory letter for the Carbon Credit Website to go to one of our Senators and sent it to Rabbi Cohen for review. They are friends and Dan said he would help in trying to set up a meeting. From there, we will also have to go to the State and work from that side as well. There are a lot of loose ends to tie up, but since we are willing to do all the work and pay for it, I am hopeful it will go forward.

The economy seems to be worsening. Happily for us, however, things have been good. David is in California until next week and is making exploratory calls for new customers as well as seeing some people that we already know. He will have to make a few trips to get the business going, but I have faith he can do it.

We have two interns working now. One is Will who will start college in engineering in the fall. I have him working on the product/chemical side of the solar heating roof units. One of my ideas is to use colored water so it will attract sunlight and when it reaches 110 degrees Fahrenheit, the color will dissipate and just leave the hot water. He is looking at potential chemicals. He will also research the units themselves and see if we can come up with a new design.

Jay, who is starting college in business in the fall, is working on more of the marketing/business aspects for the carbon credits and the solar applications. I am hoping that the experience will be good for both of them.

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**7/9/08**

**9:59 PM DST**

**Home, NJ**

Wendy went to California today for the weekend for a wedding reception for the daughter of friends of ours. I will meet up with her on Friday. It is lonely here without her.

We had an ISO 14001 audit today and it went very well. Vinnie and Mike will be fine without me once we go through a few more and I can turn it over to them.

The SGS project is moving slowly in Mexico. There are many changes and it will be a while before things are settled if ever, but it is an interesting adventure and I am mostly enjoying it.

Marisol is winding down her tenure at IJM and will move over to the medical side if the SGS project goes through. If not, she will need to find another position.

David is in California making sales calls. It has been years since I was last there so a lot of our contacts are either gone or moved. Part of his responsibility is to update the data base. It may take a few trips before actual sales come from his efforts, but I will be patient.

I have to be since there is no good way for me to cover the world myself. I need help and he has proven to be an excellent salesman.

**7/10/08**

**8:01 DST**

**Newark/Liberty International Airport**

I am preparing to go to California for the weekend to attend a wedding reception given by our friends. They are in the midst of moving there and are not coming back. It will be a bittersweet experience because any future contact will be sporadic at best. But it should be a fun time and I will focus on the positive aspects of being alone with my wife for a few days and getting away.

My family is spread out all over the place. Alex is going to East Hampton, NY for the weekend. Ben is going to a wedding in Upstate New York. Kayla is still at camp. It will be nice to have the whole family together again, which may happen for a few days when Kayla gets back in August.

I got up at 3:30 AM and went to the office, checked my email, worked out and then came back home. I am hoping for a good nap on the plane and to finish the editing of my new book. I also need to write out a script and talking points for the new Sales CD Program that David and I are doing together. I will have plenty to do. I long for having the cabin door closed, the plane in the air, my headphones on and taking it easy during the take-off. They don't need me for the day-for-day operations so I probably won't be missed for the trip unless some pricing for jobs is needed. I am hoping to get the new press decided

## JULY

on soon and get it installed. We have a lot of roll-to-roll label business some of which we could be doing in house.

The carbon credit project is moving along. Dan is taking care of our contact with Senator Lautenberg. I am hoping OSHA contact Leny will help with the governor who I sent information yesterday. I also spoke with Lisa Jacobson, head of the BCE check to which we belong and sent her the Website and information. She sounded excited about the project and offered her assistance. With everyone working towards a pilot program for New Jersey, I am cautiously optimistic that we can get something going especially since we offered to finance it.

Jay, one of our interns, has been working on trying to market our game "Ideal Challenge". It was a great effort for us to create and manufacture it. It has given us a lot of good press with our customers, but I would like to see if it could be promoted as an adult business board game. He is also working on our Carbon Footprint program and the solar roof hot water heating systems. I am trying to make it interesting for him and also teach him about business, marketing and how to think from multiple perspectives.

Our other intern Will is entering college for engineering in the fall and is working on the actual nuts and bolts of how solar hot water heaters for roofs work. He is young and inexperienced, but the good news is that he is not encumbered by conventional engineering degree just as I am not. It frees both of us to try everything that comes into our minds. It is a fun process and I hope that he is also enjoying it.

It has been extremely hot in California with a lot of problems with forest fires. I am hoping it is cooler by the time I get there.

**7/11/08**

**9:52 AM DST**

### ***On the tarmac at Newark/Liberty Airport***

I believe in Karma and I believe that there are times when things will happen. It is with that in mind that when I am traveling, have no immediate appointment and I am delayed, I am usually not too upset. Also, as far as I know, there are no storms heading this way, which would mean we have to be out at a certain time so I will relax, or at least keep telling that to myself. That is the case now as I sit on the tarmac. I spoke to Wendy in California. She now knows we are delayed so all I have to do is relax and wait. I am getting hungry, but have two sandwiches and a bottle of water with me so I am covered. I am sitting next to a woman named Fran. We got to talk and she told me that her company helps large family-owned businesses transition across generations. Her job is to create clarity, find out what everyone involved wants, find out what they actually need and try to mold all of the viewpoints together to create as smooth a changeover as possible. She was very interested when I mentioned I came from a family busi-



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ness and how it went from my Dad to me. She is obviously competent, successful and knows how to listen, which is a combination that can rarely be stopped.

**7/11/08**

**3:09 PM DST - 12:09 AM California Time**

I have been editing most of the flight and am on the verge of a headache so I will stop. We should be landing in less than an hour and then it is off to find my rental car, the hotel and my lovely wife. Since we got an extra three hours from the time change, I am hoping for a nap and a workout.

**7/11/08**

**8:59 PM California Time 11:59 PM DST**

**Hyatt Hotel-Valencia**

After we landed and I got the rental car, the trip to the hotel took less than an hour. Wendy was waiting for me and we went to lunch, which was excellent. I have an iced tea and after which we split up for a while. I worked out and then called Al and also spoke to David who is nearby here on his sales trip. He was a little tired and frustrated because our database had not been updated in a few years with sales calls and some of the places he tried to visit were not there anymore. But he persevered and has been getting good results so come Monday morning, he will be going after more. When I got back from dinner, I was about ready to fall asleep. I have been up, except for a short nap, for more than twenty hours and I am tired. I hope the noise from the nearby swimming pool does not keep me awake.

**7/12/08**

**3:28 PM California Time 6:28 AM DST**

**Hyatt Hotel**

Wendy and I had dinner in the hotel restaurant last night. I stayed up until 9:00 local time before I passed out. I got up this morning after about nine hours of sleep and Wendy and I had breakfast at the outdoor area of the hotel where the swimming pool was located. There were beautiful southwestern trees and flowers. The pace is definitely slower and it almost forces you to relax. There are no mosquitoes here like the east coast because of the lack of humidity. We then rested by the pool for a while. Wendy read the newspaper and I edited my latest book. At that point she had a massage scheduled and I went to work out. First I exercised in the room and then took a walk where I was able to buy some spandex shorts. I had forgotten mine from home. After, I went to the hotel gym to use the treadmill. By the time I got back and met Wendy again, we were hungry and we went to the same restaurant as yesterday. I saw no reason to change locations since I liked it,

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had the same thing and again drank iced tea. From there, it was back to editing and it was time for a decision. If I forced myself to work out again, I would not have to get up two hours earlier tomorrow and do it then. Wendy already said I could go biking if I wanted when we got home tomorrow night. We have to leave the hotel by 6:00 AM to get to the airport anyway and if I exercised first, it would mean getting up at 3:30. Therefore, I decided to exercise again now. I realize as I write this how obsessive this must sound probably because it is, but we have a big party tonight and I know I am going to eat a lot. The best way to circumvent guilt is to attack beforehand. If I workout more now, my conscious will be clearer later, or at least I hope so. Both Wendy and I have been texting the kids. Ben is up visiting Niagara Falls today. Alex is in The Hamptons at a wine tasting at a vineyard and Kayla is away from her camp job for the day with friends shopping. All of us are having fun; it is a very nice thing.

**7/13/08**

**10:44 AM California Time 1:44 PM DST**

**LAX Airport California**

As you probably guessed, I did work out again last night, got cleaned up, and even used gel in my hair. I wanted to look good for my wife and off we went to find the party. We found the country club and it was gated. For a moment, there was a little panic as to how to enter, but there was a car behind me and I stepped out to find out what to do and it turned out to be their security. He let us through. It was a beautiful facility with swimming pools and tennis courts. As soon as we walked in, it was an immediate mixture of a lot of friendly people who got to know each other quickly. I think Wendy likes being with me at parties where we don't know a lot of people because my aggressiveness means that even though I might get nervous, I still go up to people I don't know, and initiate conversation. It didn't hurt that alcohol was being served, which tends to loosen people up much faster. I, of course, being the designated driver for the night did not have any, but it made it much easier to talk to the others. This was mostly the extended family of our friends from down the street and as it turned out, we were the only people who made the trip from New Jersey. It meant a lot that we made the effort. The food was perfect for me with a lot of fruit, vegetables and bread to start and then barbecue for dinner. I will admit that I indulged on the chocolate biscotti for desert plus some other cookies that reminded me of the kind we used to have when I was a camp counselor a long time again.

There were DJs and they are normally a pain and play extremely loud music. These guys did play the music too loud, but they were also good at getting people up to dance, even me. It was all a lot of fun. Towards the end, I drifted outside to a veranda that overlooked

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a beautiful man-made pond. I sat with some of the other guys I had met that evening. It was interesting that we had all wandered outside to the same area. Guys are guys no matter where in the world we are. As you can tell, we had a really nice time except for getting lost on the way back.

I didn't sleep well last night. I think I was worried about the potential delay we could face getting back to the airport. As it turned out, there was very little traffic and we even had time to stop and fill the rental car with gas before we returned it. The National Car Rental people and their product have consistently been good, which is why they are my primary supplier. Once inside, we now wait and hope to board within the hour.

**7/13/08**

**5:34 PM DST**

***In Flight***

We were delayed, but seem to be making up time and will hopefully be landing by 6:30 tonight. If we are home by 7:00, then I still have a chance for a quick ride outside. If not, maybe a walk or workout inside. I should probably do something if I hope to get to sleep tonight. Everything economically related in the newspapers lately seems pretty bleak. Of course in my contrarian point-of-view, that is the perfect time to expand and I want to get the new press installed and operating as quickly as possible. If the SGS deal closes in Mexico, that would be great and if not, then we will probably abandon it because we have not had luck anywhere else. As my wife reasoned, in tough times, he who takes the chance to expand can sometimes come out on top as long as the expansion is not big enough to take it down. She is concerned I may go too far. I am concerned about the same thing, but you don't get chances like these often. I predict it will be eighteen months before things move upward again and that is our window to attack. Monday morning comes quickly and I will be ready.

**7/15/08**

**9:53 PM DST**

***Tuesday Night – Home, NJ***

I have spent the last two days mostly doing needed paperwork. I put together the final agreement for the SGS Agreement for Mexico. If all goes well, the administrator and two doctors will sign off by Monday. If not, we can go with one doctor. Either way, a new division of Onkos will have to be started or an entirely new Ideal Jacobs Medical company in Mexico. As far as SGS is concerned, we know they really need to penetrate into Mexico so I have asked Ben to negotiate an extremely advantageous deal for us for the first location as a reward for breaking into the marketplace. As far as SGS or Holy in India are

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concerned, we are working with Indy to move that forward. In the meantime, when David gets back from California, we will begin a new marketing campaign to partner with a medical equipment distributor or manufacturer in North America to distribute the SGS or Holy machines.

David is doing well in California, but must be getting pretty homesick by now. We spoke today and he will go up to Canada the first week of September to help with a golf tournament being run partially by our new sales representative. The tournament is a benefit for a softball league and I am hoping that some current or potential big customers could be there. He will bring his wife at the same time and make a get-away weekend of it. Their youngest son is leaving for college that weekend so it is good that they are getting away. The editing on my book continues and Jay proofread numerous chapters today. I hope to be done.

The cover for the new compilation CD set called "Life Cycle Moments" featuring Alex's artwork is done and looks fantastic. We will go to press next week and start sending them out on a limited basis beginning in August.

Business is about the same as last year, which considering the economy is absolutely fantastic. We are hiring a roll-to-roll pressman, who starts Monday. He will begin on the screen printing lines and I am hoping to buy the new press and be operating in August. When that is completed, we will spend the next two to three years building up our sales force in North America and Europe. Ben has got India and Asia. I am excited about the challenge and will lean heavily on David for his help, experience and expertise in this area.

Wendy leaves tomorrow afternoon to pick up Kayla who has the night off so I get to see her, which I am very excited about. I have missed her a lot. Sunday Wendy goes to the Berkshires for a week, which means I am with the boys until I leave next Friday after tennis. I will miss her.

**7/17/08**

**9:46 PM DST**

**Home, NJ**

Kayla got home last night with Wendy and she looks great. Getting a kiss and a hug was wonderful. I really missed her. Her camp experience was okay; the kids were a little difficult and although she was the junior counselor, she ended up mostly in charge. She got her test scores back and she is on schedule to apply to nine schools. My hope is that she gets into one early so the pressure on all of us will subside. I got word today from one of our interns Jay that next week would be his last. I hope the experience was good for him. I wish him well in college in the fall.

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I had spent the last few days mostly doing paperwork and pricing new jobs. I have also been getting my two trips in the fall ready: Asia in October and Europe in September. Since September happens sooner that is the plan I am focusing on right now. So far it includes stops in Italy, Romania and Poland. I am also hoping for Germany and Ireland.

David is finishing up his trip to California. He has been there almost two weeks and has accomplished a lot. But the road takes its toll on you and he is ready to come home.

So far IJI has not had a lot happening and I will try to focus more on that in the near future especially for an SGS Center. Once we get one started, more should be easier.

My acupuncture appointments have been going well and although the needles hurt at first, I think they are helping. That plus some minor dietary changes seem to be helping my stomach so I will continue both. It is fun to be able to do something that seems to benefit all parts of my mind, body and soul at the same time.

**7/18/08**

**10:31 PM DST**

**Home, NJ**

Sometimes when I have a little time, I go run a search for people I haven't seen in a long time. The other day I thought of Jed Distler. He and I went to grammar school together and although we were never close friends, I always had fond memories of him. I remembered he was very much into music and when the search came up, it showed that he was a jazz musician and author living in New York City. There was an email on the Website and I got an answer to my reply as to how he was doing. We chatted for a while via email. Unfortunately, his parents had both passed away. I remember them as kind, good people. Jed had been married for many years and sounded happy. We ended with my promising to send him some of my books and I hoped we keep in touch. He was a part of my formative years. It was certainly not a bad time, but then again, not one I would want to relive. I always looked forward to getting out on my own, working and being in charge of my own destiny. It is the feeling I still love and would not want to return to any past time again. I hope I see Jed again.

**7/19/08**

**10:19 PM DST**

**Home, NJ**

I went to Minyan today and unfortunately, the experience was not much different from before. The people were nice, but I found myself wondering why I was there, what I was getting out of the service and feeling distinctly uncomfortable because I thought I should be there

## JULY

instead of wanting to be there. I will probably cut down to once a month and see how that goes.

I got an email during the service that there was air conditioning trouble back at the plant so I hurried over there and tried to fix it. I'm not sure if I was successful. Once I got home and changed, I went biking in the 90-degree heat. I was dressed in my usual garb, but since my neck was hurting, I put some ice in a tee-shirt and wrapped it around my neck. It must have seemed pretty strange, but it helped and after I rode to the office and rechecked the cooling system, I was back on the road. It was really hot, but I got through it and spent the rest of the afternoon getting my clothes together for the week, bringing them to the office and then going to see my parents. I had a book about Jean Shepherd that I wanted to give my dad so I brought it along. I have decided that I would dedicate my book to him and here is what I plan to say.

"When I was in High School and just beginning to write, I used to listen to Jean Shepherd at night, who would talk about his various experiences from when he was a boy in the Midwest, in the army during World War II and his later life living in New York City. He had an amazing personable style and it felt like he was telling his stories directly to me. I decided to send one of my short stories to him with a self-addressed stamp envelope asking for his opinion. A short time later, I got back the story with two words printed on it. They said "Keep trying." For me, that was enough encouragement to keep going and I owe him a great deal because he could have just as easily crushed my spirit. It was a great lesson to me, the power of encouraging words and I have tried to do the same for others. I love to write. It has become a part of me and I cherish the ability to be able to convey what has happened to me, and the lessons I have learned with the hope that they will not only entertain, but also help others to avoid some of the pitfalls into which I have plunged. In addition, my books and CDs have become a major component of our branding worldwide and have helped to promote the Ideal Jacobs name everywhere. I am no Hemingway, but good enough that I have the unique opportunity to have an audience that wants to see and hear my work without having to go through the confines and delays of formal publishing houses. Besides, I can give it out for free.

Therefore, this book is dedicated to "Shep". He may have passed on a few years ago, but he is still very much alive in the tapes I have of his radio shows. He talks, I listen and still learn.

The medical group in Mexico did not like the SGS proposal we drafted and is setting up a counter offer. Every time I think that the deal is dead, something else comes along that seems to keep it alive. I believe in fate and perhaps it is destined to happen.

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**7/21/08**

**8:48 PM DST**

**Home, NJ**

I spoke to our highest level contact from OSHA today and he was nice enough to send our carbon credit proposal up his chain of command that will hopefully bring it to the governor. The people in OSHA Sharp are friendly, helpful and go out of their way to do good work. In this case, even though our program technically has nothing to do with health and safety, they are giving us all of their support to help get a pilot project going. Meanwhile, Senator Lautenberg's office has the same proposal and we are hoping for feedback this week. With all of that in mind, I remembered that Dan had suggested we send out the proposal to the township of Maplewood where our plant is located. They have been in the forefront of the global warming problem and trying to move forward on a grass roots level to make a reduction in the carbon footprints of township individuals and companies. It then all clicked for me. I sent our proposal to the head of the town's safety group with the idea that I no longer had to go to the state for permission or even help. The township could do it all themselves, especially since my company would buy up all of the carbon credits produced whether they could be used in the future or not. We have the perfect test case right in our own town. Now all I have to do is get them to agree to it.

It will be simple. People in the town will sign up for the program and use the EPA Carbon Calculator. We will record all of the data and issue payments for the carbon credits produced. It is possible that the township will also want to be involved from that end and maybe start certifying the credits themselves in the form of municipal tax deductions in exchange for the credits. From there, we can get a good idea of what can actually be accomplished, show the state how it can be done and then expand from there. Since money, structure, data gathering, retrieval, processing, accounting and accountability are not a problem, it should make it a much easier sale. Or at least I hope it will. The next step is to get the comments from the head of the health department, then to the mayor and town council and finally the people themselves. We now have a clear path to travel.

**7/23/08**

**7:29 DST**

**Newark/liberty International Airport - Continental Airlines Lounge**

Wendy has been in the Berkshires since Sunday and I miss her. However, being with the boys has been fun.

Yesterday I got an email right before I was supposed to play tennis, that my partner's wife had just had twins and he was cancelling on me because he had been up all night. An understandable situation so I de-

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cided to go home, get my bike and go riding for an hour. The workout would have been just as good and I would still be outside. When I got home, I got another email saying that he decided he could play so I rushed over to the tennis club and we had a good game. I lost two out of three sets. From there it was back to work, to get ready for today's trip to Ottawa. David was in yesterday, he was going to Toronto today and we talked about sales both for Ideal Jacobs and Ideal Jacobs Medical. Marisol is still trying to close the deal for the SGS center in Guadalajara. David and I will go down there in two weeks both to discuss that and to do the formal turnover of Marisol to SGS sales and Paulina taking over Ideal Jacobs Mexico.

Since I figured I would not workout today and Wendy was gone, I took advantage and went riding last night. It was beautiful and my mind was much clearer by the time I got back. I spoke to Wendy and she sounds okay. It was raining up in Massachusetts and she will be happier when we are back together when I go up there on Friday.

I woke up this morning to the daunting sound of thunder and rain, not great signs when trying to fly, but so far things seem to be on schedule here.

We hired a new pressman, a specialist in roll-to-roll presses to take over the press we plan to install next month. Vinnie and he are working on finding the best press for us and we are excited about the prospect of our increased capacity.

Even though the press has just been installed, I am already looking for more space. We hope to put in a small fabric over foam gasket line that we will eventually incorporate into larger quarters in the next few years. Vinnie and I are going to Asia in October and while there, he will visit our gasket partners and machine manufacturers to see what will be needed to get started here. It is a little contradictory to the norm. We will be importing Chinese machinery and technology into the US. I don't care where it comes from as long as we get it legally and it will help our marketing efforts worldwide. I am convinced that the rising price of oil will spur manufacturing and assembly in the U.S. and I plan on riding that wave as it continues to grow.

My first stop today is Alcatel-Lucent, there is a new man in charge. We have had contact before and I am looking forward to visiting with him about what additional areas we can be of service. For now I just want to be in the air.

The Presidential race is in full swing here and as usual, the Republicans, with whom I am aligned, are running a stupid campaign of being on the fringe right wing. They are trying to appeal to the conservative faction of the country which does not appeal to me. Unfortunately, Mr. Obama has virtually no foreign policy or any other experience and giving him the power with the hope that his theories, will work, is not acceptable. I just think back to the last candidate who sounded like he



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did and that was Jimmy Carter, which was an absolute disaster for the county. New ideas are fine, but they have to be based in experience, logic and foresight. I am afraid Mr. Obama fails in that category so I will have to vote for the Republican Candidate.

Our carbon credit plan is now being reviewed by four different groups and I am hoping that we will get some traction with a least one of them. The best would be if the Township of Maplewood agrees to become our test case for the program and if that happens, we do not need anyone else for now. I am hoping to get more information next week.

**7/23/08**

**7:00 PM DST**

***Ottawa Airport, Canada - The Tarmac***

We ended up being about an hour late and after getting through immigration and customs, my driver for the day was waiting for me. We left for Alcatel-Lucent. There was a new buyer there and my tardiness had worked out well since his boss had called him in for some rush meetings. Off we went to lunch where we spoke about his childhood in Shanghai and then his education in Canada. He took a different path from his father who was in real estate and wanted him to come into the family business. He wanted some international experience first and struck off on his own. He is competent, tough and a good buyer, which was evident after we went into some brief negotiations about prices for 2009 when we had returned from lunch. After most of the work was done, I went to check where I always keep my passport and it was gone. I freaked out and immediately searched and could not find it. Excusing myself, I said I had to go, stopped first to be introduced to another person involved with labels and rushed out to the car with the buyer following to see if he could help. No luck and I was really getting upset, but I thanked him for his concern and his offer to help get us into the gasket area and told Paul to get us back to the restaurant. Perhaps I had left it there. A few minutes later, Paul suggested that I may have put it in my carrying case and after we stopped, I breathed a large sigh of relief when I found it.

From there we went to Ciena to see an engineer who I had been speaking to for years and while waiting for him, I got a note that my flight home was probably cancelled. I called my office to check and out it was really cancelled. There was a big storm and most flights to the New York Area were delayed or cancelled. We rushed back to the airport where I booked a flight to Philadelphia. After a few hours of waiting, we boarded the plane and here we wait now on the tarmac. Philadelphia has a hold on air traffic and if we stay here for another hour, they will probably cancel the flight and I will leave in the morning. I have a driver setup in Philadelphia to take me to Newark if we

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take off. I would like to get home tonight.

I have been doing a lot of final editing for the book. I hope to be done by Monday and then we go to art and press. I spoke to Wendy before. She is good, but misses me as I miss her. It is beginning to rain here.

I had sent a letter to the owner of the building that I wanted in the next town. It simply said if he had any space that he wanted to rent to please call us. He called today and does have space. I will check it when I get back.

**7/24/08**

**5:20 AM DST**

**Ottawa Airport**

You read correctly, I am still in Canada.

Our plane was cancelled at about 8:00 PM last night, which necessitated a rush to get back through customs. We had technically already entered the US when we got on the plane, to the US Airways Ticket Counter. By the time I got there, the line was long and it would have taken too long to get through. Figuring I would be able to get on the 6:00 AM flight to Newark this morning, I went and got some Canadian dollars, got a hotel through a nice Airport representative and off I went to the Best Western in downtown Ottawa. Meanwhile David had been having a similar experience. He had by this time, had three flights cancelled and was also working on getting a hotel for the night.

I got to my hotel room and went to sleep at about 10:30. The good news was that in retrospect I had a good day. Seeing my first customer had paved the way for additional business covering more of our product lines, which was a great thing. The second customer also offered to help us get our gasket line into their product flow. The other good news was that I had remembered what my Uncle Phil had done, which was always carry spare underwear when traveling even for the day because you never know. Therefore, I had some clean clothes to change into, which was very nice after a long, hot shower. I got up at 3:15 AM and went to the airport. I then wondered why I thought I could get on the 6:00 AM flight to Newark when everything else had been cancelled the night before. The answer was I couldn't, but the ticketing people were great. I went from Continental to US Air back to Continental to Air Canada and I am now scheduled for the 6:00 AM flight to LaGuardia in New York. I am not sure where LaGuardia is located, but I can make the assumption that I can get from there to Newark Airport.

The other good news is that thanks to my Blackberry, I am reasonably caught up with work. The editing for my book, *The Ideal Entrepreneur*, is done for now and I am planning to go biking tonight since I had to cancel my tennis for this morning. I emailed and called my tennis partner last night and told him how hard I had tried to get

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back and he understood, but it still would have been nice to be home. Things happen and I am hoping this adventure will end easily and happily with me getting into the office before 11:00 AM so I can catch up on everything.

**7/24/08**

**7:21 DST**

## ***In Flight to LaGuardia Airport, New York***

The plane has left Canada!

We should be on the ground by 8:00 AM and then I will start my trek to Newark Airport. My hope is that there is a direct train from airport to airport. Worst case, I will go by car, but it is rush hour and will be time-consuming and expensive. As is normal for me in retrospect, I tend to view things better and I am really happy I was able to spend time with the AL buyer yesterday. Having a face-to-face meeting, especially out of the office, gives me the opportunity to build a better relationship with him. As a buyer, he obviously wants the best quality products at the cheapest prices with on-time deliveries. But there is so much more to a business relationship. The possibilities are there and I must make sure that each of our company's best interest remains intact.

**7/24/08**

**8:20 AM DST**

## ***Uptown Manhattan-Harlem***

Going towards the Lincoln Tunnel and Newark Airport

We landed on time and the weather here is rainy and not great. My hopes for a direct train from LaGuardia Airport to Newark Airport were squashed since there isn't one and I had to either take a cab or bus. The thought of trying to navigate a bus schedule was out of the question considering I needed to get back to the office as quickly as possible. I will be very fortunate to get to Newark Airport in an hour and then pick up my car. With luck, I should be in the office by 10:00 AM. If that happens, I will consider myself very fortunate. Life on the road evens out; most of the time it is either great or okay. The day I cannot bear the thought of having delays and cancellations is the day I need to do something else. I am glad that day has not come yet.

**7/27/08**

**7:44 PM DST**

## ***Home, NJ***

I got up yesterday at about 7:30 after a wonderful night's sleep on our porch in the Berkshires. It was just cold enough to need my sleeping bags, but not cold enough to be uncomfortable. As planned, I had breakfast with Wendy and then went mountain biking through

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the gorgeous New England woods. You can't ride in the woods in New Jersey because it is illegal. I noticed a message in my car saying there was a problem with the hybrid and all wheel drive systems so I called my dealer in New Jersey who said if the car was acting okay, then I could drive her home.

I picked up my father-in-law after biking and we had lunch. Just as we got back, my engine felt like it seized and we stopped dead. I was able to move her a little more so she was in their driveway. The good news is that my car was safe in a spot that was okay to leave it. Also, my wife had her car up here so I could get home. There was a Lexus dealer within an hour's drive and I had coverage to take care of the towing. I called the Lexus hot line and they set-up my car to be picked up and taken to the dealer. I called the dealer and they said that would be ready for my car. The dealer said they could return the car to my in-laws when they finished. My mother-in-law, the wonderful woman that she is said she would drive my car back down to New Jersey for me when it was ready. I had Kayla's car to use when I got home until mine was fixed. Moreover, I got to ride home with Wendy instead of our taking separate cars

However, the bad news is that my car was in trouble and I would not have it for at least a week. I lost some time when all this happened. All and all, I came out way ahead, knew it and remained relatively calm throughout the whole thing.

AAA took a long time to pick her up so we left the key in the car and Wendy took me into Lenox for a little while. Then we went back home for a snack and we got ready for Movie Night at Tanglewood. This is a special concert that Wendy loves where music is played to clips of movies with John Williams, who composed the music to Star Wars, was conducting.

We got to Tanglewood in time to have dinner there and just as we were walking in, we heard thunder. After waiting in the car for a little while to see if the rain would stop, we gave up and went into Lenox and had dinner. It was just as well since a giant cloudburst happened a short time later. After getting home, we decided to leave the next morning a day early. We were out of the house today before 8:00 and home by 11:00. I went for a long bike ride and then to the office to try to catch up after being out almost two days last week. Tomorrow is going to be crazy, I doubt I will catch up then and we have an appointment to go see some additional space in a new building to house the new press line. By late afternoon we should have also heard from Vinnie and John as to how their search for a potential press went.

Meanwhile, questions about the SGS center for Mexico have been going back and forth between our people and I am hoping to have everything concluded from our side by Tuesday. My partner Ben helped me realize part of my dream when we opened up IJX and I hope some-

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day to do the same for him. He really wants this center in Mexico to happen and I will try to make sure that it does. I think it is a great idea with a lot of potential. It does, however, have a lot of risk including additional financial stress on IJUS. It would seem an unusual moment for great expansion giving the economy of the world, but with my contrarian point-of-view, it is also a very good time. The risk we are taking here is not nearly as much as with IJX so the stress level is not as high. Buying the roll-to-roll press at the same time and possible additional outside space to enable it means the risks are multiplied. Besides the Carbon Credit Project, I think we will limit ourselves for anything else for the foreseeable future. I need to be able to sleep at night.

**7/28/08**

**9:55 PM DST**

**Monday**

I was up at 4:00 AM, went to the office, checked my email, exercised, had breakfast number 1, played tennis, had a quick haircut, went back to the office and spent the rest of the morning trying to catch up from being out two days last week.

I spoke to my VP's throughout the day regarding the SGS Center and everyone agreed that it was a good idea so it moved to the next stage. Vinnie and John left early in the morning to go to southern New Jersey to see a press that was the one that John had used for years at his other job. The report was that it was in very good shape, but was big too big to work in our current space. It was a good thing since we were going to visit the potential, new building I had been eyeing for years to see if we could rent space there. There were six of us on the tour including my son Alex. Everyone was looking for something different. Vinnie was checking for power and layout. Mike and Marc were checking the space and layout, Al was figuring out how the company was doing and why they had so much extra space. Alex was with me watching everything and I was dealing with the controller who was our tour guide. The company had scaled back and had a lot of extra space. There was 12,000 sq. ft that would be perfect or it could be cut in half. We were interested and agreed to call back the controller later in the week. He mentioned it was a Korean-owned company and I would have to deal with the boss, which was okay with me. If my experience in negotiating was not positive, then having him as a landlord would be a disaster so the situation would define itself. The economy is not great so if this space did not work out, there was more elsewhere. It was like a fantasy finally getting into the building that I had passed so long. I would like us to be there if we could work it out. Then it was back to the office and more paperwork, I got a lot done, but will need all of tomorrow to try and catch up more.

With the exacerbated financial situation in the global economy,

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this may seem like a strange time to expand, but it feels right and my team is behind it. The new press with support materials including press people will cost about \$400,000 for the first year. I figure that the space will cost about \$75,000 and the SGS Center will cost about \$650,000. I hope my instincts are right.

**7/29/08**

**9:53 PM DST**

**Home, NJ**

After tennis and my second breakfast, I started on the backup of paperwork I had still from last week. All went well. Vinnie and John found an additional press to look at so now we may have a choice of roll-to-roll machines. Either way, we need more outside space and I emailed them this morning to say that we were interested. Just in case, I went to look at alternative space, which wasn't suitable. Uncle Dave will look for more. I got Marisol's final package ready with two options for after she leaves IJUS. I want her to join the new medical company I hope to help setup when David and I go down next week but want to be prepared beforehand. We will have a lot to do including the changeover to Paulina so we need to be ready. I spoke to the Lexus Dealer in Massachusetts and so far bad news on my car. I am highly concerned that she will never be right again. I may try to trade her in early. I will talk to my local dealer tomorrow.

There is a heavy amount of stress regarding the new press line SGS facility and cash flow. People owe us a lot and it is mostly on time, but we are being forced to tighten our resources. We are going to spend a lot of money and that is rarely a calm time. I will need to go to Mexico on August 16th to meet with the SGS people and Ben. It is too bad the trips are so close together, but we need everything with our people and clinic to be as solid as possible before the SGS people come in. Thankfully, business has been good because otherwise, my stress levels would be astronomical. It is crunch time!

**7/30/08**

**9:55 PM DST**

**Home, NJ**

Vinnie and John presented the roll-to-roll press plan today and it did not make economic sense. It would cost too much per job so we abandoned the project. Instead we will try to put in a laser that can cut plastic and material parts. We can do that in our existing facility. I called Dave Williams and cancelled his search and with sadness, did the same with the building that I really liked. For that place, the controller offered his services for later if the time presented itself. I hoped that it would. We still have plans for a gasket line in the near future. I got a call from Senator Lautenberg's office regarding the carbon credits.

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They asked what I wanted and I said I wanted to start a pilot program with Maplewood. If it worked after six months, then I wanted help to spread it through the county and then the state. We would bear the costs at the beginning. His representative was in favor of the idea and I could say I spoke with her.



# AUGUST

**8/1/08**

**10:27 PM DST**

**Friday Night – Home, NJ**

Yesterday a man named Stuart came in to talk. I wasn't going to let him, but David persuaded me and it was a good thing he did. Stuart was a member of a gasket firm that we deal with in China. He is their only representative outside of China and when he came in one of the first things I wanted to know was if they planned to expand to the US with a plant. He said no so I then suggested a joint venture between our two companies. He was a little shocked, but intrigued and by the time we finished he was on board with the idea. Vinnie and I were already meeting to see his plant when we go over in October. Both the lasers and the gasket operation could significantly add to our volume and profit and all of us are excited. We finished the month with this year's sales ahead of last year's. Profits are down with our massive influx of funds into our sales push, but the results are already showing. I am content with our progress. I have spent the last two days catching up so I can be ready to leave on Tuesday for Mexico with a clear desk. Marisol is setting up appointments with customers to establish the transition to Paulina and also getting the final set of questions settled to pave the way to sign the first SGS agreement. I decided to have Mike come down in addition to David so the transition would be smoother.

**8/2/08**

**9:15 AM DST**

**Home, NJ**

It is Saturday morning, the Jewish Sabbath. In past years, I would normally be at my Minyan meeting, but that has not been working for me lately so here I sit, in my cave, on the floor with Bailey at my side.



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For me, it is a time of reflection. The CD Dan and I made about a crisis in faith started out about me and then branched out in general. The conclusion was that it may not be a crisis of faith for me, but more of a problem with the confines of the structure. I was in temple last week and all through the service I kept wondering why I was there. Hebrew is a language I can read but don't understand. We say the same prayers and except for reading different parts of the bible that change weekly, it is always the same. I understand the repetition is to be able to give you a peace of mind to allow your being to move into another place, hopefully one open to the religious teachings and values that the elders of the religion want you to experience. However, it leads to frustration, which is why I am here and not there. I am thankful for what I have and the chance to not only help others, but also reach my goals with having fun along the way. I have been so fortunate that I always want to remember to be not only grateful, but also help others, something that can be very difficult in the course of a normal work-week. Trying to live by a code of conduct is great in theory, but the very definition means that when we deviate from it, then some type of retribution must occur. If we promise not to lie, cheat and steal and then do something that we suspect might infringe on those pledges then we have to be punished. Or do we? I am human and there are numerous commandments that I have broken and depending on the bible, I could have already been stoned and killed. How can you participate in a religion where, according to the ancient teaching you have already broken enough rules to be executed? How do you make it right in your own mind that you can ever be a good person if the rule book says you should die. Nowadays, that is not the case, but how do you deal with a set of rules that are finite and thousands of years old? As Dan said the answer is that the rules were not really rules, but guideposts for behavior. Unfortunately, that is not what the book says and if you follow the book you have little leeway and if you don't, then you are working in shades of gray, which doesn't help to make matters any clearer. I live by a code and when I stray from it, I feel guilty. This usually means that I have to make restitution of some type whether it is an apology or an act to counteract what I did wrong. Happily, my code mostly corresponds with the general societal rules where I live. This makes me think that there is validity to them. But how does that fit in with the formalized religion that I belong to? If the bible is simply a huge metaphor and everything in it is based on ways to make you think about your current situation, then why do I find myself feeling guilty for not sitting there on Saturday's and listening to the same service that says very little to me. Perhaps I am asking too much of religion. Maybe it is not it's job to keep me interested or wanting to be involved. What if it is there, when I need it, as a connection to a place to go when I feel the need to go there. If the only reason I go is be-

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cause I feel guilty about not going, then I am letting down the people there who expect me to attend. Those are not the right reasons for me to attend. God is all around, not just in synagogues or churches and believing that actually means that the negative feelings I am feeling by forcing myself to go is disrespectful to not only God and me, but also to the people there. I will keep searching.

**8/3/08**

**9:48 PM DST**

***Sunday Night – Home, NJ***

Since I am traveling Tuesday, Wednesday and Thursday and was not sure how much I could exercise, I decided to do a triple today, which worked out well because Wendy and Alex went into New York City for lunch and to see the show Spamalat. They liked it a lot.

After breakfast I played tennis with my brother and then went biking. I went home for lunch and then got ready for taping with David. I had never recorded with him before and did not know what to expect, but happily the session went well and I think the first CD in our series about sales will be good. I am not sure what we will do with, it but I am sure we will use it to help our people and brand us further. I cooked dinner tonight. Having Alex home to edit is a rare treat and I want to utilize him as much as I can, but it also puts pressure on me to get it done so I went right from this year's book to next year's. He leaves in three weeks and I would like to get the first six months done if I can.

**8/5/08**

**4:34 AM DST**

***Newark/Liberty Airport***

I have spent the last two days getting ready for this trip to Guadalajara, Mexico by working out five times so that I will hopefully be ready for the delays that might ensue because there is a big storm near Houston. Mike is already down there and David should be here soon. Friday and yesterday were also spent in preparation so that most of what needed to be done was finished. I got an email from Stuart, the man from the Chinese gasket manufacturer who we met last week. We are getting the plans ready to visit his facility again and then hopefully start a joint venture to put a small operation here in New Jersey. I also started negotiations with one of our label suppliers to work out a potential joint venture with them in Mexico. I also got an email this morning from Marisol that the SGS project there was dead. Maybe it was dead in their eyes, but not mine. They seemed to have gotten the idea that if they did not reach a certain sales level within two years, then we would pull the machine. What we said was that if it was successful, we might sell the operation after two years. We have no plans to pull the machine out if sales don't reach a cer-

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tain level. I emailed Marisol that I wanted a meeting with their head negotiator this afternoon assuming we get there with the storm. So far we are on time and I hope that David shows up and we are not delayed. We will hopefully board soon. I always feel better once we are in the air. Marisol will finish her time with us by Friday. Paulina will begin as manager and there will probably be bumps along the way. I am scheduled to get my car back this Friday. The dealer has been wonderful and it will be good to have her back. I hope that David gets here soon.

**8/5/08**

**8:05 AM DST**

### ***In Flight to Houston***

I called David about thirty minutes before take-off. It turned out that he got the flight times wrong, was still twenty minutes from the airport and the odds of his being able to park and make it through security in time were about zero. We have all had things like this happened so I chalked it up to fate and I would probably see him tonight. While sitting on plane, I got a call from him that he had made it through parking and security in record time and would be on the plane in a few minutes. He chalked it up to the power of his suit and the look of determination and desperation in his eyes. People had been extremely nice to him, let him cut the line and he wasn't even the last one on the plane. He said that he has never missed a flight and after this, I believe in his record. We should be in Houston in an hour and then we find our flight to Guadalajara, I have no idea what the storm is doing, but I am glad that David is with me. It is time to start the July newsletter.

**8/5/08**

**11:41 Texas Time 12:41 DST**

### ***Bush International Airport***

I got word from Mike when we landed almost an hour late that our next flight was cancelled. I was scheduled to depart at 2:30 to Guadalajara and David got bumped to the next one. He is on standby for mine. After we got new boarding passes, we headed to the lounge and the combination of not enough food, sleep and planes got to me and I was in a very bad mood. I called into the office and a big job had been cancelled, which only made my mood worse. I will try to see it from an optimistic point of view. David and I ate the food I brought, plus some water and took some ibuprofen. Then we moved to the new terminal and we are here for another two and a half hours.

This airport has taken on a surreal nature. Many planes were banned from landing and stopped departing. There are not many of us actually here and those that are seem resigned to their fate of waiting until the next flight. It is raining like crazy outside, but I am glad it is not snow.

## AUGUST

**8/5/08**

**3:12 PM Guadalajara Time 4:12 PM DST**

***In Flight***

After about five hours of waiting in Houston, we are on our way to Mexico. Happily, David also got on this flight. It is amazing when the real self-control and discipline comes in. It takes so much effort just to get where you are going that most people would not even take the journey let alone try to conduct business. It is not for the light hearted. I have been going since I woke up at 2:30 AM and David got up at 2:00 AM, but no complaints. It sets us apart from most other people and puts us into positions for the success that we both crave. I am very thirsty, but I don't think I am getting anything to drink for a while. My email seems to be working again, which I am very happy about.

**8/6/08**

**8:26 AM Mexico Time 9:26 AM DST**

***Guadalajara, Mexico***

We got to Guadalajara and through immigration and customs by about 5:00 PM. Marisol was there and took us to the lawyers where we finalized the payment packages for her to leave and Paulina moving up to general manager. By this time both David and I were pretty tired. Marisol dropped us off at the hotel and we went to Chile's, my favorite local restaurant for dinner. The food was excellent. We bought water and fruit after and went back to the hotel. My plan this morning was to get up at 5:30, workout, eat and get ready for Marisol to pick us up at 9:00 AM. Unfortunately, I got the time zones mixed up and got up instead at 4:30. I found out about the time confusion after exercising and utilized the extra time to get more things done, which is always a good thing. I received an email from Marisol; the SGS deal is dead. I emailed Ben to cancel his plans and I will do the same so we will not meet back here in two weeks. Unfortunately, we spent a great deal of time and money on this project, but better now than later. We will have nothing further to do with the medical group or SGS in this part of the world. Things don't always work out; it is time to accept it and move on. Marisol's last official day with us is Friday. There is a thunderstorm in progress, which doesn't make it easier to make sales calls.

**8/7/08**

**4:33 AM Mexico Time**

***Guadalajara Airport***

Yesterday turned out to be quite interesting. We were traveling as a foursome yesterday with Marisol, Paulina, and David. Our first call was to Flextronics. Things went well except it was obvious that Marisol was uncomfortable with the situation since she was going to be leaving us and IJ Medical was obviously a dead issue. After giving it some

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thought, I suggested that she open her own business as a buyer. She could rent herself out to companies for specific projects and for those situations where a full time buyer wasn't needed. She was skeptical at first until I wrote out an announcement for her new company and we began to sell it as we progressed through the day. After Cisco, Telica and finally Sanmina-SCI, were we doing well as the IJ team and Marisol's spirits had risen considerably and the thought of being a small business owner went from being an impossibility to one that had real promise. We might have even gotten her the first customer yesterday so she ended up being very pleased. Paulina has been great to work with and we feel confident that she will grow well into the position of general manager. David and I traded heading up the sales calls. Our styles are different, but we meshed together well and it was fun for both of us watching how we handled various situations. He is in charge of the sales here and will come down four times a year. We both feel there is more business to get and he is aggressive enough to bring it in. We finished with the call at about 6:00 and then went back to the hotel. David and I decided to wait for Mike for dinner. He had been working on the IJM books for the past three days and was finally satisfied. He was also confident that Paulina would be able to handle things well. We met at about 9:00 PM and went across the street to Chili's again. The trip ended with mostly good things so we have a good meal and relax after a few tough days. I went back to my room and after realizing there was no time to workout this morning, I exercised some more before going to sleep. I got up this morning at about 2:15 AM, which meant I was now in serious sleep deprivation mode since I had not gotten much over the past three days. The ride to the airport was swift, but worrisome because of a thunderstorm. This would normally not bother me, but since I was flying this morning, it could mean a delay. This could impede my connection in Houston. Of course, I could do nothing about it, but worry. I heard from Ben in China, he was unable to cancel or change his ticket for the trip to Mexico and he was really angry. In fact, he had not had much good news over the past few days concerning SGS and Mexico so this was not a welcome event. I told him we were after Cisco Systems from this side of the world and hoped we could help in Asia, which made him feel a little better. There are a lot of companies I have been after for years and have so far not broken, one is Cisco and another is IBM. We do business for both, but through contract manufactures. The best way is directly through the companies themselves, but it can be a tough, long-term endeavor. If I don't get them, maybe my kids will in the future. So far, our flight is on time and I will hope for the best. Now it is time to edit the August Newsletter.

# AUGUST

**8/7/08**

**12:48 DST**

***In Flight***

The plane ride from Guadalajara was great and I was able to get through immigration and customs with enough time to go to the Continental Lounge and change my clothes since I was wet from the long trek through the warm airport. Having the change of clothes was fantastic. I have reached the point in the trip where I am so tired that I don't know what to do with myself, so characteristically, I kept working. My eyes were burning and the spots in one of my eyes had gotten worse, and should be better with some sleep. I had two glasses of diet soda. The caffeine has kicked in, which also means I can keep working. I need to get as much editing as possible. Alex leaves soon and I wanted him to finish as much of my new book as possible. I edited the Newsletter for August so that is ready. Meanwhile Mike is hopefully getting to Chicago in another hour or two and will then meet his wife in Newark this evening, who has been in South America. I am anxious to hear how David is doing with Paulina on their sales call. I can also feel the emotions beginning to build up inside me, another sure sign of sleep deprivation. In retrospect, the bad things that happened were the SGS deal died and we spent a lot of money paying out Marisol to leave. On the good side, having Paulina in charge should be very good, David as the head of the sales effort there, not having to pay out a lot of money for the SGS Center and helping Marisol potentially transition to her new business are all very good. We will follow the same model for IJ Netherlands. If Jeroen and Jan-Willem can't produce sales, then we don't need to pay them as much as we do for just processing orders. We can do the same thing with having David in charge of the sales there and I can also help. I am going to Europe in September and will be on the look-out to set up a new distribution center closer to where our customers are located and less expensive.

Kayla came home yesterday and is leaving for camp this afternoon, there may be a chance to say hello if the plane lands in time. It would be wonderful to see her and get a hug. I will cancel my second trip to Mexico tomorrow and focus on finishing up the one for Europe next month.

For now, I may sleep or watch a movie.

**8/8/08**

**10:41 PM DST**

***Home, NJ***

I got back in the office yesterday at about 4:00 PM. The flight was early!

I got to see Kayla for about forty-five minutes before she left yesterday. The eleven-year-old kids for whom she is a junior counselor

## THE IDEAL ERA

are tough, but she said she would go back so she must not be having a horrible time. She took her car back so I do not have to pick her up when camp ends. That happens a lot now. She does not need me like she did in a lot of ways, but hopefully, the big ones will always be there.

I fell asleep early and even so I did not have enough and getting up was not pleasant.

Tennis was also difficult with my brother, my energy level was low, but increased as the day wore on and with a nap in the afternoon, I was fine.

It was a day of catching up after the trip to Mexico and things are in good shape.

**8/10/08**

**7:28 PM DST**

**Home, NJ**

I have been emailing with Jeroen, who is starting to worry because no new sales have been coming. So far he is spending 75% of his time on plastic panels and the Gamma Knife. I plan to kill both projects tomorrow. He will center on labels or gaskets or we will find another way.

**8/11/08**

**9:53 PM DST**

**Home, NJ**

I went to my urologist today, a very nice man who I consider highly competent. Since prostate cancer and problems run in my family, it is always with extreme trepidation that I approach my bi-annual check. Happily, this one went smoothly and I am happy to report things are fine, but I am always still a little concerned.

Jeroen called me today and told me that he is now running the main business. As soon as I heard this, I realized there was no way he could sell for us at the same time so I knew we would have to make some changes. I advised Jeroen to get a few potential plans ready, have them setup in writing and in two weeks when he meets with his partner who is on holiday to tell him to choose or Jeroen will do it for him. We will start making alternative plans if needed. I told him today to abandon all sales attempts except for labels and gasket, but in his current situation I doubt he will be able to try and sell anything. My feeling is that Jeroen and his partners will work out a new arrangement that will hopefully also be good for us. It doesn't matter that I like both Jeroen and his partner, but business has to function on its own and it is my job to make it so. I am learning a lot.

# AUGUST

**8/13/08**

**9:27 PM DST**

**Home, NJ**

For the last few days I have been battling what I thought were allergies but now may be a cold or virus of some kind. I haven't been sleeping well and the last three tennis matches have been tough, but I have kept up. There was a lot of paperwork for yesterday and today but I accomplished a lot. Ben and I may have cleared up how to handle some accounting issues, which have been plaguing us for months. The solution just has to be cleared by Gary. I have to book some of my flights for Europe next month, but I am waiting to hear from Ben to see where he will meet me so we can work out the balance. We heard from the gasket company in China that is going was to setup some type of alliances for a prototype operation here. They seem as enthusiastic as we are which is excellent. We will meet with them again next month when their head salesman comes here. Mike is in The Netherlands and after my talk yesterday with Jeroen, it seems that things are better. He has a lot of decisions to make with his company, his partner and his life and they will need to be made soon. He is a good man and I wish him well. Paulina is doing fine in Mexico. We are having samples made for the new laser. If it works, then we will buy it probably in September. Ben's girlfriend Katie is staying with us for a week. She is a nice girl and is working for us part-time while she is here.

**8/14/08**

**4:02 PM DST**

After going to the acupuncturist last night and having dinner with Wendy, I felt a little better, but realized that what I thought were allergies was actually a sinus infection. I am pretty sure that I knew how to handle that and feel better now that I had a direction. I got some sleep last night (better than the last few days), got up this morning and played tennis. Considering the way I felt, it went well and then it was back to the office.

I got a call this morning from a man I have known for years from bell labs. His department is being cut back, as is common within Alcatel-Lucent right now and he was checking his options. He belongs to the Industrial Design Department and it sounded like they were going to be slashed again. I have been trying to take over that area for over a decade and I may finally have my chance. We could set them up if it were needed and then link it to Lencon in The Netherlands so we can offer Industrial Design on a global basis; again something I have wanted to do for a long time.

I also got an email from Stuart this morning, the gasket manufacturer from China and they are very interested in moving as quickly as possible. He will have some options for partnering when he comes in next month.



## THE IDEAL ERA

We have sample materials at the laser manufacturer to see if the unit we want will do everything we need. With all of this, we will need some more space now. I spoke to our landlord and there maybe 3,000 sq. feet opening, which means we can put in the laser and gasket lines and still keep our inventory within this facility. That would be great.

Katie is in again today and she is editing my new book. I figured that one more set of eyes on it would be good. I want the book finished!

Kayla comes home tomorrow, which I am really happy about!

**8/16/08**

**9:40 AM DST**

***Saturday Morning – Home, NJ***

Yesterday I tried to put a major plan into effect. I spoke to Sue about my plan to take over the Industrial Design Section for Alcatel-Lucent, expanding it worldwide with our people at IJ Netherlands and create a new group at IJX. Sue and Ben both liked the idea, but I have not spoken to the people in The Netherlands yet. I found out who was in charge for Alcatel-Lucent and put in a call. I have had a sinus cold for the past few days and took a nap. Unfortunately, he called while I was asleep and my people did not wake me up. This would usually have made me angry, but I always try to see that things happened for a reason. I worked out a short plan, circulated it amongst my people, and sent it yesterday afternoon. I am hoping for a meeting this Thursday with Sue and him. It is a simple plan. We will hire two of their people, set up a billing system and have all ID work comes to us. Sue will run it and then we will attempt to do the same thing in Europe. Our people there are already doing Alcatel-Lucent Design. It is simple yet effective and the advantages are major. They reduce both their head counts and their costs, save their people's jobs and outsource a function that we can handle. We should hear something on Monday.

There were a lot of storms happening and Titan got diverted on his flight here to Toronto. We still don't know when he is coming, but the car service will pick him up and take him directly to David's house. It is a rocky start, but it should all work out fine in the end. A lot of this happened last night; however, I slept through most of it and got caught up this morning.

Kayla came home yesterday and it is nice to have her. Whenever any of the kids are back, there is usually a short transition time for everyone to get used to being together again. It is still great having everyone home.

Ben was playing a gig last night in Brooklyn and Alex went to see him play. He parked in Manhattan and took a subway to the gig, but unfortunately, his car window was smashed and he lost his iPod and some other valuables. The most important things are that he was not hurt, the car was drivable, the window can be fixed and I have a spare

# AUGUST

iPod. It is a pity that people have to do these things and there is virtually no chance that they will ever be caught.

I am thinking about the next script for the Sunday Night Lifeguards. It will be about dealing with aging parents. It is something that all of us have to address unless our parents have already passed so I thought it might be a good topic. Here is my opening thus far:

*Under the best of circumstances, we are all born with two parents, are nurtured and loved by them. We grow into adulthood with their help and we are in turn able to do the same with our children. But our parents are human, the same as us, and also bear the results of their own upbringing. What happens as they grow older and suddenly the roles begin to change and we become more in charge and they become less in command? Our worlds collide as we are no longer "the kids" and everyone needs to deal with everyone else on a different level. Being an adult does not mean that adult behavior pervades all experience. What happens when the time comes to step up and start taking over? Let's talk about it. We are The Sunday Night Lifeguards.*

*Welcome to The Sunday Night Lifeguards, I'm Andrew Jacobs with Rabbi Dan Cohen.*

*Hi Dan,  
Parents, let's start from the beginning.*

*From your experience, what is the biggest challenge in dealing with parents as the "kids" reach their 20's?*

*From your experience, what is the biggest challenge in dealing with parents as the "kids" reach their 40's?*

*From your experience, what is the biggest challenge in dealing parents as the "kids" reach their 60's?*

**8/17/08**  
**3:27 PM DST**  
**Home, NJ**

I am sitting out on our porch with Bailey. It is a beautiful summer day in New Jersey and our backyard is alive with trees and flowers in full bloom. What a scene!

I played tennis today and unfortunately, I did not warm-up first and got a back spasm while bending over to pick up a ball. From there, I pulled two other muscle areas, but of course kept playing. Then, I went home and went for a walk. The good news is that the sinus cold I have had a few days now appears to be getting better. I have yet to receive an email yet from the man from Alcatel-Lucent about our pro-

## THE IDEAL ERA

posal to take over their Industrial Design section. Perhaps he did not read his email from Friday or wanted to think about it over the weekend. I will try not to let it drive me crazy before tomorrow and if I don't hear back from him by early morning, then I will start calling him. I finished the first round of editing for my new book next year. The rest I'll give to Alex for when he comes home. Katie should finish the final editing for this year's book so I am hopeful to have it on press within ten days and start sending them out by the middle of September just in time for my trip to Europe.

Getting back to the third "Lifeguard's CD"

Additional questions:

*I know from experience that my parents still think of me as their "baby." While this is charming in some respects, it does add some conflict especially as I went from college, into the family business and then to managing it. Is it possible for parents to make the transition from considering their children as children to thinking of them as adults?*

*I think one of the biggest issues with older children and their parents is that there is such a long history together. It is a problem that an in-law child does not have. They came into the family already grown and living on their own. It is easy to treat them as an adult and as an equal while much more difficult when you changed a child's diapers and now they expect you to treat them as an adult.*

*Your parents think that they are right and they have in this way for many years. You, as the child, have either accepted them as demigods or found it easier to just let them have their way. What happens when they have crossed the line and their previous behavior, while tolerable now, is no longer? How do you let them know the rules have changed and get them to accept it?*

*You now have kids of your own and your parents cannot help but make comments about how they did things in their day and how you are screwing up your kids by what you are doing. How do you get them to either stay out of it or at the very least, let you parent the way you and your spouse see fit?*

*You are running your life the way you want, your parents find the need to comment, and they think it is still their duty to help you along the way. How do you get them to leave you alone?*

*Your parents are getting older, their health is deteriorating, and you can see that they will not be able to take care of themselves soon. What can you do to help get ready for what is coming? What if they demand to stay*

## AUGUST

*in total control and refuse to deviate from what they have done for all of their lives?*

*Your parents handle their own finances and suddenly bills are not being paid. How do you talk to them about starting to turn over their finances to someone else?*

*Your parent's relationship is not the best and one is treating the other badly. What steps should you take?*

*One of your parents is not acting positively toward you or your siblings. When should you step in?*

*The health of one of your parents is deteriorating. How do you make plans to take care of both when they could end up in separate places?*

*How do you deal with the inevitability that there will be unresolved issues with your parents and that with their passing, will never be resolved? I realize that you might say then that you should try to resolve them now, but what if the risk of closure is not worth the risk of irreparable damage?*

*You have one set of parents. They bore you, nurtured you, cared for you and loved you. What happens when the status quo is thrown off and you are suddenly doing for them what they have always done for you? You, in effect, take over a lot of the parental duties. How do you keep from letting the positive elements of the first part not be lost in the second part?*

*Everyone wants to feel needed and everyone wants to be independent. How do you deal with a parent that tried to use money or power to keep you under their control?*

*How do you not feel guilty about them?*

*How do you not feel guilty once they are gone?*

*What is the best that you can realistically hope for as your parents and you get older?*

*What we can remember when dealing with our parents is that we are not perfect and they are not perfect. Age does not always bring wisdom and youth is not always right.*

*Patience, tolerance and good will for everyone will make the journey much more pleasant. What seems perfectly logical and correct today may seem like a bad idea tomorrow.*

*For Rabbi Dan Cohen, I am Andrew Jacobs and we are "The Sunday Night Lifeguards."*

# THE IDEAL ERA

**8/18/08**

**9:45 PM DST**

**Home, NJ**

My back was sore so I am glad I road my bike this morning instead of playing tennis. My usual partner is in Alaska so the timing worked out. It was a beautiful morning and it felt great to be out on my bike.

I sent the script for the Sunday Night Lifeguards to Dan for review, but no word back as of yet. Al, however, really liked it.

It was an amazing day. I spoke to the section leader for AL who controls the Industrial Design Group and although he had not read my email, he had no problem with the concept. He did say, however, that I needed to talk with the two people involved and make deals with them first. I did so and both were onboard. The plan seemed to be coming together. I left a message for the section leader that we were ready to begin and all we needed was a verbal go-ahead so that we could spread out worldwide as quickly as possible. I was hoping for something in writing and some type of guarantee, but knew neither would probably happen. I would be happy to proceed with a verbal agreement.

After some negotiating, we agreed to buy a laser today. It will cost about \$225,000 and originally, I was going to finance it through the manufacturer's bank, but they had no pre-payment allowance so I went through my bank instead. We have to wire them half by Wednesday and it should take about eleven weeks to have the unit installed. Vinnie will go out there in a few weeks with enough material to run a very difficult job with our new laser. We think it will be faster, cheaper and better and the manufacturer is allowing us the time to run the whole job there. Vinnie will go to California to do it. While there, he will really learn the laser system, which is another benefit.

I got an email from a woman at the NJ Department of Environmental Protection. Somehow she had gotten my proposal for self-certification for carbon credits and wrote to tell me that the state was taking action to install such a program. I downloaded the parameters and realized that we did not fit a number of the requirements. The state would only pay someone \$40,000 to install and run the system. I consider it to be such a low amount that almost no one will go for it. I, however, have a plan and will probably offer our system for free. I don't know exactly what I will say, but it should be an interesting process.

Ben's girlfriend Katie left for Ohio today; we will all miss her. She worked for me for a few days being the final editor for my new book. She did a good job and I am glad it can now, after the final changes are added, go to press.

David and Titan are in Ohio on sales calls.

# AUGUST

**8/19/08**

I played tennis this morning and my back held up well.

The Deputy Mayor of Maplewood called me, a very nice man. We spoke for a while and eventually hashed out a program that we thought would work for everyone.

I got a call from Peter from AL and we are on for a meeting this Thursday to talk about the Industrial Design Transfer. I am bringing Mike. Before that, we are meeting with Alex, Eric and Sue.

I also spoke with Jeroen about this today and he was very excited about the prospect.

We are taking on more debt.

**8/21/08**

**9:47 DST**

**Home, NJ**

We had the meeting for the Industrial Design group for AL. Although no one could talk in detail, we had a basic agreement to take on their model maker and one industrial designer if the layoffs included them next month. The supervisor mentioned that he would try to steer as much business as possible toward us and that was enough for me. We would set up an office at the AL Murray hill facility. It would be a great chance if it all comes together.

The cost of oil has made air cargo prices soar and we are taking a profit hit from the materials from China, which is another reason to do more ourselves. We are set for two days of meetings next month with the gasket manufacturer for some type of alliance here. We have spoken with Cary and I am hoping that there will be enough room opening upstairs to handle our expansion.

Alex and his friend Melanie left this morning for St. Louis; they are almost there. I miss him already. Kayla is away for the weekend and Ben is home. The house is quiet.

**8/22/08**

**10:02 PM DST**

**Friday Night – Home, NJ**

I played tennis with Ira this morning; it was a beautiful day. The family history that he wrote and that we printed turned out well and the reaction from the family has been very positive. Any further work will probably have to be done by the next generation.

As promised, I sent the full proposal to the Maplewood Deputy Mayor who called me after and said that he liked the plan. He wanted to review it with one of the people from his environmental committee, which I welcomed and we agreed IJUS would become a Corporate Sponsor for Green Day and help promote and market the day and the issues for the next year. It's a great start and I am extremely happy.

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In response to that, I cancelled my calls for my European trip to Poland and Romania and now will concentrate on AL locations and maybe go see Jeroen and Jan-Willem. I can't do anything until AL is definite.

So far, I am going to Ireland, Germany and Italy.

I showed more people Alex's and his friend Steph's IJ clothes designs and they liked them. Al had a good suggestion to send them to my tailor in Hong Kong and we will see what he can do.

David and Titan came back today from their sales trip to Ohio and it seemed to go well. Titan is a nice man.

Alex is back at school in St. Louis and sounds happy.

**8/24/08**

**3:51 DST**

***Home, NJ - Sunday Afternoon, our porch***

On Friday night I got a call from Titan at 11:00 PM from the hotel. They would not accept his credit card since it was not the one that reserved it. They wanted to fax me an approval form, but I have no fax capability here. I offered them my credit card, but they refused and said that someone had to come over in person to take care of it. Resisting the urge to start screaming, I told Titan someone would be over soon and I called Al hoping that she was not asleep yet. She lives very close to the hotel and luckily, she was up and went right over. I still don't understand why they would not accept my credit card. It shows the lack of customer service in the world and although, we at Ideal Jacobs are not perfect, we strive to help whenever possible.

I went to Minyan Service yesterday at our temple and unfortunately, the reaction I have been having occurred again. I don't feel an attachment there so I will probably not go back until October after the Jewish High Holy Days, if at all. Things change, actually the Minyan has stayed the same so it is obviously me. I am sure that they will be fine without me and I will continue on my own journey to find a new path.

Yesterday evening, Wendy and I went to dinner and saw the new Woody Allen movie, which she liked a lot and I thought was good.

This morning I played tennis with my brother. He autographed a few of the family history books for my crew at work who had requested them and then I biked. After changing and having lunch, I went to the office and waited for Kay to call me to pick her up since she was returning from a religious retreat with a bunch of friends. It is now late afternoon, a beautiful summer day here in New Jersey and I am about to write the copy for our next flyer, which will accompany my new book. We should have that from the printers in about two weeks and then the worldwide release begins.

There is a lot of great potential stuff that may happen and the trick is going to be keeping our options open so that they can happen.

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1. Taking over the Alcatel-Lucent Industrial Design Section in later September (That will mean the immediate hiring of two of their employees, promoting Sue Jensen to be their manager, setting up Industrial Design section in The Netherlands and China and having Mike take over as the overall man in charge. Marketing of that can begin as soon as it happens).
2. Bringing in the new laser and marketing it (we can start immediately even though the laser won't be ready until early November).
3. Setting up the new gasket prototyping facility here in New Jersey (negotiations begin in September and if they progress, we plan to be operating in January).
4. Expansion of our operation here in New Jersey to handle the laser and gasket operation. (In the short-term, we need to get enough space to move out our inventory to another part of the building. In the long-term, it would be great to get the space above us and move our pre-press, production, AI and I upstairs and use the area we are in now for storage).
5. The Ideal Green Credit Idea has been tentatively approved by the Deputy Mayor and now we need to get ready for Green Day on October 11th. (We need to put all of our weight behind this project, as we will be the first in the country to have an active carbon credit/green credit program in work. Using corporate sponsors to help lower the carbon footprint of a township is a great start to a program that has potential nationwide and I am sure that will morph into many other forms).

Our debt will increase for the short-term, but I am hopeful that we can be debt-free by the end of 2009.

**8/25/08**

**3:21 PM DST**

**Brooklyn, NY**

Junior and I are riding on Utica Avenue. You are probably wondering how I got onto Utica, Brooklyn with a man named Junior. It is a wild story and starts a few years ago when I first spoke to Elie. He is a fellow printer who ships from Brooklyn. He is a commercial printer and sells mostly the standard line of offset printing labels. He has been asking for my advice for the past few years and he, along with the rest of the printing industry, has been going through some tougher times and asked me to come in to see his operation. Now, I normally never leave New Jersey unless there are good reasons and this was one of them. A friend was in need and that was all I had to know. I have known Elie a long time and agreed with one stipulation that he had to send someone to come get me because I try never to drive into New York. In fact, I try never to drive anywhere except New Jersey and going to and from



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the Berkshires. I was due to be picked up at 12:00 and wanted to be back by 5:00 to miss the rush-hour traffic and sure enough my car was waiting and there I met Junior. His real name is Fritz and he is an amiable 25 year-old who was exceptionally pleasant as we ventured forth to Brooklyn. Many of you may have heard of Brooklyn through old time movies during the 1940's, but that Brooklyn is different from this one. I had some trepidation about going, but since Junior is somewhat intimidating as I found out along the drive (he had been shot twice, when he was a gang member). I felt totally at ease. It was about an hour and a quarter to get to our destination and when I finally met Elie (we have only spoken on the phone before), I found him also to be a nice, decent man. Unfortunately, when running a business, being a nice guy can sometimes get you into trouble, which is sort of what happened here. After meeting the balance of his staff, I quickly came to some conclusions. One of which was that Elie needed a right hand person to help take the load off him. He agreed and we both decided to interview one of his people for the potential position. In addition to giving him more time and reducing some of his stress, we would also establish a chain of command, which would enable him to create a base for future expansion and give him the time to pursue the creative parts of the business that he loved. I had another idea and that involved Fritz. Being in sales is probably the most demanding job in the world and by definition gives the most promise. During the Great Depression, there were always jobs for sales when no one else could find work. There was something about Junior that caught my eye because he had no fear of success and hard work did not seem to bother him. The amount of training for sales would be extreme and would take years, but immediate gains are possible to both Elie and Fritz. Happily, since he is also driving me home, he liked the idea of a career in sales and they will pursue it immediately. Fritz has the advantage of being able to talk to women and also give out a powerful vibe, which will be very beneficial when dealing with potential customers. He would be good for going after new business because I think he has the thick skin to do it. As I mentioned, he never expected to have this many changes in this short a time, but that is what is needed for everyone. If he can get a good assistant and set up a sales force, then he and everyone else are on the road to prosperity. And next time, he can come see me so I don't have to go to Brooklyn again. For now, it is back to the office and then home. I hope what we have created here will work well in the future for everyone.

**8/25/08**

**7:48 DST**

**Home, NJ**

We got back before 5:00 and I gave Fritz a tour of our facility, some

## AUGUST

of my books, a copy of the “Ideal Challenge” game and one of my ties to hopefully give him luck when he goes out on the road. He is excited about his new start and I spoke to Elie after he left and told him that Junior was ready to go. There was a lot to do when I returned, but I did not finish and left for home at about 5:45 PM. I will not catch up tomorrow until maybe the afternoon because I am going surfing with Dave in the morning. Actually, I heard the waves were very high from the people at the Dentist’s office where I had my checkup this morning, so I loaded two boogie boards into the car in case we wanted to abandon surfing but still go in the water. I am excited about going.

**8/26/08**

**9:48 PM DST**

***Tuesday – Home, NJ***

Today, after tennis, was my annual surfing day with my friend Dave. This the second year where I have gone down to the New Jersey Shore, about an hour and half away and he and I take my surfboard out to the beautiful sandy beach near his vacation home. It was a beautiful day, cool with some cloud cover, which cut down on the glare. The surf was rough; the tide was low, which was just right. He and I took turns going out and trying to catch a wave and standing up. The good news is we had a great time. We wiped out a lot, unfortunately drank some Atlantic seawater and neither of us was able to stand up. But the company was good and the time that we spent together was extremely pleasant. I made my way back to the office at about 3:30. Surfing is very tiring especially after tennis, which made the quick nap I took at a rest stop along the way home even more satisfying. Once I was back at the office, I caught up on my email, which included some back and forth with Elie from yesterday. Understandably, he was hitting some bumps in the road with getting his situation settled and Junior did not start sales today as I had hoped. There is still hope, however, and if Elie moves decisively, I think he and Junior can both do well.

I got a compliment from David who has been reading the galleys from my new book and although he is so thoroughly involved, he found it interesting, which is always nice. By the time one of my books is ready for press, I am so sick of it that I think it has little worth.

I hope to speak with Jeroen in the next day or so and help settle what is happening with IJ Netherlands. If the Industrial Design deal goes through, then they could become extremely important in that area and I want the situation and chain of command settled before it happens.

# THE IDEAL ERA

**8/27/08**

**9:49 PM DST**

**Home, NJ**

Ben got a paying job today at Avitar and we are all very happy for him. He plans to start moving out this weekend.

**8/28/08**

**9:50 PM DST**

**Home, NJ**

I got a letter from the state regarding my taxes. I thought I was being audited and got upset, but then read it and they were assessing extra taxes for 2005. Life is all about perspective. The idea of an audit was a lot of pain, time and money. The idea of just paying extra money was much less painful and was actually a relief. Had there been no threat of an audit, then the tax assessment would have made me angry, but instead, I was happy.

Ben started cleaning his room in preparation for moving out, which is a little strange, but it is a happy time for all of us that he is starting the next stage of his life.

**8/29/08**

**10:34 DST**

**Friday Night – Home, NJ**

We do business with a very large Contract manufacturer and one of their divisions asked us to quote a lot of things, but gives us little business. The usual pattern started a few days ago for some rush jobs and we priced them with equivalents. The customer emailed back saying that we had to use the exact material needed, which was much more expensive. We gave the prices in today and got a verbal agreement to go ahead. It was a lot of money. We placed the orders for the material based on the customer's verbal agreement and then I got an email tonight that said our prices for the rush and the necessary material were too much and they wanted to hold and review everything after the holiday weekend. The only problem was that the deliveries needed would therefore be impossible if we waited so I had a dilemma. I could take a chance and order in the stock and figure that we would get the business or I could stop everything and wait.

**8/30/08**

**8:58 AM DST**

**In The Cave – Home, NJ**

It is Saturday morning and I have to stop soon to go eat and get ready for my bicycle ride with Uncle Dave. It rained last night. A great thing for our flowers and trees, the sky is still cloudy so I have no idea if we will get wet. I will, of course, be carrying my backpack with rain

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gear, extra water and other supplies so I should be ready for whatever happens. Stella, my beautiful and faithful mountain bike is equipped with wide tires, which are excellent for slippery conditions so I feel comfortable being with her.

I am still upset from yesterday's adventure with the big order. But also through experience, I know that by stopping everything and telling the customer that making their delivery is almost impossible, the pressure is now on them and not me. We should have no monetary exposure. Being the boss has a lot of good aspects and others that are not so pleasant. In this case, the decisions are mine, the way to handle the customer is mine and the final outcome is determined by both of us. I base my life on odds. In business, I make choices and enough of them work out that I am happy and extremely grateful for the chance to do more.

The economy is getting tighter and it is showing everywhere. Our customers, I know, are under pressure from their customers for lower prices, faster deliveries and still high quality. The pressure on us is enormous and only getting worse. While I am happy to report our volume for North America is 5% higher than last year, our profits levels are lower. The main reason for that is our large amount of outflow into our sales and marketing campaigns. We are traveling more to additional locations, which is a good thing, but expensive especially in the world today. Our customers are constantly asking for volume pricing, in some cases they promise to order a certain amount of a specified label, but then don't follow through. They take the less expensive price product and do not come through with the volume. Therefore, when an order comes through and a customer has not taken advantage of a volume discount we have offered, we are not going to tell them they missed it. Business ethics are very complicated. I have fought with the issue above in my head for years, but have come to the conclusion that things cannot only go in one direction. We offer once. If the customers don't take it, then that is their problem. They are certainly quick enough to push us for more discounts especially when our costs keep rising. In a perfect world, everyone would get along easily and with no conflict. Business would proceed with no problems and everyone would make money and be happy. But that world is impossible and we have to deal with what we have. I love it that way. We have to work within the marketplace we have.

I am here in "the cave" listening to The Little River Band, a group from the 1980's with Bailey by my side. It is very peaceful here, a haven from the turbulent world.

Wendy just called down to me. She and Kayla are going into Manhattan to have lunch at the restaurant where our nephew Barry works. Ben had been down a few minutes earlier to get his base guitar, which he will take into work at the recording studio and store there.

## THE IDEAL ERA

He should be mostly moved out by next week. It is the little things in life I like: sometimes taking Bailey for a walk after dinner, taking out the recycling and garbage to be picked-up, looking at how my flowers are growing. I take joy in knowing I have tennis games set in advance, seeing my brother three times a week, eating cereal and a banana as my first breakfast before I leave for tennis. When I am traveling, it is the routine and the rituals I miss, seeing my wife and daughter at certain times of the day, knowing what I have to do and where I need to be. It is the foundation and structure that put my mind at ease and the chance to think about other things. The greatest part about traveling is realizing I get to go home and return to what I love. I do enjoy being out on the road, seeing the people and seeing how far I can push myself. I don't believe in daily toil or the heartache of the road, but rather the chance to be good, do good and experience what is happening now as opposed to concentrating on the past or what can happen tomorrow.

**8/30/08**

**4:45 PM DST**

**On The Porch – Home, NJ**

I went biking with Uncle Dave and it was a pleasant ride through the cloudy, summer heat. Towards the end, we stopped for lunch. While resting for a while with our water, we spoke to the waiter who as it turned out, was a college student, musician and knew my son Ben. As we spoke I told him about my adventure with Junior in Brooklyn from last week.

I have been trying to figure out the forth subject of the final CD for the Sunday Night Lifeguards. Dan and I will discuss how to define, achieve and handle success, which includes handling the feelings that come with it.

I have felt guilty since I was a little kid. I always fear that I have said the wrong thing. The worst part is that it was usually my last comment that created the sense of regret, which still has me second guessing how I end conversations. What is this problem of guilt and why does it seem to affect some of us so deeply? We can feel ourselves saying something that we know we will regret, but we can't stop ourselves and then we try to make it better by saying something else, which usually doesn't help. What is that horrible feeling and how do we get rid of it?

*It is time to talk about the things that drive us crazy. We are the Sunday Night Life Guards.*

*Guilt. The mere saying of the word brings forth all types of turmoil and conflict.*

# AUGUST

*Rabbi Dan Cohen, tell me why do I have such feelings of guilt?*

*How does guilt come out in you?*

*Biblically, what is the anecdote to undoing a guilty act?*

*Is it better to say nothing or risk the chance of saying the wrong thing?*

*I have attempted to create a one-second delay system in my brain, which filters almost everything I say. It tends to slightly cut down on spontaneity, but helps to not say things that I will regret.*

*How can we turn acts that make us feel guilty into something positive?*

*How do you feel about doing penance for acts like sending in donations to worthy causes to countermand the bad Karmic affects of the guilty act?*

*What about guilt for doing something you knew was wrong like cheating on your spouse?*

*What is the penalty and how can it absolve you?*

*What do you do if the guilt seems too overwhelming and you can't seem to overcome it?*

*What if you feel you are the victim and others should feel guilty for how they treated you? How do you let them know that they have hurt you?*

*Should you cut yourself off from people who make you feel guilty especially for things you don't think are wrong?*

*How often should you forgive someone for doing things that they should feel guilty for?*

*Are there any benefits to guilt? Can behavior modification be a good thing?*

**8/31/08**

**11:02 PM DST**

**Home, NJ**

Hurricane Gustavo is bearing down on the Gulf Coast. I hope it is not too bad.

Wendy and I helped Ben move some stuff into his new apartment, it looks like a good place I hope it works out fantastically.

I have had this feeling in the pit of my stomach for the last few

## THE IDEAL ERA

days. Wendy says she can see me draw into myself as I prepare for what is coming. I am concentrating my interior energy for the work that is coming and if it goes as planned, every ounce will be needed. Our chances will be coming swiftly this month and if all are to be taken to the maximum capability then we will have to move quickly, decisively and positively. No negative energy should be detected in order for all of us to be on the same path ahead. Tomorrow it begins with Jeroen. I hope to hear from him early regarding his talks with Jan-Willem, if not I will probably call him. People think I have a lot massive self-confidence bordering on arrogance that I believe I know what is best for people, but I do believe that I can see a bigger picture than the people directly involved and that objective viewpoint can sometimes add a dimension the people involved may not consider. I am willing to put myself, my companies and our resources on the line for what I believe is the best course for everyone. I hope I am right enough that we move forward with the speed and success that I have predicted knowing there will be bumps and turns in the path. The path begins tomorrow and I look forward for it to begin.



# SEPTEMBER

**9/1/08**

**9:46 PM DST**

**Home, NJ**

Labor Day in the US and the start of a new month

I personally took over the move into India and let go of the rep we had tentatively to work on the SGS System and Ideal Jacobs India. Since I plan to spend no more time on the SGS System, it is time to end the effort. We have already done so in North America and Europe.

I spoke with Indy today and after we had determined that there really is a market for us, she and I decided to go in December to make sales calls. I will bring her for the following reasons:

1. She knows multiple Indian Dialects.
2. She can make the travel arrangements, which should save us a lot of money as opposed to having me doing it.
3. Have someone from the same country with me should make traveling a lot easier
4. I will have a chance to train her one-on-one for a whole week to see how much she really has in her.

Hurricane Gustavo was happily not as bad as they anticipated when it made landfall in Texas, Florida and Louisiana. The Republican National Convention began quietly tonight because of Gustavo with a fund raising effort. The president and vice-president will not be there, which is probably a good thing for Mr. McCain. One of the daughter's of Mr. McCain's running mate was found to be pregnant; she is 17 years old and not married. Her parents are standing by her. It will probably not hurt her mother's election chances and might actually help. Mr. Obama, very intelligently said that family should not be involved in campaigns and refused additional comment.

Wendy, Kayla and I had dinner with Barbara and Cliff. It is was



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pleasant and calm. Tomorrow the action begins again and I look forward to it.

**9/2/08**

**9:43 DST**

**Home, NJ**

The big order we lost on Friday is still gone. I had numerous emails and conversations with the buyers involved. It came down to their customer designating a previous source. We should know tomorrow if they can make the delivery; there is still a chance. In the meantime, they gave us other business today. I spoke to Jeroen and he negotiates tomorrow with Jan-Willem. I definitely have to get out there this month and plan to set up the schedule tomorrow.

I had lunch with my old friend Joe Daley. He got laid off by Alcatel-Lucent after more than twenty-five years and is looking for a job. The next big layoff there is in two weeks. I asked him to look into our hiring him as a contractor to go back into AL. I don't know if it is possible. The big layoffs should setup a lot of opportunities. I hope that we can capitalize on them in a good way for everyone.

**9/3/08**

**9:49 PM DST**

**Home, NJ**

It is September and time for employee reviews. This is the month we will review everyone for raises, bonuses and areas they need improve upon. I reviewed Al today and she me. Everyone else will begin within the next two weeks. It is a stressful time and even though I mostly know what will happen, it still stressful to deal with people's livelihoods, their expectations of what is to come and our evaluations of how they have done.

I wrote the proposal for HFC today for the gasket alliance we are hoping to create. After review of our VP's and Ben, we will end it tomorrow. It could open up a whole new product area and partnership for us and I am excited at the prospect.

Jeroen and Jan-Willem are still negotiating. I am definitely going there the end of the month during my trip. We need to sit and talk about what is going to happen especially if the AL Industrial Design agreement comes through. It will be a good time for me to do it.

I am spending more time writing proposals, negotiating deals, handling our people, finding new suppliers, handling suppliers, finding new customers and product lines and building up our companies. I like it. I have to leave more of the day-to-day to others. They are willing and I have to make myself do it.

## SEPTEMBER

**9/5/08**

**10:29 PM DST**

**Home, NJ**

Reviews started yesterday and my VP's will all be getting raises and bonuses. They all deserve it and our team is only as good as the motivation of our people. Unless they are content with the will to move forward, we can never reach our goals. It will mean a lot of money in bonuses to go out in October, but it will be worth it and they are worth it.

A hurricane is about to hit South Carolina. We are expecting rain tomorrow, which means I will probably be working out inside, maybe a walk later with Uncle Dave. Wendy is going with Barbara and Jessica to see her parents in Massachusetts, which leaves Kay and I together. I am hoping we can have dinner together tomorrow night. It should be a lot of fun. I saw the proofs for my new book today with a cover change. They are approved and should be ready by the end of next week. Then the new book launch begins.

**9/6/08**

**9:16 PM DST**

**Home, NJ**

Hurricane Hana was due to strike here this morning. I got up and saw it was not raining yet, but I still tried to call Uncle Dave to re-schedule our ride. He wasn't answering so I decided to go alone and hope to meet him later. Wendy had left early to get Barbara and Jessica and were on their way up to the Berkshires. I was hopeful that they would get up before the rain started. The weather was hot and very humid with a lot of clouds, but I made it through the ride with no rain. By the end, I finally got a hold of Uncle Dave and we met at the building that I hoped someday to occupy. After, we went for some iced tea and iced water at a local restaurant and talked for a while. He is always very nice about hearing what I am up to as I am to hear about his real estate endeavors. After that, I went home to find out that Kayla was not feeling well. The last time Wendy went away, both Kayla and I were sick. Happily this time I wasn't so I was able to make sure she was okay throughout the day. In fact, we even watched a movie together and then some more television. I realized it might be one of the few times I might get the chance to spend with her since she leaves for school soon and I jumped at the chance. She is a joy to be around so it was no strain. At about 5:00, I went out into the storm. I got us some dinner and she left at about 7:40 to go babysitting. I did not try to stop here since it is what I would have done, but I did suggest she tell the family she wasn't feeling well and give them the option to cancel, which she did and they didn't. Now it is just Bailey and me. I plan to go to sleep soon. Kay will be home by 12:00, which means Bailey will

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bark when she comes in. I will wake up, but that is okay since I will then know she is home safe.

David is in Canada. The person he is visiting, our new rep Eddy, was working a benefit golf tournament, of which our company was a sponsor. David went up to meet Eddy for the first time and also help with the event. Eddy was a buyer and wanted to be a salesman. It is a tough transition and few make it. I am not sure if Eddy will, but he is a nice, good-hearted man and I wanted to give him the chance. With David's help, his chances will grow considerably. Wendy comes home tomorrow. I miss her.

**9/7/08**

**3:46 PM DST**

**Home, NJ**

It is about 83 degrees and I am out here on our porch with my dog Bailey. I found a Christmas CD and am playing it now. I love music from the holidays and it makes things seem so calm. The end of summer, the thought of cold weather, wearing sweaters and seeing my breath outside is very appealing. I love all of the seasons, but the time from September through the New Year seems to hold a magic unto itself. Maybe it is the nostalgia of my childhood and growing up in West Orange. I look forward to it.

I just called Wendy. She, Barbara, and Jessica are back in New Jersey and after Wendy drops everyone off, she should be home. I played tennis with Uncle Ira indoors because of the storm last night. Then I came home and went biking. I went past the building I hope to someday either rent or buy and the one across the street. I don't know how far my dreams will go and whether I will get part or all of one or both of the buildings, but I am dreaming about what can be, which means the only limits are what I create. I have been assigning our people and it is clear that our four VPs are truly outstanding individuals who have risen to every challenge and are ready for a lot more. I have resolved to give off more of my day-to-day duties to them so that I can continually concentrate more on the overall development of our companies worldwide. In fact, today I was checking flights to India, where I hope to go for the first time in November with Indy. It is the same amount of time as traveling to Hong Kong, but I have delayed it too long and it is time for me personally to go, assess the situation, plan our sales and marketing attack and put it into operation. One of my goals this year is to elevate Mike to be in charge of the new Industrial Design Group we are planning worldwide and its sales will then be a part of his evaluation. I want him tied to sales so he can enjoy the fruits of their labors and share the trials of their journey. If they do well, then so will he. If not, then changes will be made so everyone is in the right spot.

I called my parents today to go over to visit, but they were not

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home. I will try to go next week because the week after that I am going to Europe. This is probably the first business trip I have ever taken that was not fully planned out. In fact, I will probably not know where I am going and have all the arrangements made until either the day before I go or not until I reach Europe. I like having a settled itinerary and having all of my arrangements done. In this case, it is not possible and that is probably going to be the theme from now on. I will have to stay flexible and I will force myself to adjust.

Kayla complained yesterday of neck pain and a sore throat. It must have been pretty bad as she does not talk about these things readily. Happily, I don't have the throat problem, but I do have the neck pain. She is not due home until after 7:00 PM tonight.

Yesterday's storm did virtually no damage and our plants and flowers reveled in the extended bath (it has been dry here lately). They look fabulous.

There is talk that since AL may be firing more than a third of its staff; they may have to give a 60-day plant closing notice before anyone can go. If this happens, it could work to either our advantage or disadvantage. The good news is that the two people we plan to hire will have two more months of being paid by AL and will give us all the chance to advertise the takeover and move the business to us. The bad news is that in 60 days, a lot can happen and even if the plans are good now, they may change before we can institute them. I am checking now to see if the layoffs extend to AL in Canada. If we could get one of the Industrial Designers from there also on staff, it would help cement our position and take over some of the lucrative Canadian design market. We will attempt to do the same thing in Europe as soon as we know what is going on. It is very difficult for me to be patient and wait, but I have no choice.

The amount of overhead we will be putting on including the new equipment, space and people is going to be large, but we have to be in a position to grow quickly and one will not happen without the other. We have to do this now, show that we are ready, and commit to the needed people, machinery, space and launch.

**9/8/08**

**9:55 PM DST**

**Home, NJ**

We continued with employee evaluations and it turns out that many of us have been having trouble with the same person. This person is extremely intelligent, quick to learn, anxious to take on more responsibility and under normal circumstances would be a lock for a big raise and job security. Unfortunately, her attitude is toxic and getting worse. Her negativity and biting sarcasm affects everyone she is near and has become a threat to our corporate culture. I had not

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realized how widespread the damage has been until we spoke about her today in the preliminary review and it is now evident what path we must travel. Since we would like to keep her and have her continue to improve and move up the organization, we are going to give her a 30-day probation period. If her attitude changes for the better within the office, then she will get a raise and is welcome to continue on. If not, then she will be terminated and we will go our separate ways. It truly hurts me to have to write this because I have seen her progress in her work and the potential she has, but it is time to face the facts and it has to be done now. Thirty days from tomorrow we will hold her formal review unless she decides to leave earlier. This is not the part of running a company I like. In the meantime, I will think about a replacement for her if needed.

**9/9/08**

**9:52 PM DST**

**Home, NJ**

The reviews continued. I am not sure if she will make it but at least we tried, she is extremely competent and I would rather not lose her.

**9/10/08**

**9:45 PM DST**

**Home, NJ**

My laptop on which I have written a great deal of my books over the last few years appears to have partially died; the keyboard is not working correctly. I will check with Mike tomorrow, to see if he can fix it.

The employee from yesterday came in ready to work and had a good day. I hope it continues because she has twenty-nine more days on probation.

We started preparations for Green Day in earnest with designs for tote bags, shirts, getting our press release and handouts ready and a poster. It will be a company-wide effort and I think it will be great for all of us. Tomorrow I plan to email EPA and the State regarding our launch of the program and invite them here. David is in charge of getting the media there and we should have kits ready. Since we are in control of most of it, we will handle it our way. If it doesn't work, then it is my fault, but if it does, then it could be a prototype for other towns across the country. I am not counting on a lot of support from anyone. That is always the best position because then anything positive is a good thing.

Evaluations continued and now we only have die-cutting and manufacturing left, which should be done next week. We are splitting our Shipping and Receiving into two separate sections to make them more efficient.

I had acupuncture again today. It has been a few weeks and it was

## SEPTEMBER

good to be back.

Wendy is at an off-Broadway show in New York City and will be home late. I am sorry I won't see her today. My son Ben called me at about 6:00 AM this morning on his way home from work. It is a good time for us to talk. He feels a little lonely on the nighttime shift so it is good I am up so that we can talk for a little while. He is now part of the night shift; it is a totally different group of people and a different time from most everyone else. It can be lonely and isolating, but has its huge advantages of less supervision and more responsibilities.

**9/12/08**

**10:09 PM DST**

**Friday Night – Home, NJ**

The anniversary of 9-11 was yesterday. It is not something to forget; however, it is a missed chance to move our country toward energy independence and we missed it again.

GRIP is the new program we have substituted for the carbon credit plan we had been pursuing. Greenhouse Reduction Initiative Program will have Ideal Jacobs Corp. guarantee \$3,000 to give to residents of the township of Maplewood in return for their utilizing energy conservation and producing alternative energy. I spoke with the head of BCE today and they recommended a change from using a carbon based trading system, which they said would only cause great conflict with those who would attack our system if we didn't follow their guidelines. By striking out on our own with the plan to reduce the overall carbon footprint of Maplewood using our own system, we will be able to be timely, innovative and hopefully create a successful prototype for the rest of the state and country. I also spoke with representatives from EPA Track about the proposal change and they were in favor of it. One might be able to attend Green Day when we launch the program. All of the revised literature and the Website should be ready by the end of next week and we will resend the press release to all concerned.

I spoke with Peter from AL and so far we are on schedule for the takeover of the AL Industrial Design Group next Thursday when the layoffs are announced. Our two people Eric and Alex are ready and we will begin selling the services next Friday. It is a big step for us, but one I have wanted to try for a long time. Next Thursday, both Alex and Eric will come down to the office after the layoffs and visit our facility to meet everyone. Sales are ahead of last year, profits are down, but still good, which is great because our overhead will be increasing a lot with the two new people, bonuses, raises, the new laser, the new gasket area and probably additional space. I believe that we are on a good path and we will keep going. Speaking of the laser, Vinnie is back from California working with the laser company on a rush job and reported that the laser we are getting should be awesome. He is very excited

# THE IDEAL ERA

about our new capability and so am I.

The economy is still not great, but I think our expansion is happening at a good time.

If the GRIP program works, we will try to set it up at our sister cities where IJX, IJN and IJM are located, a truly global effort.

**9/14/08**

**9:40 PM DST**

**Home, NJ**

Yesterday and today were quiet. I biked both days. Uncle Ira went to a wedding yesterday in Princeton, NJ so we did not play tennis this morning. The weather has been hot and humid, but is supposed to break by Tuesday. We had dinner with Barbara and Cliff last night and Barbara mentioned that a friend of Jessica's was out of work and looking for a job. She sounded good and I found myself telling Barbara to have her email me. I must be crazy. Our overhead is going to zoom and I am looking at additional staff. On the other side, we have a need for someone to do our marketing because the actual marketing of the company, our brand is not being done as well as it could be. I am thinking this person might fit into that niche and also be an overall help in the office. I will check her resume tomorrow. She has already sent it to me tonight, a very good sign and we will go from there. The economy seems to be pretty tough, but we have the chance to move up and I plan to take it as long as our long-term exposure is not too bad. It can be an incredibly big week for us with the answer on the gasket operation here and the Industrial Design Group.

I made a reservation at a hotel in Paris for next Friday. I will probably use mostly taxis. I am still not sure where we are going next Friday. I hope to have it settled soon.

**9/15/08**

**9:45 PM DST**

**Home, NJ**

Over the weekend, Lehman Brothers announced that they were going into Chapter 11 bankruptcy. Merrill Lynch is being bought by Bank of America. The banking situation appears to have more fallout to come. I hope we are right about our expansion plans. Company reviews are almost done.

**9/16/08**

**7:26 DST**

**Home, NJ**

Her name is irrelevant and she is a symbol of the times. A friend of one of my relatives came highly recommended as someone who would be an asset to my company. Our initial contacts were encour-

## SEPTEMBER

aging. She got right back to me and was even early for this morning's appointment. She sailed through the interview and when it came time to talk about money, I had told her it was an entry level position, but she had so much talent and energy I went higher than usual and offered her \$30,000 which included being my assistant and eventually moving toward the position of manager of marketing. I even told her I would review her salary in six month for a potential raise. She was happy, accepted and I introduced her to everyone. She mentioned that she had to verify the deal with her finance people since her last job paid \$50,000 a year in New York City. Of course, she had left that job because of boredom and was now on employment making a few hundred dollars a week, but her judgment was based on her last salary. As you can tell from my writing, she emailed me later that the salary cut from her last job, even though she was now on unemployment, was too great and she turned down the job. I wished her well. So few people do what is in their best interest and it continually amazes me, but not as much as it used to.

I got a call from AL. There might be another person they may want us to hire and after talking to him on the phone, I drove to Whippany and spoke with him. He had some other options and I told him if everything fell through to contact me soon and maybe we could work something out. I love being able to offer a lifeline. I also like hiring future ex-AL people and hopefully, we should be able to get the pick of the best they had. They have to keep operating and will need to hire outside people. I hope they come to us to do it. The more we are involved with the design choices at the beginning, the more we can get our company designated as the supplier for the lines of products we sell. Even if we are only listed as an alternative supplier on the drawings, it gives us an opening worldwide especially when there are rush, small, new, difficult orders where the profit margins are the highest.

My new book is done and we have begun to distribute it. It will probably take over a month worldwide, but they are usually well worth the effort with new and continued sales.

In the finance world, AIG is teetering on disaster, but has not fallen yet. Lehman Brothers may have parts bought and the take over of Merrill Lynch by Bank of America seems like a done deal.

I sent copies of my new book to the people renting the building I eventually want to buy in Millburn. I called the American guy there in charge and got the name of the two Korean heads. He knew exactly what I was doing, laying the groundwork for a future deal and he seemed to appreciate my efforts. I am happy to go to Korea when the time comes to negotiate directly, but if times get very tough, a deal might come a lot sooner than the four years I am planning.



# THE IDEAL ERA

**9/17/08**

**9:42 PM DST**

**Home, NJ**

AGS was given a federal loan today. It was figured if they went over, it could start a world slide. The stock still went down over 400 points.

Today was spent talking to AL people about what happens tomorrow. We have the chance of setting up a prototype cable operation but I am not sure how far it will get. Various factions are starting to fight to keep power and I am not sure how much work they will allow outside. I want to keep my eye on the ball and I want the Industrial Design Department. Anything else is a bonus. I had acupuncture tonight and I feel better. I played with Paul this morning and parts of my body were sore. The treatment seemed to help. I started the mailings for my books. David leaves for New England probably this Sunday and I go to Europe on Saturday. We are attacking on all fronts, which is a very good thing especially when the economy is not good and people are ready for change.

**9/18/08**

**9:37 DST**

**Home, NJ**

Stuart came in this morning and we immediately starting talking. As it turned out, there were only two areas about which he and his people had concerns. The first was that they wanted to keep a few, very big customers that they had in the US under their name and the second was we agreed not to put in an EMI Shielding plant into IJX. Both were fine with me and I signed copies of the agreement later in the day. Since all we had were a few machines in IJX that never got started in production, it would not be a big deal to keep them that way, but I needed approval from Ben on the agreement. We sent it to him this afternoon. In the meantime, I hadn't heard from anybody regarding the Industrial Design deal and spoke to Alex who said all three were on their way to our office.

We all had lunch together including Mike, Vinnie and Stuart who was now part of the time regarding responsibilities and time schedules. Everyone seemed ready to start launching the new IJ Industrial Design section next week both here and in Europe. Asia would follow next month.

All in all, it was an incredible day with both plans being approved. Ben emailed me his tonight so we are ready for both. It requires a massive marketing effort, the kind we love to take on.

## SEPTEMBER

**9/19/08**

**5:21 PM DST**

### ***Newark Liberty Airport - L'Avion lounge***

Yesterday was spent trying to finish up everything before the trip started today and getting ready for the launch of our new Industrial Design Group worldwide. There is so much to be done. David and I are both out traveling this week. Jeroen will join me on Wednesday and Ben will follow up in China next month. Both Al and Mike prodded me yesterday to go after one of our former best customers with whom we ended on bad terms about two years ago. They screwed us and they think we screwed them. They have a lot of label and gasket business and we only get a little now so both Al and Mike said that we should let David go after them. I don't like going to anybody with my hat in my hands begging for more business so I was trying to think of a way to enter without overwhelming strength and I might have thought of the answer this afternoon. After having breakfast with Wendy this morning, I went biking with Uncle Dave. I was out on the porch with Bailey and it hit me. The target we are now after depends on Alcatel-Lucent for a lot of business. That business is based on their being named in the drawings at the design stage. Technically, we are in charge of a little or a lot of those drawings depending on how much more business we capture and hence is our new plan of attack. Either they start giving us a lot more business and we move into an uneasy partnership or I threaten retaliation by trying to remove them as suppliers for as much future work through the AL drawings as possible. Granted, it is underhanded, but I never liked the way they operated with us before so I have no problem in using an iron fist on them now. I am waiting for a response to the email I sent to my VP's and Ben for the proposed email to the Chairman and President of the company. If they ignore me, then I will set up a partnership with other metal companies to bring them on board in exchange for our getting the label and gasket work. I am not sure how much power we will have and I plan to use it to the maximum. We are in a new ballpark now, it is time to flex our muscles to see our new starting position and get an idea for how far we can go. The goals and the limitations probably are in my head. I have to make sure not to hold us back, but also keep an eye out for going too far too fast.

World financial markets seemed to have stabilized on Friday. The president and his advisors are recommending a giant bailout, which should keep companies like AIG in business. They will take on all of their bad debt. I am not sure what will happen, but a collapse in the financial markets for any reason is not a good thing. I am not sure who is going to take the brunt of the financial hit, but I think we are okay for now.

Wendy and Kayla are going over to Jessica's and Joe's for a picnic with a lot of people. I miss them already and am sorry I won't be there.

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I will feel good when the plane is in the air. People in this lounge appear to be primarily French. This is a French airline and one of the best I have seen. Mike has flown with them and agrees.

I spoke to Alex before I left and he sounds good. School is going well and he likes his roommates, which is all very good news to an always concerned parent.

Kayla is preparing her application for early acceptance to Cornell. I hope that she sends it soon. It has been a tough time for her with a lot of pressure and getting into Cornell early should make things a lot easier.

The plane boards in less than an hour. I think I will head to the security area.

**9/19/08**

**9:40 PM DST 3:40 AM Paris Time**

I am not sure how fast we are going since the flight monitor went off, but we are somewhere over the Atlantic Ocean. Before taking off, I spoke with Al and David and got an email from Mike. They all agree with the email to the AL supplier so it will be sent tomorrow with a copy to his second in command. Whatever happens is okay: if they ignore me, I will attempt to take their business away and if they want to do more business with us, that will be fine also. I also have a headache and will try to go to sleep for a while.

**9/19/08**

**12:46 PM DST 6:46 AM Paris Time**

I messed up on my timing. By my calculations, we should be landing in fifteen minutes, but I don't think that is happening since the plane is mostly dark. I slept for a while, but I am up now. Harry Chapin, a man whose music I have listened to for decades and actually saw in concert when I was a teenager, is playing on my iPod. It is like he is an old friend and brings back pleasant memories. It is sad that he passed when he was so young. He was very big in helping people and starting a major foundation to help feed the hungry. He was a good man.

They will serve breakfast before we land, which presents me with a dilemma. Since it is actually the middle of the night back home, I would be breaking my diet by eating. I am not hungry, but still I could eat. I will play it by ear. Maybe I will just have some tea so I don't have to worry about brushing my teeth again. I will listen to Harry and go get some more tissues from the restroom because they are always good to have when traveling. I have been running my Spanish software, but it is hard to work when I can't hear what they are saying so I gave up.

We may hire Roman, a former Alcatel Lucent employee if we start the cable prototyping group that AL may want us to take over. We will

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have to see and we have a meeting on the Monday when I get back. I think he is scared, but wants to try something new. I can't give him anything definite yet, but at least I will fly him out to New Jersey next week. He has a few months from his payout so he isn't desperate, but just has no life line to hold onto yet. He might be okay for us. I can't imagine how tough it is for all the people who got laid off from AL in the last few years. Seemingly, they had jobs for life and now they have to find new careers in their 40s and 50s in an economy where there are not a lot of jobs available. They are not prepared to handle this type of market and the need to move quickly or the opportunities are lost. For guys like my friend Joe with a family depending on them, it must be a daunting time. Like always even when I seem alone, it is good to have my writing. Being able to have control in at least one area is fantastic. I can write whenever I like. Of course it will be edited later, but the fun part is the first draft where anything goes. It is good company and always gives me something productive to do. It also puts me into some unusual situations because I always need things to write about. It is a sort of perfect mix. I need an interesting life to write about and it is also fun. Lights are coming back on in the cabin; I think we are landing soon.

**9/20/08**

**10:48 AM Paris Time 4:48 AM DST**

**Charles De Gaulle Airport**

We landed on time at about 8:00 AM this morning and the trek through passport control was swift and efficient. My bag came through the journey in tact and I was then off to find transportation to Charles De Gaul Airport. After asking for information, I was directed outside the terminal and was going to board a bus when I met a fellow American. Bob was from Nutley, NJ and worked for a perfume company. We were both told the next bus would be a while so we hopped in a cab and were at the airport in about forty minutes. I had thought about stopping by the Eiffel tower to walk around a little, but it was not on the way and I had my luggage to worry about so I decided it was best to get to where I needed to go. The ride over was pleasant and uneventful and after I left Bob, I went over to Terminal I, which is where I sit now. I have about two more hours before I can check in and have already had some of my food. I will probably need more Euros so I will go in search of an ATM and a men's room. I have also been editing the third section of my new book and hope to get it to Alex in the next few weeks. It will give him some spare cash and enable me to have the first nine months done so it will not take long to be ready for press when the year ends. My new Blackberry has no service and I am afraid that the international part may not have been turned on. When I get to Ireland, I will call home from the hotel and if I still have

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no service, I will ask Wendy or Kayla to call Mike at home to see if he can do something. He is on his way to Chicago so I am not sure what can be done. Not having a phone or email is a big deal and I hope I do not have to deal with that problem for very long if it happens.

I am starting to lose it from lack of sleep. From past experience, the need to pass out will come in waves as sleep deprivation kicks.

**9/20/08**

**8:27 PM Ireland Time 3:37 PM DST**

**Clarion Hotel Cork**

The windows for Aer Lingus eventually opened up and it turned out that both my suitcase and laptop were too heavy to go on the plane so not only could I not take my laptop bag, but I got fined over \$200 for the extra weight. Even worse, I did not have my laptop bag with all of my equipment and emergency supplies with me including my Blackberry, which I had put in there since I could not get it working. Talk about feeling naked. I had only the clothes with me, my jacket and my passport, cash and credit cards, which helped to neutralize most of the other problems. The nose bleed I had before came back and sprayed onto my shirt, which meant that if my luggage got lost, then I would have a heck of a story to tell the people I was going to see on my calls. Not having anything to read, I went to an airport bookstore, which of course was mostly in French, but finally I decided on Barack Obama's book. Perhaps I had been too hard on him and decided to read for myself. The most interesting thing was the number of people who commented on the book when they saw I was carrying it. Inside the gate area, I met a woman named Shirley, who was from China and we struck up a conversation because I asked her how she was doing in Mandarin. She works in sales for M/Com Corporation, one of our customers and we kept each other company until we eventually got to Cork and went our separate ways. The great news was that I did get my luggage and my Blackberry working. My cab driver was interesting and wanted to talk about politics. He was keeping close tabs on our Presidential race, which I found amazing. I gave him the Obama book when I left. I am afraid Mr. Obama's book had no positive effect on me. I still think his lack of experience in all areas and his tendency toward a lot of government intervention is bad for the country.

After I got to the hotel, I went for two walks, got food for dinner, came back to the hotel, worked out some more, had dinner, talked to the office and planned to call Al again before going to sleep. It has been a very long day and I hope I sleep for a good nine hours.

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**9/22/08**

**5:43 PM Ireland Time 12:43 PM DST**

### ***In flight to Amsterdam***

I did indeed sleep well and after ten hours of sleep, woke up to a rare, gorgeous, blue sky in Cork. I took full advantage and after a workout in my hotel room, ventured forth to view some of the town of Cork. It is an old city, but has been largely rebuilt as I was told due to various war-related problems. Still, it had a very old town feel to it and with the leaves changing seemed like I was walking through a holiday card. I noticed that the woman there rarely wore sandals, probably because of the constant inclement weather. The rain however blanketed the whole area in green vegetation which was gorgeous. I liked looking into all the shop windows and the names were fascinating. I almost made the mistake of looking into a Bookmaking Shop thinking it was a printer who made books when, in fact, it was a betting parlor. I went back to the same supermarket as yesterday and got enough provisions for my next two meals. After a great walk, I returned to my room stopping off just long enough to buy four hard-boiled eggs to round off my supplies. I was downstairs by 12:30, but it seemed like much earlier in the day to me and I was met by my taxi driver. He was a wonderful man, full of positive vibes and good humor and we talked about our families and politics as he drove me to Flextronics. It was my one and only call for the day. It is amazing to me the amount of interest in our election that seems to be everywhere. Most people do not seem happy with Mr. Bush, as I wasn't and seem to be leaning toward Mr. Obama. I guess what happens in the US affects the world. Everyone believes they have a stake in the outcome.

Having only one stop for a particular area is dangerous as you have no fallback. If the person you are seeing is not there or anyone else or it doesn't go well, you can't offset with anything else locally so you hope for the best and push forward. The person I was seeing was in charge of labels for all of Europe and she had a lot of power. We talked for a while about our two companies. The good thing for both of us was that she had business I wanted and I was willing to do almost anything needed, including additional distribution centers if necessary. She was happy with our talk. It became evident that the possibilities were there for both of us and I was determined to make it happen. She wanted a European representative for our company, which would be easy since it would be Jeroen. We agreed that for now, the Netherlands would be fine to service all of Europe.

We ended with her agreeing that she would get us more information for becoming a preferred supplier. Although, I think our contracts were already in place and she would get me the contacts for gasket in Europe, something I very much wanted to pursue. She also said she would get us the appropriate contacts for her people in India when I

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go with Indy in December. It was a good call and as my driver drove me back to the airport, I was very glad I had come. I left the driver with one of my CDs and a copy of my new book. He was happy with both and even happier with the generous tip. I like making people smile both with good cheer and good tips as long as they are pleasant and treat me well.

The time at the airport was spent well with fast service getting through security and then having the time to email and call the office. I also got a call from one of my ushers confirming that he was able to help with the Jewish High Holy Day service over the next few weeks. It almost meant, however, he did not get a job he had been after, which I felt badly about. I hope that I can make him feel better when I see him in a few weeks.

The email I sent regarding the extruding company and attacking for more business has raised a lot of discussion from my team and has divided them into two groups. One set wants to attack hard immediately and the other wants to be more cautious. I finally agreed to hold off sending the email for a day until Sue has a chance to make sure the attack would probably not backfire on us at AL. It is a major plus for us and I do not want to risk it without a very big reward potential. We should be landing within the hour and then it is on to Germany. I will check in at the office when I get there and will call home when I get to my hotel tonight or sooner if I get homesick.

I got an email before from one of the companies I am due to see tomorrow. The man said the person I was going to see was still sick and he figured I wasn't coming. I wrote back that I did not know he was sick. I was still coming and hoped at least I could see him and his associate. There was no way I was going to cancel at this point so I am going whether they will see me or not. It is all part of the road and the life of sales. Things change and things go right and wrong. I found out also this afternoon that I double-booked one of my rooms and it was too late to cancel. The money is lost and you just have to chalk it up to the expense of the trip, try to be as careful as possible and move on. The more tired I get, the more these kinds of things bother me so I have to remember to pass them off as part of the deal and move on. I hope that they happen more in the beginning than the end of the trip. I had tried to hire an assistant a few weeks ago to take care of things like this for me. I think it is time for me to stop thinking I can do these things better myself and hire someone competent to take over.

**9/22/08**

**Approx. 9:30 PM Germany Time 5:30 PM DST**

***In Flight to Germany***

I am not exactly sure what time it is, my computer clock is apparently a little fast and I need to recalibrate it to my Blackberry.

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The giant economic bailout by the US government to help stop the banking crisis appears to be a done deal and markets around the world are showing their displeasure by shooting downward again. If you watch the news or read the papers, they are now referring to the world banking crisis that threatens to move everywhere. Last time I checked home from Amsterdam, the Dow Jones Industrial Average was down over 200 points. Everyone is sounding like the world is coming to an end, which makes it an increasingly good time to expand. Yes I said expand and that is exactly what we are doing. The good news is we did not invest in the SGS system, which means the IJX has no debt and the debt level for IJUS is very low. Judging from the reaction of the person from Flextronics I saw today, our takeover of the Industrial Design Section of Alcatel-Lucent could give us substantial new clout and combined with our new gasket operation, more could be coming. In other words, we are risking a few hundred thousand dollars over the next year, including additional space we need for the chance of making millions and that is a gamble I am most willing to take. We will promote our expansion to the world, putting ourselves forward as the mavericks going against the grain and we are ready. We are going to be attacking a lot harder now. We have the ammunition, the talent and are ready.

More good news, I met a very nice 80 year old man from Holland on the plane ride from Cork to Amsterdam. He has been at sea and in various types of ship and boats most of his life and I am sure that he made a very good and wise captain. We spoke about religion and both hoped that people could take a more international view of the world with less emphasis on national origins and religions so we could all work together instead of tearing each other apart. He was a peaceful, kind man and I appreciate that short time we had together.

I was eating the rest of the sandwich I had made in Cork when I got on this plane and the flight attendant offered me some orange juice. I normally don't drink full-strength orange juice because it is too strong, but for some reason I did and it tasted great. Of course, I am also drinking a diet coke, which I also should not be doing so who knows what will happen later. I will eat dinner in my hotel room sometime tonight and it will either be a peanut butter and jelly sandwich or oatmeal. I am not sure which as of yet.

I have never been to the hotel I am staying at tonight. If it is pleasant out maybe I can take a walk. My first call is not until 11:00 AM tomorrow so I can get up and workout beforehand, which is a great way to start any day.

I miss Wendy and Kayla and will call them later. I also miss Bailey, the nights are getting colder and happening sooner so we will not have many chances left to take walks before winter sets in.

My partner Ben emailed me from China. He definitely wants to go



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to Singapore for our trip next month, which will also include one stop in China and Malaysia. We may also need to go to a second stop in China to promote the new Alcatel-Lucent Industrial Design takeover there. Since I am also going to Taiwan, that should be all for that trip.

In a way, I feel a little guilty for not being home for a while. On the other hand, being on the road selling is the best place for me to be for everyone because they know we are in action and doing what is needed face to face. They will follow my lead, my plan and my dream, my contract with them is to give them every ounce of energy and commitment I have to be successful for me and for them. The responsibility is mine and I do not take it lightly.

**9/22/08**

**10:25 AM German Time 4:25 AM DST**

***In Transit to Kontron***

Last night was amazing. I arrived at Munich Airport and my taxi was waiting. It was a rainy evening and the roads were wet, but my taxi driver seemed to ignore everything and as I watch the speedometer go to almost 100mph, I tried to stay calm by listening to music. Happily the driver liked it so while it played, I answered my emailed and called the office. It turned out that the former head of the AL Industrial Design Section called and after a few attempts, I got him on the cell. He wanted to get started with our two new people right away, which was music to my ears and also wanted to be part of a meeting next week for further expansion. What a great phone call to get at the end of my day. Also, I decided to abandon the onslaught on the extruding company for now. I did not want to risk the new business that was supposed to start this week. We got to the hotel and it seemed almost deserted, but my taxi driver's perseverance finally found the front entrance and I got to my room. I have never, ever been to a quieter place in my life. There was absolutely no noise and I was afraid to speak too loudly or play the TV with much volume. I checked in again at the office. Things were good and then I called home and spoke to my wonderful wife and daughter. I finally tried to go to sleep at about 1:00 PM, but it took a while to actually fall asleep. Suddenly at about 6:30, I got woken up by some loud clanging. There was a church nearby and it was sounding its bells. I was tired enough to fall back to sleep until shortly before seven when the bells sounded again. The good news was I was getting up anyway. Whenever I am in a new city, I like to walk around. The town of Bad Worishofen is small, charming, exceptionally clean and highly structured. The entire area seemed to ring out with a direct sense of order and I enjoyed my walk. The big problem in a new place is obviously getting lost so I usually try to pick landmarks to remember. Thanks to the training of my Dad during my early years of hunting and fishing where he always trained me to know

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where the car was, I am usually in good shape. He got lost once in the Adirondack woods in New York State and never forgot it. His fear was passed down to me, which is good because it has probably kept me out of a lot of trouble.

I was off to breakfast. This hotel is also a health spa and the food was simple and fine for me. My taxi driver was due to pick me up at 10:15 and when we met, he said he spoke no English, when he introduced himself, he said his name was Santo and he was Italian. I probably had the only Italian Driver in the area and my Spanish was enough to converse.

**9/23/08**

***Approx. 3:45 PM Italy Time 9:29AM DST  
In flight to Milan, Italy***

I still don't have my computer clock working accurately yet so I will try again.

Santo dropped me off at Kontron and told me he would come back to get me. I told him I wanted him to stay and he was making motions I did not understand so we went inside the company and the very nice receptionists translated. I was to call after I finished and Santo's boss would pick me up and take the next leg of the journey. I was fine with this and said goodbye to Santo. The receptionist offered to call the next cab for me as soon as I was done with the meeting.

The original man I was supposed to see had taken ill, but I pushed and the man I thought I would see was not available, but the head of purchasing and another engineer were. We had made two types of shaped polycarbonate coverings for their circuit boards and they had a few comments and changes, which I offered to incorporate in one new set of samples. They were happy with that plus our policy of keeping extra inventory when needed. The buyer was also very happy to hear about our new gasket program so it was a successful call.

Once downstairs, I was picked up by Bernie, the owner of the company and off we went to the other side of Munich to Emerson. The call there also went well. This group had recently been sold to Emerson and we were involved with making a lot of their labels. Our new gasket operation was of interest and I hope to get some drawings this week so we can price them for future business.

I contacted Al and found out there was an earlier flight to Milan and we just had time to make it. Bernie is a good driver and accelerating to 180km so I could make the plane I am on now. A customer notified us that they still owed us about \$7500, which is not a gigantic amount, but still a pain. It also showed the fragility of the marketplace and I am hoping that they are the only customers we have that it happens to, but we are tightening up on watching the cash flow and the credit. What happens on a world and national front also happens on a

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local one and the cash and credit crunches that occur for all of the big banks and institutions filters down to companies like ours. So far we have access to everything we need, but we have to keep an eye on our debt so we don't get into trouble. For now, our path seems right and we will pursue it vigorously. It is good I am out on the road right now. For the rest of the day my goal is to get more money. All these taxis have been expensive and I still need to get to my hotel in Vimercate. It would be great to get another walk in wherever the hotel is located and a good Italian Dinner that Wendy urged me to have. So far, Jeroen has been unable to get us sales calls for Thursday afternoon, but I will try later to get us into places in The Netherlands or Belgium. I don't want to waste the time I have here. If I spend the whole day Thursday with Jeroen and Jan-Willem then we will move from getting everything ready for the Industrial Design Group to selling it, which in retrospect is probably a good idea anyway.

**9/23/08**

**9:46 Italy Time 3:46 PM DST**

I made it onto the flight without a problem and it was great to get into the gorgeous Italian weather. Once I got my baggage and a new cab driver whose name I could not pronounce, we went to find Vimercate. About an hour later, I was at the hotel. After checking in, I went to walk around at a local mall to pick up dinner. The high point of my meal was sitting on the little balcony during the sunset eating the oatmeal I brought from home with various types of fruit while watching "Other People's Money", one of my favorite movies. It was wonderful. The rest of the evening was spent replying to emails and getting ready to go to sleep. I get picked up at 10:30 tomorrow by the same taxi driver as today, which means I have time to work out before we get started, which is wonderful. Tomorrow will probably be a late night in Amsterdam so I hope I get some sleep tonight.

**9/24/08**

**3:56 PM Netherlands Time 9:57 AM DST**

***In Flight to The Netherlands***

I got up this morning to a beautiful day in Italy, exercised in my room and went out for a great walk. While doing so, I also answered my email. Ben and I are now planning our trip. Both of us will continue emailing people to get appointments. I had seven hard boiled eggs, one piece of bread, some watermelon and water for breakfast, which was all very good. My excellent taxi driver from yesterday was waiting for me out front and off we zoomed to Alcatel-Lucent. The meeting there was extremely interesting with four different engineers. We discussed the way the colors are printed from the way most of the Alcatel-Lucent products are manufactured so they will look the same

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no matter what colored surface they are adhered to. They have a large responsibility worldwide and can help bring a lot of business to us so I want them to be satisfied in every area. For now, we will submit new ink samples and send gasket information. They are supposed to be setting up a new piece of business for Eric. All in all, it was a very good call and then it was off to Milan and the airport, more paperwork, getting some food and here I sit waiting to get to Amsterdam. Getting seven hours of sleep last night is holding off my fatigue, but I am still tired and will probably be out late tonight with Jeroen and Daniella. If that is the case and we don't have to go to Belgium tomorrow, I may sleep late since we will spend the whole day together in The Netherlands.

**9/24/08**

**10:20 PM Netherlands Time 4:29 PM DST**

**Hotel Lapershoek**

The president is speaking tonight about the crisis in the economy. I will hopefully be asleep. The world economy has been sacked by the practice of granting bad loans and now the same institutions want bailouts so they don't go out of business. I am not sure how I feel about this since no one would bail my company out. They took a chance on shoddy practices and got caught. They should be allowed to fail; however, if it brings the economy to a close, then that causes a whole new host of problems. A bailout by Congress will increase inflation and decrease our currencies against the rest of the world. Everyone is certain that things are going to be horrible, but we will continue to expand.

My plane was early into the Netherlands and Jeroen picked me up. It was good to see him and we discussed what was going on including his increased role in IJN and how the new ID system would work. Tomorrow we have the meeting with Jan-Willem to go over his roll, Lencon's, Jeroen's and the rest of IJ. It is likely to be a stormy meeting.

Then we had dinner with Daniela, a former member of the Lucent ID group. She may want to do some contract ID work for us if it comes in, so it was good to have her on board. My hotel is fine, the area is pretty and Jeroen will pick me up tomorrow at 8:30 AM.

**9/25/08**

**6:46 Netherlands Time 12:46 PM DST**

**Hotel Lapershoek**

I got up at 5:30 AM. It was not easy, but I exercised in the room and then walked around the nearby little park and watch the sun come up. It was beautiful. I got back to the room and ate breakfast that I had brought and got ready. I met Jeroen in the parking lot and off we went to meet with Jan-Willem. We spoke about the possibilities of what could happen with the conversations. I always want to come out

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of every deal with everyone getting most of what they want and happy with the prospect of a lot of future dealings. I was a little worried here because both Jeroen's and Jan-Willem's' roles had been changing drastically over the past six months, especially because of Jan-Willem's divorce proceedings. I was hoping we could all agree about their individual and dual roles with their company Lencon and Ideal Jacobs. Since we had gotten the deal to take over the AL ID section, it meant that we could be colliding head on with Lencon because part of their business was also in design and also with AL. The good news is that I genuinely like Jan-Willem and want things to work out so I started the meeting with the situation of ID. I suggested that since they already had customers in the Netherlands and Belgium including AL that they should keep their customers within Lencon. They would supply us with a list of current customers and they would be exempt from any sales efforts from IJN. Both Jan-Willem and Jeroen, however, would still try to sell them our other products, which would come through IJN. As soon as we agreed on that, the atmosphere of the room immediately lightened and we worked out how much effort would be spent to help IJN finished easily and quickly. The whole discussion took under an hour and since we had scheduled the whole morning and had no calls planned for the afternoon, I made a quick suggestion that we should all go sailing. This was a great surprise to them because I am known for working as hard and diligently as possible especially when I am traveling, but I thought some time together might be good for all of us and they heartily agreed. The sailing idea morphed into having lunch on a tour boat going through the canals of Amsterdam and we left. Mariska, the IJN secretary also joined us. Driving through Amsterdam is always an adventure.

The boat was long filled with a lot of tourists, and off we went. Mariska had arranged bag lunches for us and I felt like I was back in school as we all started trading food. It was a blast. Amsterdam is a beautiful city filled with many old buildings and rich history. We had a great time and seeing it by boat created memories I will never forget. It is something I would never do on my own and am glad we did it.

Jeroen made a call once we were back on shore and it turned out we had an appointment at 5:00 with a small manufacturer so we went back to my hotel. We could have something to drink and go over my notes to give him contacts from the last couple of days. Since he was now our primary representative for all of Europe, it was important that he know exactly what was expected of him and how soon he needed to contact our customers and to follow up on items. He is learning quickly and judging by the glint in his eyes, he is ready to start selling in earnest.

We went to see a former AL employee who had the guts to go off and start his own company. He was a specialist in head measuring and

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had utilized that knowledge to create a business centered on thermal related products. His company is only three years old and he has done very well. Before we went in, I asked Jeroen what we planned to do for the call. He said to sell labels and gaskets, but the man's company was too small to really be of use right now. However, he was an entrepreneur and a successful one and judging by the financial problems in the world, he was probably having a credit problem, which means his release of new products would be hampered. I did not want to sell him labels and gaskets but rather partner with him on new products that would put us into new areas. Jeroen said he understood and said again we were in a whole new ball game. We are not just selling labels and gaskets; we are a global company capable of partnering with anyone to build virtually anything. Our position was strong, and that was how he should go into meetings. Jeroen looked at me with a "light bulb moment" expression and I knew I had gotten my point across.

We went to see AC and the first thing that happened was that he remembered me from about seven years ago and then I remembered him. It was an excellent start and after I congratulated him on his success, I gave him an autographed book for his birthday. We got to talking about his business and if we could help or partner. It turned out that he was highly involved with LED's and also thermal related problems. I got an idea of a new lighting invention with his technology and ours. He liked the potential application and agreed to explore the information we would send; perhaps it had potential for the future. We spoke about some other things including a new type of light. Right before we left, he began talking about his sales people and mentioned that he only had one non-performing salesman in the US. I offered to have our VP of sales review his Website and if he thought it applicable, we might like to try to market his product in the US. We would only be on commission as I don't like getting paid for anything before we perform and he liked the idea. After being there an hour, we left happy with the way it had turned out. I reiterated again to Jeroen that we were not just salesmen trying to sell labels and gaskets and hoping for the best. We had to find out what our prospects wanted what mattered to them before we went in. Sometimes you had to go with your gut instincts and then appeal to their need to succeed either with their business, keeping their job or getting a better one.

Jeroen dropped me off at the hotel where I had dinner and some potentially bad news about a gasket order being cancelled, but nothing was definite so I tried to enjoy the evening. There was also going to be a lot of trouble to match the new AL ink, but I figured as much. We had to do it anyway so the amount of grief did not matter.

Unfortunately, I had dinner in a European restaurant and they were not ready for an American who was tired and in a rush, but we all got through it. My plans were to take a walk, make my phone calls to the

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office, call home and get some sleep. Tomorrow is a big day and I am getting up early.

**9/26/08**

**9:36 AM Germany Time 3:37 AM DST**

## ***In Flight to Nuremberg***

Last night passed quickly and quietly with some more exercise, calling the office, emailing and speaking with David. His selling swing in Massachusetts is going well and the high interest in our new ID section and gaskets is extremely exciting. Apparently a bailout plan has been worked out which will effectively help to partially nationalize many of the largest financial institutions in the US. The government will buy up a lot of their bad assets in return for options of a partial ownership. Meanwhile other indicators like housing starts and higher unemployment are doing nothing to lighten the mood. However, we will continue on our path and possibly accelerate it because as this gets worse and more people get laid off, more services will have to be outsourced. We should have our pick of the best people to staff our new areas and we have no long-term commitments to them so if they do not produce, they will not stay. I believe there can be a depression mentality, a general depression that can invade an entire economic area. It is a time like these when small companies with forward-thinking people can expand greatly to big success or perish. I want the former and am terrified of the latter, which is keeping me grounded in terms of the risks we will absorb.

I got up this morning, worked out, had breakfast and Jeroen was early picking me up. The trip to the airport was fast and we even had time for him to get a cappuccino before getting onto the plane. We are scheduled for an 11:00 AM meeting at AL in Nuremberg where we will announce the new AL acquisition and also see if they want to move any of their people or services to us. We can help with the people, their problems and getting their work done all in exchange for their business and it works well for me. Jeroen has just finished his second cappuccino, which means I have absolutely no worries he will fall asleep on the long drive towards Stuttgart after our meeting. My job is to make sure he has enough, food and water so he can concentrate on the road. There are no speed limits, but if he goes faster than 180km an hour, I will be very nervous. I know speed is relative, but I do have my limits. As always, I am very happy that someone else is driving.

**9/26/08**

**5:29 PM Germany Time 11:29 AM DST**

## ***Stuttgart Airport***

We made it to the meeting with Alcatel-Lucent on time and met with four of their engineers. There were issues about the possible revi-

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sion of some of the company's corporate colors as well as artwork standards and documentation. We also went over our takeover of the AL ID section, gaskets, our new laser and panels. It was a lot to get through in less than an hour, but we had to leave. I apologized as we left and off we went to our second call. Unfortunately, the buyer we were going to see got sick that day and could not come in. Since that was our last call of this trip, we took it a little easier and had lunch along the way to the airport. It gave Jeroen and I a chance to talk some more and by the time we left each other, I think we were both on the same page. I feel confident that he will try his best to do what is needed. The key change is that now he can sell what he knows, which is design. Profitable volume is our goal, with new product lines and new customers. I think he is on his way. I look forward to our next adventure together.

We should board for Paris soon. Jeroen and I had some great salads before so I do not have to worry about dinner.

**9/27/08**

**12:11 PM French Time 6:11 AM DST**

**Orly Airport Paris**

We landed and I was immediately emailing and calling the office. Things there are going well and I found a cab quickly to get me to my hotel. I was not staying at my normal place because it was full, but the Best Western people said the Trocadero Hotel was right around the corner from the Eiffel Tower and they were right. In fact, right after I checked in and walked out the door, I knew where I was from previous adventures and went straight to that amazing sight. The Eiffel Tower is majestic by day, but at night it is positively dazzling. It was bathed in a blue glow with golden stars. I walked amongst the hundreds of people on a beautiful, mild, fall night surrounded by people from all over the world. I felt at peace. It had been a very good trip and I was starting to decompress from the excitement, good times, traveling, tension, and stress. I was still fighting the effects of sleep deprivation. I got back to my room, checked in with Alice, and called Wendy. She said she missed me as I missed her and I can't wait to get home and hug her. I have been on the road enough and have about three weeks before I go again. In retrospect, it is obvious that our marketing position is changing. More and more I can see we have one niche market and that is quickly becoming non-product sensitive. In other words, we are spreading our product lines past our gold area of labels to gaskets, to laser products to Industrial Design. The products change, but the market niche is the same. Rush, difficult shorter-run projects are difficult to get from anyone else and are willing to pay more for the beginning parts. Our role is to help them launch their products, keep the business that is suitable for us and help pass on those that aren't. This niche is much less of a threat to almost all other suppliers who



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want long runs so we can be much more of an active partner with our customers and a liaison to these other suppliers. In times like these, we are needed more than ever. With people being fired and downsizing of sections. Our customers need outside help from people who want the stress, pressure and have the good nature to handle the problems of product launches. We are ready to help because it is our strength and we will push it as hard as possible.

With that in mind, I have been toying with the idea of changing our corporate name to Ideal Jacobs International. I am not sure if it is a good idea, but I will muse on it for a few days and maybe verify it with my VPs and partner Ben.

Washington Mutual Bank went out of business yesterday and was taken over by another company. There seem to be more lined up to follow so there is going to be a lot of economic chaos for a while. I checked one of my financial brokers and he said that my assets in his area were okay. After I lost a lot of money on Lucent stock about five years ago, I decided that I risk enough financially with going to China and beyond so all of my actual investments would need to be as safe and secure as possible. I was not concerned with a large return. I am hoping that philosophy has paid off.

People seem confident that the economic bailout will happen Monday. If so, we are on the road to nationalizing our economy, which will cause great problems later. Mr. Obama and Mr. McCain debated last night, but I have not heard how it went. It doesn't matter what the analysts and experts say. The people they are targeting are their core constituency. They are speaking to specific groups and don't care if the media likes it or not. The news people are often a very small group with a selective viewpoint that the rest of the country does not share. They do not represent what the "regular" people think, which is why they are continually astounded as to who people support and select.

**9/27/08**

***We have about seven hours to go***

In Flight-We passed the Celtic Sea of Ireland going into the Atlantic Ocean. I love that name The Celtic Sea. It sounds so peaceful and symbolizes the green fields of Ireland. I just finished going through the weekend version of the Financial Times, my favorite newspaper. I have never seen such crummy financial news in my life.

**9/27/08**

***12:38 PM, 3.50 hours to go***

I have written the emails needed for the group in Nuremberg and Italy. They will have to be finalized and emailed to Ben and my VPs about the new Bridge idea. I am tired and will watch some TV or mov-

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ies and maybe take a nap. I think I am done working for a while. If all goes well, I should be home before 6:00 PM tonight and I am looking forward to it.

**9/29/08**

**11:52 PM DST**

**Home, NJ**

The House and Senate have not come up with a bailout plan yet. The Stock market dropped over 700 points today. I can only imagine what will ensure in Asia and Europe tonight and tomorrow. There are dire predictions of what can happen such as increased unemployment, more housing defaults, and drying up of credit. The question is how bad will it be.

Meanwhile we are still on course to expand and the crazier it sounds, the more determined I am to go forward.

This morning Roman came in. We had flown him in on Friday for his brother's wedding, but for us more importantly for the 1:30 meeting with Vinny, Sue, Me, Roman, Manny and Pater. It turns out there was another man there, Walt who had been reading my books. As we got to talking, it seemed that they wanted us to expand our plan to more types of design, prototyping, interacting with their suppliers and anything else involved with helping them get their products ready to be massed produced. In fact, they even wanted Roman to go back to his old position to help with cost cutting. By my saying we had no interest in their long runs, it freed us from the position I am now hoping we can obtain. They are putting together a proposal covering our scope of work, which can potentially be diverse and large. They seemed to have at least four different groups who might be working with us and once we get started, we can then morph the system to other companies. The bridge idea for us seems like a good time to come around. After the meeting, Vinnie took a train to Washington DC for an OSHA meeting and Roman and I spoke outside. I asked him to think about what he wanted, whether it was to work for IJUS part time, full time or setup his own company and we would contract him for work. Any of it will be fine. Alex came down and I introduced him to Roman and he told Roman about why it was good to work with us. Roman is supposed to give us an answer on Wednesday. Alex is doing great and should have enough work till November. Eric will start on Monday. We will probably have him start by calling his old customers.

**9/30/08**

**9:51 DST**

**Home, NJ**

The Jewish New Year began last night. Our usher team was fantastic both last night and today. I continue to have inner conflicts regard-

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ing the ritual part of our religion. Wendy, Kayla and I went over to my Mom and Dad's for dinner. Ira and his family, Irene, David and Rebecca were also there .It was a lot of fun. There is no bailout package yet and I am thinking it would be better without one. The stock market went back up today.

This entry ends the third section for this year and it is amazing that nine months have passed already. It has been very good.



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**10/1/08**

**9:47 PM DST**

**Home, NJ**

The last quarter of the year begins.

Today we worked on expanding the scope of the work we can do for AL regarding design, prototyping, price reductions and in other areas. The idea of the Ideal Jacobs Bridge is coming along well and we will need to determine over the next few days how broad we need to go in order to encompass as many areas as possible. I spoke with Roman today and we agreed that he would come on board full time as soon as we receive our first order. This is the path I wanted. The people at AL and at other companies will see what we are doing and call on us to pick up the slack when they have work they need done and personnel they have to layoff. This will mean a large increase in overhead, but the work these companies will bring in should be profitable and there is the chance of more business if they choose to specify us. I really like this model and as per Tuesday's VP discussion, we will hold off on starting IJ International and will instead market it through IJUS. I have alerted Ben and Jeroen of our plan and I think it will work very well worldwide.

I have not heard anything about Congress and the Senate passing the Bailout package. I am not sure what difference it will make if it is accepted.

I am starting to catch up after Europe and Rosh Hashanah. We are working on a large contract for AL North America. I thought it was being setup for an online auction and I was making preparations for the loss of all of that business. Although we are the best supplier, we are not the cheapest. But it doesn't look like that will happen, so we will give them substantial price reductions and plan to stay in for awhile.

I just got word from AI that we got our first PO for Alex to make pro-

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totypes and our new section and area of business has been launched. I am excited to see how far it can go.

**10/3/08**

**9:21 PM DST**

**Home, NJ**

The economic stimulus plan was approved by the Congress today and the president is expected to approve it this weekend. It will cost the government 700 billion dollars and nobody knows if it will do any good. What I do know is that things will be changing and this is the best time to try to capitalize. We have our first chance to gain some new cable making business. We received a drawing and we have been asked to price it. I am not sure how I will go about doing that, but the first thing is to make sure we have the equipment to make it, the components and then we can test it. I got the names of the three large AL suppliers for cables and I emailed them all today. If my plan works, they will supply us with their components so we can stock them at no cost and then it will simply cost our own labor to make them. We can then make sure the three suppliers get the main men for the cable, in which we are not interested. I have been told it is not that hard, but we will see. In the meantime, Roman's plan for costs reductions are in and we need to see if they will generate a work PO to cover his time. The plan is in motion for us to get into this area, then to expand and eventually be working in products where we can substitute our ideas and our components as cost savings.

I have been working on the trip to Asia and have five potential stops to make in Taiwan. Unfortunately, I have no idea where anything is and need a map to be able to even try to see them all in one day. I am hoping that David's software can help with the process on Monday, but if not I know a guy at an ice cream store from Taiwan who might be able to help.

Sales have held up as well and we are a little ahead of last year which, considering the economy is amazing. Profits are down because of the massive selling effort, but the potential is good so I am not that worried. Tomorrow, I plan to start signing books in earnest so they can be shipped. They are normally well received and promote a buzz in the marketplace to help stimulate activity and business.

Wendy is in St. Louis visiting Alex until Sunday. Kayla will be taking the SAT one more time tomorrow. She has already sent in her application to Cornell University and I hope she gets accepted.

I saw my acupuncturist, Steve, today. My stomach has been in rebellion; the stress levels are high because of the economy and our sales push. I am trying to help things with changes in my diet. I like him. He is a good, caring man and I am glad he is on my team. I do not anticipate a reduction in the tension for a while.

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We have been looking to expand space, but the people in our building have not been cooperating. We have moved some materials into storage, but if we don't find somewhere soon, we will have to make arrangements to get more space somewhere else. Perhaps it is time to try to get some space from the building in Millburn that I hope one day to own.

I miss Wendy.

The price of oil is below \$95.00/barrel. That, combined with the difficult economy, I fear means that the push for renewable fuels will be, at best, stalled and at worst, mostly destroyed. I am hopeful the tax benefits for renewable fuels and construction will be enacted soon.

**10/4/08**

**8:02 AM DST**

**Home, NJ**

Minyan is done. I saw some of the people from the group last week at services and they asked me if I was coming back. I found myself saying no, therefore the decision has been made. It is strange how easy it was to say that I was finished. It has been more than twenty years of doing this and now it is over. Time to move on. I had a talk with my dad at the New Year's dinner he and mom my hosted on the Tuesday after services. We were discussing the book of the Talmud, a code of Jewish laws that I was reading and how unhappy I was with the way the rules were presented. They seemed to be devoid of morality and my dad said it was a code of "laws" and morality should not enter into it. I countered that the U.S. Constitution and Declaration of Independence were documents of a codified belief of how a country should run and the morality behind the principles of equality and freedom. I said that if the code does not contain morality than it may not be the best convention. Why was it was common that the most orthodox members of our religion seemed to be the least ethical when dealing in business? My dad said their morality only came into play when they dealt with themselves. That did not sit well with me. When orthodoxy invokes the right of moral selectivity and gives permission to treat as others non-equals, then I no longer wanted it. My dad then asked me why I remained a Jew, and I said that I was born one, but if given a chance who would want to be born Jewish anyway. We are described as stiff necked people in the Bible, difficult, unbending, and unwilling to change. My dad agreed, but argued that we have lasted 5000 years this way. I wondered if longevity and survival in the face of ill treatment was the sole test of validity. Are we measured as human beings by the amount of prejudice we can endure? What is the value in any religion that claims that only its followers, and no others, are right in the way they talk to God? Why are we all so fundamentally programmed that we are willing to die for a religious concept that cannot be proven?

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Why do we insist on perpetuating this concept upon our children? Why are we on this path of fragmentation that does not pave any way to tolerance or the better ability to live together?

Zealots, the ultra orthodox, and fundamentalists of all religions do nothing but push us apart. Religious documents, even if created to promote peace and harmony ultimately support division, violence, hatred and the approval to act as you please as long as it is against someone outside of the tribe. Is God a Jew? I have always been taught that we are "the Chosen" people, that God chose us to promote his laws and a better life through peace, brotherhood and harmony. Have we ever done that as a religion? Have we ever done anything except try to stay to ourselves and be left alone to live and prosper? Have we done anything to deserve the term "Chosen?" Maybe it is egotism that leads us to believe we are the best because we have survived so much hardship? The hardship has made us strong, but the stronger we are the more hated we become. Again, what is the benefit to the world that being the Chosen people would have provided? I do not pretend to say that I am perfect by any means and have as many foibles and have done as many bad things as everyone else. I do not understand how we got into this position and I am not sure why we stay here. Is God a Jew? I have no idea. Am I a Jew? Since I was born one, I suppose I am, but do I believe it is best? I am having my doubts. I do believe the path to God is an individual journey and for me that does not work with the Minyan Group or the Temple as a whole. I do not know where I am going with this for now.

My dad asked me why I should remain a Jew and for the moment I am not sure. Certainly, the ties that bind us together between our religion and our culture and ancestry are strong, but is that enough? I need to think about this a lot more, and as Rabbi Cohen would say, that is a good thing. I am glad I have him around. If he told me thinking about this was the road to a fiery hell, this would be a lot more difficult. Am I a Jew? Yes, but I am not sure why and that is something I need to know.

**10/4/08**

**8:29 PM DST**

**Home, NJ**

I got a call this morning from my dad. My mom had a minor heart attack last night and he and my sister were in the hospital with her most of the night. He said she was going in for a minor procedure which should take care of things. There was nothing for me to do at that moment so I went riding, returned home, had lunch and went over to the hospital. It is tough watching your parents get older but it is really hard to see them sick and in pain. I stayed with my mom for awhile after sending everyone else home and as I sat and edited this

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book she went in and out of sleep. She was not in pain, but she looked very frail and sad and it broke my heart to watch her. I thought back to all the times she took care of me when I was a little boy and how things seemed to have shifted. It was very peaceful and since she was not in pain and happy, it was actually pleasant to sit with her.

After awhile, I went out to find a bathroom. Outside I saw my brother and we both came back in. I stayed for a little while longer and then left for the office. I had a 3:00 meeting there with one of my ushers. He had been having trouble finding work for a while and seemed to be in a bad mental state. He had hoped I could coach him for something better. After looking at his resume I asked him what he wanted. Happily, I had asked him the same question a few days ago and he had taken the time to write everything out. We spoke about his family and his past jobs. He was a photographer and had left a job he had liked to care for his two parents, who had Alzheimer's disease, until they passed.

Something clicked inside my head and I got an idea. I asked him if he had ever heard of a professional covering a funeral, as is sometimes done with weddings. He said he had heard about people video taping funerals but not much more. We spoke for a while and came up with the idea of creating a tribute to a deceased person with a CD or DVD. The recording would cover the person's life, testimonials from his friends and would be set up so that the final product would be a lasting memorial and they could be remembered as their children wished. He could not only interview the loved ones of the deceased, but also be involved with other facets such as writing the family history and helping with the eulogies. I thought he could arrange celebrations of their lives afterwards. We both liked the idea. I called David and he confirmed the validity of our proposal. I thought that funeral parlors may like to use our idea as an additional service, but Dan Cohen said that they may not go for it so we would have to find other ways. Barry had the idea of advertising in temple bulletins, which might be a better route. He and I will work on plans for Thursday; it is Yom Kippur and I will see him at Temple.

Here is my idea for a promotional advertisement:

*Pay tribute to your loved ones by making a lasting record of who they were and what they meant to you. Tribute Recording Company will create a CD or DVD commemorating the person who has changed your life. We will interview the people closest to them and along with your photographs, audio and visual records will create a record so you may always have a celebration of their life close at hand. We can record the eulogies at the actual ceremony, interview people before and after the event, and even help create a memorial that will forever honor your favorite person*



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*in a way you want them to be remembered. Life cycle moments should be recorded and remembered for what they are: the celebration of the people you love and the lives they led.*

*CD recording of the ceremony with music, includes 10 finished copies and interviews from four close friends or relatives: \$1500.00*

*DVD recording of the ceremony with music, includes 10 finished copies and interviews from four close friends or relatives: \$2500.00*

*Inclusion of past photos, audio, film, tapes and DVDs:*

*\$50.00/minute (final edited time), minimum \$250.00*

*Writing the tribute (family history, etc.): \$300.00 for 10 minutes*

*Helping to write eulogies: \$100.00/hour*

**10/5/08**

**4:01 PM DST**

**Home, NJ**

I finished signing over 100 books last night and NJ is now done. Now we will move onto the rest of the U.S., Canada and Mexico. It should take less than two months to finish and then we start with the next mailing. The idea is to keep new things in front of the customers and prospects - enough to keep us in mind but not too much to be a bother.

I called Dad this morning to check on him and mom. Mom had been having some problems with her heart beating irregularly, so they planned on giving her a "reboot" at about 6:00 PM tonight. It should be a reasonably safe procedure and she should be fine afterwards. If all goes well, she should be able to come home this week. I hope it goes well. Kayla and I went to see her this afternoon and she looked much better than she had yesterday. Eve, Ira, Rebecca, David and Irene were there, as well as my father. Dad is showing some signs of the stress, strain and lack of sleep so I hope he can get some rest. Ira and Irene will both be there with him at 6:00 PM tonight, and I will be at the airport picking up Wendy, who is flying back from St. Louis. It will be good to have her home. It was fun being out with Kay this afternoon; after the hospital we ran some errands. She is a lot of fun to be around and I love her company. I showed her the building I want to rent or buy someday and she liked it. I have a feeling something may happen with it soon. I will stay open to the possibilities. We have worked out some of the space problems in Maplewood, but they are only temporary solutions and we have to find more room soon. Bringing on more overhead both in personnel and space is a scary thought with the economy the way it is, but I do not see a choice if we are going to go after the new business that is out there.

The thought of not having my mother around is extremely upset-

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ting, say nothing of what it would do to my dad.

**10/5/08**

**10:02 PM DST**

**Home, NJ**

Good news: my mom has improved enough on her own so that no procedure was needed. She is being moved out of intensive care and will hopefully be going home during the middle of next week.

I had my first panic attack in a while. My stomach was going crazy as was my head, but happily it did not last too long. I picked up Wendy at the airport. Her trip with Alex went well and now we are planning for her and Kayla to visit him in Italy during his spring semester.

I have the feeling this will not be the last panic attack during this next segment of our expansion, but I have been through it before. Stuart wants to set up sales calls for David and him in Europe and in the U.S. in November. David is excited, as am I. I am ready to be back at work.

**10/6/08**

**9:50 PM DST**

**Home, NJ**

Mom had another scare today, but it turned out to just be neck pain from a muscle spasm. Otherwise, she is improving and will hopefully go home towards the end of the week. The stock market continues to go down, and people are not enthralled with the bailout. Around the world, most markets are sinking. I think an idea I had would have been better: to use the money to create a million jobs to rebuild our bridges and infrastructure. I believe this is something everyone could be behind, but alas I don't think that will happen. We have been very fortunate with business and I hope this trend continues.

A potentially great thing happened today. I emailed the AL groups in Europe and the U.S. and both groups agreed, at least on a partial basis, to allow us to set up taking existing products, reduce their cost, have samples made, either by us or someone else. It could be a boom for us if we can find the right products. Ben and I are arranging the trip for Asia, and there is a lot to prepare.

**10/9/08**

**12:13 AM DST**

**Home, NJ**

We submitted both the contract for the cable reduction program and our first shot at a piece of business for cable samples to Alcatel Lucent. I am supposed to follow up on Friday. Both Roman and Eric put a large amount of work into cable samples and Roman had already researched the cable reduction program, so I am hopeful that we can

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get some or all of them. If we are successful, it will launch us into this new area, which would be wonderful. We are now selling the new Industrial Design area, as well as prototyping and redesigning existing products to be more cost efficient. Since we now have permission from AL in Europe and the U.S. to do this, and they have agreed to help confirm the new samples, this gives us an open pathway in both areas, plus Asia. David is making his next sales trip to California next week, and will take another trip to Europe with Stuart in early November. Ben and I are working on our trip to Asia next week and I am excited about the prospect of sealing the gasket cutting operations with our new partner in China, and going to Taiwan for the first time. We will also make stops in Malaysia and Hong Kong.

The Jewish holy day of Yom Kippur started tonight, so I was in Temple and my ushers did well. Barry was there and we spoke about the tribute recording idea. I am not sure if anything will happen with it, but the overall plan is starting to come together.

On my way to the office, the engine light went on in my Lexus which was very annoying since I have been having some trouble with her for the past few months. I sent one of our pre-press people to the dealer with her and they fixed her on the spot. Their service is excellent, but I would rather not have any more trouble with the car.

Wall Street went down again, as did most of the world markets. The worldwide bailout plans do not seem to be working and it looks like the market will have to find its new comfort zone on its own.

**10/11/08**

**10:23 PM DST**

**Home, NJ**

The Asian and European Markets fell sharply again last night. The Dow started way down today and had its first 1000 point swing, but ended up about 128 points down. The markets will eventually stabilize, but we will just have to wait it out. In the meantime, we attack and so far it has been going well. The people in the cable area of AL want to deal with Roman and no one else, which means both Sue and I are on the sidelines for now. Neither of us cares as long as we get the business. I prepped Roman about what to say and, after the meeting they had this morning, it became evident that he is a very able student. It looks like they may go with us for the cable prototypes and maybe the cable reduction program. Coming from a large company, he asked for a proposal. Coming from a small company, I am used to dealing from my word and a handshake, but I agreed and sent him an email of what we were offering. He tried to negotiate for more vacation time (something we don't give a lot of) and a few other things, but I was meeting his basic salary and medical demands. I reminded him that a week ago he was laid off with few job prospects and then

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he asked if I would send him a formal proposal. At that I laughed and told him my word was good enough. He agreed and he got an IJ email address this afternoon. Being from a big company has its positives and negatives: the advantages are his amazing contacts and the chance to expand business, but the drawback is that he has some big company procedures in his head which have to be changed. We work quickly in all areas and I expect and demand all of our people to do the same. Roman's job is to help get business and then expand it. I want him dealing with customers and will provide him with a team to help him as he brings the work in. We can hire more people as needed, which will include some from AL doing the same work as before. It is a good situation. I want to template in other companies who are laying people off.

Alex called and we are trying to work out his plane fare to Europe. Since he will be coming back in May, which is prime vacation time, the fares are high so I am searching for some good deals. I booked part of Kayla and Wendy's trip to Europe to see Alex. Ben went to the dentist for the first time in a few years and needs a lot of work done. It has been an expensive week.

We hired a doctor to come in to give flu and pneumonia vaccinations. She and her assistant seemed competent and I received both shots. I seem to be having a reaction now and my stomach is not great. I hope I can get to sleep soon.

People seem to be slowing down in paying their bills, so we will have to be vigilant in going after late payment. Money will only get tighter and we have to be careful, especially with our increased overhead from our three new employees. They are not cheap, but they are worth the cost and are the key to moving into some new areas.

Wendy is going to the Berkshires with a friend from Sunday until Tuesday, and I need to sign a bunch of my books Sunday night to get them out. I find it amazing that I am leaving in a week for Asia. Ben and I are still firming up the appointments. The days of having a trip totally settled weeks in advance are gone. I have to stay flexible for this new world that is approaching.

**10/11/08**

**4:30 PM DST**

**Home, NJ**

Today was Green Day in Maplewood and one could not imagine a better day for good weather. It was clear, cool, the trees were beginning to change color and it was absolutely gorgeous. I got up at 6:00 and worked out indoors. I was afraid to try biking outside because of the reaction from the Flu and Pneumonia shots from yesterday. My stomach was a little queasy but there was no problem working out. I went downstairs and found out that the television shows I had planned

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to watch were not accessible and after going through the dial, I found a movie called Gabriel Over the White House. I had last seen it about 35 years ago in one of my college courses. It was about a corrupt politician who became president at the time of an economic meltdown – something like we are seeing today. He had a “born again” experience by being visited by the angel Gabriel who guided him in a complete turnaround of his politics and viewpoint. He became a man of the people and eventually persuaded international disarmament after helping to put millions of unemployed people back to work in a public works program. He died as the agreement was being signed and the movie ended. Our professor back in school said that Franklin Roosevelt watched this movie before he started the New Deal, and suggested that it may have influenced him.

After breakfast it was off to the office where David and Rich were waiting for me. We loaded my car and went to the nearby field where the event would be held. Setup took little time (happily David is good with tents) and we were ready to go at 11:00 AM. As the day wore on, 2Gor, Al, Dave and Butch joined us. It was a lot of fun with all types of green suppliers and food. We all had a good time and the Deputy Mayor of the township was very generous in his praise of the GRIP program. A representative from the EPA Track came out and seemed pleased not only with the GRIP Program, but also about our company and our green efforts. Part of our PT obligations for the next three years also centered on helping the local High School to chronicle and dispose of any toxic chemicals they were storing at part of their location. Our efforts had been stalled, but Vinnie met some additional faculty members who offered to spearhead the effort and get the needed permission for us to get going. The people at the fair were not very enthusiastic and I would doubt if there will be a large stampede to our Website to register, but you never know. The fair was planned from 11:00 – 4:00 PM, but we closed up around 2:15, having given away most of our handouts. The woman from EPA coming out and the new contacts to the local High School fulfilled much of what we wanted to achieve. That, combined with the small amount of exposure and the bonding between our IJ people, made it a very worthwhile experience. Afterwards, I went back to the office, booked the flight for Alex to go to Europe for his semester in Italy, and then briefly stopped at the drug store with Bailey. He will need his dinner, and then Wendy and I will go out for dinner ourselves. It has been a good day.

**10/12/08**

**7:22 PM DST**

**Home, NJ**

I played tennis with my brother today. It was the perfect ending to an amazing outdoor season; the weather was cool and the leaves

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were turning color. Then I went biking, had lunch, signed books for our customers, and said goodbye to Wendy. She and a girlfriend are going up to our house in the Berkshires for a few days. I went to the office, dropped off my signed books, picked up some more cases, and went to see my parents. My mom looks very good and is showing no effects from her mild heart attack. My dad seemed much calmer and it was a nice visit. Afterwards, I went behind their apartment building to a pond. It has high rock cliffs to one side and it is a beautiful, peaceful setting. There are lots of fish in the water and I like to watch them. I think I would like to live there with Wendy when we are older and decide to move out of our house. I think it would be a good place for us. Although I never plan to retire – unless I cannot function well – I know I will have to slow down someday, and it would be nice to be in an area with a lot of things to do nearby. Most of the media seem to understand what is happening with the economy and the election, and their views all make perfect sense in a totally rational world, which of course, we do not live in. We will keep on our path, which means putting Roman on the payroll tomorrow. He will not be a cheap addition to our team, but it's a chance that I feel is warranted, so we will move forward. Vinnie and I are going to Asia this weekend. I'm looking forward to selling our new areas there and I am hopeful that there will be fertile ground for a lot of new profitable business. We are following my dream, which means that there are no excuses. I am in command and responsible and I would not want it any other way. I would rather rely on myself and my team than answer to someone else. I feel the pressure, but it will only make me work harder.

**10/13/08**

**8:46 PM DST**

**Home, NJ**

**Columbus Day**

Wendy is away until tomorrow. Last night, Kayla asked me to call her to make sure she was up in the morning. I apologize to the woman whom I mistakenly called twice at 6:30 AM; I felt badly about it. Fortunately, Kayla was up before I called.

I played tennis this morning. It was a tough match. I lost, as usual.

I have gotten a lot of paperwork done and we are moving towards getting our first set of prototype orders from AL. It is Roman's first day as an Ideal Jacobs Team member and we started making his business cards. I wish him the best for all of us.

I went to see my dentist, Dr. Brown, regarding the tenderness in part of my mouth. He is a wonderful, caring, thoughtful dentist and I feel at home in his office. He is a biker and a hockey player, and it is always fun chatting with him about our various sports activities. I mentioned that I was seeing an acupuncturist and he was interested.

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Happily, my mouth seems fine, but I wanted to be sure before I went to Asia. Then it was back to the office, a nap and more paperwork. I had a headache and pills did not help so I ended up leaving a little early. Before I left, I spoke to David, who is making a sales swing in California. It is a state that we have not explored much and needs to be re-worked for valuable leads. He is doing a great job.

Kayla had gotten us dinner by the time I was home. Then she left for a meeting at the Temple and I relaxed at home with Bailey. I had a headache, so I decided not to do any work tonight, except for some emails and getting ready for the trip. More books went out today and I got a list with hundreds more. It may be a month before we get most of them out, but that is fine. They are like seeds in the wind and, along with the advertisements, should help to bring in new sales leads and business. I am glad Wendy is coming home tomorrow. She called me tonight and told me that they were having a good time.

The stock market bounced back today and rose about 1000 points, a record for one day. No one knows if the worst is over, but we are moving ahead on schedule.

**10/14/08**

**9:45 PM DST**

**Home, NJ**

Two men from Tyco came in to discuss the cable prototyping operation. They were concerned that if we did the prototypes, not only would we want to make the longer runs but also stop them from becoming an approved supplier. We have no intention of going into that market and, on the contrary, wanted to partner with them to make rapid prototypes for their other customers and pave the way for other types of business that was the last thing on my mind. We were transparent in our intentions, our plans for working together and our hopes for mutual benefit, so I think they were convinced that we are on their side. The meeting ended well with an agreement on mutual sharing of information and cooperation. Roman began sharing documents with them, and they already knew each other from when he was an AL employee. I have not heard from the other two suppliers, but apparently Amphenol did try to find Roman so I had him contact the man directly. Tyco, however, called us first, came in to see us, and was open. Since they did all that and helped to validate us as a supplier in the process, they will hold a special place with us and we will try to help them as much as possible. Being first often has its advantages, and in this case they did a good thing by trying to help us. We won't forget it.

I am pleased with all of our new former AL people. They are working hard and I am happy to have them on our team. Roman's new title is director of new business development. That was his suggestion – he wanted sales and I hope he can deliver.

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I am trying to get some more meetings in Asia and am hoping that a few customers will email tomorrow with referrals to Malaysia, Singapore and Taiwan.

Wendy is home! She had a great time, but it is good to have her back. I heard from Ben today that IJX had their best month ever in September. They are doing very well, which is a testament to Ben and his team.

David is in California; unfortunately, that market has been largely ignored for the past few years and bringing it back will take some effort. It is even more lonely on the road than usual when you are not seeing steady customers who are happy to see you, but the ground work needs to be laid and he is amongst the best to cultivate it. When he gets back, he will coordinate his next trip to Europe with Stuart from HFC in China. When I get back from Asia, I will have to plan the India trip with Indy. I am pretty definite we will have to see what is there, and having her along will bring me a lot of peace of mind. I look forward to the day when she works for us full time. I think she will be a great addition and we have enough business to support her.

**10/15/08**

**9:52 PM DST**

**Home, NJ**

The Dow dropped a lot today and, combined with yesterday, wiped out most of the gains from the last lunge upward. I have bad feelings about what can happen, but we are moving forward. I booked my flight to India today and will book Indy's soon. India has vast potential, and Ben had decided that he wants IJUS to take the market. I am finalizing the stops in Asia for next week. As usual, good stuff came out of just trying to get appointments. I am going to see Emerson in Arizona in early November to go after their global business in labels. We are being considered because we are global – a very nice thing. I checked out the late payment situation and was not entirely satisfied, but Mike and Anna are working on it. One customer was put on hold for shipments, and another one may be on the way. So far, the one customer with big trouble may be coming out of it. We have been very fortunate so far, but have to be very careful. I am looking forward to the plane ride to Hong Kong; Vinnie is easy to travel with. I booked a flight for David to Europe and messed it up. We are interviewing a potential employee on the Monday that I get back. One of her jobs would be to research and book all flights. It is time for all of us to stop doing it ourselves and let one person do it better. It is another task I will be happy to give up. My stomach is in motion. I am worried and energized all at the same time. Steven, my acupuncturist, is trying to help me stay calm. He tells me that I must keep breathing deeply to move my inner energy forces throughout my body. I am having fun.



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**10/16/08**

**9:45 PM DST**

**Home, NJ**

I was massacred in tennis today. I played well, but my opponent was almost flawless. I got to the parking lot and my car was dead again. I called up Wendy and asked if she could pick me up. Still infuriated, I called up the dealer. I got my car salesman on the phone and told him I wanted to get a new car before my lease was up and the only way I was going to buy this one for David was if the future warranty and the prices were amazing. Not a lot of cars are being sold right now, so I consider my position a strong one. I got to the office and the day did not start off well there either, but as it continued things got better. My car was fixed and returned; it had a dead battery. I hope that was the only problem. David did well in California and we were working on the cable assembly orders that were supposed to be coming in. We had originally planned to sub-contract the first order and build an assembly operation here in New Jersey. Due to the incredibly intricate and exact nature of the testing, that idea will probably not work, so tomorrow we plan to order the tooling and equipment necessary to begin operations here the Monday Vinnie and I return. I started packing for Asia and the ritual has begun. My check list will come out tomorrow and the food prep will be done by Saturday morning. I look forward to being in the air with lots of time to relax, work, write, eat, sleep and do whatever I want. The only downside is missing my family, which will begin shortly after I leave for the airport.

**10/18/08**

**3:53 PM DST**

**In Flight to Hong Kong**

Yesterday was spent in a mad rush to get everything ready for today's trip. As usual, tennis with my brother in the morning was fun but difficult as the stress and tiredness of the week took effect. Although it was pleasant, I was not sad when it ended and I went back to the office. Happily, my car is working fine again after a drained battery that resulted in a tow. I was really angry that she had another issue and I am trying to find out if I can get another car through an expedited lease termination. I really like the Lexus 400H Hybrid, but I have increasingly less faith in this car and that is not a good thing.

Yesterday went well with a lot of work with Roman and Eric regarding our new cable assembly prototype operation, which has been both challenging and fun to get going. We got our first set of orders for this new business and the clock is now running to get product made and tested. I think we are in good shape to make the parts and ordered the hand tools yesterday. It turns out that it will cost us more than \$60,000 in equipment over three years. We cannot rely on anyone else for this

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critical area so we are moving ahead and getting the various testing units as quickly as possible. It is rare that you can move into a new area without some monetary outlay and this is no exception. I am hoping that by the time Vinnie and I return from Asia next week, all will be ready to start making and testing parts.

I mostly finished packing last night, got up early this morning, and biked part of the way with Uncle Dave until he had to leave. Unfortunately, my bike, "Stella," was having some pedal and squeaking problems which almost drove me nuts while riding. Our conversation focused mainly on the economy and our plans for dealing with it. He concentrated on real estate and his printing company, while my mind was on continuing to laterally expand into new areas to capture the niche markets of business in which our customers and competitors could not or did not want to participate. Both of our strategies are constantly changing, which is not boring, but can be very tiring on a continual, long-term basis.

After Wendy and I went to breakfast, I dropped off Stella at the bike shop for repairs and finished packing my food supplies. I got picked up by the "Green" car service. This company only uses hybrid cars and I know one of the owners. I like the idea of being environmentally better, which is why Wendy and I both drive hybrids. It was hard, as always, to say goodbye to Kayla and my wife. I miss them already. We went to pick up Vinnie at the plant. He had a horrible last few days; one of his best friends died suddenly and the funeral was today. There was some good news for him however – his daughter just finished buying a business and was happily immersing herself in the details and his son just got a new job. I stopped into my office to pick up a spreadsheet from a customer to work on while I was away. Happily, I got it just in time before we left and then I was off to the airport. Getting through check-in and security was not a problem and we both enjoyed the lunch I brought from the breakfast place this morning. I always try to make sure that I, and anyone traveling with me, always have enough good food. Vinnie appreciated the thought – not to mention Kayla's oatmeal chocolate chip cookies for dessert.

I spoke with David before we left and his trip to California went well. He is now planning to go to Mexico and Europe in the next few weeks. His schedule is arduous, but he likes the challenge. Now is the time for us to be out in the field attacking new markets and going after new business being created by the world's financial upheavals. We are positioned well, but we will have to stay focused and move quickly and skillfully to take advantage of the marketplace.

We have more than fifteen hours to go and will fly near the North Pole. I was reading the financial papers, and discovered that a lot of people have opinions of why these things have happened. I will follow my own path; at least that way I only have to answer to myself and

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the people I am responsible for. Vinnie has a glass of wine in his hand, a sense of peace seems to be descending across his body. Shortly after dinner I hope he will drift to sleep for many hours as he has in the past. I probably will sit there watching and ask myself how he keeps sleeping while I am not. I hope I get a few hours of rest.

I had forgotten to look for the China Cell phones we keep for traveling, and I think they may be back in the office. I am hoping Ben has them waiting for us, but if he does not, we will use U.S. based phones. They will be more expensive, but if it is the worst thing that happens to us, it will mean very little.

**10/19/08**

**9:31 AM China Time, 9:31 PM DST**

**In Flight, 9:48 hours to go, 580 MPH, -59°F**

Judging from flight map, it looks like we are nearing the North Pole.

I got a few hours of sleep and my headache is mostly gone, which means it will soon be snack time. I brought some of my fruit-pie-insides with me: apples, pears and spices that were microwaved. It is my version of pie filling without the calories of the crust. Luckily, I had brought some breaded fish fillets with me because I could not eat most of the dinner they served. I am listening to my mentor, Jean Shepherd, and am considering having a second mug of tea, since I don't think I will be sleeping much more until we get to Hong Kong. I am a little afraid that my headache will come back so I'm trying to be careful about working on my laptop, reading or watching a movie. Vinnie has been asleep for hours. It is good – he needed it.

**10/19/08**

**1:33 AM China Time, 10:33 PM DST**

**In Flight**

Whenever I have some extra peaceful time, like on a plane ride, I try to think. Sometimes I think about business, my family, work or the world as a whole. I am a believer in a world conspiracy theory. I believe the world is run by a small group of Incredibly Powerful People (IPP) who cut across all lines of business and government, and have massive amounts of wealth. If I were in this group, my main ambition would be to maintain control over the world's resources, governments, flow of money and power in general. There are times when that control was lessened from lack of influence over a scarce resource like oil or a group of banks or financial institutions that were able to corner markets or governments that came to power with leaders who were uncontrollable and threatened the status quo. This happened right before World War I and World War II with the rise of leaders who threatened the world order. This happened in many small versions at various times during economic panics. Through the manipula-

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tions of the IPP, various markets were managed, resources allocated, governments changed, and the status quo reestablished. This was not a peaceful or pleasant process, and the manipulations redistributed the assets wanted by those who chose that path. In other words, our world social order is being controlled by this group in order to ensure their way of life, and also to keep our world running to the degree they think best. In this “contract” between them and the rest of us, when global forces rise outside of their immediate control, it is their job to foster the changes necessary to bring the world back into sync.

An example of this is happening now. The price of oil went crazy and world financial institutions began to crumble because they had ventured into areas of ridiculous risk and speculation that in rational state of mind were ludicrous and bound to eventually fail. Add the rise of Russia as an uncontrollable world power financed by their oil and natural gas money and the situation was ripe for a readjustment by the IPP. What better way than to force the price of oil down, thereby reducing the dollars available to Russia, the Arab States and terrorists to wage war against the establishment. Think about the brilliance of it all. They not only reduce the power of these groups, but they gut the structure of the financial institutions over which they probably had no control and forced people to flee into more traditional financial areas they commanded. Add to that the bailouts by various governments again bringing more money into their areas of influence and putting their own people in charge of dispersing the funds, and you have a worldwide manipulation of unbelievable magnitude.

The good news is that if this is true and these forces are at work, then the odds are extremely good that they will not allow the world financial system to get too bad for too long. Things will go back to normal, giving us all the chance to recoup some of our losses and even benefit from the return to the more traditional ways of doing business.

Governments are now suddenly working together as a global team where they were not before. The bad part is that a large part of the world’s population has had their savings reduced or wiped out and retirements have been pushed out or cancelled. More people will stay in the workforce, which will make it both tougher for young people to get jobs and force older workers to accept less pay because they can be replaced by less expensive younger candidates.

Where does this leave us? It means that the world financial path should eventually move upward again, if this hasn’t already started, which means the expansion our company has embarked upon should be timed well. Restructuring after panics, recessions and economic depressions always allows some new companies to emerge bigger and stronger than before. Of course, some of the big ones will fail, which is already evident. It is and will be a massive redistribution of the wealth, but I am hopeful that it will be based on merit for the bulk of us and

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a new set of chances for benefit, success and progress we might have not had before.

Pretending the IPP doesn't exist is fine if you don't like conspiracy theories, but the whole idea of them and the consequences and actions that happen after various events all seem to indicate that they not only exist, but are firmly in control.

**10/19/08**

**10:52 PM Hong Kong Time, 10:52 AM DST**

**Harbour Plaza Hotel**

The flight ended well and immigration was busy, but worked out perfectly as our luggage was out on the carousel when we went to pick it up. The cab ride to the hotel was pretty as usual and it felt like we were on home ground. The weather was warm – about 80°F and breezy. Vinnie was tired and went up for the night. I went out twice, once to get some food and the second to take a walk along the harbor – both ventures were pleasant. When I got into my room there was a newspaper and the first article was about how the government here fears 2.5 million people out of work in the near future – that is a lot of people. The global slowdown is obviously being felt a lot here. I heard from my partner, Ben that he is on his way to the hotel in Shenzhen. We will meet him there in the morning and then go over to HFC together. I emailed Wendy and the kids separately, Kayla emailed back that she misses me and I should be careful. I do love that girl. I will call home probably on the road trip tomorrow morning since it will be nighttime back home.

**10/20/08**

**9:08 AM Shenzhen Time, 9:08 AM**

**In route to the Crowne Plaza Hotel**

I was able to get about 5 hours of sleep last night, got up early, worked out in my hotel room and went for a walk along the harbor. It was glorious, the sights and smells and the view of the approaching dawn is another beautiful memory I will carry with me. I spoke to my wife, Kayla and Ben at home as well as my parents and everyone seems fine. I miss them. I met Vinnie for breakfast, which included seven hard boiled eggs, and we were picked up for the ride over to Shenzhen. There are a few ways to get there from Hong Kong: you can fly, go by train, or by van or car. The train takes awhile and is usually hot and sticky and can be very crowded. Ben was nice enough to arrange a van and we got through the first immigration checkpoint without issue. It seemed a little too easy, and sure enough we stopped and the driver motioned for us to get our suitcases and leave the van. He pointed through a doorway and it became obvious that we had to go through customs alone since the driver left. The nice people involved pointed

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us in the right direction and we sailed through without issue. We got outside the customs house on the Shenzhen side and had no idea where the van was, but Vinnie and I figured it out and we are on our way again to the hotel. I emailed Stuart asking if he could pick us up at the hotel and he generously agreed. In fact, he is already there, having breakfast and waiting for us. I also got an email from some people from Flextronics I thought were from Singapore, but apparently they are in Malaysia, so I am trying to reschedule a meeting for Wednesday. I hope they are in Penang, because if they are not, there is no chance to meet with them. It is a great example of life on the road: you do the best you can and most of the time people are helpful and things work out.

**10/20/08**

**Monday Night**

**9:49 PM Shenzhen Time, 9:48 AM DST**

**Crowne Plaza Hotel**

We met Stuart at the hotel and we went to HFC, the gasket manufacturer and our future partner, to go to their headquarters. It gave us some time to get reacquainted before lunch. We already had a plan of attack in place and as it turned out there were no changes. We will buy some gasket cutting equipment from HFC and various types of samples. We will install the equipment at IJUS and Vinnie would train over the next two days so he can operate it. Any runs of any size will be produced through HFC and sold under the IJUS brand name. Joint marketing will begin immediately in Europe and the U.S. We both had a similar marketing plan, which was to try to take advantage of the global economic problems by going after the difficult rush orders that the mass run manufacturers could not afford to attack. After lunch, we took a plant tour and then went back to the hotel. During this time, we also decided that we would try to get Vinnie and Allan, IJX's VP, into Alcatel-Lucent in Qingdao to see their engineers in an attempt to start the corporate redesign program, in which we would try to remanufacture current products for less cost and more environmentally friendly. Once we start with them, we hope to migrate to the program, and to other manufacturers. Stuart and I then met for an hour discussing our move into prototype cable assemblies and industrial design and redesign. Co-selling with HFC seems like a good way to go, but time will tell. After that, it was off to exercise. Vinnie and I had dinner, during which we spoke about his going to Qingdao, about the gasket deal, the economy and business in general. He is also scheduled to go to a cable assembly manufacturer this week for some training regarding assembly. I have full confidence that he will be up to speed soon and will be able to make virtually any prototypes we need. Meanwhile, I have been getting email from home that things are well there and the

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new cable assembly operations are in work.

It was supposed to be an early night, but work continues. I hope I have only two calls before we fly to Malaysia.

**10/21/08**

**1:15 PM Hong Kong Time, 1:15 AM DST**

## **Hong Kong Airport**

I had a small problem last night. It was uncomfortably warm in my hotel room, so I called the front desk to send someone up to fix the air conditioning. After he left, and I still could not get the room cool enough, I asked to be moved to another room. The assistant manager came up to my room and explained that because of the heat outside and the fact that the whole building was on one air conditioning system, moving to a different room would not help. She was apologetic and there was nothing more to be done, so I told her it was okay. She felt badly and said she would send up a fruit tray and upgrade me the next time I stayed there. About an hour later, a knock at the door produced a large bucket full of fruit and chocolates. Since I was leaving the next morning, I wasn't sure what to do with it. Vinnie had mentioned that he never seemed to get fruit in his rooms when we traveled like I did, so I dropped the fruit off at his door this morning and figured he would enjoy it when he got back.

I got up this morning at 4:30 AM, determined it would be early enough so I would not have to rush. I answered my email, worked out in the room and went outside to walk. While I was walking, Al called me and we spent about 30 minutes on the phone. There was a lot of good stuff happening at home, and I also got to watch the sunrise. The Crowne Plaza Hotel we stayed at has Roman architectural, which elements are beautiful. On the elevated deck where I was walking, I could not only overlook the city, but also spot a huge gold winged lion sitting on top of one of the big roofs. It was an enjoyable sight, and once I finished talking with Al, I called home.

I went back to the room and went down to breakfast. Not wanting to have a cholesterol attack, I only had five hard boiled eggs, some pancakes and fruit. I also saw Vinnie and Stuart there, who were eating before going to the shop for the day.

As it turned out, Vinnie would be leaving the next morning to go to Qingdao to see the AL engineers there with Allan. One day at the gasket plant should be enough for him to be familiar enough to run the cutting machine once we get back home.

Ben and I boarded the same van as yesterday. It turns out that we were going back to Hong Kong to make two sales calls and then leave from there for Penang.

As we entered the border crossing, we were told to drive to the side so our baggage could be searched. Ben said it was because traffic

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was light and the guards had nothing to do. The search was painless and we were on our way quickly, but it was still a little unsettling to go through it.

Once in Hong Kong, we went to Celestica and entered into a group of meetings with various purchasing and engineering people. They were highly interested in our new Industrial Design and Cost Reduction capability and our potential to help reduce the cost of AL products. The rest is up to Ben. I am hopeful that Vinnie and Allan can also get something started tomorrow from Qingdao. Then we went to a metal fabricator who has been buying labels from IJX to tell them about our ID sections and our other product areas, and how we hoped we could work as a team to bring cost reduced products from Europe and the U.S. to our customers here. I love working as a team and I am hopeful that we can also do something with them. The two brothers who owned the company were interested in my views on the world financial problems and one had even checked our website and read some of my work. We left them two books and moved on to the airport.

Once we arrived at the airport I had a small problem with the airline. We had gotten American Express Platinum cards for the company so we could get into airport lounges when our people were traveling. When I tried to get Ben and I in to the lounge, they refused. I pushed and finally found out that this particular lounge was not run by the airline itself but rented by some other party. It is a good reason, but now I am not sure the cards were worth the expense or the effort. I will try it again before I complain to the credit card company.

We got through immigration and security without a problem, but it was hot so Ben and I separated and I sat elsewhere to cool down. I found a small shop and am drinking lemon flavored iced tea, which, considering the caffeine may not be the best of ideas, but I do feel a lot cooler now. I will leave for the gate in a few minutes. The flight stops in Kuala Lumpur for an hour, so we should get to Penang around 8:00 tonight. I have no idea if I will have the energy left to do anything else, so I will play it by ear. The lack of sleep is starting to kick in and I am getting more irritable as time goes on.

I have also been talking with Ben and we have gotten a lot done regarding what has been happening and where we plan to go. It is extremely important that we meet in person every few months; face-to-face conversation is imperative to making sure we are both on the same track.

**10/22/08**

**6:09 PM Malaysian Time, 6:09 AM DST**

***In Flight***

We got to our hotel in Penang around 9:45 PM last night and it was too late to do much, so I ate some oatmeal and bananas, and after



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some work, went to sleep at midnight. I was up again at 4:30. I am definitely not getting enough sleep even with the naps I am grabbing, but I figured exercise was better than sleep. I hope I am making the best choices.

I woke up this morning to a minor disaster: my Blackberry was not functioning. This caused a multitude of problems, including not being able to call the office while I worked out, which meant I had to read-just my schedule. I split my workout and had breakfast in the middle. This was when I discovered that my stomach was not in good shape, but wanting to keep on track, I worked out anyway. From there, it was back to the room where I had to use the room telephone to make my calls, which meant I did not have enough time to get everything ready to checkout. When I got down to the lobby, the warm air hit me and I knew I was going to be sweating with a bad stomachache very soon. Ben came to the rescue and fixed the mobile problem, and we were in the car within a few minutes with high speed air conditioning and I was able to take care of a lot of the office work with AI before we made our first call. Both Ben and I had been busy setting up calls and we stopped at Flextronics first. We saw multiple people – some old, some new – and we told them all about our new ID section, our plans to help redesign products for cost reduction, the new gasket line, cable assembly prototype line and the new laser. People were enthused at the possible ways we could help them and the calls went well. From there, we traveled to Tyco, and it was back over the bridge between the island and the mainland for the second time to go to Kontron. It was our first visit there and since we were already doing business with their groups in Canada and Germany, it was an appointment to try to bridge those relationships here. The buyer seemed positive about the possibilities, and both Ben and I were pleased at the outcome.

After that, we were done with calls for the day and we raced back over the bridge before it got packed with rush hour traffic and arrived at the airport at around 4:00 PM. We are now about to land in Singapore. My stomach is okay, but not great and I will try to eat dinner later.

We heard from Allan that they received an inquiry from AL in Qingdao after telling them about new industrial design capabilities. This is a good sign.

**10/23/08**

**5:03 PM Singapore Time, 5:03 AM DST**

***In Flight to Hong Kong***

We landed in Singapore and the rainy season was in full bore, but the countryside was still beautiful. We stayed in the same hotel as our last trip and Ben and I went out to find some dinner. It was very hot and humid and we made our way across the street to the food court of the mall. It was not a difficult choice since my stomach was still not

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great and there was little chance I was going to eat stir fry, so we ended up at a Japanese restaurant. Ben looked like he had his doubts, but the food was grilled for me and not bad. Ben had his usual noodles and it turned out well. I went back to the room, determined to get to sleep early and, after talking with the office, finally did around 11:00 PM. I was up at 5:00. My Blackberry was functioning well and I was able to talk to Al, Wendy, Kayla and David, have breakfast, and be ready for the 8:30 AM pick up for the day's sales calls. First up was Tyco, then it is was off to Trend Technologies, a customer that IJX had just started dealing with and we went over the same areas of how we could help each other. They were just as enthused as everyone else about being able to convert U.S. and European made parts for use in Asia and being the intermediates to help make it happen. With the global stock markets still going down, people are cutting back everywhere, and it has put us into a progressively better situation to follow our marketing plan. We stopped at Starbucks; where Ben ate and I only had tea for fear that food might not sit well with me at the moment. I did, however, buy some food for later in case I did not have time to eat before getting on the plane. We went to see the people at Flextronics and our goal was two-fold: one, to talk about our new ID section and cost reduced products and second, to make sure we are on their preferred vendor list. The meetings went well and both Ben and I were not only satisfied about this last group of meetings, but the last few days as well. We were short on time to get to the airport, but our driver did a great job. Ben came in with me to make sure I made it onto the flight on time. We are due to be in Hong Kong in about another two and a half hours, then I have about a two hour layover and I am hoping to be in Taiwan at around 12:30 tonight. Titan is supposed to meet me there to go to the hotel. Once I arrive, I will check what time we have to leave in the morning and determine if I have time to work out or not. I am very glad I came on this trip. Just going over things with Ben, coordinating our strategies and making plans for the future were worth it alone. We have to work together globally to ensure that we penetrate these new areas in an orderly way to maximize our chances for success. I took a chance and ate some of my sandwiches and a banana. So far so good. I may try the airline dinner. I am feeling better and I hope it continues.

I heard from Vinnie that he and Allan had dinner with one of the AL buyers last night. Their day went well and I will hear more when I see him on Saturday. Compared to yesterday morning when I felt lousy, I am doing great.

My optimism is running high, tempered by the financial events of the world. I hope we are right in our path, but there is no turning back now. The world is changing too quickly and we will have to try to stay ahead of it in order to gain more success.

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**10/23/08**

**9:07 PM Hong Kong Time, 9:07 AM DST**

**Hong Kong Airport**

The plane ride was fine, except my seat was broken and kept sliding backward. It made it uncomfortable for me and I'm sure it was a real pain for the poor woman behind me. I apologized and explained the situation, but there was nothing I could do. I told the flight attendant and they made me change seats before landing due to an FAA regulation. The seat I was moved to had a broken monitor so I am glad I did not move there sooner. Still, I had an aisle seat and I was happy to get that. I decided to try to use our American Express Platinum Corporate Cards again to get into the airport lounge. Unfortunately, it did not work with Cathay Pacific. I tried a corporate lounge that I paid to get into, but it was so warm I could not stand it and left. I am now in a relatively vacant seating area that is nice and cool, and the only other person here is a pleasant looking woman who makes no noise. I called the office and things are fine there; Al is handling everything well as usual. Mike is sick, but he came in especially to help David with some electronics problems before his next trip to Mexico. I love hearing about our people helping each other; it makes me feel good. Unfortunately Rich's grandmother died, so we are having five trees planted in her memory in Israel. I have an account with the Jewish National Fund through which I buy trees in groups in advance to commemorate events. People like the idea of having a tree planted, because it is a symbol of life and makes a positive statement to a sad event.

I am getting tired and I feel I am getting irritable. I have a physical need to work out every day, so I will try to get in a few hours tonight when I eventually get to Taiwan and will walk tomorrow morning before Titan and I start our sales calls.

**10/24/08**

**11:01 AM Taiwan Time, 11:01 PM DST**

**In route to Lite-On Corporation**

My planes were on time and Titan from IJX was there to meet me with the driver to go to the hotel. When we arrived, I exercised a little, had some food (thank goodness for my peanut butter and jelly sandwiches and the apple from the hotel), and calmed down enough to go to sleep around 3:00 AM. I got up at 6:00 AM and planned to go for a walk outside while I spoke to Al, Wendy and Kayla. I went around the block of the hotel and on the way I found a struggling worm on the sidewalk. Wishing to help it, but not actually touch it, I sacrificed my Police Benevolent Card for 2008, which could have been useful if I were stopped for a traffic violation, and put him into some nearby bushes. He landed on top, so I shook them to make sure he got to the ground. I threw the card away and continued my first and only lap.

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Taiwan is much like China and Hong Kong in the non-tourist areas; there was not a lot to see and it was reasonably hot and humid so I went back inside.

The gym was not open until 7:00 and in order to not disturb the surrounding guests they would not open it earlier, so I walked around and quietly made my phone calls. I felt like I was in a restricted area so I was quiet and at 7:00, after having finished my calls, I moved into the gym. While I was biking, I happened to find an old movie with Natalie Wood, an actress I admired for many years. She unfortunately passed in a boating accident. A very young Robert Redford was also in it, but Natalie Wood was the only one I saw on the screen. After my workout, I had hard boiled eggs for breakfast (I am definitely not taking a cholesterol test for at least a month), then packed and dressed. Titan was on time and off we went to Delta Electronics Corp. IJX is making labels for them but no one had ever visited. I had thought that people here spoke English as much as the Chinese, but we are out of the major city area and I was very happy to have Titan with me as a translator. This was also good because he is learning how to sell and the best way to learn is to be forced into helping from the start. We have the chance at new business for a specific label and an insulator. They are also an Alcatel-Lucent supplier and loved the idea of partnering for cost reductions, so they can submit to AL and use our components in the process.

Then we went to Lite-On Corporation, but unfortunately the person we were supposed to see was at the main headquarters. The address I had been given from IJX was the wrong building and we had a tough time finding out where he really was. As it turned out, we could still see him on our next call, so nothing was lost. The best plans are just that: plans. Once you are out there, you do the best you can with the changes that occur. There may have been a chance to see another person from Tyco, but there wasn't time so Titan called with our regrets and we will see her on the next trip. I have not seen a Subway sandwich shop here. I would like to stop and get something for the airport for later.

**10/24/08**

**2:43 PM Taiwan Time, 2:43 AM DST**

***In route to the airport***

The next call to another engineering company went quickly and without great progress. We saw one engineer who mostly wanted to talk about cheap labels and only to Titan in Mandarin, so not much was accomplished. As I said to Titan, you can't force people to listen, you can only try to make the best situation for them and hope they go for it.

After that was our last call to Microelectronics Tech. and Global

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PCS. After talking for awhile we went into the price reduction plan for AL. They were a supplier for them and looked at our plastic panel design and thought it might work for one of their panel groups. After seeing a sample, we redesigned a handle on it together and all agreed that if the pricing was good we would bring the idea before AL and try for our first cost reduction. It was very exciting, as everyone was joined in on the possibilities and how it could work. It was a lot of fun and could mean a lot of business for IJX. I called Ben later and told him about the potential and how well Titan did. It was a really good last call and feels wonderful to be done. The thrill of a good sales effort is hard to explain. It is an adrenaline rush that feels like your whole body is suddenly elevated to a new level of consciousness. The only word for it is a kind of euphoria and it is addicting because it is so pleasant. It is a natural high and there is nothing like it. Unfortunately, after wards I normally get very tired, but since I now have an airport to wait in, I can always take a nap there.

I had hoped to catch an earlier flight, but it looks like that will not happen. It's not a big deal; I can work at the airport until it is time to go. Since I already exercised today, all I need to do when I get to Hong Kong is get to my hotel, find and eat dinner, and walk along the harbor.

**10/24/08**

**5:09 PM Taiwan Time, 5:09 AM DST**

***In Flight***

We got to the airport and I lucked out. I found an earlier flight and am now on my way to Hong Kong. I hope to be at the hotel at 7:00 PM. It will be good to see Vinnie and the harbor again.

**10/25/08**

**12:53 PM Hong Kong Time, 12:53 AM DST**

***In Flight***

I got back to the hotel around 7:45 last night and had already arranged to go for a walk with Vinnie to see the harbor sights once more before we left. It was hot and humid, but it was a wonderful stretch of the legs. We talked about what had happened during the trip and both agreed that it had been very productive, though our roles here in Asia had shifted. IJX was now able to stand on its own and we were no longer coming in as heroes from afar to fix problems. Instead we were now partners and were working more on marketing, sales and new product areas. In this case, Vinnie was able to see firsthand how the gasket machinery was built and operated, so when it arrives at IJUS in December it should be ready quickly. He also visited a cable assembly plant and is now ready to lead our new effort to build as a prototyping operation at IJUS. He and Allan even made a sales call to

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AL Qingdao and the result was positive regarding our new marketing thrust for reduction of parts costs through redesign by our new Industrial Design groups. The day-to-day running of our IJ business is in good hands with the people we have, so I will focus on bringing in more profitable sales and expanding our new distribution centers and plants around the world.

I found out during this trip that IJ has almost 70 employees, and that combined with our other locations means we are over 100 worldwide. This is an amazing number to me. When I started with my dad, it was just the two of us and a secretary.

We are expanding in the face of a world contraction and I can't think of a better time to do it. Our customers will be almost frenzied in their need to cut costs and we have the abilities they need to not only save their jobs but advance themselves in the process. Expanding in the face of this global Tsunami, as it is being called, is both frightening and exhilarating at the same time. It is saying that we know that things will not collapse, they will probably reduce more but the tenets of basic business will stay viable and eventually move back upward. You don't get chances to expand like this often in your career, so we are pulling out all of the stops to take advantage of it.

After breakfast, Vinnie and I got to the airport in plenty of time and went our separate ways for awhile. I bought chocolate for my crew, as is tradition, and then went to the gate where Vinnie was waiting for me. I had heard from Stuart that he would be there soon and we ended up boarding together. He is a good man and I am very hopeful of what we can accomplish between our two companies.

This is an excellent flight: Continental Airlines over the North Pole with about 13 hours to go.

I have to center on gaining more business as the economy deteriorates, then more companies will go out of business which means bad debts will be created. Cash flow and credit is everything and unless our customers are paying us, then we have nothing to continue in terms of day-to-day operations. Since things will get worse, we need more customers spread out over more diverse areas to help equalize the chance of trouble and to ensure that money comes in. It is the standard operating procedure of our company: more customers, more high profit sales, take risks with new customers (as long as the profit potential is high), and keep expanding laterally for new product lines.

The takeover of the AL Industrial Design Group is a key to this. This was a major coup for us to accomplish. The AL name is still extremely strong and well branded, and being aligned with them, especially in industrial design, gives us immediate credence with of their suppliers and other customers as well. It is the battering ram that will help enable us to break through the wall of resistance for product redesign that would have been almost impossible a few years ago. While we are

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known for labels, part of my job is to spread the brand of who we are and who we are becoming so people are open to think of us in new areas and willing to give us a try. The Ideal brand stands for exceptional quality and service, and being able to handle the tougher areas. We just need to expand the idea that our business covers more product lines and services. This will not be an easy task, but it will be much more possible starting with the name recognition we already have.

There are certain movies that have affected my life. Two, to be exact. The first was *All The President's Men*, which, coincidentally, I am watching on this flight. It's about the journey of two reporters for the Washington Post Newspaper and their involvement in the forced resignation of President Nixon. I thought it was a fantastic film and it inspired me to become a reporter. So much so that I went to college and got a degree in communications. Unfortunately, my skills as a reporter and journalist were obviously not as good as I thought, for I received no job offers and had to change careers. While I have no regrets changing fields, the training did do some good. Like the tracking of a story the finding of new markets and product lines are similar. Happily, there are not any criminals involved and the results are more sales and success for us. But the hunger to find out, the need to find a pathway and the structure to find them began as I trained as a reporter.

The second movie was *Other People's Money*. It is a story about a man who engineers a corporate take-over of an unwilling target. I found it mesmerizing and have watched it many times since. The idea of bottom fishing and taking over companies drives me with the thrill of the chase and the hunt for success. So far, I have not tried a corporate takeover, but the idea of forcing our way into new markets is never far from my mind.

Many in the liberal left wing media of our country have Mr. Obama so far ahead that he as already won the election. I tend to differ; if something is certain, it rarely ever happens. His calls for a redistribution of wealth could hit people hard and if the tax burden becomes too difficult, we many have to adjust our business plans.

I have not been able to get the building I want out of my mind. It may sound crazy but I am going after it. If I can structure it I can offer the current tenant to buy the building and then we would buy it from them. We would give them a few years free rent and we could then take it over part by part. I have no idea if they would be interested in buying the property and then exchanging it with us. The owners of the company are Korean and their country has been exceptionally hard hit by the bad economic conditions. I don't know how we would work out the space with our current landlord; it would be something fun to try.

What I am afraid of is that if Mr. Obama gets elected and has a majority in the House and Senate than his fiscal policies will become

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reckless and he will start giving everything away and pave the way to high inflation, more entitlements that we can't afford like Social Security, which will be further hindered by his proposed policies. I am hoping for deadlock. Whoever is president then at least either the House or the Senate gets enough votes for the other party so a veto can be used to stop any big direction to either side of the political spectrum. I want us to have government from the middle, a moderate stance on issues that can keep us free from foreign entanglements and allow us to work together with other countries as opposed to inflicting our view of how things should be. I want to be let alone to build as I and my people see fit with as little interference as possible.

Getting back to my conspiracy theory. If I was part of this group and I wanted to cripple all of the countries that fund themselves through oil revenues outside of my control, I would try to bring down the cost of oil quickly and steeply, like what is happening now, and then the following would happen.

Russia, Venezuela and the Arab countries would suddenly not have nearly the resources they had before. In fact, they would become crippled quickly because their main investors had been leveraging their assets like a giant pyramid scheme to buy more. As soon as the economy tanked, their big investors were caught without the resources to make their commitments and began to go out of business. The Russian government will not have enough to create the political and military clout they had before and would recede in the world power game. The Arab states and Venezuela would have their economies and their ability to fund activities like terrorism that the world order would not want reduced. The alternative fuels movement, like what happened in the 1980s would once again be destroyed because no one will put out the investments needed. Therefore, we will be left with an oil based economy with the resources being handled by the world order group who will once again control what is happening.

If I were president and the country seemed to be leaning toward a recession or depression I would use a stimulus package, not to give back a few hundred dollars to most Americans, but use it for a public works package to fix our infrastructure and to create the necessary base of operations for an alternative fuels industry within the U.S. That would not only put a lot of people back to work who could then afford to pay their bills and their mortgages, but also get us back towards a stable, growing economy. Since the money to fund terrorism will be reduced from the reduction in oil revenues we would then be able to start pulling back our troops from everywhere in the world, stop being a policeman that no one wants, put people to work helping in the public works programs, and be ready to deploy quickly if needed.

I am a businessman – not a politician, a member of government, or of academia. I want to see resources, both human and otherwise,



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used productively to help nurture the common good and give an equal playing field so all those who want to advance will have the chance to do so. I fear that the playing field is very far away and becoming more so for the foreseeable future.

**10/25/08**

**7:05 AM DST**

***In Flight, 3815 miles until Newark, 6:42 hours to go***

I have been listening to the shows of my mentor, Jean Shepherd, from 1960. His voice puts me to sleep almost immediately like a good bedtime story and I find him much more efficient and with fewer side effects than sleeping pills.

I was watching the financial news before we left and almost all of the programs said that the best thing they could report was that it was the weekend and the markets were closed. When I spoke to Wendy, she mentioned that Russia had temporarily closed down their stock market and there was talk to do it here. I hope they don't; the markets worldwide need to find a new level and should be allowed to do so. If they fall another few thousand points, at least they will stabilize somewhere and only then can things start to grow again.

Eric, our former senior designer from Alcatel-Lucent, was asked to be on an Industrial Design Committee for AL and I will tell him to say yes. In fact, I may even ask to have Mike join as well since he is our VP in charge of ID worldwide. The more ingrained we can become in this new area, the more we will learn and be able to add our input. It will also put us into position for more work.

The midway meal service is now done. I had bought two duck wrap sandwiches before leaving and just had one. It was good and I may have the other. The lights are back off in the cabin and it has become peaceful once again. I may go crazy and have another diet soda. There I go, teetering on the edge of craziness again.

My next trip is scheduled for November 3rd, the day before Election Day. I will go to Tempe, Arizona and back again in one day to see a single customer. We have a chance to take over their labeling worldwide and that alone is definitely worth the trip. If we are successful, then we can go after their gasket business next.

The Presidential election is the next day and then I have jury duty that Wednesday and Thursday. In our area, to fulfill the obligation you call the night before to see if they still need you. If so, you show up at the Newark, NJ courthouse, sign in and wait to be picked for a jury. Sometimes, if you are not picked by the end of the first day, they excuse you for the rest.

It is a small thing to be asked of by my country and I am happy to participate. It is an opportunity to meet some interesting people and it will also give me a chance to write and think. If I happen to be picked

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for a jury, then that is fine too. If something happened to me and I got into trouble I would want the chance to pick the type of person I would want to judge me. If they would want someone like me then they have a right as an American through our system to do so. I love my country. It is an amazing place where most people can do anything they want to achieve their greatest potential and you cannot ask for more.

Wendy is working at her friend's jewelry store for the day and Kayla is out, so when I get home it should be just Bailey and me for awhile. This will be good to give me a chance to unpack, maybe take him for a quick walk, workout or just relax. I am excited to see my wife and daughter, and I miss Bailey and my regular life. Being away makes me appreciate it more – one of the many reasons I travel.

**10/25/08**

**12:19 AM DST**

***In Flight, 1:29 hours to go***

Here is what I wrote for the Carbon Credit Log I am keeping for the EPA PTrack Program to track our progress in helping to start a Carbon Credit Program for the United States.

With the severe financial situation covering the world, the last thing people will think about is alternative fuels and construction. As in past decades when alternative fuels had a chance of taking off, some giant financial fiasco or a corresponding reduction in the price of fossil fuels made the financial investment unattractive. I believe that economically in the long run, alternative fuels and systems will save money, but I do not believe now is the time it will happen. With oil below \$70.00 a barrel, this sector is cooked. I hope I am wrong and that builders will see the advantage and possibly the incentives a new President and enacts will prove me wrong, but history has shown that it won't. We have had no one to submit anything for the G.R.I.P. program. I am afraid we have a long road ahead of us.

**10/26/08**

**9:56 PM DST**

***Home, NJ***

I got home around 3:00 PM yesterday afternoon and after unpacking I worked out for a very short time and then made some apple and raisin pie insides. Bailey was happy to see me and it was great to see him. Wendy got home around 6:00 PM with dinner. Kayla shortly thereafter and we had a very warm return. It was great to be home. During the week I had been gone, autumn had come and a lot of my flowers had either been blown into bareness or the cold weather had gotten them. Either way, it is okay. It is the cycle that will begin again in the spring, but I will miss them. They were very pretty.

I played tennis with Ira, but that was cut short because he had

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a sore knee. Then it was off to bike. The repairs to Stella had been excellent and she rode like the wind. I was tired, however, and rode more like a much older man but still had enough energy to go see the building I wanted. I am pretty sure I have a plan for it and will contact the people I know there this week. I may end up having one or two partners in the deal which doesn't bother me. I don't have to own all or part of the building. My main desire is to be in it, but owning it would be nice if it worked out well.

We continued marketing worldwide with our new Industrial Design Centers. We are also utilizing the buying talents of our people and offering to help with cost reductions. Who knows if any of it will work? You try many things and usually something will work to some extent.

David leaves for Mexico in the morning and I have a lot of meetings. It will probably be a few days before I am totally caught up. I will also start on getting calls for both my Arizona and India trips so I can get my schedules finalized as quickly as possible.

**10/27/08**

**9:59 PM DST**

I called the man about the building I want to purchase in Millburn. Our timing is good, and it may be available. Let's see if we can get it.

**10/28/08**

**9:43 PM DST**

**Home, NJ**

The level of excitement last night and today was high. After talking to the general manager of the building in Millburn, it turned out my timing was just right. They had an agreement with their landlord that as of January 31st of 2009 they would either buy the building or it would revert back to the landlord. The company owner was not sure he wanted to own or lease the building himself, so an offer from me might be a viable alternative. I was willing to give them a good deal on a lease so they were just as happy to have us buy the building, give them the space they wanted and give them favorable terms. I put a tentative plan together of how to get the building I had dreamt about for years. I was not sure how much they wanted yesterday, but I've already alerted my bank as to what I would probably need and we started sending over the financial documents today. I contacted my landlord this morning and he was interested. The plan was for us to leave our current location and move to the new building. We would take half and leave the other half to the company already there. As part of the agreement with us, our landlord would let us out of our lease here. I called the general manager for the company from the building and found out the following plan that changed things. First, the building was valued at about 45% less than I thought. The troubling news

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was that they needed two thirds of the space and in order to do the deal, they wanted at least a four year lease with a possibility for more. I was willing to work this out and since I was now going to have to stay in my current space anyway and set up a secondary operation there I was free in terms of what I needed to do and who I needed to partner with. Still, I wanted my landlord involved to help negotiate the best deal and do the maintenance on the new building and any construction necessary. He was still very valuable to me so we are tentatively planning to go see the building and the owner of the company from Korea. He is in for a week beginning on Thursday morning.

There are still a lot of questions to answer and if it doesn't happen that is fine. With the financial world in this turmoil, bringing on millions of debt will not let me sleep easier. It is, however, something I really want to do and if the door opens I plan to go through it.

My VPs, except for David who is in Mexico, thought it was a great plan, so we move forward tomorrow. The election is about a week away and everyone thinks Mr. Obama has it, but I am not so sure. We hired a new person today: a file clerk and general assistant. I hope she is happy and it works out.

I emailed Uncle Dave that I was partnering with my landlord and he would not be involved in the purchase of the building because he is in real estate sales. I felt badly and told him so, but guilt is not a good reason to do business and if he can't add value then it is better he not be involved. I hope he sees it that way also.

Our global efforts at marketing labels, gaskets, Industrial Design, product re-design, cable assemblies and our new laser all seem to be going well.

The Stock Market went up over 800 points after a few days of losses. It is like a seesaw and very unnerving. We are moving ahead.

**10/29/08**

**9:47 PM DST**

**Home, NJ**

I got an email from the general manager of the building I want this morning. It seems that the owner wants the building for himself and was lukewarm to an outside offer. I thanked him and kept on going with the bank just in case they can't get their financing. It is disappointing, but perhaps just a delay.

The cable assembly business is much tougher than I thought. The tough part is the testing and we found that out today when we started learning how to do it. The loaner machines malfunctioned, so I am hoping we have another tomorrow so we can test our parts and finish them out. The person making the assemblies seems okay and I am hoping his work will pass inspection. It is tough getting a new area together, but I am hopeful it can turn out well.

## THE IDEAL ERA

I had acupuncture today and my man Steve thinks I am killing myself with my schedule. I told him that part of his job was to do what was needed to keep me going at a high energy level. He disagrees with a lot of my lifestyle choices: a lot of work, exercise and not enough of sleep. I eat a lot of raw foods and that is also not good according to his ways. I am not sure if I can stay with him since we are such opposites, but I know he has my best interest at heart so I will try to modify a few habits and see if they make a difference. I like the actual acupuncture itself and I think it is helping.

My Tuesday morning tennis partner had to change his schedule so I start with a new man in a few weeks. Next week I am out late from the trip to Arizona so I will sleep later than usual and workout at home.

**10/30/08**

**9:44 PM DST**

**Home, NJ**

I sent an email to the general manager of the building and told him I was continuing the financing and would give him until December 1st to come back for a deal. I figured his boss would think about it for awhile, try to do something, and then decide that if he had to deal with his current landlord or myself, then it would be better to be me. We will see, and in the meantime I will check for other buildings. Gary, our accountant, was in. Things are good and he approved of our general direction, allocation of resources and the potential buying of a building. It is good to have his support; he would not give it unless he was sincere.

The stock market has been going up for the past few days. Our customers are in full money-saving mode and bordering on panic. This is enabling us to get into areas never before accessible with our new product redesign and cost reduction programs. David is using it well in Mexico, as I did in Asia. He goes to Europe in a week with Stuart, and I will start making appointments for them in the morning. It is good to go in with a viable alternative to simply lower costs and profits with something that will help everyone. As for Steve, I am trying to breathe deeply and let the good air in. Mr. Obama had a 30 minute show on television last night on two networks and at least one cable station. I think it reinforced his arrogance in the public's minds with his thinking he is already president and can dictate what Americans watch. He also prevented them from watching their regular TV shows. So in one shot he annoyed them and placed doubts in their minds about his ability to handle money well. The polls are closing in rapidly to a dead heat and this election is far from over. I think last night was a major mistake for him.

We got one call for the G.R.I.P. project from one homeowner. With

## OCTOBER

the price of oil below \$70.00/barrel, our program, as well as a lot of alternative fuel potential, is probably dead.

**10/31/08**

**10:33 PM DST**

### ***Halloween here in the U.S. - Home, NJ***

I played tennis with my brother this morning. As is usual on a Friday, I was tired, he was tired, and the game was secondary to the good time we had. Vinnie and I had a 10:00 meeting with a customer from Canada, who is a contract manufacturer, the head buyer and the head of engineering. We talked about our new design cost reduction capability and although he was hesitant at first, he was up to a "possible" by the time we finished. Having a lot of contacts at Alcatel-Lucent helped move things along. I have another meeting with a business friend at AL in Whippany next Friday, but I forgot I am supposed to go to the Berkshires with Wendy. This is the second time I messed up my schedule, which means I am very tired and making mistakes. I will call him and reschedule. I am not sure how much time jury duty will take next week, so I need to move him forward anyway. He is a nice man and I hope he is okay with the changes.

Alex and Eric are both doing well and bringing in paying work, but Roman is frustrated that the AL people won't allow him to do the work he once did as an employee. He will have to find more streams of business in order to pay for himself. Sales are a tough business, but he chose the road. It may be profitable or not – that is up to him.

I spent part of the day setting up sales calls for David and Stuart's trip to Europe starting on November 8th. So far, they have one appointment in Hungary, and I will help to get more. They will also push our new business model, which works perfectly with the current stressed financial climate of the world. I am still signing books. I have about 700 more to go for this batch, but we need more books and will have to go back to press.

Ben has asked me to help sell the new design idea in Asia, which I can do from here and in India. Tushar, Indy and I will be traveling together in December and we are setting up the calls now. My focus is on sales, which is very tiring, but exciting. It is where I can serve the company best.

The new franchise model for our manufacturing sites seems like a good idea. IJX was the prototype, where we got going with someone competent in charge, backed off when they were capable of running things, and now offer help with sales and marketing when it is needed. This is the model we will use in India and elsewhere. My original idea of utilizing modular plants may work here, especially with a gasket cutting operation, cable assembly prototype and a small distribution center. We can do this virtually anywhere with little expense and will

## THE IDEAL ERA

be able to move quickly and easily if it is necessary. I really like the idea of spreading laterally for the small rush jobs with higher profits. We can jump from place to place and focus on where the money is. It is not the way to build a billion dollar company, but I would rather have a smaller, more portable one with franchises. It is amazing how quickly things are changing. The stock markets around the world did alright this week. I hope this will be a step toward calming things down.



# NOVEMBER

**11/1/08**

**9:51 AM DST**

**Home, NJ**

I have been reading an autobiography of a former pornography star – a woman who starred in X-rated movies. Her childhood had been horrible and filled with all types of abuse, until she finally hit rock bottom and was able to save herself. After she weaned herself off of drugs and alcohol dependency, she went to acting school and wanted to become a “legitimate” actress. Her second role was in a low budget film and during filming, she realized that the long months of work in formal acting training were going to be useless. She made the decision to go with her gut instinct and do it her way. In the end, it was the path she chose from within herself that paved her way to a new life and success. I like the idea of going your own way.

I had an epiphany this morning. Growing up with my dad, I watched him as he rode through life tearing a path for the journey he dictated. He faced the world head on and whether he succeeded or not in relationships, business and his dealings with the world, he ignored them all in favor of his own design. Watching this, I decided I did not want to slash and burn, rather I wanted to try to take into account all of the people I was dealing with, the conditions they were living with, and use them to weave a path with my own so we all wound up in a better place.

My dad’s way worked for him because his scope was narrow and well defined. He got what he wanted most of the time and he was content.

My way has also worked and enabled me to branch out much further. However, I have also come to realize that it too has its limitations. By listening to what people say and watching their situations, my viewpoints have been clouded by what might have been a better path. Case in point: when I sold in Asia, Europe, Mexico and India, my



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people on site and elsewhere would tell me about how things were in the various countries, how different it was from America, and how you had to do things their way to have any chance of success. I listened to them all, trying to understand their customers and fit within their framework so as to not be that overbearing, ugly American forcing his way upon others.

While we have been very successful, we have hit a wall with the new economic reality that has taken over the world. Nothing matters anymore in business except the following:

- Finding people who need your products and services.
- Selling those people your products and services.
- Getting paid and getting more business.

That, in a nutshell, has always been business. However, in better times, things like customs and localized ways of doing business could influence things. Not anymore – business is now a completely black and white playing field.

Therefore, in reaction to this new playing field, I will adapt. From now on, I will no longer listen to anyone else regarding the intensity or manner in which I sell. I will attack in the manner as I see fit with the resources I choose to command. Our selling capabilities in other countries are limited at best. Our best sales come first from me with direct attacks, then from David and finally from our other VPs and managers who sell both directly and indirectly. That is our attack force, that is where the business is generated, and that is how we will move forward worldwide. If I am going to sell successfully in Asia, India, Mexico and everywhere else, I will do it my way and if they don't like me as me – an American, a white male, a Jew, or anything else – then that is their business. But I also know that their best chance of survival in this world is to keep their job or get a better one. They will be able to do those things by dealing with me and my people worldwide and that will generally override anything else. The veneer of caring about what others think when they are selling for me is gone. If they sell, I will nurture and treasure them, but if they don't and just give me excuses, then I will fire them or go around them. Just because I own the majority of the IJ companies worldwide, doesn't mean that I have absolute control. I know what I can and can't do, and my energy resources are limited by time. I will focus on where the best chances are and that is my decision. My father was right when he told me I had no voice until I could prove I could sell by booking sales. The same holds true for my people worldwide.

The world is in turmoil and we have the chance now to move rapidly ahead all over the world. I have the ball when it comes to selling and it is up to me where we place our resources. The ultimate success or failure of all of our companies rests on our ability to sell. The

# NOVEMBER

warning is out to anyone who wastes my time or gets in my way. My father was right again – the slash and burn technique is best for these times.

**11/3/08**

**6:00 AM EST**

## ***Newark-Liberty Airport***

Yesterday was spent playing indoor tennis with my brother, biking outside in the cool, crisp, beautiful NJ autumnal weather, going to the office for some last minute preparations, and picking up Kayla and her friends from the religious retreat they had over the weekend. After that, I signed more books to be sent out this week, packed for my one day trip to Arizona, and then spent the balance of the evening emailing back and forth with IJX. We are having some marketing changes and doing things differently is always made a little tougher by the cultural and time differences. With the economy the way it is, we have to go back to our core of rush, short-run, difficult jobs. IJX has not been marketing that way and has done very well so far. I am worried about the next few years when the customers they have now begin to peter out as they often do. If we do not push for new customers and types of business now, and the right type of business and customers for us, it will spell doom for later on. I have been in this business for many years and, along with my grandfather and father, have seen many economic situations. This one is not different from the others we have gone through. It is difficult and will cause great hardship, but for those positioned correctly, it is a time for great potential growth. That is what I am trying to do now with IJ worldwide. I want us in position to boom and what I want often seems to counter conventional thought. I smile inwardly when people working for me who have only few years or less of sales experience try to argue with me about the correct sales path to take. Their theories are meaningless and usually get in the way. When they can sell, I will listen, depending on their level of success. That is the great part about sales: it is easy to differentiate from those who can and those who can't. If they are not smart enough to rely on my decisions, they will be fired. We go by my path, my views and my decisions. I am responsible for all of my people worldwide; therefore, we go by what I say.

I am not getting enough sleep and I hope I can get some on this flight. The good news is that I only have one stop close to the airport, so I shouldn't get too lost getting there. I have one main meeting with the chance to take over the bulk of the customer's label business worldwide and if we get that, I am hoping to move to their gasket operations and other areas. It is a good chance and well worth the cost and effort to get there. I drove myself this morning, which was cheaper and easier than a car service and should be faster getting

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home tonight.

I am having David follow up on every book that is sent out, which means he will have over 1000 phone calls to make over the next two months. That will be a good use of his time since the holidays will make it much more difficult to travel efficiently until January.

It is a great time of year here. I do not think I am doing any more traveling before Thanksgiving after today's trip, but you never know.

**11/3/08**

**8:34 AM EST**

***In Flight towards, Arizona State of the world***

## **Home**

My son, Ben, is finding his job at the recording studio both instructive and frustrating. Every company has its own corporate culture that is decided from the top down. Whether it is a benevolent dictatorship, democracy, back-stabbing free for all, well-structured, survival of the fittest or some combination, each one has its own unique way of functioning. In our case, I try to make it a benevolent dictatorship with a team hierarchy in which each group within our various companies and departments works as a cohesive team and tries to outperform the others. The competition is set up so that a single group can appear to be better, but the overall level of each team and the company as a whole improves. Bonuses and promotions are not based on destroying fellow employees, but are based on how an employee played in the benefits to the company as a whole, how they get along with others and how they help to move things forward. Obviously, we have our various controversies and personality clashes, but we make a huge effort to keep a positive attitude and I think we generally accomplish it. With every new employee, a new balance or equilibrium must be established, and that is modified greatly whenever a family member or a new company is added to our fold. In Ben's case, the culture doesn't appear to be positive, but more of a dog-eat-dog situation, which enables neither loyalty nor the maximum in efficiency, productivity or profit. He is seeing the disentanglement of a less-than-perfect corporate culture that is starting to chafe. He plans to spend a few years there to learn his craft and move on, but I can see already that he is beginning to formulate how he will want to structure his own company when the day comes. I can see that he also has problems with working for someone else and that will eventually lead him to his own company. The numerous additional burdens of being in charge (such as having to watch all aspects of the business and making a profit at the end) far outweigh having to answer to someone else and live by their rules. It is much better to rule with the troubles included than be led with less responsibility.

Alex is doing well in school; except for an unfortunate injury sus-

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tained by trying to jump over a garbage can at a Halloween party, but all is well. He is determined to graduate with a dual-degree and is doing everything necessary to see it done. I applaud his scope, tenacity and willingness to do whatever is needed to achieve his goals. If he ends up working for me, the dual-degree may not be unnecessary because it is one of the steps to prove to him that he can choose a goal and reach it. I admire his perseverance and his strength of will – two very good traits if he comes to work for us. He leaves for Italy in January and I hope has a wonderful time.

Kayla is ready to be out of high school. Unfortunately, she still has until June and in the meantime I hope she can make the best of it. Our township high school is amongst the best in the country regarding the level of academia, but with that, unfortunately comes a level of pressure that I was never exposed to. Her commitment to studying ensures my wife and I never have to check up on her, but she spends too many hours, in my opinion, studying when she could be taking it a little easier and relaxing. Of course, that is what people say about me so I guess she comes by it naturally. I think college will be a little easier for her than high school since the pressure of grades will be less; she can branch out to find new areas of interest.

My wife is a fantastic mother and homemaker and her time is coming quickly when she may or may not have to make a change. Kayla will be off at college in the fall, which will end the bargain, she and I struck 23 years ago that she would stay home as long as the kids were in school. She could have worked part time if she chose to, but she did not. Now she has the ultimate in choices which can be the most difficult. She can do anything she wants. I would still like dinner most nights, but she is basically free to do as she pleases. If she chooses to take care of me and continue to run the house as she did before, that would be absolutely okay with me. If she wants to work full or part time, that is also fine. In a way, it is much harder because there are no restrictions, at least right now, with her decision.

### **Work**

I love my job and I love being able to change as I want. I can move in any direction and try anything and my people will unite behind me to try to make it work. The best part is that we all know that many of my ideas won't work, but we still try. Sometimes it is the failure of a group of ideas that lays the groundwork for one that will and it is that knowledge that keeps us moving forward. We are not right most of the time but enough that the business keeps growing worldwide and we are having a great time. The older I get the more I understand that having fun is such an integral part of the path to success. The journey is so much the adventure that if you are not enjoying it then the fleeting moment of actual success is not worth the process.

## THE IDEAL ERA

Right now I am immersed in how to create a sales organization that will not only satisfy my demands, but also work within the framework of China and Asia. I know our people there, especially Ben, are trying to do as I want in terms of aggressiveness, follow-up, utilization of our resources, building for the future and being ready in case of trouble. But sales requirements are tough enough when they are within your own country and culture and the confusion and disconnects increase geometrically when you change either. I am coming to the conclusion that sales by formula may be the way to go everywhere. The formula I follow is to set up systematic communication with every customer every 90 days and make sure they get something they will keep, like my CDs and books along with product announcements. Add to that having the monthly newsletter online for them to access so they can read it during their breaks. Enough customers will be contacted frequently enough that, by the percentages, business opportunities will occur and new and increased business should follow. It is strictly by the numbers and it works, but the trouble is implementing the structure to have it done. I would guess we have about 2000 current or potential individual customers worldwide. Multiply four counts per year and you get about 8000 hits with current people only. That means our people should be making contact 8000 times per year with written and promotional items – not to mention actual phone calls, visits, and emails. In a company with a head count of less than 90 people worldwide, that is a pretty daunting task, but it is doable. I write and record because I love to do it, and the secondary benefit is for the company and the branding worldwide. The product announcements stem from whatever we are doing at the time from gaskets, to injection molded panels, to our new Industrial Design Groups. Everything flows together. It just needs to be systematically utilized for the maximum effect. We will need to formalize the procedure of how, when, and with what the product is sent out, and that is one thing I will start working on right away. I want a system set up for advertising and branding so fewer things are left to chance. We can do this worldwide and we can start it right now.

Here is what we will send our people worldwide:

*Hi everyone,*

*I have been giving a lot of thought to our overall advertising, marketing and world branding.*

*I want to create a formalized system where all of our customers worldwide get something from us in the form of a book or CD, product announcement, line card and sample every three months. I also want them all fol-*

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*lowed up either by phone or email. I know it is a lot of work and expensive, but I feel that it will reap many benefits.*

*We will send out the following:*

*2/1/09 – CD plus flyer plus sample and lines card*

*6/1/09 – CD plus Flyer plus sample and lines card*

*9/1/09 – New book plus Flyer plus sample and lines card*

*12/1/09 – CD plus Flyer plus sample and lines card*

*After each mailing, all Ideal Jacobs companies will contact everyone to make sure they got it and also check if they need anything at this time.*

*IJUS will prepare all of the materials and send them in bulk to the individual companies for their own distribution. Please make sure all of your contact lists are updated in the Filemaker Database so none will be missed.*

*The world is in turmoil and people need a place for security and the knowledge that they can rest easily. That happens when they call us. We just have to remind them that we are here and this will do it.*

*We are unique in our abilities to help our customers. Make sure they know it.*

*Thanks,  
Andy*

**11/3/08**

**4:04 PM Arizona Time, 6:04 PM EST**

**Phoenix Airport**

We got into Phoenix early this morning and by the time I got to Emerson, it was about 11:00 AM. As I signed in I heard two guys signing in with three other guys and it turned out we were all seeing the same buyer. I had come all the way from New Jersey and there was no way I wasn't going to see this man. I also had no plans for a group meeting with the other people. I asked one group if they were printers and they were packaging people – no competition for me. The others also were not printers so I relaxed and handed out my latest book to everyone. We were all getting along well by the time the buyer came out. He nicely apologized to me, saying he expected me later and asked if I could wait awhile. I said it was no problem and promptly set up an "office" at the nearby table that also had a phone. There was also a restroom nearby, which made for a very good situation. The receptionist, Joy, did justice to her name and helped me track down two other people I wanted to see. I had given her a copy of my book also, which I autographed later. The first person was an engineer who liked our company and loved AI, but had a problem with some rush charges. I said we would work it out and then I talked about our new product reduction program and he was interested, but not directly

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involved in their team for that purpose. I called a member of that team I knew who also came down and explained how we wanted older products that we could analyze and redesign for cost reductions and then make the products. He said they were already doing that and I said we were coming from a non-traditional point of view and if we did not come up with significant savings then they had nothing to lose. He said that they would decide the reductions and then bid it out to their suppliers. I said I wasn't interested in being on their bid list and either they let us use our brains or I wasn't interested in being involved. I could tell it was unusual for him to have a supplier refuse to do as ordered, but it ended well. He may try us or not, depending on what comes up and if I made a big enough impression on him. You never know in this business.

The buyer came out again and we went to lunch. His plan was for one global supplier to take over the entire label related business worldwide to guarantee and regulate quality, inventory and supply-suitable pricing. We were able to do all of that and we will start exchanging information this week so I can put together a world proposal for them. It was a good meeting. We got back from lunch and I saw one more engineer who had a problem with spraying a conductive layer on a card cage that cost too much. I suggested an alternative material with a conductive plating layer and said I would send information. It would not be business for us, but he agreed to tell his cost reduction group that it was our idea if he took our suggestion.

Then it was back to the airport where I had little trouble going or coming which was amazing. I dropped off my car, bought food for dinner and here I sit at the gate. My plane is due to take off on time at 5:40 PM. I have about ninety minutes to go.

I spoke to the office, David, and Wendy. All are well and I look forward to my return.

**11/3/08**

**8:42 PM EST**

***In Flight to New Jersey***

We have about three hours to go. I am sitting next to a pleasant woman named Carol. She is from New York and her husband is a retired dentist and full time inventor. It is amazing to actually speak to someone who has patented products and is making money from them. One of her sons is in the family business and he and his father seem to be getting along well. As a veteran of the family business adventures, I can tell by her voice that there have been some strains but both seem to be keeping their eye on the ball for keeping the business successful and their relationship intact. The father is about 65, which means that he could still be working for quite awhile. If they don't sell the business before that, as she mentioned, or bring in another son, then they

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will have an interesting transition as the years go by. I remember well how it was with my dad and even we had strains. I think we had one of the best generational transitions I have seen. We at least still have a relationship and can talk to each other, which is far more than most others, and the business not only survived but thrived through it. As is often the case, it may not even be up to the son and the father, but rather the son's wife and his mother. Family relationships are difficult enough on a normal basis, but add business to it and you are asking for a bundle of potential trouble.

I called Wendy earlier and she is laying out a turtle neck shirt and long underwear for me in case I want to ride outside tomorrow. It will probably be cold, but I still may want to take out Stella for a ride and clear my head. We have to get David and Stuart's trip going so I am hoping we can get more appointments locked down tomorrow. If it was just David, I could send him without anything official, but since Stuart is going it has to be more formal.

Tomorrow is Election Day here in the United States. Finally, it will be over one way or another. I have rarely seen such excitement or anticipation over an election, not only here but in other parts of the world. Everyone has taken a side and right now it looks like the Democrats will not only take the presidency, but also both houses of congress. If they do, then my taxes will probably increase, but I will make the best of it. Who knows, maybe Mr. Obama will do a good job. I obviously wish him well, but I do not have high expectations.

I am tired of sitting. I will work on my daily log, maybe edit or watch a movie on my computer. Home sounds good.

**11/5/08**

**8:37 AM EST**

***Newark Courthouse – Newark, NJ***

Yesterday was an epic day in our lives for a few reasons. The first was that Al's first grandson was born and the second was that Mr. Obama was elected. The first is a joyous event and the second, I will keep my fingers crossed that in four years we say the same. In the meantime, we will take steps for the economic changes I believe are coming. Yesterday was spent trying to catch up from Monday's trip. It was hectic and ended with Eric, the Lexus salesman, bringing me my new car. David is getting my old one.

I got up at 3:30 AM and after the office and working out, I played tennis with Paul and then it was down to the courthouse. I was a little apprehensive about being able to find it again. It has been a few years since I last had jury duty, but it is my responsibility as a citizen, so here I am. My office is buzzing about the election and, as I said to people here, I hope in four years that Mr. Obama is seen as the best president since President Washington.



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In the meantime, email is going on and we had to cancel the trip to Europe for David and Stuart. We could not nail down the trips enough to make it worthwhile so we postponed it. Unfortunately, Stuart had already booked his flight so I offered to reimburse him for any charges he lost. These things happen, especially in sales.

I had my triple-decker peanut butter and jelly sandwich for my second breakfast and I will feast upon the leftovers from last night's dinner and apple and insides for lunch. The orientation video is just ending, so I think we'll have to wait to be called. I have a lot of editing and work to do. If I have time, I'll work on DVDs and music as well. I may go out to my car during lunch and take a nap. I have been in much worse situations. My cell phone works, the bathrooms are clean, there are vending machines and the people are pleasant. Now we wait.

I feel like I haven't been in the office much over the past few weeks and that is actually right after the trips for Europe, Arizona and now jury duty. My cell phone is keeping me up to date, but I will be happy to be back in the office next Monday for a more normal week. I am glad I have the apple concoction in a separate bag – it was starting to leak.

Actually, it is pretty quiet and peaceful here; not bad for now until I start going crazy.

**11/5/08**

**11:57 AM EST**

***Jury Duty – Newark, NJ***

A group of us were sent up to the eleventh floor for some type of criminal case. I have become friendly with a few of the people, and as we waited we talked about the judicial system and some of its advantages and drawbacks. I have a theory that they had us wait so long as a psychological advantage for the judge and prosecutors to influence the defendant to accept a plea bargain. I think our presence helped them to come to a decision and we were sent back downstairs, back into the general pool. We will never know for certain, but that was my theory.

**11/6/08**

**10:33 AM EST**

***Newark Courthouse – Newark, NJ***

I was not called again yesterday and we were told to be here at 10:00 AM.

This morning I got up early, went to the office, played tennis, eventually got back to the office, picked up 3Gor and we drove to my house so he could pick up Kayla's car. His was too small to carry the needed parts and test equipment to go see a supplier in Long Island. I said goodbye to Kay, who is going to see Alex in St. Louis this weekend. She also has an interview at Washington University, Alex's school,

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which has moved up to her second choice. We all hope she gets into Cornell early decision next month. It will make things much easier. We have now been called to a jury and are waiting outside the courtroom. I have the feeling the people inside are still negotiating a deal before going to trial. Having a jury waiting outside can only pressure the defense people because once we go through the door to the courtroom, I believe, the trial has to happen.

It is a little frightening here. The thought that your freedom could be taken away for a long period of time is horrible and being around it is a little worrisome.

**11/6/08**

**12:49 PM EST**

***Newark Court House – Newark, NJ***

We were brought into the courtroom and a pleasant, but very tough judge read us the rules of the court. Right before lunch he asked for people who thought they had enough hardships to be excused. A bunch of people raised their hands, and they stayed behind while the rest of us left. We go back in forty minutes to start the selection. I have no reason to be excused, so if they want me, they've got me.

**11/9/08**

**9:53 PM EST**

***Home, NJ***

As it turned out I was picked for the jury last Thursday. The judge went through the questions and I answered them all as truthfully as possible, knowing that I would be picked. I figured if they wanted me, then so be it. I had never been on a jury before and it was part of my civic duty to do so. There were unfortunately a lot of people excused. At the end of the day, we were still short on people so I have to go back this Wednesday to finish the process. After we get fourteen people, the prosecutor and defense attorneys start the process of excusing people they don't want as jurors. I am not sure what will happen, but I am prepared to serve I am needed. I am not sure if they will need me because I would definitely fight if I thought the person was either guilty or not guilty and I am not very easily persuaded so the defense or prosecution may not want me. I ended the day by going back to the office before going home. I do not go back until next Wednesday.

Friday morning, I played tennis with my brother and then it was up to the Berkshires with Wendy. We got up there around 1:00 and I had a few hours to go ride my bike and decompress. It usually takes some time, and by dinner with Wendy's parents, the office had pretty much shut down for the weekend and I was relaxed and enjoying myself.

Saturday morning, Wendy and I had breakfast and then I went riding again. My timing was almost perfect as the rain did not start until

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I was most of the way done. When I got back I had a snack and went to pick up David for lunch. It was pleasant and we spoke about family and the current economy. I thought the major car companies in the U.S. should be allowed to go bankrupt, but he didn't. No one would bail Ideal Jacobs out and I did not think anyone else should, but apparently I am in the minority on that point.

Mr. Obama takes office early next year and he has his work cut out for him. So far, even though I did not vote for him, I like what I see. Saturday night, we had dinner with friends and I got up at 6:00 AM this morning to go biking again. I thought it would be very cold, but when I actually got outside it was warmer, which made the ride even more pleasant. It was a gorgeous, late fall New England day and the scenery was spectacular. Wendy had breakfast with her parents and we were on the road toward home shortly after 10:00 AM. I did not work on Saturday, but went back to the office this afternoon and stayed there until it was time to pick up Kay at the airport. She was returning from her visit with Alex. Al came in about an hour before I left so we got a chance to catch up. She is very excited about the birth of her first grandchild, a boy named Gregory. She leaves this Friday to go see them in Europe and will be gone for ten days. I will miss her.

We got our signals messed up and we gave Kay the wrong directions for her pick up at the airport. She was a little upset, but we eventually found each other and we both calmed down. She had fun with Alex, but was happy to be home. They could end up going to college at the same school.

I emailed our bank tonight wondering what was going on for our request for a loan to make an offer on the new building. Amazingly, our representative was answering his email and said we should have an answer this week. I cannot attack without their money commitment so we will have to wait for that.

**11/10/08**

**9:46 PM EST**

**Home, NJ**

Today was a big day. David, Vin, and I went to Bell labs to do the first on-site product review for our new cost reduction program. We did not have a good idea of what to expect, but happily, I picked a good man. Cliff was very nice to open his product area and let us look around. We asked him where his problems were and he had a few where I think we can be of help. One is for a new part to augment a problem door, the other is for a new EMI shield covering, and a third is potential gasket use. It was a very good start to this new program and gave us all more confidence that we can contribute to what is needed and create new business for ourselves.

We had put in over a million dollars of estimates with another cus-

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tomers for different types of suitcases to carry equipment and display cases. The customer said they could not afford the outlay at this point; they are the corporate center for marketing so I suggested I re-price both groups so we would become the distribution center, gather the orders and ship in small quantities. The buyer agreed to listen to the proposal so we are busy gathering revised prices for small quantities and should be able to re-quote later in the week. This is the same company that gave us the biggest order we ever had in 2001 and actually took us out of debt for our plant in New Jersey. Creative financing and thinking is ever more important with the economy as it is, so we need to stay loose and on our toes if we plan to move into new areas.

**11/11/08**

**9:49 PM EST**

**Home, NJ**

We got the files for the two parts we wanted to cost reduce from Cliff today. We started work on the door modifications and sent them to Eric to begin the renderings. We are going to need some help from Cliff on the EMI Shield Door before going ahead on that. Ben asked me to contact a man from Andrew Corp. regarding our new program. It turned out that he is now head of engineering and was very interested. He gave me contacts to his directors in three countries and said he plans to meet with Ben when he goes to Asia this month. We all decided we needed a formal presentation for our people for this area so I began working on it tonight. For the contacts in the U.S. and France I may still go myself, but for China, Ben will need to do it himself unless I can get over there from India. The learning curve for all of us will have to be fast on this one, both to hold our credibility and to gather in the business as quickly as possible. I asked the man for a contact for their people in India, but he did not answer back. I may have pushed too hard. It can be a problem when you are aggressive. I hope it turns out alright with him.

**11/12/08**

**9:18 AM EST**

**Newark County Courthouse – Newark, NJ**

My fellow jurors and I are waiting for the courtroom to open so that more people can be chosen. Some will be challenged and hopefully the jury will be set by early afternoon.

I got up early this morning, went to the office, played tennis with my coach, went back to the office for a second breakfast, and then came down here to the courthouse. I have a lot of work to do, so I will try to be efficient. Right now, I am at the far end of a long hallway. There is no room for me on the side where the courtroom and everyone else is, so I have to keep watch to know when to enter. On

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the other hand, it is quiet and that is nice. Now I am going to write out the copy for the new Industrial Design Presentation. I started it last night and hope to have a draft ready to get to Mike later today. I hope to be back in the office by 5:15 tonight. I will not go to acupuncture because Steve's babysitter cancelled on him, so I will have some time before Wendy and I go out to dinner.

We got into the court room, but the system is backed up so we need to go back at 10:45. I am hoping we get enough jurors by lunch so they can start the challenges this afternoon.

**11/12/08**

**9:50 PM EST**

**Home, NJ**

It turns out that I got through the selection process and am now on the jury. The instructions from the judge were explicit: don't talk about the case, and don't even think about it. Let the information come into our brains, process it and then talk about it as a group to reach a decision. It is a heavy responsibility and I take it very seriously. Tomorrow morning, we will hear a testimony then hopefully make a decision late tomorrow, if not Friday or Monday. The two alternates will not be chosen until after the trial is ready for the jury to decide. It is good to be over with the selection process and now that I am a part of it, things are getting interesting. I look forward to a good experience and a fair decision.

Meanwhile, Ideal Jacobs moves on and we are pushing to get our first cost reduced amplifier panel ready for the approval process. We have the okay from the end user, now we need the AL engineer to agree to review and test it. That is Sue's area and mine, if she can't get through.

The Dow Jones Industrial Average dropped more than 400 points today. The federal bailout program that was originally set up has been modified, and I don't think investors liked it. Many companies are also having problems – especially the American car companies – so things have not yet gotten to the bottom. So far, there has been no word from my bank on the building loan, and I can't move without them. Interesting times we live in.

**11/13/08**

**7:34 PM EST**

**Home, NJ**

We finally got a jury seated by late yesterday afternoon. There were only two challenges by the prosecution, which meant they were excused and two new jurors were put in. We got out around 4:00 PM, so I rushed back to the office and eventually had dinner with Wendy.

I got up at 3:30 AM this morning, went to the office, to tennis, back to the office, and onward to the courthouse in Newark. Once

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again, they started later than they had planned, and we finally got going around 10:30 AM. As it turned out, there were only three witnesses, closing arguments and the judge told us what was expected at about 4:00 PM. Now that it is over, I can tell you about it. The case involved a young man who was charged with forgery, passing bad checks and identity theft. By the time we retired to the jury room, we were all tired and anxious to get the job done. I suggested we take a preliminary vote on the five counts and it turned out that was basically 8-4 in favor of a guilty sentence. But I have to hand it to the people who thought he was innocent, because as they explained their side, some of us, including me, agreed with them and changed our votes to not guilty. It was not a matter of thinking the young man was innocent, because we really didn't, but the prosecution and defense seemed so incompetent and so many questions were unanswered that we could not say we felt there was enough information to convict him. The only way that justice was done was it may have taught both lawyers to be more thorough, and maybe the young man saw the error of his ways. I also saw the power of having a great attorney and if I am ever in that situation, I want the best I can get. The jury I was on was filled by a group of really good people who wanted to do an excellent job. We proved the system worked in that the man was tried by a jury of his peers and that is the most you can ask of any system. I will also say that the incredibly slow pace of the proceedings was close to driving us all crazy and not having to go back for three years is a good thing. It was an interesting experience and I am glad it is done. I did my civic duty and feel really good about it. I bypassed the office and went straight home. It turned out that my son, Ben, was home for dinner and it was great seeing him. He looks fantastic and I am scheduled to meet him on Sunday to record with Rabbi Cohen.

Tomorrow, I will try to catch up and see where everything stands. So far, next week appears to be normal, which will be nice since the last couple have been on the crazy side.

**11/15/08**

**12:51 PM EST**

### ***Maplewood Train Station – Maplewood, NJ***

Today has finally come – I am actually going into Manhattan by myself to go visit Jed Distler. It is something about New York and the foreboding nature of the place that has me apprehensive. This is opposed to the thrill and exhilaration I have in facing other cities around the world. This one, the closest, a 40 minute train ride, is the one that seems to evoke nerves. But no matter, I wanted to see Jed and I always try and face my fears so New York is where I will go. I have prepared for this four hour journey much like I prepare for any other. I have my laptop case with me, filled with various types of safety and health

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items and of course an umbrella and covering for my case in the event of rain. Jed was very nice and said he would meet me in Penn Station so that, unless I can't find him, there is almost no chance of me getting lost since New York City is his home turf. I have work to do on the way in and out. I need to work on the script for the taping tomorrow. My questions are not finished and it needs some work before I am ready. I did check with my son Ben and he is set for the session so it looks good. We will begin tomorrow in Rabbi Cohen's office at about 1:00 PM.

It is starting to get crowded on this train platform. A lot of people love going into the city, so why do I have a problem with it? There are a lot of old inner stuff coming out regarding fears I had when I was younger that I never had to deal with because I have successfully avoided New York in almost all of my dealings. Happily, I like traveling, and going to cities all over the world. The first time always causes some anxiety, but it usually fades quickly to enjoyment or at least a medium level of acceptance once I am there. I have found that most places have something to offer and the trick is finding it. In my area, those benefits are often very different from everyone else's.

For instance, in Hong Kong, there is a great coffee shop where I can usually get sandwiches. I enjoy walking along the incredible harbor and there is the hotel in which I like to stay. In Paris, I love to walk around the Eiffel Tower area. It is truly beautiful and I never tire of it.

Back to reality. I just boarded the train and so far so good. I am in a two-seater alone. My ticket is out, but I am watching carefully to make sure only the conductor takes it. My paranoia is higher because I am not in my usual suit and tie in which I command more respect than the golf shirt and pants I wear now. That uniform helps to make a man and it is one reason I have no problem wearing the suit of armor that is part of my normal apparel. It is very warm today, however – mid 60s in the middle of November – so it is just as well I am wearing as little as I am. The train is filled with families and I can hear the sounds of happy children on their way to the big city and adventure. As is usual, I have already checked with two people to make sure I am on the right train. I am glad Jed is picking me up.

It is time to focus on something productive. The script below is for tomorrow. I was having some trouble trying to figure out whether to talk about tough times from a financial, moral, relationship or basic survival point of view. I realized that I was working on two different scripts at the same time. The business one will have to be separate, and the one for tomorrow with Dan will need to be about how to handle things mentally.

*Times are tough, really tough, and maybe as bad as the Great Depression. What do you do when your job is threatened, or worse, lost? How do you handle it when you and your family are being mentally slammed down*

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*from the constant downsizing, cost cutting and bad news everywhere? Is there any way out on a temporary or permanent basis? Let's talk about it. We are the Sunday Night Lifeguards.*

*I'm Andrew Jacobs, back again with Rabbi Daniel Cohen.  
Hi Dan,*

## **1. What is trouble to you?**

*To me, tough times are defined by an inability to utilize my mind and my body, and when my health is in jeopardy.*

*In other words, if I can function, I believe I can work enough so that things will be okay. Real problems, to me, include when me or my family are sick, when someone I care about is in trouble, or when I am having business setbacks.*

*I have an advantage of some history since my grandfather started our company in 1921 and my dad was a young boy during the Great Depression. I grew up hearing stories about what happened, how they dealt with it and the means necessary to get by and thrive.*

*They called it the Great Depression because a dark caste had fallen over the entire country and the world. Many were experiencing that futile feeling of not being able to control their own destiny. There seemed no chance for a better life and many were worried about where they would live and how they would eat.*

## **2. How do you go about dealing with an overall riding feeling that you can't do anything?**

*Many people were immobilized with fear; everything they had known was no longer solid. They had few examples of success since so many were affected, but some people did better than just survive, some of the biggest companies in our country were started during those Depression years.*

## **3. What does it take to decide that everyone else is wrong? When can you know it is right to go against the common beliefs of what is true?**

**4. How do you find the courage to go against it? To dare to hope to not only survive but also do better than you might have done before and those around you?**

## **5. How do you know when you are doing it right?**

## **6. Let's talk about faith. How does it fit in here?**

*Story about jury service: people are willing to give up a few days pay when*



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*they are not making much, but still have faith in the system and believe that their participation was their duty and they would want others to support them if they were charged. We were all there because we wanted someone else to do the same for us. We were working for the common good. There was no profit involved. People were losing money, but it was a higher ideal. People had faith in the system and each other.*

**7. What lessons in history parallel the times we have now?**

**8. What can be learned from the people who went through it before?**

*Talk about the immigrants in this country. Not only did they have little if no money they did not even speak the language and they were willing to face death to get here. They did not want guarantees, just the chance to make it. The "American Dream" was not a handout rather it was an opportunity to be able to make something of themselves and profit directly from the effort they put out.*

**9. What is surviving? What is thriving? How do you know when it works? How do you know when you have won? When do you feel happy about what you have accomplished?**

*Define what is necessary for survival, what it will cost in terms of effort and resources to get there. In the case of the immigrants, it was simple. They did not have money, but they were willing to work. Perhaps that time has come around again.*

*Maybe it is time to clarify what is important and then allow ourselves the luxury of feeling good about accomplishing it.*

*It is a redefined system of values: less consumerism, fewer things; more emphasis on what happens from the inside out.*

**10. What makes us happy and gives us pleasure?**

**11. What are people remembered for?**

*They are not remembered for making money as much as what they did for others and left behind, helping people in education, the arts, building companies that employed others, giving people the opportunity to help themselves.*

*Survival comes first and surviving is a very big deal. It means a level of success and it should be thought of as such. Being able to feed and clothe yourself and your family and to afford a place to live is an accomplishment. It may have been downplayed recently, but its worth cannot be denied.*

**12. What is taking care of yourself worth to you and your family?**

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**13. What happens when you lose your job? Is it the worst thing that could have happened or the best? Are you now in position to go after something better or worse? Was trying for your dream job because you thought you had to play it safe stopping you from moving to a different place?**

**14. When is the worst thing that could have happened turn out to be the best?**

*Things often happen for a reason, but you need to step back and look for that reason. Maybe it is time to move.*

*We are talking about a changing of expectations and levels of success.*

**15. How do we change those definitions within ourselves?**

*Dan, please tell the story about the Rabbi and the congregant who came to him because his house was too small and he was going crazy. The Rabbi kept telling him to add animals inside the house until there was no room for anything and then told him to get the animals out and the same house that seemed impossibly crowded before will seem like it has a lot of room.*

**16. Even harder, how do we change those definitions in others namely our spouses, children, relatives and everyone else?**

*Looking like a failure in someone else's eyes can be more devastating than your own.*

**17. Less clothes, no vacations, not going to more expensive schools, living within the means of what reality are what we are focusing on now. Is that strength or weakness?**

**18. Do lowered expectations mean failure or do they simply mean change?**

**19. If you can't afford a new car, but you now have time to see your kid's ball games are you still successful?**

**20. If you can't go away for a two week vacation, but can still find enjoyment in being with your friends for an afternoon in the park or a barbecue in your backyard still successful?**

*The world is filled with choices, perhaps one has been made for you for now, you either have to downsize a little or downsize a lot, it can bring with it huge amounts of stress, disappointment and pressure to try and stay where you were. But it also gives you the chance to reevaluate what is a really important.*

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*As sappy as it sounds, hearing your children say they love you and watching them smiling and laughing is just as important if not more so than the promotion you may not get now. Being hugged by your spouse and everyone planning for what can be done instead of lamenting as to what can't is just as important as the vacation you can no longer afford.*

**21. Look around, what good is in front of you? What do you already have that you have been ignoring because you did not have the time or it did not seem as important?**

**22. Dan, List the 5 most important things to you.**

*In my case, they are:*

1. *My family*
2. *Our health*
3. *Our ability to utilize the chances to succeed*
4. *To enjoy the journey, laugh and have fun*
5. *To do the best we can*

*None of the items on that list concern money, they only deal with the chances to use what we have to do the best we can.*

*Think about what matters to you. Think about what you already have. Re-evaluate what is important to you, not what others say you should care about. If your friends are not supportive then find new friends. If you are unhappy with your situation, try and look at the good parts and if you are not satisfied, utilize your strengths, work harder and go for a long-term gradual betterment of your circumstances. No quick fix is worth anything. The journey is 95% of any project, the final victory or defeat is often such a small part of the adventure that the results are simply used to launch into another endeavor. If we are fortunate, it is a long road and can be filled with the joys we wish to see. For Rabbi Daniel Cohen, I'm Andrew Jacobs and we are the Sunday Night Lifeguards.*

**11/15/08**

**4:10 PM EST**

**Penn Station, New York City**

We got in on schedule and as I got up to the train station from the platform, I saw a guy in an orange jacket. Since Jed had called me earlier on the ride down to confirm I was coming and mentioned the color of his coat, I realized that it was indeed him. He looked a little greyer, as do I, but basically the same and immediately we were talking about everything. We walked outside to look for a place to get coffee and ended up walking for about twenty minutes. New York has a vibrancy that can be felt everywhere. The people seem to move with an electric step, moving quickly as if they all have an appointment

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that could change their lives for the better. We eventually landed at a café. We had a wonderful talk about politics, business, where we were both heading, life, spouses (he had been married for a 28 years), acupuncture, medication, parents, finances, and music. I had always remembered him as a musician and that is both his way to make a living and his passion. The years peeled away as we spoke and both of us reminisced about a 6th grade book report we had done together forty years ago and how much fun it had been for both of us. His passion for art and to perform has never dimmed and we both had, at various times, tried to have our own radio shows. There was a sense of peace about him. He was doing as he wanted, as am I, which made it a very positive experience for both of us.

The time came to walk back to Penn Station and it was obvious from the drop in temperature and the newly laden cloud cover that Wendy's information about a storm coming for late afternoon was accurate. Jed was nice enough to wait with me until the train was boarding, pointed to the correct entryway, gave me a hug, and was on his way. We both promised to email each other and various others we had kept track of over the years that the other hadn't and I hope to see him again soon. In the meantime, I will listen to the DVDs he gave me with his music. As long as I get home okay, this will rate as one of the best experiences I have ever had in the city.

I just got an email from Dan saying we are on for tomorrow. He wants to see the script beforehand. I better get it ready to be sent tonight, if possible.

**11/15/08**

**10:25 PM EST**

**Home, NJ**

As it turned out, I did get delayed on the train, but it was not a big deal. I did contemplate leaving before my stop, but it would have put me into a high crime area and I did not want to have to try to look for a cab with the sunlight diminishing quickly. There was no way I wanted Wendy to come to get me there, so I was very happy when the train started to move again. I got home around 5:00 PM and both Wendy and I were tired. I went out to get us dinner and supplies for tomorrows taping, came back home, and relaxed for the rest of the evening. I did get the script finished and emailed it to Dan and Ben. I hope to go over it a few times before the actual taping tomorrow. Kayla is with her boyfriend, Max, and his family having dinner in New York and I hope they are having a great time.

Since I brought my clothes to the office today, I do not plan on going back tomorrow. If I have any energy left after the taping, I will try to get over to see my parents. If not, I will go home and try to sign more books. I am behind on the distribution and want them all out

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by the middle of next month. With Alex's help, this project should be ready much earlier for next year, but I seem to say that every year so we will see. I have had a lot of fun today and I hope for a long, peaceful night's sleep. I have a lot to do tomorrow.

**11/16/08**

**9:40 PM EST**

**Home, NJ**

After breakfast, sharing pancakes with Bailey, tennis and a great bike ride in the invigorating cool autumn air outside, I had lunch and made my way to the temple. Armed with lunch for Ben and Dan, I arrived at Dan's office and happily saw my daughter Kayla, who works there, and another young man whose father was killed in the collapse of the Twin Towers on 9/11. That event will always be personal for me. I knew two people who died that day and I will never forget what it meant to this young man's family as they rebuilt themselves in the years since it happened. As it turned out, I had also seen his sister on the way in and happily, they both seemed fine.

Kayla was going to go shopping with her cousin Jessica for the afternoon, but a bad headache had cancelled her plans and she left shortly after seeing me to go home.

Ben, Dan and I spent the next ninety minutes re-working the script and taping. I originally planned to interview Dan about handling tough times, but he thought it better with him asking me questions about business and the general working environment. It seemed to go well and I will happily leave it with Ben to edit and add music. He is fantastic in his chosen field.

From there, I went to see my parents, who were both fine, and stopped at the supermarket to buy provisions for the office and dinner for tonight. After eating, I got a second wind and autographed a bunch of books. I will bring them to the office tomorrow for shipping. I am nearing the end of my mailing lists; it will be good to be finished. I also received an email from a customer who will be in China during the first two weeks of December. I will try to meet with him and Ben in China, by swinging over from India, to go over the new Industrial Design and Product Reduction Program. We will see if it is possible to coordinate all of our schedules. It is time for sleep. I am tired and hope it does not take long to get there. If things go as planned, this will be my first normal week in awhile and I am looking forward to getting a lot done.

**11/18/08**

**9:53 PM EST**

**Home, NJ**

I had two conversations with the bank, and the bottom line was

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that we have to occupy 51% of the place and they want me to sign for the building personally. I emailed my landlord, who would have to let me out of our lease and I do not know why he would want to do that. I will offer him a good deal as my partner in the new building, but I doubt it will be enough. In the meantime, we will keep moving ahead. I agreed to purchase the expensive cable testing equipment and the balance of the new laser was paid from the credit line. I hope I am right regarding the marketplace – or at least right enough.

**11/18/08**

**9:45 PM EST**

**Home, NJ**

I spoke with my landlord. He cannot let us out of the lease. Our exposure is too high, so I told the bank to forget it. There is more space in our current building and we will look at it next week. As long as we can work it out, we will add it to our space and stay until our lease runs out, then hopefully purchase a building. I believe in fate and karma, so it was not the right time. I actually feel better now that it is decided. Going into that much debt at a time like this was very risky. Under the right circumstances I would have done it, but these were not those circumstances.

I am getting ready for India, making appointments, and seeing if I will also need to go to China. It may not be settled until right before I go. The plan to go into cost reducing our customer's products is gaining momentum and I think it is a great area for us. Now that we are not buying the building, we have more breathing room to expand product and sales. This is not a bad thing. Al emailed, saying that she is having a great time in Europe. Our crew here is doing well and picking up the slack. The economy seems to be getting worse, which means it is an excellent time for us to expand into it to take market shares. I am finding it a fascinating and overall an enjoyable adventure.

I spread some baking powder on our basement rug because it got wet in an overflow from our water heater. The powder stained it white, but I bought a brush and my efforts seem to be working. I am doing a little at a time, enjoying seeing the old rug color emerge from beneath the covering of snow-like whiteness.

**11/19/08**

**9:55 PM EST**

**Home, NJ**

After seeing more dumping of garbage into the dumpster and another complaint to our landlord, I finally got a call for the reason behind the problem. Apparently, the dumpster being used by the people above us had been commandeered by a big raccoon and its offspring who had deemed it their new home. The township was supposed to

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come today to evict them, but I do not know if they were successful.

Kayla just got home from swim practice and it was great to get a kiss before I go to sleep. Mike is now in charge of Industrial Design worldwide. He is a little anxious since he is not sure what it entails. We are trying to work out the plans for my trip to China while I'm over in India. If we decide to do it, then the trip will be long and not easy, but it might be worth the major effort. We will have to wait a few days to see if it is needed.

**11/19/08**

**9:44 PM EST**

**Home, NJ**

Vin, Mike and I went to Bell Labs to see one of the engineers about reviewing his product line for cost reduction and another man to work out the cable assembly problems we have been having. As it turned out, the first man was not there because he had to take his mother to the hospital. But as it happens, I did see Cliff going out to lunch and was able to talk to him about the door support job. He said he was making some progress and apparently we were already making him a sample. Eric had told Alex to do it, so we are further ahead than I thought. I am hoping the sample will swing the job. We are working on the EMI Door Shield for Cliff as well and are making changes to the new rendering from Eric.

We saw the cable man and his buyer and they could not have been nicer or more helpful. They want us to do this, were not surprised at the problems we were having and gave us renewed hope that we can do this. It was evident that we had to bring this inside, as opposed to sub-contracting it, and will begin the process immediately to train and hire more people as needed. The supplier who did the job for us was apologetic about the problems and we all agreed to work together to get things going.

David will come back from Canada tomorrow. Eddy is not working out and will be phased out very soon. We suggested that he go back to being a buyer. David and I will handle Canada.

**11/21/08**

**5:11 PM EST**

**Home, NJ**

The weather has turned cold here. It was around freezing with a heavy wind chill. I had on two pairs of socks, thermal boots, long johns, sweat pants, three shirts and my wind breaker when Uncle Dave and I rode this morning. Added to that were heavy gloves (which felt more like medium thickness once I got going), a thermal facemask, goggles and a helmet. In my backpack, I had an extra sweatshirt and gloves. Normally I get to the meeting place a little early, which gives me time

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to go to the local stream to look for fish. Today, Uncle Dave met me partway up the hill that I was going down, so I suggested we go view the fish anyway and he agreed. The water looked cold and we did not see any fish, so we pushed onward. Our conversation focused on the economy from the beginning. He is in real estate and printing, and times are tough for both. We spoke about my decision not to buy the building and he mostly agreed with my assessment that now was not the time to be bringing on more debt. I am a streak seller and sell best from a position of strength. Heavy debt is a weakness in my eyes that drives one towards panic and that is not a good place for me. I have decided to wait a few years. Our lease is up in four and a half and we have to start moving in three and a half to see what is around then. Right now, according to Uncle Dave, there is a lot of space available and prices are going down. Waiting awhile is probably not a bad thing, and since I am going to do it anyway, it is a most point. We are hardly standing still. Our new laser came in yesterday and I also gave the okay to buy the testing equipment needed for the new cable assembly area. We will know how much additional space we can get in our building in two weeks, which will make my landlord very happy. We also plan to set up our new overall system with the various new product lines and space, and will work it out to our best advantage. From my phone calls yesterday and my overall feeling for how things are going, I would say that the overall financial situation will continue to go down for a while. Having taken over the AL Industrial Design group seems to have been a very good move for us. It has given us the legitimacy to go into companies and offer suggestions for reducing their costs, solving problems and brings business to us.

I have coined a new phrase for what we do. We are now called "generalists" people whose disciplines have a little knowledge covering a lot of areas. It is enough to be able to cross over the lines to reach new ideas and ways of doing things and we will hopefully remember the limitations of our knowledge base. I am also instituting a new type of training, which I call "dry firing." Dry firing, relating to firearms, means to train without live ammunition. For selling it is the same idea: getting ready for sales without actually being in a selling situation. For those watching me, it is simple. They watch what I do. When we are in a non-selling situation, we create one by going anywhere and asking the following questions for any situation involving equipment or people:

What are the problems?

What are the needs?

How are they being handled now?

How can they be handled better?

Identifying the elements involved

Setting up solutions

Selling those solutions



## THE IDEAL ERA

I plan to use this extensively when I go to India and in all the training I do from now on. It is like on the crime show where they say they are gathering evidence. We are taking in all of the visual cues of a situation, processing them, asking questions to create a plan to help whoever is involved. It is the details, it is the problems, and it is the act of questioning that brings out the possible solutions. I want to bring the confidence level of our people past asking the standards of what you need and where your problems are, to seeing where they work, the products in which they are involved, and really getting down to helping with the actual problems. Cost cutting is a major deal and will become bigger. Those who can think, reduce costs and give better solutions will thrive and that is where I want to be, and that is the reason for the spread-out of product offerings. We need to be multi-disciplined in order to be able to get to an overall solution.

After I got home, I had lunch, signed some books (I have about 250 left), and spent the afternoon with Wendy. She had the great idea to go to Hoboken to take Ben out to dinner, but we could not work it out. She and I will go out together instead, which is not a problem. I like spending time with her.

Ben is coming for lunch tomorrow so we will get a chance to see him then. Kayla is also due back in the afternoon. She is on a retreat with the temple and is presumably having a great time with her friends. She got into Rutgers, which is a very good school. I did not get in there when I was applying to colleges. She will find out about Cornell in the middle of next month, but she's gotten into her first school and I hope that will take some of the pressure off. I spoke to Alex today. He sounded wonderful and is due home on Tuesday for Thanksgiving.

**11/23/08**

**9:43 PM EST**

**Home, NJ**

The book signings are mostly done. Now I can focus on getting the script finalized to go with the cost reduction slide presentation. After that, I will go after more places for sales. It is a great time to be selling cost reduction and we will hit our customers and prospects from all sides.

I got an email from my partner, Ben. The situation from the world economy problems are hitting much harder than he originally thought. He seems worried, and now so am I. If things become unstable there, we will need to take precautions quickly to make sure we are covered as much as possible. It is good that we are meeting next month. These are scary times in some ways, and exhilarating in others.

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**11/24/08**

**9:46 PM EST**

**Home, NJ**

I played tennis with my regular Monday morning partner and he got hurt today. Besides a hernia, which I knew he had, he had pulled his groin muscle. He is out for at least a few days, but I hope he is okay.

David was in today and we worked on the new “generalist” idea and forensic selling. Amongst other things, we went onto one of our customers’ websites, brought up some pictures of his products and figured out some possible solutions to problems he may have. I emailed the customer and he replied saying we would talk next week. Since he did not say no, I am counting it as at least a partial success. I am extremely heartened at the potential. I also called and emailed some other potential people for business, and the possibilities seem positive.

We sent the door support sample to the engineer at AL today and he was very happy with it. He needs to go through the buyer, we shall see if it goes anywhere. We also sent the same man the EMI Door Shield renderings we created and he sent back the target price. He was worried that our tooling would make it too expensive, but since we planned to use our new laser and did not need any, we seem to have a chance there. This engineer was also extremely helpful and wrote an email saying we were accepted as potential vendors for all types of product review and production, which we sent to the people at AL in China. We hope it is enough for them to allow us to try in other areas besides labels.

We had our annual Thanksgiving feast today in the office and people brought in an amazing assortment of food. I not only ate one dessert, but two – something they had not seen me do before. Wendy came also, and it was a very good time.

It turns out I need a visa for India, so David and I went to get pictures today. He will probably go with me. My passport application also went out. Happily, Indy checked before it was too late.

The government bailed out Citi Bank today, and the stock market liked it. Our new president is talking about handouts to the car companies. He may end up being okay. I don’t understand bailing them out, since the government did once for Chrysler and it did not seem to help.

We need to keep pressing on our sales. The market is ready to break for us with our new areas; we just have to keep going after them. We are offering the right products at the right time, we just have to execute in as many companies and areas as possible.

The new laser is causing a lot of buzz and I am excited to see it in production. So far, our financial position is good. We will have to layout almost \$300,000 in new equipment for the last six months

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of this year. If I am right, they will help position us well for the next few years.

**11/25/08**

**9:55 PM EST**

**Home, NJ**

Alex came home for the Thanksgiving holiday and he looks fantastic. It is great having him back. Ben was also in for dinner, and his girlfriend Katie, who still goes to school in Cleveland. It was wonderful having everyone for dinner and I am looking forward to the rest of the week for celebrations and family. The new price reduction program is doing well and will probably mean more traveling, but that is fine because the reward potential is so high. We are still working on finalizing the trip to India. We have time for more sales calls and I am trying to fill them up. We heard from Alice, who is having fun in Switzerland. Her new grandchild is amazing, but I think she is getting homesick. I miss her.

**11/26/08**

**10:39 PM EST**

**Home, NJ**

There was a major terrorist attack in Mumbai, India today. It is still going on. A lot of people were hurt and killed. Now comes the hard question for me: do we cancel the trip or not? I emailed with Ben and the hotel he stayed in was one of those attacked by the terrorists. They are apparently targeting the English and Americans. I emailed Tushar, who is in India, and he said to wait a few days to see if we should still come over. Our plans were to go through the airport as a stopover, but not stay there. Is it safe to stop there? Is it safe to go there at all? I don't like to think that I am bullied from doing anything. I also don't want to take unnecessary chances. We will wait until Tuesday. If we don't make this trip, it will be awhile before I try to go back. In the meantime, Ben is still stranded in Thailand. The airport is blocked by anti-government demonstrators. I hope he can get out soon.

It would be easy to turn our back on all of it and just stay in the reasonably safe places where we feel comfortable, but unfortunately, that is what most people will do. I don't like feeling afraid and normally force myself to move forward. We will wait a few days.

**11/27/08**

**10:38 PM**

**Thanksgiving Day – Home, NJ**

I got up this morning after sleeping until 7:45 and, after breakfast, went biking with Uncle Dave. It was not terribly cold out, so I did not need a mask or goggles. We had a pleasant ride and I spent the rest of

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the afternoon eating and relaxing. Family time began arriving around 2:00 PM and Thanksgiving was wonderful. The emails began again tonight, with Ben still stuck in Thailand. The government, it seems, will intervene. Ben says things are getting worse. He cannot get out by plane, bus or train and he is prepared to wait it out. He says some of the foreigners at his hotel are becoming unsettled and the chances for big trouble are increasing as the government prepares to intervene. The news in India is much worse with the terrorist attack in Mumbai almost over, but with more than 100 people killed. Wendy is very concerned and is hoping I don't go. I have to think after this that security will be greatly tightened and things will be much more secure, but you never know. There is a lot of trouble of all kinds out there and here, but we can't stop moving because we are afraid.

**11/28/08**

**10:27 PM EST**

**Home, NJ**

The terrorists in Mumbai took over a Jewish center and executed five people. It is now apparent that they were not only looking for Americans and the English, but also Jews. I have gone from being worried and scared to angry, and now I want to go to prove to myself and my crew that we will not be intimidated. There are places in the world I will not go, but that is because they are dangerous for everyone. Being targeted does not sit well and I am now leaving the decision up to Tushar and Indy. Unless the government bans us from going, then we are on. I called Jon, my self-defense trainer, and we began lessons again today. I had stopped because of a nerve injury in my arm. I always call him when I am feeling afraid for whatever reason. Right now, it is India and I am glad he was in. Practicing against an attacker is a good way to regain the level of self-confidence needed when traveling. I am glad he is on my side. Even though I biked today with Uncle Dave and was already tired, I am glad for the second workout. The soreness felt good and meant I accomplished something. I will try to see him again before I leave next Saturday.

I heard from Hayden Tiger, one of my best friends from high school. He received a copy of my latest book and emailed his thanks. He is a good man and I wish him the best. He married young, has four children, with that same wife and seems very happy. He is a good role model for his and everyone else's children.

We had a second Thanksgiving celebration tonight at Barbara and Cliff's house. This was the fifth day in a row that I have had roast turkey and although I really like it and eat it often, I am prepared to take a break from it for the next few days.

Ben mentioned that the Chinese government was sending over planes to Thailand to get the Chinese visitors out. There has been no

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word as to exactly when they will arrive. I marvel at Ben's patience. I would most probably be going nuts by this time.

**11/29/08**

**9:41 AM EST**

**Home, NJ**

It is Saturday morning. Wendy and I went out to breakfast. Part of our conversation was about my trip to India and why I felt it was necessary. She doesn't want me to go because she's afraid of what could happen. I brought up the risks of other areas where I travel and how some are off-limits, like parts of South America and the former Soviet Union. She was more concerned with what was happening now and I fully understand her apprehension. I am thankful she is concerned for my safety. Something inside me, however, rebels at the idea of not being able to go where I wish to conduct business. It also would not look good to my team if I seemed afraid of going into certain areas, especially one where we already have people living. Tushar lives in India now. I was, however, okay with emailing Tushar this morning and seeing if we could avoid going through Mumbai at all. I just don't want to feel locked out of a whole country. I have not heard back yet. The current financial turmoil in the world is not going to help matters and as things continue to get worse for a while, then stability and safety will get bad in all areas where the power resides. It is a time of extreme confusion and new leaders will rise to the surface, some good and some bad. We will have to deal with them as they happen.

Being in India with two natives can only, in my mind, be a help. Wendy asked if I would contact the state department regarding any warnings for U.S. travelers for India. I will of course, but probably not until Tuesday. I know she always worries when I am away from home, and this trip will be worse than usual. I am sorry about that, but bad things can happen anywhere. As a believer in fate, if I was meant to be in India and I don't go, than I risk just as much by being here. I am on a path I will follow unless

Tushar, Indy, the U.S. Government or another attack intervene to stop me.

I got word from Ben that he has a seat on a plane out of an alternative site in Thailand. It took him four hours to get to the military airport, three hours to get a boarding pass and then the plane was delayed ten hours. At least he is safe and has a way out. Unfortunately, he has not eaten for ten hours and I am not sure what food is available. He says he is just happy to have a way home. Meanwhile, 2000 security forces have surrounded the demonstrators at one of the main airports in Thailand and the protestors have reportedly kidnapped a policeman. This is looking worse all the time and it could have a very bloody ending. The government cannot allow this to keep going for

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much longer. Too many foreigners have been trapped with no way to get out and the government is looking very bad. Meanwhile, on a happier note, we are going to a Bar Mitzvah tonight for my cousin, Jeff's youngest child, Danny. He is the last of that generation and it is great fun to have everyone together. It is especially joyous because it again signified the end of the family feud that plagued us for over two decades. Although my uncle has passed, the memories of my dad and he warring still remain. I am very happy to see them fade as the years pass by and celebrations like these occur where all sides are together.

My body hurts from yesterday's workout with Jon, as I knew it would. Whenever you exercise muscles in a different way, there is always pain to account for later. It doesn't bother me. In fact, I rather enjoy the sensation of being back in training. Being able to handle myself, at least to some degree, gives me comfort when going into potentially difficult situations. You never know how you will react in any given moment, and the best you can hope for is to have the option to make the decision of whether to go with the flow, submit, fight, run or do whatever can be done. Given the choice, I would go as fully armed as possible, but that is not an option, which means that running away is a totally suitable alternative and in no way denotes cowardice.

Still, I will go biking again with Uncle Dave this morning, which means it will hurt for a while before my body loosens up. It is well worth it; not only being with him, but also being outside and burning calories, which will mean I can eat well at tonight's celebration. I have been monitoring my weight and so far I am fine. It is a throwback to the days when I was "hefty" and I never lost the self-image of myself being fat. Being made fun of when I was a child is something I will never forget. You have no idea of the joy I get seeing the people and their type, who used to ridicule me, look now forty years later: overweight, out of shape and looking much older than I do. They did me a giant favor and in a reverse way I am most appreciative, but am also not sad about the way they turned out. I do not pretend to be the nicest guy in the world. I am intolerant of idiocy and people who get in my way. I especially can't stand those who will not let me help them so they can help me in return. I have the audacity and confidence to think I know what is better for most people than they do. Life is all about perspective. One man's view of conceit is another's view of confidence, one's opinion of what should be done is another's path to doing it. We are not on this earth to watch and be led; we are here to make things happen in a good way for ourselves and those around us. Being citizens of society brings with it the responsibility of using our brains, trying new things, challenging ourselves and being willing to put ourselves "out there" with the risk of failure. When we abrogate those duties, we deserve what happens to us.

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I was just emailing with Al, who has been in Europe with Mel to see their new grandson. They have been gone almost two weeks and I miss her. While our people have taken up the slack, she is definitely a vital part of our team and I look forward to Monday morning and seeing her back at her desk.

**11/30/08**

**7:05 PM EST**

**Home, NJ**

We woke up to snow! It wasn't much and eventually turned to rain, but it did mean I couldn't go biking outside. Happily, my brother made it back from the wedding he attended in time to play tennis. Then it was downstairs to work out on the treadmill and stationary bike. After lunch, I began packing for India.

Ben finally got home to Xiamen, but the situation in Bangkok is still potentially very bad. We had dinner tonight with Barbara, Cliff, Jessica, Kayla, Ben, Bunny and Jeff. Bunny and Jeff hope to eventually return to Florida, but I should see them again in January when I am scheduled to go down for a visit.

Yesterday, Uncle Dave and I started looking for additional space in case any in my current building became too expensive or was not available. He emailed me before the first spot, which was \$30.00/sq ft – more than three times what I wanted to pay. I am getting some nice comments about my book, which is always a good thing.



# DECEMBER

**12/1/08**

**9:54 PM EST**

**Home, NJ**

The first set of space in our building was too expensive, and the next segment is double what I thought it would cost. I am trying to rent in the building I liked in Millburn, if they will talk to me. It is hard to believe that in times like these, people are still asking for ridiculous amounts of money. Happily, we do not need the space urgently.

With the success of our tests today, it looks like we can make almost all cables in-house, which is a big sigh of relief for us that we can now do most of it ourselves. It is great having AI back. I started calming down at around 10:00 AM and got better as the day progressed.

**12/2/08**

**9:48 PM EST**

**Home, NJ**

We got the price for the 3000 sq. ft. from our landlord for us to expand. It is too expensive so we are looking elsewhere. Uncle Dave is on the hunt.

I have cancelled the Shanghai portion of the trip to India, which is better for everyone. I hope I can still get on the same planes and in the same hotels for the balance of the week, as I hope for Tushar and Indy. I am focusing on selling, which is very tiring, but extremely necessary. Our VPs and people at IJX, IJM, and IJN can handle things there. My job is rainmaker for the world; that is where I do best, as well as the overall of world expansion and keeping an eye on things. AI is back and I had no great list of problems. Our crew is doing well and covered for her with little trouble on a short-term basis. The plan is that when anyone of us is out for a week or two, then the others take care of things, and so far that seems to be the case. I am proud of



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my teams. There are nine days until Kayla hears from her first choice school. I hope she gets in.

The new laser is almost ready for testing, which will be very cool once it is in full operation. The stock market is making very wide swings. The auto companies, as well as others, are trying to get bail-outs or loans. There is a big shakeout across the world. I hope it is our time for profitable expansion.

**12/3/08**

**9:50 PM EST**

**Home, NJ**

The crisis in Thailand appears to be over. The Prime Minister and most of his people have been kicked out and a caretaker government is being formed. Both national airports are back in operation. The main questions are if the new government forming can last and what political and economic repercussions will follow from the overthrow. I am very thankful it was done without violence, and I hope that continues.

Wednesday night is usually date night for Wendy and I. We have dinner and it is our time during the week to have an hour alone together. She has been very worried with the recent events in India, and since I am going there this weekend, she asked me two things. The first was not to wear my Jewish Star and the second was to promise that if it became necessary, I would forget about my plans and the cost and get out of India immediately. I responded by handing her my chain with both the Star of David medallion and my amethyst crystal that I got from a medical intuitive. I find it amazing that the two things I normally take when I travel, which are my U.S. passport and my Star of David, were both means of identifying who to kill in the last attack in Mumbai. What is wrong with all of us, that belonging to a religious group or being a resident of a particular country is enough to sort you out for death? What a horrible thing to have my family think about when I am traveling, and how uncaring of me not to decide to strip myself of it in advance. I can't go without the passport, and I am proud to be an American and Jewish. I do not go with the standard advice of saying I am from Canada or that I am not Jewish. I believe in saying who I am, but advertising it is a different matter. Like it or not, some people hate Americans and will kill them for that reason alone. Some people hate Jews and will do the same thing. I carry a U.S. passport and there is nothing I will do about that, but maybe the time has come to leave the chain permanently off as a constant reminder that instead of setting myself apart as a Jew, I should be trying to get along as a member of the human race. There is no glory in dying because I declare myself a Jew, but there is a lot of good in trying to make the world a better place for all of us and trying to get along. There is a big difference between being submissive and working towards unity; be-

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ing afraid to work together and working toward a better world where religion is not a separating issue; moving ahead with our lives and doing what is right versus being terrorized.

My chain is a symbol of how I am different, but perhaps it is time to promote being the same.

**12/4/08**

**10:01 PM EST**

**Home, NJ**

I am in full traveling mode and getting ready to leave Saturday night. I gathered most of my clothes to bring into the office tomorrow, so they are for the week I get back. I like to be prepared.

I spoke to Steve, my acupuncturist, today. His health is not great and he has to cut back some of his hours, which includes coming up to this area twice a week. Neither of us wants to stop, so he will come up once every two weeks and make house calls, which will include my office. It might work out even better than before. He is a good man and I want to keep him on my team.

A designer/customer was in today with a new order for motorcycle parts. We spoke about some joint production and distribution possibilities and I will have our people here and in Europe check the possibility of customizing accessory parts for motorcycle groups. My people seem to like the idea so we will try it. Some ideas work, but the majority don't, which is why you have to keep finding new ones to go with the odds.

I will speak with Indy tomorrow and confirm Saturday's trip to India. Unless there is a specific or impending attack, we will go.

Our people are making good progress with the new cable assembly operation. It looks like we can do everything in-house. The customer approved some samples today with more going to them next week. It is a lot of work, but all new areas are. Our team thinks the potential is good enough to pursue with extreme vigor and resources, so we will continue. The new laser is being hooked up and I hope we have the training for it by Christmas.

The heads of the three biggest U.S. automobile companies went before Congress again today. Last time, they flew in by corporate jet and had no plan. This time, they drove in hybrids and asked for a fortune. They don't get it. The only way for them to survive is if the union is broken and they can start from scratch. The union contracts have doomed them to oblivion and the only thing bailouts will do is postpone the inevitability of their takeover or demise.

Kayla has a swim meet. Wendy went to watch her and I hope they get home before I fall asleep so I can say good night.

# THE IDEAL ERA

**12/5/08**

**10:30 PM EST**

**Home, NJ**

After I got back from playing tennis with Ira this morning, Al came into my office and closed the door. This is always a bad sign, especially when she says it is not a bad sign. She handed me a printout of a new warning from the government regarding airports in India. Apparently, there were new terror threats, not to mention a very high state of security. At best, this meant probable long delays in getting anywhere and at worst, potential hijackings and death. What I found out later was that my wife had heard this on the news and called Al and they decided to try to get me to postpone my trip. After thinking logically for a few minutes, I cancelled the trip. I don't like be scared or to appear afraid, but there comes a time when being a white, American Jew in a country where terrorists were targeting "my kind" just did not make sense. It did not take long to cancel and rearrange everything, and I happily thought that fate was at work and I was meant to do something else next week, which also calmed me. As it turned out, the news was welcomed by virtually everyone among my family, office and friends, so it seemed like the right decision.

Meanwhile, David and I received a lead that Roman had gotten from a contact at Nortel. Since I now had time next week, I emailed the contact and offered to come down to see him next Wednesday to discuss our new cost reduction program. Had I not cancelled India, I would not have been able to schedule the potential call. Happily, it seems like it will work out and I have the chance at a company that I have been trying to break open directly for twenty years. It would most probably never have happened had I still been going to India. Fate? Maybe, and in a good way I like to think so. I am also determined to bring Indy into our group, so she and I will meet for lunch next week. I feel it in my bones that she can sell (especially the new cost reduction program), find potential customers and new products. I will pursue it.

After speaking with the parts designer, Andrew yesterday, I put together an email to our people to set up a group to determine if we can make and distribute custom add-on motorcycle pieces. We have a group of riders in our group and after a query from me, they are already sending in ideas and others are either getting patents and projects from others or helping to find selling areas. We have a little time to work on this. It is creative, which our people love, and a new area, which always gets the juices going. Giving someone a chance to use their brains can be like a long-term shot of adrenaline. Everyone loves the chance to create and think.

It is always fascinating how quickly things can change, and it is one of the parts of life I like the most. I hope to still get to India, but not until things calm down.

# DECEMBER

**12/6/08**

**10:00 AM EST**

**Home, NJ**

I am writing in the cave with soft music playing and it is very calm. It did not take very long yesterday to cancel out the trip to India and get back to most of my normal schedule. This morning, after I slept for almost ten hours, I got up and made breakfast with Wendy and Kayla. Kay has only until Thursday to hear from Cornell and the tension level is reaching a fevered pitch. I really hope she gets in so some semblance of peace can return to our somewhat crazy household.

The economic news for the world continues to be mostly bad. About 500,000 jobs were lost in the U.S. last month, one out of ten mortgages are in some type of tardiness, the three large automakers are still trying to get loans, and there is a general fear throughout the nation and the world that things will get worse before they get better.

It is in times like these that I am so thankful to my grandfather and dad, who went through the Great Depression and numerous other bad times. The paranoia or rational fear – however you want to call it – that economic times are cyclical has forced them into a mindset to always prepare for the worst and try to profit from it. I am a paranoid optimist, which is a paradox that makes my life interesting. While I tend to see the silver lining and potential in most areas of life, I am also straight-jacketed by the fear of failure and of going backwards. What does this mean? It means that I have become a manic planner, trying to view all of the potential things that can occur and plan for them way in advance. People see me make so many fast decisions, but they are based on massive amounts of pre-thought that stems from my fear of failure. The increased paradox of that is that, over time, I have enabled myself to be able to count the fear, the actual failure itself and the knowledge that they both not only exist within me, but are rational and good to have actually freed me to move faster. I believe failure is necessary part of life because that is where I learn the fastest. I have come to count on it as a necessary step in the evolution of our company and in bringing myself to the next level. Based on percentages, if I am not failing in a certain amount of things I do, then I am not trying hard enough, taking enough chances or moving into new areas. It is like my Uncle Phil, the extremely successful man in the food business, has said: if he had a credit manager who had no bad debts, he would fire him because he wasn't taking enough chances with bringing in new customers.

An idea on a project that doesn't work is not a bad thing. It is a by-product of the process of moving ahead and if you can't handle it, you have to get out. By definition then, the higher and faster you move, the more failures you will have, but they should also begin to sting less, knowing they are the only road to travel. I don't like to lose

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– no one does – but in the context of life and its movement forward, you can either accept it as an attempt that did not work, or let it start to destroy you. If you get to the point where you are looking back and figuring how much more you would have made if you had not done this or that, then you have lost the way forward. You could not be where you are now unless you traveled the road you paved. That is why we all have to keep looking ahead.

We put in a new cable assembly operation a few months ago. A cable assembly is usually a piece of electrical wire with various types of electric connectors added onto it. It sounds simple, but they can be very complex, and we went into the business knowing virtually nothing. My plan was to use an outside contractor to do the work until we could do it ourselves and then do most of it in-house. Unfortunately, the supplier we picked did a hatchet job on the products and although they seemed to test okay from our side, the entire shipment was rejected by the customer. Not only did we look incompetent, but the thought of going back to the same supplier to have him fix the problems, even though he was willing, was not appealing. I pooled our people together and asked them if we could learn to do it ourselves and they seemed to think we could, so we took the chance and brought everything inside immediately. We submitted samples last week and most were approved, so it looks like we are on our way. Part of the great advantage of having our staff is that they are happy to do anything to get the job done. In the case of this business, much of the work is being done by some of our MAC department people along with our head of dye making and manufacturing. No one says, "This is not my job," and everyone pitches in to make it work.

While all of this was going on, our new laser was delivered and our people were working to help install it. Not only do we save a lot of money and time doing the work ourselves, but also our people learn the operations much faster and give us a speed advantage to get new potential products into the field.

When times are tough and getting tougher, I believe the solutions are as much internal as external. I believe our people can do anything. We are only limited by the brakes we put on ourselves. With the multitude of experience and processes we control, there are limitless amounts of things we can make to sell. With our brains and our willingness to fail, we can try anything to see if it works better, faster or can be done more cheaply than before.

Through it all, we hired a new man to start on Monday. He will be on press because we have been down one person since Maria had her baby. He will also work part-time in the packing area. He is from Ecuador, has no job and just wants a chance. I hope he works out for all of us. If he does, we can take another person from shipping that he will augment and put her in the pre-press area to help there since they

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are down some people who are working in the cable assembly area. We have no barriers; if the person can do the job, whether they are formally trained or not, they get the chance. That is why I am sometimes amused at the perceived importance of where someone went to college. In our case, I would be happy enough if those applying have graduated from high school, and going to college is a plus, but not a necessity. We train most people from scratch anyway, so where they went to school does not matter. Going is a good thing, but the experience of attending is usually enough. Ivy League schools, and in fact most colleges, give their graduates a skewed view of their worth after they graduate. As I have said before, I am prejudiced against people from the best schools because they have more to unlearn and usually have attitude problems.

By the way, regarding immigrants versus U.S. born citizens, I do not care. We look at the individual and whether they are young or old, from here or not, we only look at how they can fit into our team and whether they have the guts and willpower to learn our system, function well within it and have the positive upbeat attitude to add to our corporate culture. If they can't have fun and enjoy work, then they can't be at our company. Life is too short to be around those who are sour, depressed, condescending or bad in general. It is my world, my domain and I control it for the betterment of all of us involved and that is the way it is going to stay. Smiles, saying thank you, and pats on the back can turn a bad day into a good one. Our place is the sanctuary, the protected place where the rest of the lives of our people stay out, which is one reason why they like to be there.

I leave for biking in less than thirty minutes and have to get ready. It is about 32°F outside, so Uncle Dave and I will have to watch for ice patches. I will put on many layers and will look like a large bumblebee with my helmet and goggles. I don't mind looking different. Over the years, I have come to the conclusion that I am not the same as most people and find that it is a comfort to define myself that way. It makes those moments when I break out into song and dance that much easier for people to accept.

**12/6/08**

**6:48 PM EST**

**Home, NJ**

I am back in the Cave. It has been a good, but somewhat strange day so far. I had been so ready to leave for India that now I am not going, I am a little unsure of what I should be doing. I went biking with Uncle Dave and it was very cold but invigorating. We were discussing what to do about my need for more space and our general consensus was to wait a little longer to see what options might still open up. Happily, we don't need more space this second, but not having it is cramp-

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ing us and hampering our expansion. Patience may be the best advice for the moment. I booked my flight to North Carolina to go see Nortel on Wednesday. It was expensive to get direct flights and the best idea seemed to go very early to make sure I am not late, which means I had to cancel tennis. I am scheduled to arrive about 8:00 AM and my appointment is not until 10:30 AM. We do have other customers down there, so I think I can fill in the time.

I have been giving a lot of thought to the motorcycle parts designer I mentioned.

Here are his pros and cons:

1. He is an excellent designer with an extremely good feel for finding what is needed and making solutions to fulfill that need.
2. He loves motorcycles and his passion for working with them is obvious.
3. He was able to find a market and began to exploit it.
4. He does not have the infrastructure to find additional places to sell the products.
5. He does not have the resources to release more than one product at a time.
6. He does not have the personality to sell directly himself.
7. His strength is in design and person-to-person communication, but he does not work well through email or over the telephone.

The question then comes up, do we want to deal with him on more than a customer supplier relationship like we do now. My feeling is if that he was left to find products to design, research the best and most-cost effective ways to produce them, and then hands off for the products to be produced, marketed and sold, it might be the best of all worlds. It would seem that working together might be good, since we do have the marketing skills, the sales force, and the financial position to fund the prototypes and initial production.

Tough times bring unusual possibilities that would not normally come up. If the designer's business was booming, he would not need us. If we did not want to expand into additional areas besides Telecom, then we would not have been talking to him. But we were which leads me to think there might be some synergy between our two companies. The next question arises of what to offer and how to do it. I do not think he wants to sell his company; he seems to me to want to keep control. Perhaps then, we could work on a project-by-project basis. We could offer him a commission on a design he brings us plus all sales that are received. That would free him from having to finance it himself and also not join our two companies too closely together.

The next question is how much to offer. If he is experiencing tough

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times, then the outlays he has been doing to launch his products have got to be causing him financial pain. The question is then, what is it worth to him to be able to give that up and just take a share of the profits? My guess is that the chance to center on design and what he loves and leave the rest to someone else would be something he would love, especially getting access to our marketing and sales world-wide. Therefore, if we offer him \$5000 for any of his ideas we accept and then a 10% gross commission on any sales that occur, that will help to strengthen his short-term cash flow, stem his cash outlay and also give him a chance to capitalize on whatever good happens, plus he will not be stuck if it doesn't. Of course, our designers would also be creating new products, and unless we asked for help from him, he would have no participation. If we did, we could split the difference. I am not sure what money means to him, whether it is a big deal or simply a means by which to live as he chooses. Money means different things to different people and I would never assume that my views would apply to him. The best way is of course to ask, but first I need to give this plan to my people to ensure they agree, since we will all have to work together. It is of course wrought with danger if it doesn't work, but then again, so is everything else. We will have to have a rock hard agreement about who owns what design and for how long. Obviously, from my side, if I pay him \$5000 for the design, then my company owns it. I am not sure, but we probably would not bother to patent or trademark any of it because the potential legal defense will probably not be worth it.

By the way, I had the idea that we can use our new laser to actually personalize all of the parts we produce, which means everyone can have their own name, logo or anything else on whatever they want, as long as we design it that way.

I love new areas. They bring out such rushes of creativity and adrenaline that it really doesn't matter if they themselves work out. The mere experience of trying new things keeps everyone jazzed up and excited, which transfers to everything we do.

**12/8/08**

**9:53 PM EST**

**Home, NJ**

This morning, I played tennis with a new guy. We had spoken about it a few years ago and I said I would call; better late than never. He is good, but does not play much which is the reason I was able to win one set. Then it was to the office and I spent most of the day getting ready for Wednesday's sales trip, lunch tomorrow with Indy and selling in general. I spoke to David tonight and his calls with Stuart in the Chicago area are going well.

One disturbing thing: I got an email from EPA PTrack that the



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Philadelphia Inquirer was going to do a story tomorrow about our program and potentially blast it. With a new president coming in, having a program bashed is not a good way to sustain funding, so I asked the head of PTrack if he would mind if I responded. He was fine with it, so I plan to write something tomorrow.

One of the many great things about owning my own company is that there are few people I have to answer to. They are my wife, my kids, my VPs and Ben in China. In this case, since I also checked the head of PTrack, which means if I want to write back the newspaper and let them know how I feel about the author, their paper and the groups backing them, then I have a green light. I am already angry and I haven't even read the article yet. But it is time to stand up for the group that has done so much good for us.

**12/10/08**

**4:47 AM EST**

**Newark-Liberty Airport, NJ**

I had lunch yesterday with Indy. My plan was for her to start "bird-dogging" for us. Bird dogging is a hunting term that refers to when a hunting dog finds birds for the hunter. In the same way, she would find leads for us to try to sell our various services and product lines. She was receptive and I have high hopes for her contacts, perseverance, passion for success and the love of the hunt. Selling is a strange game; it attracts a very select group of people who crave the feeling of having made something out of nothing. The savoring of the success is often increased by the amount of effort it took, so it is the whole process that brings joy, heart break, success, failure, rejection, submission and passion all in the same process. If you do it right, it never ends and can bring continual energy to life.

I visited a rest stop on the Parkway on the way back to the office, had a quick nap and bought a large soft pretzel, which was excellent.

I got home last night and only Bailey was there, who was happy to see me. Kayla came home soon after and it was quickly apparent that the impending news of whether she got into Cornell for early admission was weighing heavily upon her. Realizing that fate had intervened and one of the reasons I was not in India was to be there for her last night, I went out to get her cooking oil for some brownies. Kayla loves to bake and often does so in stressful times, so when she ran out, I quickly volunteered to replenish our supply and even bought two different kinds to make sure we were covered. Wendy got home soon after. She had been out to dinner with a friend, who is actually an old friend of mine from high school and within an hour I could hear the two of them laughing and life had returned to normal. She finds out about her application tomorrow and I hope the news is good.

Today, I am on my way to North Carolina. My plans and hopes are

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to get back sometime tonight. There is a good chance for wind problems and delays, but I will take it as it comes. My flight is supposed to take off in about an hour, so I will go to the airport lounge and stay for a little bit. Maybe the newspapers will have arrived so I can take some with me.

**12/10/08**

**5:43 AM EST**

***Newark-Liberty Airport, NJ***

The plane is ready, the crew is ready, and we are ready, but the ramp to the plane is not. I hope we disembark soon. Happily, I have some time on the other side in case we are delayed.

The governor of Illinois will probably be indicted soon on charges that he tried to “sell” the Senate vacancy created by Mr. Obama being elected president. That was reportedly right after he said he had no fear of being held accountable for anything he said in private or public. The governor apparently did not know that he was being wire-tapped or that his phone messages were being recorded. He was apparently looking for money and/or influence in exchange for naming someone to the position. It is a very bad example for everyone in our country.

**12/10/08**

**6:56 AM DST**

***In Flight to Raleigh – Durham, North Carolina***

They were able to fix the jet way problem with a minor delay and we should land by 8:30 AM. Once I get my rental car I hope to be at my first call by 10:00 AM. From there, I will probably head towards Research Triangle Park where Nortel is located and do some prospecting for companies located there. It is hard to find out where companies are located if you don't know what you are looking for; therefore, sometimes the easiest way is to spend an hour driving around and taking down the names and addresses for future sales assaults. If I have time, I may even “cold call” one, meaning to go in without an appointment. However, that is usually a very low percentage of sales attempts, and giving up creative energy there will take it away from the main call for the day so I probably won't do it. We are riding at about 22,000 feet and there is a dark blanket of uneven grey clouds below us. The weather should be cloudy with a little rain, but warm.

I was not able to get a newspaper before boarding, so I have little information as to what is happening in the world. Things have been good for us and not for a lot of others, so maybe I will stay in my secluded bubble of optimistic thought and plow forward without the rest of the world. Time to write the newsletter for December.

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**12/10/08**

**4:57 PM EST**

## ***In Flight to Kennedy Airport, New York***

We landed early. I got my car and started towards my first call. Unfortunately, I headed in the wrong direction on the main highway. By the time I figured out my mistake, I lost about thirty minutes, but was still okay with time. Unfortunately, I did not trust my MapQuest directions – a bad mistake – and ended up stopping for directions one more time in addition to having to call once. I finally made it about ten minutes late. The company was an Alcatel-Lucent sub-contractor and the man I saw had been dealing mostly with Alice at our office and really liked her. It is always good to hear great things about our team. We talked for a while. He is hoping to retire in a few years; something that should not be an option for me for a long time. I may try different things, but actually retiring is not something I dream about.

After the call, I made my way back up the main road and got to Research Triangle Park. My idea was to use the two hours before I had my call to Nortel by looking around at potential prospects since I had not been able to find a list of the companies who were based there. The weather was not improving and I was becoming increasingly concerned about my flight home. When I spoke to Al, she mentioned she assumed I was going to Alcatel-Lucent nearby, but I had not realized how close they were. They were, of course, someone I should talk to. Unfortunately, they were about twenty-five minutes away and I had directions, but am notorious for getting lost. I was getting increasingly upset at missing this chance, but I calmed down and remembered to see the Research Triangle Park headquarters nearby. If I could get a list of their tenants, then the time I had missed looking for potential companies would have been taken care of in one shot, so I stopped by. The nice receptionist had a brochure with their companies and I immediately calmed down.

From there, I went to Nortel and met with one of the head engineers. He obviously knew what he was doing and we seemed to get along well. He agreed to share his staff information with me so I could make preparations to come back next month to see his people and the equipment to go over our cost reduction program with them. It was a great call and feeling elated, I jumped into my car and raced over to Alcatel-Lucent even though I had no appointment there. There was one man there who I hoped to see and happily, he was in when I called. After I explained our cost reduction program and our new product line, he thought there could be a lot of applications. We agreed that I would come back down next month and he would talk with everyone for me.

I was really happy after that and getting very tired, but I needed to get back to the airport quickly, so it was back in the car. Happily,

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the directions Al gave me were super once again and I made it by 3:20 PM. It was then that things got a little sticky. I checked in at Continental and my plane was delayed three hours. I took a chance and went to talk to the person at the Jet Blue counter. She was very nice and offered to get me on her 3:30 flight that had been delayed until 4:00, but it was going to the JFK airport. I weighed the possibilities and decided the Continental plane may never get out as they had cancelled the one before mine, so I got a ticket. At about 4:00, we boarded the plane and I figured it would be a long wait, but we got lucky and are now in the air. After we land, I will need to find a way to get to Newark airport and my car, which will probably be by cab. The Continental people back in Raleigh Durham were really nice and said they would try to credit my return trip if I did not use it. I thanked them with my last three copies of my new book. I always try to reward nice gestures. There is a lot of inclement weather up the east coast and I will feel much better when we land. I am hopeful the ride to Newark will not be too bad, but I have no choice unless I can take a train.

I still have not seen a newspaper today or listened to the news since this morning. I wonder, what is happening in the world?

**12/10/08**

**9:52 PM EST**

**Home, NJ**

We actually got into JFK airport about an hour after we took off which, considering the weather, was amazing. I found out later that there was about a three or four hour delay for Newark, not as bad for LaGuardia, but the best was for JFK, so I was fortunate. When I got out of the terminal, there was a long line for cabs, but since a train was not an option, I waited and ended up with a very nice cab driver named Edward. I shared my cookies with him and as we zoomed off to New Jersey, we listened to National Public Radio. He let me pick the station and I took a nap. We made it back to Newark in about an hour which was amazing, considering rush hour and the weather. I bade farewell to Edward with a good tip. I spoke to David on the way to my car. His voice is almost gone, but he and Stewart are still making sales calls and it sounds like they are doing well together. I drove home through a lot of traffic and was back at the house around 8:00 PM. Both Wendy and Kayla were out, so Bailey and I snacked together which, always makes both of us happy. Wendy came home and I am now ready for bed. Happily, my normal 6:15 AM Thursday tennis game is now at 6:45, so I can get up at 4:00 AM. One of IJX's customers from Canada asked us to take a shot at re-designing one of their products and Eric sent some renderings today. He has real talent and has already proven to be a big asset for us, as has Alex, both with prototyping and general help with information. I heard today that AL will have another layoff tomorrow.

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Additional manpower cuts by manufacturing companies mean they will need us more. We are well-positioned; it is up to us to push it to the max while the opportunities are here. I feel badly for the people being laid off. Perhaps we can help some directly, but they will have to have the ability to generate enough sales to at least cover themselves; a tall order for tougher times.

**12/11/08**

Kayla got into Cornell!

**12/12/08**

**10:16 PM EST**

**Friday Night – Home, NJ**

It was fantastic news yesterday with Kayla getting into Cornell. She is fed up, however, with her high school and now looks forward to graduating and moving on. The intense competition has drained much of the joy out of the experience. I have wanted to live in this township for as long as I can remember. I always thought of it as the place where the really successful people lived and I wanted to be there. I thought the schools were fantastic and be a great place for our kids to be educated. I was right about loving living here and that the school system is fantastic, but my children have paid a price being here and I hope in later years they see the competitive atmosphere and the manic drive from everyone to compete and succeed as a positive thing. Although my wife and I never had to push or prompt them to study, in fact, we tried to get them to take it a little easier, I know it has not been easy for them. In retrospect, I think it was a good overall decision. Kayla is much calmer now that she is in, which means the house as a whole is a much more peaceful place. Now all she has to do is keep up her grades and try to have a good time until she goes to camp with her friends. I have already blocked out the two days in August to take her to school with Wendy. Some of her friends are going also, so she won't be alone. It will still be very tough to drive away with her still being there.

The Senate shot down a package to bail out the three car companies. Their unions balked at the idea of renegotiating their contract and preferred the possibility of bankruptcy. I have seldom seen a union do anything good for their members, only for their own hierarchy. The printing industry was filled with stories about union leaders destroying segments of the business as opposed to working with the changing times and needs of the people they served. I think the bailout is a bad idea and if the companies fail then they should go under. No one is going to help small businesses and obviously the bailout of Chrysler years ago did nothing to make them more competitive today. Capitalism is a tough system and if they can't make it on their own, then it is their problem. Besides, I also see everywhere people who are buying foreign

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cars are still saying we should bail out the auto companies. They have done a lousy job in all areas and it is time for a new generation of car manufacturers in the U.S. to emerge without the burdens of unions that would rather kill the companies than be competitive. I believe we can competitively make cars in this country, but not with the current companies in place.

The Bank of America announced massive layoffs, and other companies are announcing more. The problems are not over, but there will come a time when all of the cutting will be done and things can then stabilize and begin the movement back upward. In the meantime, we will push our new cost reduction programs that will enable our customers to be more competitive with better products in faster time frames and gain more market share. We can grow together and that is our plan.

David has been really sick and lost most of his voice this week while he and Stuart were in Illinois on sales calls. The good news is that they got through them all and Stuart was able to pick up the slack when David's voice totally gave out. I hope David is okay. I may force him to take a few days off.

Uncle Dave found some space for us to rent nearby and we are going to look at it on Monday. Unfortunately, the available area in our building is way too expensive. In three years we can move to a new space and maybe our own building. By then, I am sure it will be a pleasure to reconnect all of our local sites into one spot. I hope we can afford to buy our own place.

**12/13/08**

**10:11 PM EST**

**Home, NJ**

I slept over nine hours last night and I really needed it.

I got up, had pancakes with Bailey and finished the December Newsletter. Then it was time to get ready to go biking with Uncle Dave. The weather here has been cold – barely above freezing – and with the wind chill, it feels much colder. I had on a lot of clothes, but even so I was cold at some points. It is time to start thinking about stopping for the winter and biking indoors. Afterwards, I went shopping for Kayla. Tonight was her annual “Midnight Run” with our temple. Their group goes into Manhattan with clothes for the homeless and distributes them. I am not crazy about her being in New York at night even with chaperones, but I have no choice in this matter. I went to a local K-Mart store and as I was buying clothes for her to give out, I was thinking about what it must be like to be living outside in this cold weather and I kept buying more stuff. Besides feeling badly for them and helping them, I was hoping it was good karma so that no one I know would ever be in that position. Not having a job

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and money for my family has always been a great fear and additional motivator to try harder – not that I needed one. I have always loved to work, both to get the rewards from doing it and the value for me because I did it.

Barbara and Cliff took us out to dinner tonight to celebrate our 24th wedding anniversary this Tuesday. They are good people and it was a lot of fun. It is amazing that Wendy and I have been together for almost 25 years. It has gone by quickly. Alex is due home late tomorrow night and I look forward to seeing him on Monday.

**12/14/08**

**9:54 PM EST**

**Home, NJ**

Kay was home by midnight last night. All went well with their clothes distribution.

I played tennis with Uncle Ira for our usual Sunday game. It is wonderful that neither of us takes the game too seriously and we can have a nice, relaxing workout. After that, I put on a lot of clothes again and went biking. Then I brought my dress clothes to the office and went to a nearby town to check out a building. I knew the family that owned it. It had been environmentally contaminated and it took a lot of time and money to get it cleaned. When I went by, I saw that no one had been in it, but there was a sign to lease or sell it so maybe they have finished the cleanup. I may or may not pursue it. I am not sure. If the cleaning is done, they probably want too much and if it is ongoing, I would have to weigh whether it was worth getting involved or not.

Then it was back out again to buy food for dinner and we got a call that the alarm sounded in our building. I went over and ended up staying until the cleaning woman left because either she had triggered the alarm with a false pass code or the system was in some disorder. I will have it checked tomorrow. Alex is due home in a few hours. My Blackberry is off for the night and I am going to try to get some sleep.

There has been no bailout for the car companies yet from the President. The autoworkers say the government should stay out of the car business. I say the unions should stay out of it also. It will be interesting to see what happens.

**12/15/08**

**10:25 PM EST**

**Home, NJ**

Sanmina-SCI announced they were closing their plant in Toronto, Canada, and besides the loss business for us, a lot of people will lose their jobs. I called two of their buyers and offered our help with the resumes. Then I called one of the design engineers I have known for years. Figuring we had nothing else, I asked him how many people

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were in his group and if he would be interested in taking part of his group to work for us. We could reduce the number of people Sanmina needed for the same amount of work, and they would pay no benefits since they would be our employees and they could be virtual, which also means no location expenses for them. He liked the idea, so I drafted a proposal he could send to a vice president he knew this afternoon. Having taken over the Alcatel-Lucent Industrial Design group is turning out to be a big plus for us; the branding of being with them is big. We shall see if this one works out.

Six of us went to see the space that Dave Williams found and it was not suitable. Then we went back to our old building and saw the bottom floor, which we had occupied before moving in Maplewood. Tim, the landlord, was always a good guy and we got along. The guys liked the space, so Tim and I negotiated and came to a deal. We should have the lease to sign later this week. We will send over the entire inventory three years and older plus all storage materials. We will probably only need to be there once or twice a week. I will offer Uncle Dave some space there to move his printing company. I hope it works well for all of us.

Alex is home and went to Long Island to drop off his friend who he drove home with from school. I should see him tomorrow.

We got a call tonight that Flextronics in Chicago needs products at a Flextronics facility in North Carolina tomorrow. I offered to send one of our guys down by plane and they agreed. He will leave tomorrow morning and I hope is back by 8:00 tomorrow night. Service is what we stand for and if it is possible, we like to accommodate.

### **12/16/08**

Our anniversary was today, 24 years Wendy and I have been married, a very good thing!

As it turned out, Mike went instead of 3Gor to North Carolina and it seemed to work out well. 3Gor stayed and worked with his team on the cable assemblies that needed to be finished and Mike was able to work to and from the customer. To get him home sooner, we changed his flight to LaGuardia and he taxied back to Newark Airport to get his car. One of my tennis partners has diabetes and his blood sugar was too low to play this morning, so I ended up coming home to work out on the treadmill. It turned out fine however, first because I did not want him to get sick, but also because I could watch a television program with some financial specialists. One of them made sense to me and predicted two more years of economic problems. I am planning to try to give us the advantage during this time. The Sanmina engineer and I spent part of the day working out an attack plan. He is following it well and we will see how far it gets. I found out about another plant closing today; more people out of work. There are more companies



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shrinking, giving us the opportunity to help them not only to take on their people, but also to get business. The following is the gist of what we are offering. This will be sent from the company engineer, designer or whatever position to the upper management of their company:

Hi \_\_\_\_\_ ,

*As we all know, our company is going into a period of high turbulence. A lot of people are losing their jobs, however the company itself needs to go on and hopefully be in a better position to not only weather the immediate storm, but also excel in the new emerging environment.*

*In that end, I have a proposal that I hope might be of some interest. I believe that our company needs to do the following to remain viable:*

- 1. Cut the workforce*
- 2. Cut the benefits to the remaining people*
- 3. Cut the infrastructure needed to support the remaining people*

*With that in mind, I was called today by Andrew Jacobs, president of Ideal Jacobs Corporation. They are a small multinational company who recently took over one of Alcatel-Lucent's Industrial Design groups located in New Jersey. They currently have design centers in the U.S. and the Netherlands and are creating one in China. They hired the Alcatel-Lucent people with the following benefits:*

- 1. Alcatel-Lucent dropped them from their payrolls.*
- 2. Alcatel-Lucent only pays for the work they want done.*
- 3. These people know the company and what is expected so there is no learning curve for the new people.*
- 4. They helped to take care of some employees who otherwise might have been in trouble.*
- 5. They could do the same for one or all of our engineering/pricing/design groups worldwide. It could be a way to save money, help some of our people, and get more work done.*

*Right now, we have approximately eight people in our departments. If Sanmina is interested, Andrew would be willing to hire some of them and make them virtually based in Canada. The workflow through this group would be unaffected. However, he feels he can do it with fewer people so that the cost to Sanmina for the same work will be substantially reduced and he will still make money. If this idea has any merit, please let me know and I will have Andrew contact either you or whoever else would be involved to set up a meeting next week.*

Thanks,

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## DECEMBER

Our new laser will be ready for training tomorrow and then we can start making products – very exciting!

I will prepare a new world sales plan and send it to Ben next week for review. The next two years will be critical in our growth and profitability and we all need to be in agreement for it to reach its potential.

We also spent the day getting ready for the ISO 9001/2000 and ISO 14001 audits next week. It will be good to go through them and be finished. Getting ready for the end of the year interior audits is always a big deal. Having the UL people come in is happily forcing me to do it earlier than normal.

**12/17/08**

**9:52 PM EST**

**Home, NJ**

It was a cold day today and I found myself thinking about the warm air of summer. We have a long way to go, although the winter solstice is within two weeks and then the days start getting longer again, which is the first step towards spring.

Roman is done. He did not accept the reduction in pay, the new job description or the offer to be a consultant. I moved Alex, our prototype man, into the position of being head of cable assemblies in dealing with AL. He is already stationed in Whippany a few days a week, knows most of the people involved and just needs to learn the nuts and bolts of the business. I have confidence that he can do it. He is nervous and doesn't want to disappoint us; good motivators to learn and do well.

I made reservations for rooms for when we take Kayla to school. It is hitting me that she is actually going away to college. I need to get a handle on this so I am okay in the summer when we drop her off.

Our assault on Sanmina-SCI to take over their design and costing groups is temporarily stalled. I am going after them myself now and emailed the president of the division in California. If there is no word tomorrow, I will call him and see how far I can get. I did speak with a VP from Commscope, who have known for a long time and they may be interested in our industrial design capabilities. We have a lot of great things to sell; it is a fun challenge.

I got the lease for the new space today and forwarded it to our attorney. He should be able to get it back to me by Tuesday and I am hoping to take possession on January 1st. It will be good to spread out a little and have some room.

I hope to make solid plans to see my son, Alex in Italy in March, and from there I will schedule sales calls. The market is getting tighter, people are getting more nervous, and the chances for our new products and services are increasing all the time.

The price of a barrel of oil went below \$40.00 today. OPEC is

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reducing their output – what a change from earlier in the year when it was close to \$140.00/barrel.

I haven't been sleeping well over the past few days. Now that Roman is settled and our space is set, I can relax.

**12/18/08**

**9:44 PM EST**

**Home, NJ**

One of our customers shut down their facility in New Hampshire. The VP of product development is a good man. We have been talking. He wants to keep his development team together and today we discuss adding their capabilities to our company. That would mean we could do everything from initial design through finished product including re-designing for cost reduction. We will finalize tomorrow and he will probably come on board as VP of product design. The big challenge is going to be finding work to keep everyone productively busy. This means attacking various companies and having them fire their in-house teams and replace them with better, faster outsourcing – namely our group. It will probably be a tough sell at the beginning, but if we can get it going, the profit potential for all areas of our company is enormous. We even have the capability of low-cost production in Asia. These are all of the parts of our master plan to become a partner for specific companies we have yet to target. I am thinking that the small companies might be better targets, or maybe the niche areas of larger ones. I won't know until we actually get out there and start selling.

We designated Alex as the liaison for Alcatel-Lucent for the cable assemblies. He needs some support and training, but I think he will be great. We all agree it is a good area. We will do our best to move the learning curve at warp speed, but I doubt I will be willing to put in much more testing equipment until the payback is better.

Mike's mom had a brain aneurism today. We all hope she ends up okay. I do not expect to see him again until Monday.

I met with Nancy today. She is a medical intuitive, which means she can read the energy areas around and inside the body to see potential problem areas. She also does work with regression (checking for past lives) and can hear from people who have passed. I know it sounds strange, but I have known her for almost twenty years and believe that she is not a fraud. We spent some time together today and her training as a therapist also came into play. I found her interesting and when she said that one of my grandmothers, a grandfather and possibly a great grandmother had come to visit me in the room, my interest was certainly piqued. In addition, there was an orthodox Jewish Rabbi, probably there because of my current questions and problems with religion. I found the whole experience exhilarating and her ad-

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vice on various medical and dietary questions interesting. We will stay together for a while and see where it goes.

Even though Kayla got into college, she is still working extremely hard at her studies. I hope things will calm down within a few weeks so maybe she can at least enjoy some of her time in high school.

I will make arrangements to see Alex in Italy for late March. That will leave time to go to India in mid-March if I decide to go.

**12/19/08**

**10:43 PM EST**

**Home, NJ**

It snowed about five inches today, which then mixed with sleet and rain. I shoveled tonight and did not finish. It felt good; it was a lot of effort.

David and I had a phone meeting with Brett. We brought him on as our new VP of product development. He has a whole team behind him, but the trick will be finding enough short-term work to keep them going – a challenge for all of us. Fate seems to be moving me and I am trying to follow. We are building a network so we can develop, change or make almost anything. I love where we are going, but we need the sales to justify the expenses and exposure. The government is bailing out GM and Chrysler for the short-term. I don't think it is a good idea, perhaps as the rest of the country believes, but the politicians will do what they think is best. I hope they are right. My writing has become a very important part of my job, whether it is corresponding with customers and potential business, my book, scripts for CDs, or newsletters, it is all communication to help keep us out there. I like it.

**12/20/08**

**3:22 PM EST**

***I am in the Cave – Home, NJ***

I slept for almost nine hours last night and probably needed more. I got up, made breakfast for Wendy and myself, and went out to shovel. It was especially tough because the waterlogged snow last night had frozen. I had to use my large flat metal ice scraper to get between the driveway/walkway and break it away piece by piece. It was a lot of heavy work, but I got almost all of it done in time to go see Uncle Dave. He is doing well and we had a nice walk, except when he slipped on a patch of ice. He appeared to be okay and I went back home to finish the driveway. It is done until tomorrow, when we are expected to get more snow. I have been working on a plan for next year's sales efforts for Ideal Jacobs worldwide. Below is what I have come up with so far. Once I have finished, I will pass it to our VPs and Ben for review. Once finalized, it will be our working blueprint for next year, not as written in stone, but as a working guide to help keep us on track.

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Here is my plan for moving forward as a global company for 2009, please send me your feedback.

1. Plant and company closings here, like in Asia and all over the world have accelerated and will probably not stop until 2010; therefore, part of our strategy has to center on how to not only deal with this as a problem, but also view it as potential business. With that said, we are already beginning to attack these companies immediately upon hearing of the potential closings and seeing if we can hire part of their design, engineering, estimate staff before the business is lost to their other sites. Since our people could be virtual, and they do not pay them any benefits or have to have a location for them to work, they are much less expensive. In addition, we have found that it usually only takes half of the people to actually do the work so we make money on all fronts. Once our people are in these key design, engineering and development areas, then they can help to designate us for the components for the parts the companies are manufacturing. We gain on all fronts: we make money on them as employees doing their jobs, we have first shot at being the supplier of choice on their drawings and we know what the company is planning to do so we can tailor our product offerings to get more of the business.
2. Cost Reductions: Up until now with our cost reduction program, we have been able to offer everything from redesign to new design to making enclosures and swapping components. But we have not been able to actually re-design the interior electronic and software "guts." One of our customers, Rivulet, has just shut down its plant in New Hampshire. The former VP of Product Development, Brett Claydon, will start work with us next week to take over the position with us. His job will be to fill in that last piece we could not offer before. Now we can do everything from concept to long-run, from re-design to cost reductions to implementation. We can offer the whole package.
3. In tough times like these, going to a prospective or current customer and telling them the standard line of what we make will probably fall on deaf ears. What we have to appeal to what the customer wants and that is simple to identify. The most important thing is keeping their job and the second is a better job. How will they keep their job? Many have been cost-reducing like crazy, but will quickly come to the point where their suppliers will break down either by using increasingly inferior products, longer

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lead times or by going out of business. In any of the cases, short-run suppliers will quickly become their greatest assets since we are coming in for the rush, shorter-run jobs, price is much less of a problem and puts us in position to take more to that business.

4. **New Product Areas:** In 2008, we expanded into gaskets, prototype cable assemblies and now have our new laser. The purpose of all of this is to supply more products to our existing customers and to spread out laterally to people we are already dealing with. It is much easier selling, different products to existing customers than finding new customers, therefore expansion – not only laterally, but in volume – for existing products is extremely important. At this point, I do not see a reason to buy any new equipment, at least here in the U.S. for 2009. However, every time I say that something new seems to arise. We are contracting for an additional 4,000 square feet of space at a new facility because we are out of room. A very good sign.
5. The main moneymaker of our business has been labels, and it will continue to be for the foreseeable future. The many benefits of this area have consistently kept it as our highest profit area. IJX has been able to move into this profitable area and will continue to actively pursue it. Even IJUS has gotten more into this area because of customer demands to supply all levels of service. The question is how to keep feeding the highly profitable area with new business as the old drops off. I am hopeful that the four areas above will help.
6. **Personnel:** regarding sales for 2009.

### **Andy**

I will focus on the cost reduction programs for the product manufacturers because they design and make the first runs of the products. I will also center on taking over the engineering groups for both manufacturers and contract manufacturers worldwide. I see my function as getting us into new areas, getting us chances at large pieces of business and then having the rest of the IJ team take over. I will watch for chances to take over other companies and try to stay ahead of what the market needs.

### **Ben**

IJX has done extremely well in 2008 and I would change nothing in what they are doing regarding labels or other parts. For new business, they can keep as they are going or offer the new services listed in items 1-4. Asia is a different market from North America and Europe and I will leave it to you. I do think items 1-4 will add some great

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weapons for sales and when we meet in Europe, we can go over how I plan to sell it so you can do the same in Asia. Obviously, my efforts at worldwide sales should benefit IJX and I will need your help when dealing with their groups there.

## **David**

You are in charge of expanding on business we already have. You will focus on business from contract manufactures and expanding on items 1-4. When opportunities come up, we can attack on the main parts of items 1-4 and then you go from there. You are also responsible for all overall sales outside of Asia as needed and making sure that the contacts of the people we take on are exploited as quickly as possible. IJ Netherlands is profitable and with the addition of some of the Alcatel-Lucent label stocking there for Europe, should be expanding. Do the best you can with them. As for Mexico, you are going there four times a year. If and when the Sun business leaves, we need to move to replace it. If Ben wants your help, he will ask for it.

## **IJ India**

With the recent terror attacks, I feel the chances for business there, especially with the global slowdown, are greatly reduced. I will probably still go there, but hold little hope for the short-term. I think there is much more profitable and easier business in North America and Europe and prefer to focus our attention and resources there. However, if our plans for taking over the global engineering groups for companies does workout, the engineering services of India might come into play – another reason for me to still go there.

## **In conclusion,**

Our companies worldwide have done extremely well for 2008. If all works out well, we have the chance to not only pay off the IJUS debt for the loan to IJX (early I might add), but also become completely debt-free, including paying off the new laser and cable assembly test equipment. While I do not see 2009 or even 2010 to be good for the world economy, I do think we are extremely well positioned to handle what happens and profit by it. I think we are in the right place with the best team and our time is now, ready to soar.

**12/21/08**

**9:39 AM EST**

**Home, NJ**

I fell asleep and did not finish the 2009 sales program, so I went back this morning and added more. In the meantime, I got an email back last night regarding our proposal to Sanmina-SCI to take over part or all of their engineering groups worldwide. My overture was

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passed to one of their heads of engineering, who emailed me back, skeptical of what I proposed, but willing to listen. I emailed him that I would get back to him on Monday. Here is the proposal:

*Ideal Jacobs Corp. was established in 1921 by my grandfather, Morris Jacobs. We are a small multinational company with manufacturing plants in New Jersey and Xiamen, China and distribution centers in Guadalajara, Mexico and the Netherlands. Until recently, our major thrust has been in manufacturing specialized labels for telecommunications corporations and contract manufacturers, but we then spread out to fabric over foam gaskets, short-run metal and plastic parts and prototyped cable assemblies. This year, we took over the New Jersey Alcatel-Lucent Industrial Design group (please see attached), hired their staff and took over the group's design, color and feel in consulting and prototyping work. It is from there that we spread from design into cost reduction via re-designing existing products and their parts.*

What we think you want:

1. *Maintain the level of engineering you have for:*
  - A. *Being able to project costs for potential business so you can submit competitive bids.*
  - B. *Setup how things will be manufactured.*
  - C. *Decide where they will be manufactured based on capability, available resources and current demand.*
  - D. *Review products being made for cost reduction.*
  - E. *Create prototypes for those reductions and follow the path of sending them for your customer's review, acceptance and then putting them in production.*
  - F. *Being able to price projects quickly so that Sanmina-SCI can submit their bids faster and more efficiently than your competitors.*
  
2. *The problems we think you face:*
  - A. *Your market share is going down.*
  - B. *Your profit margins are being forced downward.*
  - C. *The more your people are pushed the less efficient they become, the slower work is done which delays bids, cost-saving measures and the ability to modify the various segments for overall cost savings.*
  - D. *Moving more products to Mexico and China is not yielding the levels of savings that were hoped for.*
  - E. *You are being pushed from all sides to reduce costs while increasing your levels of efficiency and profit potential.*
  
3. *The best of all worlds:*
  - A. *Have a worldwide engineering team that is fast, efficient and not only able to price new projects quickly and accurately but*



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*also offer suggestions at the same time for cost reductions which will save money, bring products to market faster, and enable your company to make more money with less people.*

- B. Not have the overhead of having part or all of your team on payroll, No benefits, no infrastructure to house them. Simply pay for what you use.*
- C. Not having to fire the people yourself. If you change the system, then there is fewer problems with all parties involved instead of going through continual layoffs. In this case, the group would be moved to our company. After a review of all personnel, we would decide who stayed and it would be up to us to not hire as we see fit. Your company would not be involved and the emotional trauma would be deflected away from you to us. Since we are not personally involved, it should be a much easier transition for all involved.*

#### *4. What do we get?*

- A. By taking over all or part of your engineering sections we make money in a few ways. The first is obvious. If you group is currently costing, 7,500,000 per year worldwide and we can do the same service for 30% less then that is a major cost savings for you. We think we can actually do that and still make a profit for ourselves by reducing the head count, higher efficiency locally and doing it on a worldwide scale, which will also increase efficiency through less duplication of efforts.*
- B. We have a secondary profit area which is cost reduction. We have seen your products and feel we can have a major effect on cost-cutting, which will not only help your company become more competitive and help your bottom line, but also enable us to supply the cost-reduced components and parts. In other words, it will enable us to create a system where we can identify cost reduced parts or products, prototype them at no charge, take them to your customer for approval and then supply the cost reduced parts or product to you company. We would not do anything unless there was at least 15% reduction in your current costs. You would actually be getting a cost-reduction group in permanent high gear because we are doing it not only to help you, but also help us because we want the additional business.*

*It is the best of all worlds; we will watch everything, continually pushing for increased efficiency obtaining great results and for cost reductions in all areas to make money for both of our companies. The harder, smarter and more efficiently we work, the higher the returns for both of*

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*our companies.*

*My suggested course of action:*

- 1. You and I meet as quickly as possible. I will come to California and we see if we can work together.*
- 2. We (Ideal Jacobs) will immediately go to your plants worldwide, interview your staff and see who we would keep.*
- 3. You tell us how much you are paying worldwide for these people including their benefits and the associated costs of having their offices and support systems. We then tell you how much we can save you directly from taking over your groups worldwide. The projected cost savings on the cost reduction are impossible to predict, but would be a bonus to any proposal we give you.*
- 4. We start with one location for three months to shake down the system and prove our worth.*
- 5. After three months, we meet to review our work and if worthy, we take on the rest of the world.*

*We can either speak by telephone first or I can see you in person. Please let me know your schedule.*

*Regards,  
Andrew Jacobs*

Our time has come. We either soar now or we don't. All of the elements are in place to do as we need. It is strictly a matter of selling what we can do and then doing it. Someone has to get the business, someone will grow profitable and there is no reason why it should not be us. We attack.

**12/24/08**  
**9:38 PM EST**  
**Home, NJ**

Yesterday was a crazy day. I was up fifteen minutes early so I could play tennis and get back to the office earlier than normal. We had both our ISO 9001 and ISO 14001 auditors in. Vinnie, Mike and I were involved in the audits and they went very well. The 9001 audit was done around 2:00 PM and the ISO 14001 finished at about 3:00 PM. The auditor was back in this morning to finish up. In between, I was working on our new sales presentation for trying to take over the engineering/design groups for various companies. It is a stretch, but you don't get anywhere if you don't push. I ended the day with a headache and went home, but not before I got more information from Sanmina-SCI about how many people they actually had in design, cost analysis and engineering. It looked like my estimate of their gross payout for personnel, their benefits and support was low, so last night I sent an

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email with a revised amount of what I thought they were paying and how much we could save them. I then turned off my phone and went to bed. This morning, I woke up to find that the man had emailed me back soon after and said he got the information. Now we had to wait because I could not push anymore.

They did not talk much. I think they were a little overwhelmed at the possibilities. David and I took them to lunch and bought cookies for their long ride back home. As a general rule, you should always have cookies along when traveling. I am interested to hear their feedback. I have no idea what part of the plan we put out or anything they want to be involved with.

I emailed our groups at IJM, IJN and IJI to let them know our new marketing thrust and plan to talk to Jeroen and Indy in the next day or so. The last part of the day I spent in doing paperwork, getting some UL approvals going, and working on Caterpillar Corp. They have been having trouble and we thought our new program could help us all. I sent an email, but we don't know anyone there, so it is a shot in the dark. This will be the pattern for a while: target companies and attack with whatever program that will work best. We can help almost anyone not only save money, but also reduce their stress and end up with a solution that is good for all of us. We will only be seen as good guys to the people we ask to stay. It is our job to separate those who work hard from those who don't, and that will be the deciding factor of who stays. It could end up being an unpleasant process, but that is part of the deal.

Our cable assembly prototyping operation is slowly coming along and we are gaining experience and some confidence. It will take time.

Ben wants to come over on January 5th and leave the 6th. He wants to talk in person.

**12/24/08**

**10:08 PM EST**

***Christmas Eve – Home, NJ***

The day started with a rainstorm, which covered everything with a sheet of ice and made for a difficult drive. I made it to the office without much trouble, but could not get to tennis. When I tried walking outside it was so slippery that I was forced to stay within the building parking area. There is not a lot of activity because of the holiday so I spent the day selling our new program to take over the design/engineering/industrial design groups of various large corporations and speaking with Brett. It took them nine hours to get home last night, but I think they were happy they came. We discussed strategy and where to go from here. One goal is to revise our website to reflect our expansion. The potential is huge and we will pursue it heavily. I also traded emails with my new landlord about the new space in

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Millburn. It flooded out once, so we can't get flood insurance. We are taking it anyway. I do not think Uncle Dave will be able to come with us and with the potential flooding problem, he may not want to come anyway. I sold some of our other product lines this afternoon and by the time I was ready to go meet Wendy for dinner, I was very tired. It has been a very productive week and a lot of hard selling, but no complaints from me. We need to get a first account for the new product line. It will be difficult to sell and the hardest part will probably be deciding who we will take with us from the company and who to let go. At most, we plan to keep 50% of the candidates, I am hoping that after interviewing, most of the choices will be obvious. People are predicting harder times for the next year or two, if I am right, then our new areas should be fit to help companies cope, and grow and us with them.

**12/25/08**

**5:33 PM EST**

***The Cave – Home, NJ***

It is Christmas Day, which does not mean a lot to us since we are Jewish, except it is a world holiday and most things are shut down. I hope the tenants of peace and goodwill pervade everywhere and we can begin more as one people in that direction. With that, I find myself with a small sense of disconnect since if my plans for the large company works, we will take over parts of them and immediately let go at least half of the people. I tell myself the only way to make these companies healthy and give them a chance at survival is to cut the waste. On the other hand, putting people out of work does not settle well. I tell myself it is okay, because as the companies become healthier, jobs will be created and more people can be hired. That is true, but in our case, it will be our decision about who is hired and who isn't, and we will not have a lot of time to make those decisions so I hope we make good choices. I have no patience for anyone who did not do the work they were paid to do or did not use their maximum efforts and skills during their workdays. To those, the gravy train is over and I will have no problem showing them the door. It is the others, who we may miss or misread that I worry about. We are offering a really good deal for those who we select to stay. Good jobs, being able to work from home, flexible hours, the ability and internal need to use their brains, hearts and a chance to make a better life for themselves and their families. It is a great gig for those who want and need to work hard and yearn for a chance to be something better. For those who want to just get by and do the least, they will be looking for work elsewhere.

Biking with Uncle Dave was very quiet today – no fights or yelling. He liked my plan for taking over the engineering, design, and industrial design sections of large companies enough that he wanted

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to think about being a representative for us. I encouraged him and will send him all of the information necessary to look for potential candidates. All he has to do is find the situation and unfortunately, it will be a common one. We need those heads of companies facing immediate problems and eventual disaster because they are not efficient enough in handling their employees and preparing themselves to go after business in the marketplaces. It is also for those companies with products that are built too expensively that we can redesign for lower cost. We can take a company that is barely making it and turn it around to dynamo if they let us. The hard part will be to convince these owners, presidents and CEOs that we are one of their last chances and they will have to trust that we can do it. We can start section by section, but someone will have to grit their teeth and say go for it, then stand back and let us do our jobs. There are two potential problems. If the idea does not catch on, it will not hurt us too badly, but if it does work in multiple companies, then we could become overloaded quickly. Our window of opportunity will only last as long as the downturn – maybe two years – so we have to sell hard and quickly. There is rarely a good time to be laid back, patient and content. This “sell” has to be lightening fast and right to the top. The best thing is if we have someone there who can guide us to who makes the decision. It will preferably be someone we can hire to stay and help us run the sections. I have spent my life getting ready for a chance like this. We will make major positive changes across industries and the time is now to forget the limitations, even if they are there, and go for it across the board and without any fear. We will make mistakes, but we would do that anyway. The worse the economy gets, the better chance we have to sell.

**12/26/08**

**10:14 PM EST**

**Home, NJ**

Since it is technically a holiday for us, I got up at 5:30 AM instead of 4:00 AM, went to the office, photocopied a play for Kayla for her religious retreat, and played tennis with my brother, which was pleasant as always. I then raced home, picked up Kay and her boyfriend Max, whom I like, and we went in search of a temple in Morristown, NJ where they were being picked up along with other members of their group. Thanks to GPS, we found it easily and it turned out to be a temple I used to belong to about twenty-five years ago when I lived nearby in Morris Township. After dropping them off, I raced back to the office and Don, our computer specialist, was waiting for me, right on schedule. He was there until about 3:30 PM and I spent most of the time working on our annual ISO Quality and Environmental audits. I have some additional work to do on them and still run the OSHA audit.

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After that, I went to see Nancy, the medical intuitive/channeller/therapist. It was here that I made a discovery. I have had many trainers in my life, most physical, but some mental. Apparently, I needed some work to help me through the idea of having to decide who will be fired in this new business program. If we will only need 50% of the people working at a company, then someone has to decide who stays and who goes and someone also has to tell them. That person will ultimately be me and I have been having problems with letting a lot of people go, affecting their livelihoods and their families. A lot of times in my life, I do not understand why things happen until I am in them or they have passed. In this case while talking to Nancy, I realized I was there to learn to handle this. So be it; I am game and so is she, so we will continue to see how it goes.

I have generally figured that the ability of a person to handle stress directly relates to how successful they are and how much money they make. The more you can take on, the more you are worth. In my case, that meant absorbing the stress from all areas so I could process the data contained within it and boil it down to make my decisions. That is often why I seem to be able to make decisions so quickly and rarely second-guess myself since I have already processed it. The good part is that I can act quickly and decisively, but the bad part is that I am taking inside myself a lot of negativity, which I then have to deal with. If this is going to be coming in increasingly higher levels while taking on groups who have to be downsized, I have to find a better way to absorb the information. It is not going to be easy, but I am hoping Nancy can help me with ways to do it. In the meantime, we can also talk about channeling, past lives, help from people who have passed on and energy fields within my body. All in all, it is a very interesting journey and I am happy to be taking it. The strains of what is going on must be showing; Wendy keeps asking if there is anything she can do for me. Having a supportive, wonderful wife is good all the time, but especially amazing when you're attempting to jump to new levels. I am a very fortunate man and I know it.

After that, it was back home to dinner. Wendy was with me, but not eating. She, Alex and Barbara, Barry, went to New York City for lunch for my son, Alex's birthday. They had a great time, and a lot of food. Alex is now 20 years old. He is a man and has turned out great.

**12/26/08**

**3:12 PM EST**

***The Cave – Home, NJ***

I woke up at 6:30 this morning from the middle of a dream. Yesterday, I had seen a note on my desk. I had asked David earlier to check the newspapers for a listing of companies in trouble and he had sent me a small list. One of them was the Canadian company, Nortel,

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one I had been after for years. It occurred to me yesterday that it was a good time to attack them for our new program and for whatever reason this morning at 6:30 I wrote the first part of the email. This was a little dicey since the only contact I had with a vice president was from a man who no longer worked for us, but I figured I had nothing to lose. I finished the opening and eventually went back to sleep. After a nice breakfast out with Wendy, I went to my office and finished the email and it is now sent. If Nortel is in the kind of trouble I think they are, my offer of our new program may come at just the right time. In order for our process to work, the company has to be in bad enough shape where the people are worried about their jobs and bankruptcy but have not already gone over the edge. Timing is everything, and the only way to know how to get it right is hit enough chances so the odds will be in our favor. Next week should tell a lot when I begin to follow up on people I have contacted at various companies.

I got an email from our designer, Eric, who sent us the first renderings for the new motorcycle after-market parts and they are very cool. I showed them to my son, Alex, who thought they had potential, which says a lot. We will go over them intra-company this week and hopefully be able to start prototyping in the next few weeks. Eric is going to a big motorcycle rally down south in the spring and I would like to try to sell these if it is possible.

Then it was off biking with Uncle Dave. I had good news that our new landlord for our second site had agreed it was okay if Uncle Dave also set up in our new space. Unfortunately, there are some drawbacks there. It had badly flooded once when we were there and now no one can get flood insurance, so it is a little risky. However, the rent is low, the location is fantastic, and the landlord is trustworthy and nice, so we are going for it. Uncle Dave knows the possible dangers, so it is up to him and he will look next week.

The Pakistani Government is now massing troops along the Indian border. This is doing nothing to alleviate my worry and apprehension about not only going there to check out the place but to do business. I am now worried about traveling there again and may leave it up to the future when and if our new programs work out and wherever we need a distribution center. We may center on North America and Europe for the next two years, while letting Ben take Asia and trying to move past what we already have.

Back to the bike ride – it was cold, drizzly and foggy. Had it not been for the good company of Uncle Dave, it would have been dreary and seem to last a long time, but with him it was not bad at all. I like being outside, even in weather that is not considered perfect or favorable. Sometimes that is the reason I enjoy it – to be out when others think I am crazy, whether it is too hot, too cold, rainy, or snowy.

I am listening to the music of John Barry. Amongst other famous

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scores like the movie themes to *Midnight Cowboy* and *Out of Africa*, he also wrote "Lions at Play." That music, better known as the theme for the film "Born Free", was popular when I was in grammar school. I remember playing that song in a clarinet trio with Tommy Stern and Steve Lang during our spring concert, which must have been about 1966. Tommy later became an attorney and Steve, a successful composer. Being in music was a positive thing for all of us and I know for me, from playing through high school and into college, gave me many experiences I never would have had otherwise. Unfortunately, having Obsessive Compulsive Disorder (OCD) means I can no longer take the continuing repetition of playing music. It used to drive me crazy when I was younger, but I could still do it, now it has become impossible. The good side of have something like OCD is that if you determine you will do something, you can't stop unless you reach the conclusions you decide are satisfactory. In other words, if you decide you are going to be successful then, however you define it, you have to get there or you will literally drive yourself crazy in the attempt. It is the single best way to ensure something will get done: simply declare it to yourself and the task ahead when and to what must be done. I am not saying this makes you the easiest person to live or work with, but it does tend to either make you successful or destroy yourself in the attempt. I do not have OCD to the worst extreme and can give myself a little slack in some areas, so it is not as bad as it seems. However, when it comes to making sure the house is locked up at night and the lights are turned off, or being germ phobic and washing my hands, it can be a little self-destructive. None of us are perfect and it constantly reminds me, as I am checking or washing my hands, to be more tolerant. People think certain things are more important than I do and I should try to think from their point of view before I react.

I always believed that I was capable of certain things and that others were not. I was talking with Wendy about Mr. Obama and his wife. They are both competent, gifted people who started with very little and made it to the top. They believed they could do it and that nothing could stop them. I applaud their belief system and have decided that they should be emulated. If they have no bar to hold them, then none of the rest of us should either. I have done well and have absolutely no complaints, but there is no reason why I can't. The decisions rest with me. The capability to be more is there, I just have to constantly stay outside of my box and keep pushing. The worst that can happen is people say no, laugh at me and tell me I am out of my league. They don't matter because I have the ball.

It has been months since I went to Minyan and I confess I am not missing the service. Even though some of the members called and asked me to come back whenever I felt like it, I have not done so. The structure of the service is still not working for me, and in fact I am re-



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elling inside at the thought of it. I should not have kept going simply because I felt the obligation to do so. That extra time has pushed me further past than I might have been. Had I stopped sooner, it might have made it possible to go on an infrequent basis as opposed to not at all. I have found my ties have been loosening to our synagogue. After Kayla graduates from high school, I am not sure if we will continue our membership. Maybe it is time for a change. We will have been there for about 23 years and that is a long time.

**12/28/08**

**7:15 PM EST**

***The Cave – Home, NJ***

One of the standard rules for new salesmen is to go after every relative, friend, friend of a friend, people you knew in school, anyone you had any contact so you could try to sell to them. From the time I started selling in the family business, I had a problem with this, which came to a moment of truth when my dad told me to call an account many years ago and tell them I was taking it over. The words would barely get out of my throat and I found myself horrified that I was being given something, especially as a boss's son. I did not want help from my dad, my relatives or anyone else. I wanted to do it on my own. This was considered an extremely immature point of view by most people, and they were right, but in my case it forced me into a mode of being able to sell to people I had never met and to get into companies where I had no previous experience. That forging of my soul into iron had both great and detrimental effects. The good part was that I was not only able to open accounts of all sizes, but also do it well and quickly. The bad part was that since I had this innate talent, I felt no need to learn to handle accounts because I could always get new ones. Obviously, the immaturity is apparent, not to mention the frustration it brought my father, but it took several lost accounts before I realized I had to learn my craft so I did not waste my talent.

That talent has become especially useful now since I have become the main "rainmaker" for the company and the person responsible for opening new accounts, finding new pieces of business and new product areas. The success I enjoyed at the beginning gave me a confidence that has never left and I am truly grateful for finding out about it early. However, that early experience of being "given" an account and the negative feelings of being a boss's son galvanized my resistance to use the contacts of those close to me. This is both because if they did not go well I would have to deal with the problems from my team, and because I had hoped we would never have to use them.

As I said, this was and is an immature point of view and today I decided to stop it once and for all. From now on, we will utilize all contacts from any source whether they are friends, family, business or

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anything else. It is not because things are bad – on the contrary, things are good. But we are entering into a recession for the foreseeable future and the chance for gaining new customers rapidly will never be as good as it will be now. People in trouble and in fear of losing their jobs are the best targets we have because we can help them on all fronts. We have to capitalize on my abilities and everyone else's contacts to penetrate now as deep and as fast as we can.

I believe we have something unique to offer. It is our duty and obligation to put it before as many people as possible, to help their companies, secure their jobs and to get us more business.

It is Sunday night. I am not tired; in fact, I am dancing to the music of Jim Croce as I write this. It is probably better I am doing it here in the solace of the Cave. I am not sure how my people would feel seeing me. Of course they don't seem to mind my singing in small quantities, but dancing may be pushing my luck.

**12/29/08**

**9:57 PM EST**

**Home, NJ**

When dealing in an economy like this, some of our best weapons are cash, a small amount of debt and a bank credit line. Over the last few years, I have channeled our debt through IJUS, keeping the other operations debt free. That is going to change. In order for me to be as mentally free as possible to go after the huge potential of business in the world, I need to have as few obligations on us as possible. Whether it is a defect in me that debt is bad or an asset, both can be considered true, and that is the way I am wired. I also need a lot of cash to finance the operations in which I want to engage, including setting up the new software and hardware group, taking over engineering and design groups of our customers, and other things that come along. Therefore, I will plan on moving money from IJX to here to help finance our expansion. Happily, we have it, which is a testament to Ben's team. While the chances I plan to take are not as big as opening in China, they will be large. If I am right, it will pave the way for a new chapter in our company. If I am wrong, it has happened before and as I take chances it will happen again. The stakes are continually getting higher and that makes it more fun, stressful and invigorating. I am not sure if Ben knew what he was getting himself into when he joined forces with me. He took chances being my partner and so far it has been a very profitable ride. I do some very unconventional things in very little time, so I can see why it must cause him some concern. He is coming this weekend for a conference. We will talk.

I spoke with Brett a few times today. He desperately wants to keep his team together. The only way to do that is to score a big account right away so we can hire them full time. He has a potential client set

## THE IDEAL ERA

up for the first week in January, so I will go to the Boston area, meet him there and we will go in together. This is my job: opening new accounts and pieces of business. I told him how to prepare for the call. I will be in charge when the meeting begins. It is up to me and that is fine.

**12/30/08**

**9:51 PM EST**

**Home, NJ**

I always try to keep my hopes for anything to a workable level, which tends to save me from extreme disappointment. My goal for the lunch today with Jerry from Alcatel-Lucent was to learn about him and what he wants. My thoughts for working together would be based on what he wanted, if anything. As it turned out, his company is having a major layoff starting on Friday. A lot of the VPs and managers will be let go, plus hundreds or even thousands of others. He seems safe, but he is frustrated at the many changes and the forcing of seeing himself constantly starting over within the company. As we spoke, a plan emerged in my head. With him, we could take over his group, downsize it, do the same amount of work and charge AL 30% less and at the same time be involved with cost reducing a bunch of their products. As we spoke, he got both more excited and more constrained as if he did not want to let himself get too lost on the possibilities of what could be. At the end, I said I would make a plan with options and get it to him later in the day, which I did. Now it is his turn to reply. I hope to hear from him tomorrow or I may call him. This will have to be at least started, if not completed, within four weeks, and there is a not a lot of time. After lunch, I went over to the new building and signed the lease. We still need insurance and perhaps a certificate of occupancy from the town, but we are finished. Uncle Dave was there and I gave him the pick of the space if he wanted to store anything or even set up an office.

We are working on major changes for our website to reflect all of our new areas including the new section for Brett and his software team. It may snow or rain tomorrow. It is New Years Eve and our traditional dinner with Barb and Cliff is scheduled. I hope the kids are okay too; they will all be out. As a parent, it is something my wife and I are constantly thinking about, and part of the territory for a role I love.

Wendy's sister's mother-in-law, Myrna, had found some mistakes in my last book and was nice enough to offer to proofread this one. I am not sure if she was serious, but I sent her the first  $\frac{3}{4}$  today. I hope she finds what is wrong and more people will check it. It is impossible to find everything.

## DECEMBER

**12/31/08**

**6:40 PM EST**

**Home, NJ**

**The Cave – Home, NJ**

I played a new man in tennis today. I lost 2-6, 0-6, 1-7. Suffice it to say, I lost badly. It was fun and I burned a lot of calories, but I am sore. I spent the day working on sales, working with Brett and getting our new website construction started. With the addition of software and cost reduction, our current website needs upgrading. I also want to brand us under the IDEAL name so people will associate us with Ideal Manufacturing, Industrial Design, Graphics and Software. It will be a sweeping change for us and an expansion at all levels. Our people are ready to move. We are rapidly moving into position and we will have our chance at markets that would have been impossible even six months ago. The marketplace is under extreme stress and that is the best of time for someone new to emerge. It is a time of extreme emotions; happiness at the chance, and sadness for those who have lost their jobs and money, and for the others that will follow. The chance for large market share is on now. We probably have a two-year window before things get better and start to stabilize. We will have to move now, and we will do it. I am a very fortunate man; I have a fantastic family and supporting team. I know how good I have it and it is a responsibility to help share it with others. My goal is for our team to expand and grow positively together. I can see where I want us to be and now it is time to get there.



# GLOSSARY OF TERMS

**Assembly** - a group of metal and plastic parts that are put together to form a new product like a circuit pack

**AL** - Alcatel-Lucent

**ATCA** - Advanced TCA or Advanced Telecommunications Computing Architecture; a telecommunications platform targeting requirements for communications equipment

**Conductivity** - a substance that will allow the passage of electricity

**EMI Shield** - a material that will stop the flow of electromagnetic interference (EMI) "noise"

**EPA** - Environmental Protection Agency

**Flame Rating** - a designation for a material that shows it is resistant to a certain level of heat and flame

**IJM** - Ideal Jacobs Mexico

**IJN** - Ideal Jacobs Netherlands

**IJX** - Ideal Jacobs Xiamen, China

**MTCA** - Micro TCA; a telecommunications platform targeting requirements for communications equipment

**OSHA** - Occupational Safety and Health Administration

**OSHA SHARP** - Regional group for those companies with excellent health and safety systems

**PTPA** - Performance Track Participants Association

**Performance Track (PT)** - an association founded by the EPA for those companies with excellent EMS (Environmental Management Systems)

**Passover** - Jewish holiday celebrating the freeing of the Jewish slaves from ancient Egypt

**SGS** - Super Gamma System, an anti-cancer gamma knife device

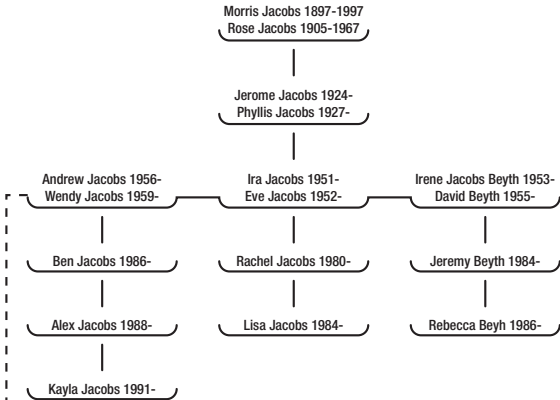
**Tanglewood** - a music resort located in Lenox, Massachusetts that features outdoor summer concerts and classes for students



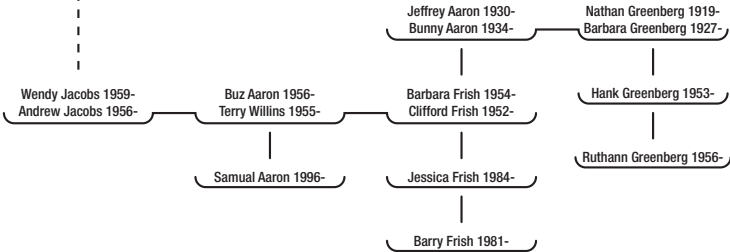
# ANDREW'S NAME LOCATOR

The chart below can be used to help figure out who Andrew is talking about.

## JACOBS FAMILY



## AARON FAMILY



## FAMILY FRIENDS

- David Williams "Uncle Dave"  
*God Father to Ben Jacobs*
- Gary Moscovitz  
*Accountant / God Father to Kayla Jacobs*
- Howard Davis  
*Corporate Attorney*
- Alan Holzman
- Rabbi Dan Cohen & Elana Cohen
- Paul Gross  
*Tennis Coach*
- Dr. Browne  
*Andy's Dentist*
- John Rudder
- Bailey  
*The Jacobs' Family Dog*
- Jeremy Gorin  
*Friend of Ben Jacobs*

## BUSINESS ASSOCIATES:

- Ideal Jacobs Xiamen
- Ben Meng, *President*
- Rina He, *Operations Manager*
- Ideal Jacobs Netherlands
- Jan-Willem Lucas, *Executive Vice President*
- Jeroen Kuiper, *Marketing Director*
- Ideal Jacobs Mexico
- Paulina Vallejo, *General Manager*
- Don Argintar, *Corporate Computer Specialist*
- Dan Gallagher, *Renewable Fuels*
- Ed Weingram, *Patent Attorney*





# COLOPHON

This book was prepared using Adobe InDesign CS3 on an Apple PowerMac G5 running OS X 10.5.7. The original text was supplied from the author as individual Microsoft Word files and was imported into Adobe InDesign CS3.

The body text is set in 10 point ITC Stone Sans Medium. Time stamp headings are in 10 point ITC Stone Sans Bold Italic. The chapter headings are in 48 point ITC Stone Sans Bold. All body fonts are PostScript Type 1 fonts.

The front and back cover designs and internal illustrations were created using Adobe Illustrator CS3 on an Apple MacPro running OS X 10.5.7. Concept and designs by Marc Appezzato.

Layout and formatting were done by Richard Green III.

Editing was performed by Kate Hannington, Alexander Jacobs, Dave Lebre and Alice Prager. Proofreading corrections were entered into master Microsoft Word documents. Text was then imported and formatted in InDesign CS3.

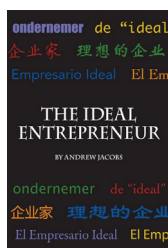
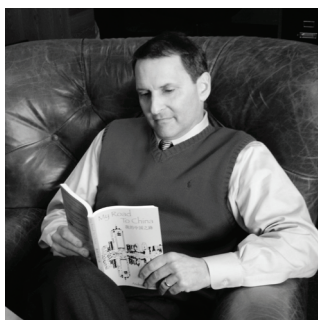
The finished layout was exported from InDesign CS3 in Adobe Acrobat 8 format. The resulting PDF file was used to transfer the volume to the print facility for imposition, set-up and printing.

RG3



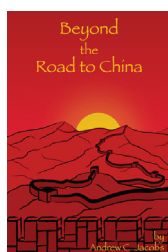
# ALSO BY ANDREW JACOBS

## Books



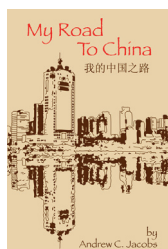
### ***The Ideal Entrepreneur***

It became readily apparent that we needed additional locations worldwide. While manufacturing plants were not necessary we did put in distribution centers in Mexico, The Netherlands and China. Coordinating sites, people and various cultures was and continues to be a fascinating challenge. The course we chose was to keep expanding in capacity and product lines. We had a window to get bigger, we knew it and tried to move as quickly as possible.



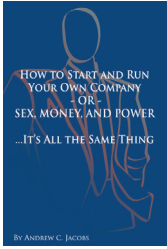
### ***Beyond The Road To China***

Ideal Jacobs Xiamen, China has been created and this book chronicles the adventures of transforming it into a profitable, vibrant young company. Also shared are various world voyages, Andrew's philosophies and how to continually have a good time while pursuing your life's dreams.



### ***My Road to China***

I never planned to have a manufacturing plant in China but when one of our customers "suggested" it might be a good idea, we decided it was time to do it. *My Road to China* is a diary of the adventure from start-up to full-scale operation of Ideal Jacobs Corp. in Xiamen, China.



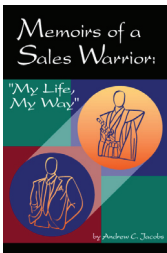
### ***How To Start And Run Your Own Company -Or- Sex, Money And Power...It's All The Same Thing***

Have you ever felt that you could do a better job than your supervisor or the owner of the company you now work for? Have you wanted to make the decisions and live or die by your own wits? Most people, at one point in their life, have wondered what it would be like to own their own business.



### ***A Sales Warrior's Global Excursions***

Have you ever wondered what goes through the mind of a salesman when he is going after new customers, fixing trouble, and clawing his way to fame and/or fortune? *A Sales Warrior's Global Excursions* provides insight into this as well as contains the fictional novel by Andrew Jacobs about being the first "embedded" printer in the Iraq war.



### ***Memoirs of a Sales Warrior: My Life, My Way***

*Memoirs of a Sales Warrior* covers many of Andrew Jacobs' life experiences and offers advice for dealing with the trials and tribulations that we all encounter during our journey through life. It also provides a blueprint for success, both within the working world and in our personal lives.



### ***Say Yes or I'll Keep Calling***

*Available in English and Chinese*

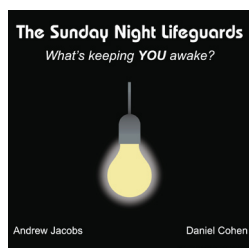
A quick reference for navigating the world of sales, *Say Yes or I'll Keep Calling* provides insight into every step of the process of selling, as well as some advice on maintaining one's personal stability and mental and physical fortitude.

**VISIT [WWW.IDEALJACOBS.COM](http://WWW.IDEALJACOBS.COM) FOR DOWNLOADABLE VERSIONS OF ANDREW'S BOOKS**

## AUDIO CD'S

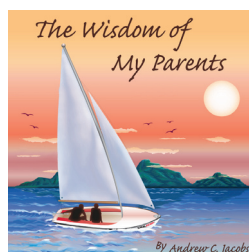
### ***The Sunday Night Lifeguards Series***

It's hard enough getting to sleep on Sunday nights without taking into account such factors as life and death and family matters. Now, you can wade into the troubled waters of daily life with the help of The Sunday Night Lifeguards. Fear not the troubled waters... The Sunday Night Lifeguards are here to help.



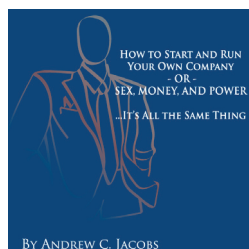
### ***The Wisdom of my Parents***

Like everyone else of my generation my parents are getting older and I wanted to record what life was like for them, their memories and advice. I believe the sum up the wisdom for their generation and it is something I wanted to keep forever.



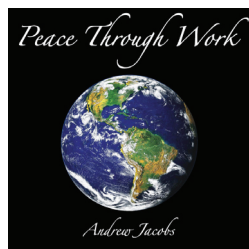
### ***How To Start And Run Your Own Company***

As a companion to his book of the same title this CD brings a human side to starting and running your own business. Aided by his nephew and chef, Barry Frish, they explore some of the do's and don't of business and why most people should not own their own company.

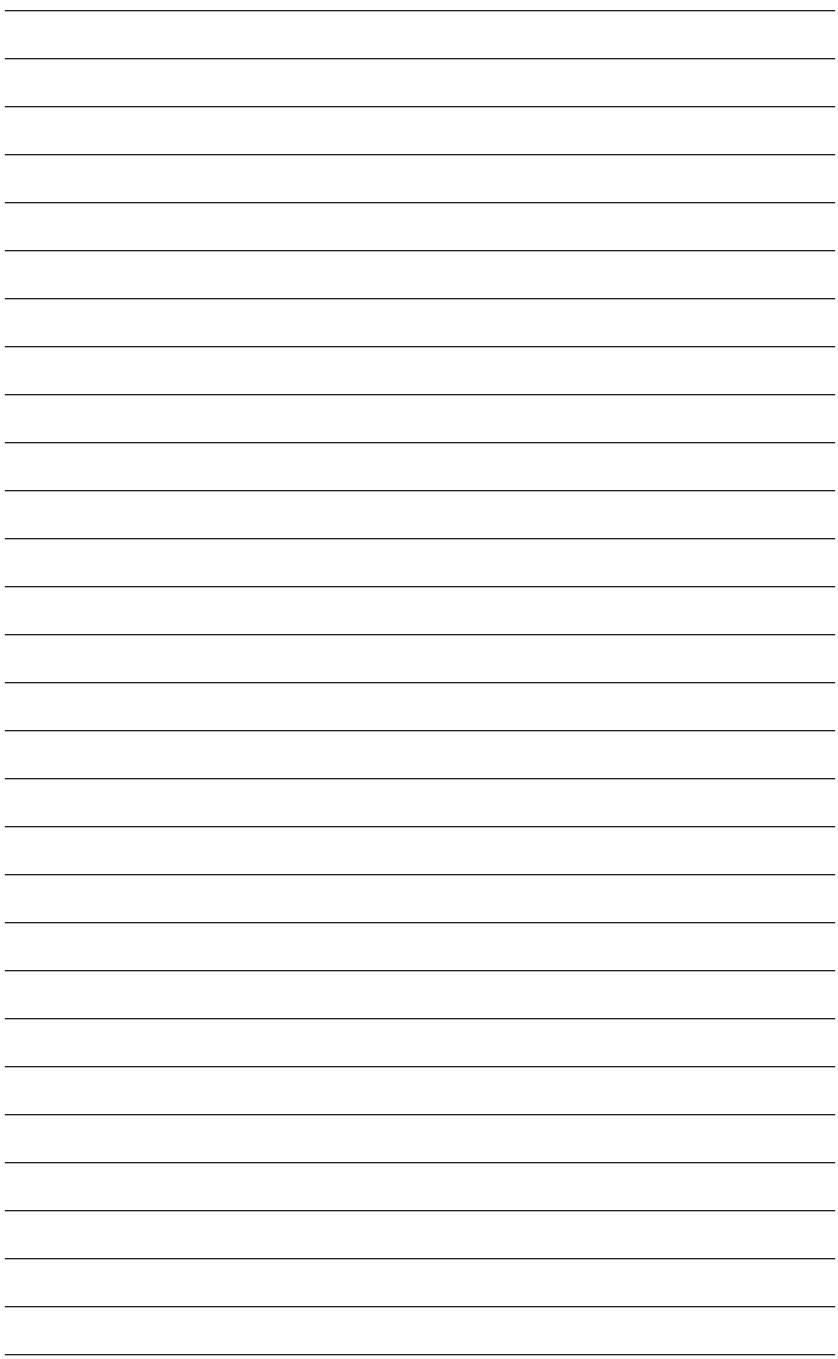


### ***Peace Through Work***

Is your job an everyday drudgery? Are you contented with mediocrity and living only for your time off and occasional vacations? Maybe it is time to reevaluate where you spend most of your time. This CD brings up the questions of why you have chosen the path you are on and gives insight to paths that are available.











# IDEAL JACOBS CORP.

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*We love rushes and finding creative solutions for all our customers' needs.*

