THE IDEAL Adventure

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ANDREW C. JACOBS

THE IDEAL ADVENTURE ANDREW C. JACOBS

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To the Ideal Jacobs Teams in Malaysia, China, Europe, Mexico, and Thailand - thank you, everyone, for making many of my dreams a reality and giving me the chance for much more.

FOREWORD

Another year, another amazing adventure and another book. Writing has become for me what cameras are for others. It is my way to remember what has been, force myself to focus on today and allow myself the joy and responsibility of planning for the future. One of the greatest parts of my life is having the belief that I can change the world with the help of my team at Ideal Jacobs. This awesome capability is never taken for granted and we will continue forward to try and be an ever increasing positive force in every area we travel.

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DEDICATION

After reading the foreword you can probably imagine I am not always the easiest person in the world to live with. My expectations are high everywhere and I am usually hardest on myself. This book is dedicated to the people who set me straight, keep me within some semblance of my own reality and put me on a pathway to what is possible. I count on the fact that they will fight for what they believe in and are not afraid to tell me I am wrong, at least not too often.

Alice Prager Vinnie Santoro Mike Valentine Brett Claydon Jack Dispenza John Rudder Elana Cohen Don Argintar

1/1/09 12:05 PM EST Home, NJ The Cave

I walked with Uncle Dave this morning and it all became clear. I call it our Corporate Profit Maximization Program. Here is how it works:

Regarding manufacturing or contract manufactures, we plan to take over engineering, design, industrial design, and graphics sections; reduce their people immediately, and charge them back 70% of what they were paying before giving them their first revenue stream. We will then redesign all of their products directly so that they get 15% or more on the cost reductions.

We will take over their corporate testing center and set up standards to their specifications so we can make, test and approve prototypes right away so the approved parts can be used immediately. We will have access to their in-house computer system so we can see the cost of the parts, put in our new reduced prices and then be used as an approved supplier so the cost reductions are implemented immediately. Since these parts are normally bought by contact manufacturers and other sub-contractors, they will follow the computer system so there are no delays.

The people in the groups we hire will mostly have the same salaries and benefits, but most will be virtual unless one or two are required onsite at various facilities. They will also enjoy a small part of the commission for all of the sales for the cost reduced products that are generated from their former companies. In other words, the better Ideal Jacobs does, the better they will do, and they will have a direct impact on how well things go. For those we decide not to hire, we will set up programs to aid them in the job search.

Any employees of Ideal Jacobs who are directly responsible for finding new accounts will participate in them on a commission basis for as long as they are employees of the company. This, in effect, will create a circular positive affect of ever increasing amounts of business coming into the company and commissions being paid to various individuals and groups. The harder and smarter we work, the more money will be generated, and the more that will come back to them.



The extent to which corporations let us into their companies will directly influence the amount, duration and scope of what we can save them. Results will be immediate and continuous, and they will not have to deal with the employees once they are laid off; we will take care of everything. The companies make money, cut costs and everyone wins.

1/1/09 3:54 PM EST Home, NJ The Cave

The New Year's Day party at Cliff and Barbara's place was a lot of fun. While I was there I spoke with my son Ben's best friend, Marc. He and his friends are trying to get a new online music business off the ground and will need a significant amount of software development. I had wanted to begin to work with entrepreneurs in different areas and his idea seemed to have merit. If I like the business plan then we may use the resources from Brett's software team to get Marc's company to the next level. These are interesting times, and as I told Marc, Ben, and Katie, there are no rules in business anymore. Everything is and will be in extreme flux over the next few years and anything can happen. It is up to us to push ahead to see where we can go. I also spoke to my nephew, Barry about putting together a recession/depression book of recipes for quick and inexpensive meals. Barry also mentioned that the recession has finally reached New York City and people are cutting back. There may be extra time available at the restaurant where he works, so I am thinking about potential things that could be done there. I love thinking this way because it puts you into a position of dreaming what is possible and seeing how far you can go.

1/2/09 5:10 PM EST Home, NJ

Today was a day off for the company, but after I played tennis with my brother I went to the office to finish some paperwork and write the January newsletter. I spoke to Brett, who is nervous but just about ready for next week. Making the assumption he will get the appointment he is after, I will plan to meet him in the Boston area. I am trying to prep him by attempting to figure out the many possible questions and requirements this potential customer will have. It is a good exercise and even if we don't hit it correctly, all of the work will tend to make him calmer before going in. I think he will be fine and I am mostly sure that after the introductions are made I will simply ask the man what he wants and then listen. Often, if we can stop ourselves from interrupting and ask the right initial questions, it will set our potential customers on a path to telling us everything we need to know. As far as trying to close at least a small part of any deal on the first meeting, again I will ask what he wants, what he thinks it is worth, if it is possible to

start immediately and go from there. It should be a great first experience for Brett and I am hoping I am on my game and focused enough to see what is really happening in the moment.

I also filled out the form for the Department of Labor Occupational Health and Safety awards for this year. We have been very fortunate to have had more than three years without a lost time accident and are eligible for an award at the annual banquet. Vinnie and some of our guys normally attend and it is a really fun night for them. The government people have always been supportive and they are extremely pleased we keep our membership in the OSHA Sharp Program.

We actually got an application for Ideal Green Credits for our G.R.I.P. Program, and we will send out the check next week. It is nice to finally get a response and I hope more will come. There is a meeting/reception for the Green Day Group in town this month and either Vinnie or Al will attend. As the economy continues to worsen, the chances for widespread use of alternative fuels will decrease. It is liable to be a long next few years but I am hopeful that interest will come back.

1/3/09 9:42 AM EST

I slept almost ten hours last night.

It is about 32°F outside and Uncle Dave and I are going biking. I will leave here around 11:30, and it should get warmer as we ride. I will probably still need a facemask, goggles, and thermal boots for the ride.

I believe that people can do good in a lot of ways. Some people work in soup kitchens, others make donations, while others help one person at a time. I am beginning to think that my place is a symbol of what can be done. Every time I get knocked down, my plans don't work, or people mock our potential, we either ignore, go around, or go through them. Gathering my team around me and growing as good people present themselves, we help and support each other and move forward. It is the optimism in which we move and the state of potential that are the real messages we bring. It doesn't matter if we haven't done it before, and it means little if it is a new area. The main thing is to keep trying, growing, and moving ahead with positive force while having a great time. We have to show people that the process, the journey, and the movement are never in a straight line and that is part of the wonderment and beauty of it all: we never know. If something works, it is never because it is expected or we feel it is due to us. It is a constant state of surprise and thankfulness when we succeed or fail. It is not really a major disaster, but more like a "normal failure." It is a momentarily painful blip on the screen. As time has gone on, the failures take on less importance and cause less pain of a shorter duration. Failures are expected and if we don't have enough of them it means we are not pushing hard enough. There are a lot more people out there who are unhappy, beaten down and feeling things will only get worse. I want us to be a light for those people to look and say,

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if they can keep moving forward with good humor and hope, then we can do it too.

1/6/09 7:14 PM EST Home, NJ

Yesterday was a blur. After tennis I got back to the office and my partner Ben arrived shortly after. We spent the morning going over various issues including marketing for 2009, finances, my plans for the cost reduction initiatives, and the in-house company takeovers. As usual, we agreed on virtually everything. He is right that we need to see each other in person at least once every quarter and I am glad he came in. I was also on the phone working on new deals and Brett set up the first sales call for our new product development division. After a lunch of chicken soup and turkey burgers (Ben and I both like them), we spent the afternoon working on sales and Ben getting a demonstration of the new laser. At 3:30, I had a phone meeting with the head man from Nortel about our potential takeover of their engineering group, but it turned out not to be possible. He is potentially interested in our new software group and the cost reduction program, so we will see what develops. I received the bad news that one customer owed us a lot of money. We are not going to have enough ready cash for payroll and will probably have to go to our credit line. Our finances are in excellent shape and this is normal for this time of year. The ratio of what people owe us to what we owe others is extremely good, but I was mentally weakened by a headache and it sent my mood downward. Ben left around 5:30 and by that time my headache was reaching very high proportions. Even with some medicine, it was quickly escalating to a migraine. I went home and after dinner my lovely wife took over my check-out procedure for the night (I am obsessive-compulsive, especially about home security) and I was asleep by 9:00 PM.

I got up at my normal time this morning and felt much better. After tennis, it was back to the office with optimism running through my veins. We have so much to offer and sell that I believe all we have to do is get them out in front of enough people and the odds will be with us to succeed. It is a very exciting time and the fact that money is slow to come in for us is the same for everyone else, which is contributing to the high level of anxiety of our customers and potential targets. It is that anxiety that, when heightened to a high enough degree, will snap their resistance to utilizing our resources.

The trick is to keep driving forward on all fronts to eventually eliminate their resistance until we are the only good alternative. We offer the potential to save jobs through constant branding, attacking, and offering solutions. This must look better to them as time moves forward. We continue tomorrow.

1/7/09 9:47 PM EST Home, NJ

I spoke to an old friend from a defense company who might be interested in the software capability of Brett's group. We sent a bare-bones proposal today.

I was back to acupuncture tonight. Some of the needles hurt a bit, but they generally do some good.

1/8/09 7:24 PM EST Home, NJ

I finished going over the list of our accounts and our database to send out the word about our panels and gaskets though post, email and telephone. Now I can concentrate on going after the people and companies I think have potential for the interior corporate takeovers. I spoke to a contact at Tyco and we are working on a cost reduced panel for them. They are being made domestically now out of metal. I sent the drawings to IJX to check for both metal and metal/plastic composite versions. Let's see if we can compete.

The world is sinking deeper in recession and people are looking more worried and afraid. Happily, we got a lot of money in over the past two days so I am feeling much better and am mentally well positioned to attack. I sent an email to the head of Sanmina-SCI explaining more about the takeover of his engineering and estimating groups, but there has been no word back. We have sent proposals out to other places, and I will keep going until they start breaking or I give up. In the meantime, it is a lot of fun. I know that must sound crazy, but reaching for the stars is a blast and I am enjoying the journey.

We have one group of cable assemblies left to complete. I hope we are ready for additional business by then. It has been a sharp learning curve and I am sure more knowledge will be needed. The new laser is up and running and our manufacturing and prepress people seem to love it. I am hoping for some good sales for it.

Kayla has her last home swim meet tonight. Wendy is going because it is a bit late in the day for me. I am planning to go to her last away meet in a few weeks. The "last times" we do things are coming faster now and before we know it she will be off to college. Sometimes I choke up thinking I won't see her every day (like right now), but it has to be and it is the best thing. Wendy, Bailey, and I will get used to it.

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1/9/09 10:33 PM EST Home, NJ

Today was a big day, both for our company and me.

I had set aside time to go after new companies for the interior corporate takeover plan. As the day went on, I realized that not only did I now believe we could do it, but so did the people I was speaking to. The acquisition of the Alcatel-Lucent industrial design group was enough of a base to not only prove our ability to take them over but also to keep it going and start expanding outward. We are using it as a base for future acquisitions. We are also targeting groups in Avaya and Sanmina-SCI.

Sales for the U.S. and Mexico in 2008 were basically the same as 2007, which, in this economy, is a huge accomplishment. Sales for Europe and Asia are higher which meant it was a very good overall year for us. Our expenses are greater from the increased sales efforts and equipment acquisitions, but I feel they were worth the risk and expect them to continue to pay dividends. I also hope to pay back the balance of the loan for China by March, which means our only debt will be from the credit line and the leases on our cars. If the various takeovers work, we will need to finance the bridge from the day we start with all the new people and the time their companies start paying us for their services. It is probably a 3-month gap and could mean more than a million dollars. The good news is that after that we should be profitable very quickly and any loaned money can be paid back soon after.

1/10/09 3:06 PM EST Home, NJ The Cave

I mention the cave when I want to get away from everything and take joy in this special place: a bedroom in our basement. When we got this house about 17 years ago, I quickly realized that it was for the family and if I wanted a place of my own, I would have to stake it out quickly. As it turned out, our lower floor does not get a lot of use except when the kids want to watch television with their friends or work out on the exercise equipment here. Therefore, "the Cave" was born and has remained mine through time. I just heard a noise and it reminds me that sometimes Bailey joins me down here. He likes to sleep on the floor or the bed while I am reading, writing or editing. I think he likes the quiet also.

I am not expressly worried with the planning and execution of the takeovers, setting up, and deciding those we take on, but more the overall function of the system so we can get the most out of our people and they from us. It is the best of all worlds that those who are left with us get the same base pay and benefits as before. They also get the chance to use their brains, their dreams and their energy to propel us forward. They will receive a commission in return, based on their efforts and the increases in our sales and

profits. It is a system that few live under but once you have tasted the fruits of commission and have seen the effects of greater effort, it drives you to gain more. Imagine having the chance to determine what happens to you, how much money you make and having people listen to and value what you say, who will utilize your potential for the best of all involved. It is the team concept that is multiplied to unimaginable levels over time. It doesn't matter how old you are, what shape you are in physically or what language you speak. It doesn't matter what personal habits or predispositions you might have. You are rated on what you can help produce and it is the fairest system ever invented. It judges you strictly on your results. Of course, being on straight commission or owning your own company is the ultimate version, but it is not for the majority of people. The best situation for most people is a good salary, benefits, and the chance for a commission or bonus. They need the base to meet their immediate needs and the rest is the gamble they take for the reward of the efforts they put forward. The reverse also works; if they do not produce enough it is quickly evident and they will be lost to our team. Only the best will survive and thrive.

Alex and Wendy are packing and preparing him to leave tomorrow for Florence. He will be gone for five months and it should be quite an adventure. It is strange seeing someone else packing around here. I am starting to long for the road and I am not sure when I am going back out again. My schedule is solely based on the new marketing program now and I will go wherever necessary and only as needed. Since we are centering on the U.S. for now, I will probably be mostly domestic. However, I may try to branch out to Europe soon to see if we can either enhance our chances in the U.S. by going through their European counterparts or actually begin attempts at takeovers there. With the economy decreasing as quickly as it is, the force of change is happening faster and if we are the path of least resistance or only opportunity, then it should come to us. Besides, some of the groups we are attempting to take over have representatives worldwide and they will have to be evaluated for retention. We may also need to post people at their various locations. I want to do this because being on site is the best way to learn what products are being used and how to reduce costs.

1/11/09 6:32 PM EST Home, NJ

It snowed and sleeted last night so part of my time then and today was spent cleaning the driveway. I like shoveling and being outdoors in the cold. It is a good, intense, and satisfying exercise with the great result of seeing a cleaned driveway at the end. Ben's girlfriend, Katie, left for Cleveland today. She is due back in two weeks to start school in New York. Wendy and I took Alex to the airport today. He is on the plane and on his way to Italy via Germany right now. I hope he has a safe, fantastic trip and I miss him already. Ben is home to record a friend of his on the piano that was given to him by

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his grandfather and Kayla is out with her boyfriend, Max. That means that within the next 50 minutes, Wendy and I should be having the balance of our dinner and Ben and his friend should have left. Life will have returned to normalcy and I will be ready for the week

1/12/09 9:47 PM EST Home, NJ

What a great day.

We heard from Alex, who is in Florence and is happy with his housing arrangement with a local family and the school in general. I went to the Millburn building department today and started the paperwork for our certificate of occupancy for our new space. It is good we were there before; it makes the transition easier. We will start moving shelving over there tomorrow. If we need extra space for the new groups we are taking on, we can always use our new place in Millburn. Rich just finished a new design for the newsletter and it looks fabulous.

It is back to normal at home with the three of us and will be like that until the spring. It is nice; we have a fun time. The economy is getting worse. People are getting nearer to accepting our takeover proposals, and I hope and plan to be their best option. I don't look forward to the people we will not be able to hire after we take over these groups, but we have to center on those we do. The bigger we get, the more people we will eventually need. I hope our choices are the best for everyone.

1/13/09 9:45 PM EST Home, NJ

After a rousing game of tennis and a stop at the supermarket for provisions, it was back to the office for a day of phone calls and email. I have Brett working on gathering the information to create a lab that will enable us to preliminarily check products before they go into formal, expensive testing. It is another area we want to offer and we can set it up in New Hampshire so Brett does not have to move. There is a new target I am working on in Massachusetts and I am trying to find the best avenue to get to the top man. I want a forward thrust of all attempts simultaneously so that other competitors don't have a chance to recover and stop us before we have succeeded. When things are in flux, you can often make changes that would normally be impossible and our window will be small. We put up shelving in the new space today and will start moving inventory later this week. That will open up the area in Maplewood for additional room and equipment. Our new laser is looking good and it is exciting to have that capability. The more we can do "in-house," the less people we will need in the takeovers and the more efficient we can be from the start. I don't want our new people to think of themselves as a part of their old companies; rather they will become part of

our team. We will absorb them into our culture as quickly as possible, both to give them some peace and to also instill in them the entrepreneurial spirit and liberty of having power over their futures. So far, everything I am working on is domestic, which makes it very efficient for the near term. If this works, we can try to expand to Europe as we grow stronger.

1/14/09 9:51 PM EST Home, NJ

I never cease to be surprised at sales. I had written off Nortel after the response I received after my last trip. When I got back from tennis this morning, there was an email from the manager saying the company could be in trouble and my offer of a group takeover might be of interest. We set up a time to speak tonight and he emailed me that Nortel had gone into Chapter 11. For those who are not familiar with the term, Chapter 11 is a type of bankruptcy that companies enter to try to settle their debts and restructure. Usually, all of the suppliers involved get a small percentage of what they are owed and everything starts off again from that day with a clean slate. Of course, the previous suppliers are screwed and sometimes go out of business themselves from the lack of payment. Years ago, it would have been inconceivable for a company with the history and size of Nortel to declare Chapter 11 bankruptcy. Now that this has happened, I believe the telecom world is at the brink of critical mass, which we will need to move people to us. In other words, we suddenly become one of the more attractive last resorts. Since Nortel's announcement, the telecom industry has frozen and everyone is wondering what will happen next. To me, this is another sign to keep attacking because in all of this confusion I will probably never have as many targets available again. We have to move now. I called my banker, who is due in tomorrow. I want my credit line doubled so we can fund everything that needs to be done. We will potentially be hiring a lot of people very quickly and I will need to make sure we can finance it. It is both very exciting and very daunting; the odds are good business will slow down in the conventional areas until the Nortel situation is settled. I know of one Nortel supplier who is already in some trouble and there are probably more. As I have said, it is the best and worst of times, but we have to be bold and move on every opportunity we can. I will be on this for the next month.

I called the man from Nortel and after giving him my proposal, I told him to sleep on it. If he accepts, his group of 60 would be trimmed to 30 and he would be in charge to make sure everyone is working to their full potential. He would also be in charge of launching new products for Nortel and elsewhere. He has his chance for a new life and since severance packages are discontinued for Nortel employees as of today, my offer has a lot more weight. He said he didn't think he would sleep much. I hope we both can rest tonight and that he makes the best decision for himself. It has to be win/win for everyone we keep. I am sorry for those we do not hire, but my

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concern lies with those we keep. I hope we can all move forward and build and perhaps we can hire more people. I have to be strong. I know that not everyone will be happy and I will have to deal with it and focus on the people we are saving, the companies we are helping to survive, and the benefit to our people.

As normal, Wendy and I had date night tonight. We went out to dinner and it was very pleasant. Her mom is having a hip replacement next month, which means that Wendy will be away a lot for the month of February. She will be taking two trips to Florida for her mom and one to Europe with Kayla to see Alex. I will miss her.

1/15/09 9:20 PM EST Home, NJ

I can tell the slowdown is definitely happening by the amount of email – or lack thereof – I am getting in the mornings. With the Chinese New Year celebration approaching and an economically induced extended shutdown of Asian factories, the amount of overall business being done has dropped dramatically. Our bankers came in the morning and I explained our plans for the in-house takeovers. They remarked that it was a hybrid business model they had not seen before and they liked it a lot. They also said they will take our information back to the bank to set up the system so we can get a bigger credit line to help launch this new business. Mike and I also discussed how to handle the new people coming in regarding salaries, insurance benefits, etc. There are plans to be made and we won't have a lot of time if this happens, especially if it happens on multiple counts.

After dinner, I got an email from the man from Nortel. He said he did not answer my calls because he was in meetings all day. The Chapter 11 edict meant no business could happen until a panel was established to work out the ground rules. I emailed back that this was a great time of "limbo" which could be used to our benefit. If he wants to go with us, we can set up the system we hope to implement and expand on it before the new rules go into effect. This would give us the great advantage of preparation to hopefully sail through the committee with little trouble. I will wait to hear from him.

1/16/09 10:15 PM EST Home, NJ

I started off the day with a panic attack. They are rare, but they are never fun and make me extremely paranoid and fearful. I have racing thoughts that business will be horrible, I will have to lay off my staff, we will run out of money and go into debt and I will not be able to support my family. Happily, these episodes are infrequent and by the time I finished tennis with my brother I felt much better. The day continued to improve and I launched a new acquisition effort.

I came home to a wonderful dinner with Wendy and I am now ready for bed. I saw in the news that a pilot landed a disabled plane successfully on the Hudson River yesterday and everyone was fine. He did an amazing job. Mr. Obama will get the balance of the big bailout money soon which he will use to try to jumpstart the economy. I wish him well. It has been very cold here which means Uncle Dave and I will be walking instead of biking tomorrow.

1/17/09 10:22 PM EST Home, NJ

It was a wonderful day. I slept almost ten hours, made breakfast for Wendy and I, and went for a walk with Uncle Dave. He is doing well and is very supportive of our new takeover program. After our walk, it was back to the house where I worked out more, had lunch, ran some errands, and went to dinner and a movie with Wendy. When we got home I noticed the water pressure in the house was low and hoped it wasn't a busted pipe. It is below 20°F outside, so I went to the basement to look around. Unfortunately, there was water on the carpet and it was moving, which meant a bad leak. Happily, Wendy knew where the main water switch was and turned it off. She also had the cell phone number of our plumber, who was amazingly available and is now at our house. He is putting in a quick fix so we can use some of the bathrooms. We will need to do some heavy duty, expensive repairs – not to mention redecorating a bathroom and replacing the carpet. This has been a great house, so you have to expect problems sooner or later. The plumber will give us an estimate for the repairs next week and then we can replace the carpet. It could have been much worse.

1/18/09 4:11 PM EST Home, NJ

I received some interesting news yesterday. One of my editors emailed that she did not like the first eight months of my new book and was not going to edit it because it was too technical. She has liked my other efforts, but not this one. Since she was doing me a favor in the first place, I emailed her my thanks for the attempt and then wondered how much of my subject matter, style, and point of view have changed since last year. I will reserve judgment until I receive feedback from some of my other editors. Perhaps my style – like my life – is in constant evolution, inspired by the changes around me and this is reflected in my work. I can only make the assumption that this is the reason, but I will not modify what I am doing because it feels right for now. Still, it is a thought provoking comment. It became apparent last night and this morning that our water damaged basement needs to be completely redone. After I shoveled a light snow from the driveway and played tennis, she and I spent part of the afternoon sorting the contents of our basement and deciding what to keep. We should get the prices from the plumber this

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week to redo the bathroom and the carpeting.

I will check to see if the man from Nortel wants to meet me on my way to Florida this Thursday. Since I am traveling anyway, I am hoping the "no pressure" approach will make it easy for him to say yes, but I need to check the airlines first to see if this is possible.

I was visiting my parents and they mentioned that they felt the recession has deepened to a depression. They experienced the first one, so they should know. It is a very scary thought, but it does coincide with our plans for takeovers. People have to be scared and feeling we are the best and perhaps last resort before they will leap to join us.

I got home and Wendy was watching the pre-inaugural ceremonies, which in reality was a major concert event with great talent and a national pep rally to garner support for our new president and the changes he wants to make. I am happy to give him the benefit of the doubt and hope he can make real progress. While he is doing his thing, we will be doing ours. I wish the best of luck to us all because the better we all do, the positive reaction will help to build more.

We are at a turning point both as a nation and as our company in particular. You don't get chances like this every day; in fact, you get them every few decades at the most. We are poised to do great things; the potential is there, the resources are available, and we must execute now.

1/19/09 9:54 PM EST Home, NJ

I shoveled an inch or two of snow this morning, went to work, played tennis, and then it was back to the phones and email. My focus for the day is trying to find smaller targets within large companies with products that were old or declining in value. If we could redesign the product lines to increase the profit margin and reduce their personnel expenditures, it might be enough to move them. It is not a fast process, but then again, I have not spent a long time at this. The chance for results, along with the number of targets, has been increasing.

It started snowing again, so I had about another two inches to shovel when I got home. I mostly used a broom this morning to make less noise for the neighbors, but it seemed to hurt my hip so I went back to my shovel, which was much easier. It is not supposed to snow again for a while. Tomorrow, I go fishing for more targets. My partner Ben emailed me that he thought I had courage for expanding in times like these and wanted me to know he would try to generate as much money from IJX as possible to help finance our efforts. It was a nice email; there is a lot of pressure to pull in everything, cut costs, and just ride things out. However, pulling back is also a good way of starting a downward slide by missing new markets and sales. I want our people to be excited about our path and what can be done, instead of scared for what is coming.

I got a call this morning from a man at Motorola. I had called him just to make sure that he had not been affected by their most recent layoffs. He was still in charge of his design section and they were very busy. So busy, in fact, that they had virtually no time for cost reductions. I told him that we could help in that area by either hiring one of his former people and stationing them on site or by using one of ours, like Brett. He was enthusiastic about not paying for the "body" getting the work done by someone they could trust and also enjoying the cost reduction. For us, it meant a chance at a whole new area of business in which we could cost reduce and then supply the products ourselves. By doing that, we could afford to give them the engineer and supply reduced prices. Granted we were taking the chance, we could come up with enough discounted parts for them and still make money, but that was a chance I was very willing to take. The engineer even had a first project in mind, which was converting an outside cabinet for a less expensive indoor version. He is supposed to send us a drawing this week and Eric will create renderings. I hope it will excite them enough to give us the go ahead quickly for the rest of the project. Obviously, they are a huge company with almost unlimited potential and seemingly a perfect target to start this new area.

The economy as a whole continues to slide and the stock market was down again. Mr. Obama was inaugurated today and the world is looking to him to lead a new path. I hope he and I are both successful and our paths are not mutually exclusive. From the business side, my job is to help create good paying, solid jobs and to help those in my employ to further themselves in the best way. We hope to help our customers excel and succeed so they too can have better lives. Mr. Obama, though on a bigger scale, has the same responsibilities, but there are definite parallels between us. If business does not do well, then neither the country nor the world can prosper.

I do not normally go out on weeknights. After getting up at 4:00 AM, by the time 7:00 PM rolls around I have very little energy left. But I had two naps today and it was the only mutually agreeable time I could find with a former customer to meet, so I am on my way. I should be fine and have a driver named Mike for the evening so I can sleep on the way there and back if needed. I always worry about being really tired after meetings and driving, but that pressure to drive back home tonight is now gone. We are on the highway and except for the cars, it is really dark – not to mention cold. I love what we are doing in business. We seem to be one of the few companies aggressively going after people and new areas.

1/22/09 8:09 PM EST Lake Worth, Florida

The meeting went well. The engineer was very knowledgeable about big companies in general and engineering groups in particular. He felt we might be taking a risk by taking over some of the engineering groups because the

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costs might be higher than expected and he wasn't sure our headcount reduction ratios would hold. However, he did like the idea of putting our engineers on the staffs of other companies to work strictly on cost reduction so we could make the revised products. Everyone wins then: the customer gets a free employee and cost reductions, and we make the cost reduced product. I am not sure I agree with him about the takeovers, but it was a good meeting and I am glad we did it.

Meanwhile, I heard back from Motorola. The engineer there said purchasing would send us a non-disclosure agreement so we could get started. I told him about Brett and he was available to come in for one day a week at no change for cost reduction if he had no one he wanted us to bring on instead.

I returned in the mid-afternoon and worked until I left for acupuncture. After that, it was date night with Wendy, which is always fun, and then back home to pack and get ready to leave today.

This morning was usual for a Thursday: up at 3:30 for early tennis, back to the office to get ready, and then home to wait for my ride to the airport for Florida. Happily, I saw Wendy before I left and got to the airport with plenty of time to call the office. The flight down was well run and I sat next to a woman named Cindy from Marlborough, NJ. She was a former dental hygienist who started her own business giving seminars and consulting on dental implants. An unusual, good-looking woman who was in phenomenal shape from extreme exercise, she was impressive and it was fun speaking with her. I would venture to speculate that the company of six years will continue to grow and prosper as she has the right obsessive-compulsive temperament and will to succeed that should lead her to do well. Bunny came to pick me up at the airport – she is so nice – and then it was off to the "Fountains" where they live. I really like it here; they have two apartments joined together and it is all beautifully laid out with the golf courses and lakes.

1/23/09 5:56 PM EST Lake Worth, Florida

I slept for about nine hours and it was full of wonderful, strange dreams, but still a good time. After breakfast, I went down to the tennis court and played with David, the head pro. He is a really good player and very patient while I adjusted from the winter hard courts I normally play on to the claylike surface here. After a great workout with a lot of sweating, Jeff and I went to lunch at the main clubhouse. They have a great salad bar with good bread. It was a lot of fun as usual and afterward we went to play golf. Jeff wasn't feeling well so that got cut short. I went out to the area pool to hang out in the beautiful weather while I fielded a bunch of emails and phone calls. There were some problems, but that is part of the job and we all worked through them. They will cost us some money, but in the long term should get us into a better position for more business. Bunny and I are going out to dinner

soon and when I get back I hope to do some editing and a few more emails. I miss Wendy.

1/23/09 10:34 PM EST Lake Worth, Florida

I have jumped off the cliff again. I decided to hire Brett as of Monday morning and I am bringing him down to New Jersey that day. My wonderful brother had some of my parents' home movies transferred to DVD and I started watching them last night. They were fascinating. One of the amazing things about me is that I always thought I was fat when I was young, but according to the home movies I wasn't. The self image I had was incorrect. While this false image has helped me to stay in shape, since that time it has also caused me to be self-conscious and obsessive about my weight. That, in turn, has led to anger towards those who fostered it. I don't use this word often, but I hate bullies and will do anything I can to take down those who gain their self image by diminishing those of others.

1/25/09 2:20 PM EST Lake Worth, Florida

The pool at my in-laws' condo complex

I am sitting here with Bunny while she is reading part my new book chronicling last year. Tennis was a lot of fun this morning and I played better as I got used to the surface. Then it was off to lunch with Bunny, but Jeff was not feeling great.

1/25/09 9:08 AM EST West Palm Beach Airport, Florida

My in-laws were scheduled to go the opera, which I have no interest in, so after we had dinner together they left for the evening. This was great as it gave me time for an extra workout. There I go, living on the edge again. I did my exercises while watching a movie and then went out for a glorious walk in the cool night air. It was pitch black by 7:00 and I was contented to listen to my music, walk, and look at the scenery of the golf course and surrounding buildings. I finished around 8:00 and indulged in a snack of soy ice cream and cookies. By then I was tired, so I eventually got ready for bed and spent a rather restless night sleeping. I got up at 5:30 AM to work out and saw the sunrise. I said goodbye to my father-in-law and Bunny dropped me off at the airport. It has been a nice trip and I am glad I came.

Mr. Obama is settling in as president and so far nothing major has happened that I think will affect me directly. He is going ahead with his stimulus plan, but it still has to get through both houses of congress. In the meantime, the economy is still moving downward, which means our window to

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act is not closing yet. If we can work our new system where we are paid for some of the cost reduction work as we go with the chance of getting a lot of business later, our cash flow should not be greatly affected and we will not have to hit our credit line very much. I am prepared to, but not taking on a lot of debt is always preferable. If Mr. Obama is able to change the tax code and make it more expensive for us to do business and my personal taxes higher, the same rules will apply to everyone else. Since I am happy with putting money back into the business and do not need to take all of the profits right away (making the assumption we are still profitable), we can outwait our competition who are less funded. In my mind, this is a time to build and expand, not a time to hold back and rein in. Both systems can work and both are a gamble. I choose to attack for as long as we can.

Brett arrives tomorrow morning. I had him start on a cost reduction system so our people in the field, including me, can go into our potential customers with a systematic approach to save money and gain business. The preliminary proof he sent me was amazing and far more in depth than anything I had been using myself. It should greatly increase both our worth to our customers and our chance for more profitable business. As my dad said, bring on good people and the business will usually follow.

I like Florida in limited doses. Something about the palm trees and the nice breezes are very inviting, especially during the cold months up north.

1/27/09 9:50 PM EST Home, NJ

Today was Brett's first day of work. He took the train from New Hampshire and we went to see a telecom customer to offer cost reductions. Our first meeting was led by a man I had known for over twenty years. I knew his second in command from emails and I had also known their physical designer for decades. We started by going over some new equipment, but we were more interested in the older, legacy parts and it was here we felt we hit our stride. We all agreed there was room for us to cost reduce and get paid for our engineering efforts and the prototypes. We were supposed to get the first set of drawings for an older filler panel this Friday and the next set late next week. Brett and I are hopeful we can offer substantial savings and not only make money, but pave the way for further work here and other areas.

1/28/09 10:22 AM EST Newark/Liberty Airport

There was a big storm due last night and I was getting increasingly worried about getting to the airport today. My natural tendency is not to go, so I planned to do it if at all possible. Since not going to India, I did not want to start a trend of giving in to my fears of potential trouble however valid and I

resolved to go. Our accountant, Gary, was in yesterday and reported that we were in very good shape and well positioned financially to launch any and all of the new cost reduction initiatives we think possible. He is also a good friend and I value his opinion. He thinks our general course is sound and that means a lot to me. He also saw my son, Alex's paintings and thought it was fantastic. I know I am prejudiced because I am his father, but I am glad to hear someone else affirm talent. Late yesterday afternoon I went to see Kayla's swim meet. It is the last one I will see and she and the team are doing great with nine wins and no losses. IJX comes off the Chinese New Year holiday soon and it will be good to have them back on line. They are a very important component to our product offerings and their rapid responses help to put us in good position for more business.

I got up this morning at my regular 4:00 AM time and it was snowing. I got dressed and went out to shovel. I was determined not to leave Wendy and Kayla with a mess and I ended up doing it twice over a four-hour period. The good news is it is mostly done and it is now raining which should help. They are not planning to go out. I left them eating the excellent French toast my wife made. My driver was Mike again today. We get along well and we made it to the airport with only one bout of hydroplaning. I was prepared for a long delay, but the airport did not seem very busy and when I got through security I found out my plane was on time. How great is that! I am now in the Continental president's lounge and will stay here a while longer before going down to the gate. One of the reasons I like it here, besides the quiet, cleanliness, and good restrooms is that they usually have free copies of the Wall Street Journal and the Financial Times. I still have to finish editing last December for my new book then it all goes to Ben's girlfriend, Katie, for edit number one and then to Alex for edit number two. That plus the new newsletter, writing the foreword and dedication for the book, and starting the editing for January of this year should keep me as busy as I want to be.

1/28/09 1:03 PM EST In Flight to Phoenix

Including de-icing, we were only slightly delayed and we should be in Phoenix with plenty of time to make my next flight. That has considerably calmed me down and I am feeling good. I read through the two newspapers I brought and the financial news as a whole is so bad that I am glad I gave them to my next seat neighbor, Pete. There is no in-flight movie, which caused a general annoyance from those near me. I don't know if my offer of one of my books to read will be met with exuberance, but gaining readership is good under almost any circumstances so I may try. I am feeling the glorious affects of my tough workout this morning, which means I ache, I can eat reasonably freely, and I can nap. I may have time for more exercise when I finally get to my hotel in Tucson, but that depends on when I finally get there. I know I am not seeing customers today and therefore do not need to



be in a suit, but I have found that traveling in one creates a change in me as well as those I encounter. I generally don't do it for a long flight, but it seems to work well for the U.S., Mexico, and Canada.

Back to the economic news. Our new push for cost reduction and supplying the engineers, design and systems work seem to have us at the best possible position. I will spend my time on this and pass as much as possible to our teams. Our 87-year history, our relationships with our customers, and my personal relationships with many of the higher up people involved will all serve to swing them to our side. I know how scary it is for most people in telecom. With their companies contracting for years with numerous job cuts, they are battle fatigued and afraid to move. We have to make it so easy, so simple, and so profitable both for them and their companies that they will move. I am not sure how bad things have to get to do it, but I have a bad feeling tougher times are coming.

Pete, the man next to me, is a commercial banker. He is aghast, as I am, at the corporate greed of the investment banking people including their huge bonuses and ridiculously high comfort needs, like million dollar office furnishings. We are in a period of readjustment, which is not a bad thing, and the pressure is on us to excel. The pressure is on me to make sure the money keeps coming in and our people are secure. I feel the responsibility and the stomach nerves all the time as I hire new people and expand. We can't cut back when I think building up is the way to go. Our accountant agrees with me, as do our people and my family.

Pete just mentioned that he got into banking because he was fluent in Russian and his company was looking for liaisons to their Eastern European customers. It is such a perfect example of America. Pete's relatives came from Russia, went to Europe, and ended up here. The customs, traditions, and languages they brought enabled him to start a thriving career. We are a county of "mutts;" non-thoroughbreds with bloodlines that go off in all directions. It is that eclectic diversity that is our strength. It enables us to see things from uncommon points of view and frees us from traditional thought. That is why our country is a leader in innovation, both good and bad. We are responsible for such icons as Bell Laboratories and horrific people like Bernie Madoff. We are the extreme with the ability to be the best and the worst, find the loopholes and the profits, figure out ways to make things better, make fortunes for ourselves and sometimes the other guys. Capitalism is not a "nice" system. There are some winners and many losers. It does give almost everyone the chance, if they are driven enough, to succeed and therefore outdoes all others. We will survive whether this is a recession or depression or there is a new name coined for it. It is also the best time to be alive because the potential to start new companies, grow businesses, and become rich will never be better. My company will move forward because there is no other road to travel.

1/29/09 11:05 AM EST On Highway 89 on our way to Phoenix

I got off the plane in Phoenix yesterday, made my way to my flight for Tucson and realized I had no email coming in. While having the ability to use my phone is important, not being able to email is a potentially huge problem since I could not catch up on what happened during the day. Mike from our office was relentless in his efforts to help me out and right before the plane took off for Phoenix, I was back in business. I was sitting next to a flight attendant on the short plane ride and we talked about her starting her own contracting business when she retired. I mentioned it might be better to start sooner, when the economy has already hopefully hit bottom and is back on its way up again. She said she would give it some thought and I am usually prone to moving faster rather slower, but I am definitely not always right. My ride was waiting for me when we landed and it was off to the local Hilton. I had bought some salads in Phoenix before I got on the plane and there was no way I felt like doing anything else yesterday night so I talked to the office, emailed, spoke to my wonderful wife and daughter, and eventually went to sleep. This morning, it was about 40°F and after exercising in my room, I went outside to walk. I had just enough clothes to be comfortable and took care of almost everything needed before I went in for breakfast. My driver for the day, Jerry, was early and we were off to Tucson. I had used Jerry's company a few years ago and he was now part of my network of rides. It is always good to use people you know, especially when things can change as they did this morning. My sales call for tomorrow morning was rescheduled for today in Phoenix and Jerry is happily able to drive me directly up from Nogales, Mexico. I am foregoing the return trip to Phoenix by air to go by car in order to make the sales call this afternoon. It is more important than the loss of money. Today, I can see the two principal people involved with the buyer changeover at Emerson and tomorrow I could have only seen one of them. I tried to re-schedule my plane back to New Jersey earlier, but there was nothing available. I will try to find something business-wise to do or exercise early tomorrow.

We got to Nogales on the U.S. side in good time and Jerry dropped me off and I walked across the border into Mexico. It is always strange leaving the U.S., but I moved quickly, found a cab, and with my bad Spanish, was able to communicate where I was going with the driver. I had not been to this Alcatel-Lucent facility before, but we were there in less than 20 minutes. The buyer was very nice and we covered everything needed during our short meeting. We have to get a new Underwriter Approval for a type of label that we were working on and there were some technical issues to go over. If all works out well, our business there should increase and I was happy with the call. I got back to the border and waited in the line to go through the crossing. You did not need an entry form here, but the basics are the same. You show your passport, sometimes you are asked a question, and then you go

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through. It did not take long and I walked to a prearranged meeting place with Jerry, who was not there. I had his card, called him, and found out that he had been chased out of the parking spot but was nearby. We searched for a restaurant for lunch, but could not find one so we hit the road and will stop around Tucson. A few minutes ago, we passed through a security checkpoint with a drug-sniffing dog and border agents. They simply asked if we were U.S. citizens, we told them we were, and they let us pass. Now it is onward to Phoenix, I will check our database on the way to see if I can set up a call for tomorrow morning. Actually, I just realized I was supposed to see someone else tomorrow morning at the same customer, so if he is not there today I will come back tomorrow and hold off making a new appointment.

1/29/09 1:42 PM Tucson Time, 3:42 PM EST

We are on highway I10 towards Phoenix and we should be there by my 3:30 appointment time. Having lunch with Jerry was like experiencing a microcosm of American entrepreneurial life. He owns his own car service and over the past year has had to cut back and work harder, but he is still making about the same as before. He brought up Mr. Obama and his bailout plan. He saw it mostly as a welfare program that would give almost everything away to the poor and some to the middle class, but would destroy the entrepreneurs. He figured the most successful people would move out of the country and those left would manage the best they could. It was not a very good feeling for our new president, his administration, and both houses of Congress. I am not in favor of nationalization of banks or car companies and I fear that is where we are headed. The news on the economy continues to be bad. Almost every sector is looking worse, which is a perfect position for us. I have been emailing with Brett, who is preparing to launch a sales effort from his contacts of the last 30 years. I am glad he is on our side.

This area is very dry, which is probably why they call it a desert. It is very brown with some green trees and bushes. It has gotten warmer as the day has progressed and should reach about 70° F. I prefer the northeast and the four seasons, which is good since I live there.

The primary rule of selling is you have to give before getting a chance to receive. Almost no one thinks this way and it is one of our best weapons in going after new business. The trick then is to figure out what they really want so you can help them and it is rarely what they say, which is why it is so interesting. Of course, this is pure torture to the vast majority of people, which is why 90% of the sales are made by 10% of the people. That love of the search, the need for education and the constant thirst to try more is born into people. Wanting to help others as well as yourself and having the requirement of success to whatever degree you define comes from inside you; it is not something taught. People who sell are often not very pleasant; they are pushy, aggressive, and impatient, but they are the ones who make things happen. Salesmen are a necessary component to business in general.

They are the instigators who force everyone else ahead and without them we would all be in a lot of trouble.

I can only imagine what living with me is like at times. I spend a good part of my waking hours feeling like adrenaline is surging through my body like an electric current. It must be the way others feel when they are on drugs - it is amazing. All of my senses and my creativity are heightened and I feel like I can do anything. One alternative state to this is, of course, down, but happily I am rarely there. Another is exhaustion and that is where I spend most of my other time. When I get home at night, there is nothing left and I quite happily leave my wife in charge of everything. I take no credit for my energy levels, except that I try to take care of myself as much as I can to help it along. I was born with it along with being obsessive-compulsive and germ phobic. We are all a culmination of what is inside us and I know how fortunate I am to get the mental and physical raw materials and the education I received. The bar is higher and my responsibilities are greater because of the advanced start I got. My job is to help as many others as I can in multiple ways and one of the biggest is as a cheerleader. Telling people you have faith that they can do something and giving them your time to help them along is a massive help to anyone trying to move upward, especially those struggling in the process. Nothing is owed to me; any success I have is almost a surprise because I try never to count on anything until it actually happens. My debt for what I have is permanent and can never be repaid and I hope I never forget it.

1/29/09 7:32 PM Phoenix Time, 9:32 PM EST Clarendon Hotel

Tom Jones is playing on my CD player.

We finally got to Emerson this afternoon after getting very lost. I blame myself since I should have gotten directions from my office. In any case, we got there and I had a meeting with the old and new buyers for labels. Their company has been going through a lot of changes, but the good news is there is a chance we may take over virtually all of their labeling worldwide so it was a good call. I am sure we will need to reduce some of the prices to get it but it should be more than made up for in the increase in volume. It was made clear by their head engineer that we had no chance at their gasket business, so we will be very happy to stay as their worldwide label supplier. The head engineer also did something extremely nice by explaining how they cost reduced their older product lines and how much money they saved. This is exactly how I was planning for us to deal with other companies and his affirmation that the system we plan to use not only worked but went beyond expectations was a very good thing. We have proof that our system will work and now we can move forward with even more confidence. The additional man I was supposed to see was away due to a family emergency. There was no need to go back the next morning.



1/30/09 2:56 PM EST In Flight from Phoenix

It ended up being a late night especially with the time change, but I did work out twice and it felt wonderful. I got up this morning, worked out again, and watched President Obama sign some new laws which appear to strengthen labor unions and spend a lot of money that will have little to do with job creation. His legislature policy seems to increasingly resemble a giant welfare program, but it is out of my hands and I will focus on us.

After getting ready and checking out, it was a swift trip to the airport. Check-in was smooth, except for leaving behind two sandwiches that I had bought for the ride home. By the time I realized what happened, I was not going back through security so I bought a tuna wrap. Forgetting the first two sandwiches either meant there was something wrong with them and I wasn't meant to eat them or I am more tired than I thought and should be more careful. I made my way past security and decided to do something for the first time. I had my first shoe-shine. I realize this might not sound like a big deal, but I have always associated this activity with older, successful men who wear suits and since I think of myself in that category now, I felt ready. Of course, the fact that I don't love shining my own shoes also helped. The man doing the job was obviously an old hand, competent, loved to talk, and seemed to be having as good a time as I was. I left him with a good tip. I originally thought I would be next to the same man I had sat next to on the way over, but it was not to be. In fact, I sat down in the wrong window seat. As it turned out, I switched with another man, which enabled me to meet and talk with Jeff.

Jeff is an entrepreneur who was formerly involved with high-end point of purchase products. He was obviously successful, but his career and business were cut short due to a bad neck injury. His eyes glowed as he told me about some of his adventures and how he had grown his business. I could tell he really missed being in the "game." Being an entrepreneur is in the blood; it never goes away. It looks to me that it will eventually come out in a different form. He is a good man and I hope it turns out well.

FEBRUARY

2/1/09 9:52 PM EST Home, NJ

I played tennis with my brother and went biking. It was a beautiful mild winter day here in New Jersey. After lunch, I went to the office and got food for dinner. It is Super Bowl Sunday here in the U.S. There are about three minutes left to go and you can see how excited I am about it since I am here working instead of watching the game. I had hoped I would be tired, but we will see if I can sleep.

I think we have no chance at Nortel, at least for now. However, when they finally get going again after the courts allow them to operate in Chapter 11, they may change their minds. It is supposed to get colder again this week and snow.

There are more bad tidings of economic news – more layoffs. I have to keep the pressure on our potential targets for the cost reduction programs because we need to be in front of them as things get worse. We have to be the ones they are willing to leap to at just the moment they get desperate enough to act. A lot of it is timing and perseverance. Being laid back is not the answer right now and we will pursue relentlessly unless my people strongly caution otherwise. I will listen, but will make the final decision.

2/2/09 9:05 PM EST Home, NJ

My stomach is in an uproar and has been since yesterday, probably related to excitement and nerves. We attack more tomorrow.

2/3/09 9:57 PM EST Home, NJ

A big day! We paid off the China loan, which took about four years and three months. It was a six-year loan, so we did great and I am very proud of everyone. We will schedule a pizza day in the office to celebrate. The econ-

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omy continues to drift downward. Flextronics in Illinois announced they were closing their plant covering 200-300 people. They are a good profitable account (or were), so I attacked and offered one of the buyers and one of the engineers to set up a group to take over the design/redesign work from the outside. I will find out tomorrow if there is any traction there. People are under such extreme stress, it is difficult to know when to go after them. I am generally going straight at them, but with some discretion – at least I like to think so. I spoke to one of our contacts at Alcatel Lucent and there seems to be a possible plan forming for us to take over some part of one of the groups there. The next four weeks will tell a lot. The thoughts of spring are not bad and I am starting to long for the shorter nights and milder temperatures. Those, however, are probably at least two more months away. Mr. Obama is having trouble getting cabinet members approved and many seem to have tax problems. I hope the best people still get into the right jobs.

2/3/09 9:48 PM EST Home, NJ

I shoveled again last night. There was not that much snow, but combined with my exercises and tennis this morning, I was pretty tired. I spent the morning following up on proposals and sending new ones. After lunch, I got word that one of our customers based in New Jersey, a division of a much larger one, announced all of their manufacturing is being moved to Malaysia. In our case, that is not the end of the world since we have IJX, but that is the second profitable customer in two days that is either closing down or moving product lines out of the U.S. As I did with the one yesterday, I tried to use this to our advantage, offering our cost reduction program so this division's savings would be even greater than anticipated from the move to Malaysia. The combination of our redesign here and the production in Asia, hopefully some of it by IJX would make this man look great. I will check him tomorrow. The message is the same everywhere: cut everything immediately or go out of business, outsource to Asia, Mexico, and Europe, or be taken over.

I went to the eye doctor this afternoon for a successful checkup. Next, I will see my doctor, urologist, and dentist over the next few weeks for maintenance. My acupuncturist had to cancel today, which was too bad since my body could have used the help. Wendy and I had date night at an Italian restaurant, which was very good but I got the tomato sauce all over almost everything and now have more clothes to bring to the dry cleaners. We are moving inventory to our new supplemental location in Millburn. Soon we should have enough room here in Maplewood to put up our gasket cutting machine. It is good to be in motion.

FEBRUARY

2/5/09 9:18 PM EST Home, NJ

There has mostly been more bad economic news coming out and the giant stimulus package appears to be coming ready soon. No one knows what is happening and the opinions cross the spectrum, but we will follow our plan.

2/5/09 10:33 PM EST Home, NJ

I started on a new diet regimen today. Actually, I am taking special digestion pills made of pineapple extract that combine with acidophilus pills. They enable me to get by with only two antacid pills, which is not bad at all, but we'll see if it continues. I am also doing breathing exercises to try to free up my digestive track and process incoming negativity through a filter so not as much is internalized. I try to imagine that the earth is filled with energy, and when I breathe in, the energy from the earth is scooped up and brought down inside my body. I don't know if it is helping, but I will try for a while.

It doesn't look like the stress is going to go away anytime soon. The media is full of more bad economic news. A lot more people lost their jobs last month and unemployment is up past 7%. Even if the economic package that was passed tonight is put into effect immediately, the results could take years. We are hurtling towards the critical mass point and I spent the day contacting more prospective customers. On the one hand, business is slowing up, which is expected under the circumstances. The trick will be holding out long enough for it to get bad enough for the business from the new projects to come in.

Wendy, Kayla, Barb, and Jessica went down to Florida this afternoon. Wendy called me and told me that they are fine and the weather is cool. It is Bunny's 75th birthday weekend and they are throwing her a slumber party tomorrow night. Buz's wife, Terry, will also be there so I hope they all have a great time. Cliff is up in Vermont at a wedding weekend so Bailey and I are holding down the fort here in New Jersey. It is very quiet and I miss them.

I really hope we can avoid laying people off. From all points of view it is bad, but I will do it if necessary.

2/6/09 9:12 AM EST Home, NJ

Ever since the pipe burst and the basement flooded, I have been afraid of mold and have mostly moved all of my writing endeavors upstairs. Except for exercising and packing stuff up, I don't go down there and I miss it. We are getting prices to redo the bathroom, replace the ruined carpeting and purchase some new furniture as needed. My wife comes from a family of


builders and that is her area, so I will leave it to her. I am finding it difficult, but not impossible, to forge ahead with a tidal wave of optimism and positive force in the constant waves of bad news from all sides. I know that the American psyche runs in cycles. Things are all bad or all good and right now everything is falling, but that will change and our contrarian's philosophy keeps us in a good place. Going contrary to conventional rules of thought has done very well for us. People want to be associated with winners and positive life forces. I believe that is what we project, and if we are the only ones then companies will naturally gravitate towards us. This is a true state for me generally, but in those times when I am not feeling positive I try to keep it to myself so it does not infect others. Positive emotion is very fragile and can be supplanted by bad and evil thoughts quickly so I have to be careful. If it sounds like I am a cheerleader that is correct. People do their best when they are on a positive road. Yes, desperation will sometimes produce breakthroughs, but as a general rule for the highest levels over the long term the high way is the best.

2/8/09 1:52 PM EST The porch at our house in NJ

As you can tell from the opening, I am actually sitting outside. After a very cold January and early February, things have started to warm up and it is in the 50s today. There is melting everywhere. You can see grass and by the end of this week all the snow and ice should be gone. It is a tantalizing taste of spring and very welcome. I just heard from Kayla and Wendy that their plane is delayed two hours because of air traffic at Newark Airport. These things happen and sometimes the two hours is decreased, so I hope they get home sooner. Bailey has joined me out here. I am sitting on a barcalounger in the shade on the back and he is in the sun on the front. He seems very contented basking in the warm sunlight. I have come to the conclusion that it is time to try to launch my literary career outside of my own small orbit. The English paper, Financial Times, is my favorite publication. The worst they can do is say no and it is not as though it has not happened before.

For the Financial Times:

Dear Sirs,

I have been reading your newspaper for years. I thought your readers might like a perspective from an American entrepreneur who owns a small multinational company with small manufacturing sites in the U.S. and China and distribution centers in the Netherlands, China and Mexico.

This is what the rest of the world can expect from the United States and what it can't. Let's start with the bad news; what is not going to happen. The U.S. economy is not going to suddenly do a 180 degree turn within the next two years

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and lead the world out of the global recession/depression. Even with the bailout plan that will be signed soon by the president, you can expect the following:

- Money will go for tax relief, but people will use it to spend down debt.
- There will be little or no net effect on the economy.
- Money will go to the states with little or no net effect on the economy.
- Money will go to various work projects and the U.S. Environmental Protection Agency will not allow any infrastructure project to begin without full environmental review. This will take at least 18 months; therefore, there will be little or no net effect on the economy for now.
- Banks haven't used money to free up credit yet and will be slow in doing so. The net effect is if you have plenty of assets and will back your loans personally, you can get credit. Everyone else will stand in line.
- Unemployment will continue to rise, which will increase the strain on the government's ability to handle it.
- More people will lose their houses.
- Personal bankruptcies will continue to rise.

Old truths that will no longer stand:

- Real estate will never go down.
- Bankers are our friends and care what happens to us.
- Given the chance, most people would rather make less money than maximize the possibilities and screw their neighbors.

Economic realities:

The economies of the world are cyclical. What goes up will eventually go down and the reverse also holds true. Our company has been in business since 1921 and in the words of my grandfather during the Great Depression doing business was tough, but possible. Working hard, smart, and with a plan is the only way to cut across all levels of the economic cycle. Hoping that a recession/depression will never come is far worse than sticking your head in the sand because your false hope is leading others along with you.

What can you expect from the United States?

Fortunately for the world, the United States has many of the best, most innovative and creative minds in the world. We set up our country to invite as many people from all walks of life as possible to become part of a mosaic of capitalism based on the ideal that you can make your own destiny. Yes, we have created many problems in the world. We have been a bully, a tyrant, forced our will on others, and have a huge ego. But in the end, it is innovation, brains, and creativity that will get the world economy moving ahead again. New markets have to be created, old markets have to be reinvented and re-exploited, and unfortunately many people have to hit bottom before those creative juices, brushed with desperation, will begin to explode into a new era of economic growth.

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I agree that a lot of the world's problems are because of us, and I also agree that a lot of the world's growth and overall increased standard of living is our doing. You can't be mad at a spider because it kills to eat, and you can't be mad at the United States for being as we are: a group of money hungry capitalists with an unquenchable need to succeed no matter what the economic limits. Given a choice, I would rather be with the Americans taking the chances that we do, putting our own assets, like our houses (like I did) on the line to go after our dreams than sit around and wait for the others to fix things for us.

2/9/09 9:23 PM EST Home, NJ

Sales for this year are behind last year. While this is totally understandable considering the economy, which some are now considering in a depression, it is still disconcerting. However, it is the path we figured would happen.

The economy is getting worse and we have cut all overtime at work.

2/10/09 9:45 AM EST Home, NJ

We have been working on redesigning a locking handle latch for some Alcatel-Lucent equipment and came up with a possible solution. Combined with our plastic panel design, it could mean a huge step forward in cost reduction for some of their product lines and increased business for us. We received the final sales and profit report from IJX for 2008 and they were very good. It is great to see them doing so well; Ben has put together a fabulous team.

2/11/09 9:58 PM EST Home, NJ

The day was spent hunting for more business. I also went to the doctor today for my semi-annual checkup. He is a very nice man and all seemed well. I get my blood test results back in a few days and then it is off to the urologist.

The house is a little crazy right now. Kayla and Wendy are making final preparations for their trip to Italy tomorrow. They are very excited and I will miss them both a lot.

I should be able to start preparing for my trip to Europe tomorrow as soon as I have confirmation from Jeroen. There is a lot to get ready but I am happy at the thought of traveling again.

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2/12/09 9:17 PM EST Home, NJ

I had my early tennis day today which meant I was back in the office around 8:00. I had a checkup at the dentist and Dr. Browne and his crew were once again fantastic. They are extremely professional, caring, pleasant and thorough – all attributes I like. They introduced some new tests for checking various types of throat, tongue, and neck area cancers as well as potential jaw problems. As I said, they are very thorough and well worth the money they charge.

Before I came home tonight, I went to see a showing of a friend's artwork. I have known Laurie since the 4th grade and I know it takes guts to put your art on display and give others the chance to judge you. It is not easy and the negative comments can go right to your soul. I told her I understood the potential pain she could endure by putting herself out there and she appreciated my support. I also saw her husband Jerry, whom I have known since high school and he is in his family's printing business. It was good to catch up for a few minutes and he was nice enough to compliment me on my latest CD. We are all growing older together and it is nice to see good friends doing well. I will be 53 years old next week and I am pushing harder than ever. This economic environment can offer rare opportunities. It is possible that I may never get the chance to expand this quickly into so many new areas at one time and I am not about to let it pass by.

2/13/09 10:08 PM EST Home, NJ

Alex called me this morning. He had been trying to get an internship this summer at Christie's Auction House based in New York City. We had a family connection which came through and he found out today. He was very excited and it was wonderful to hear the anticipation in his voice.

Wendy and Kayla arrived Italy, but unfortunately, their luggage didn't. They are hopeful to get it tomorrow and otherwise, Wendy sounded well.

My intake of antacid pills has dropped since I started taking the pineapple and acidophilus supplements, so I will keep going.

2/14/09 7:08 PM EST Home, NJ

It is Valentine's Day and Wendy and Kayla are in Italy. It has been a little lonely, but I rode with Uncle Dave and later went to Uncle Ira's house with Ben and Katie for Rachel and Jeff's engagement party. It was a wonderful time with a lot of family and friends. I am listening now in the other room as Katie and Ben are playing the piano. It is the same instrument handed down from my dad that will eventually go to Ben when he has a place big enough

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to keep it. Every time he gets the chance, he comes home and plays it. The fact that Katie loves it too makes it a nice joint activity for them.

Being home alone reminds me of the days before I was married and when holidays like Valentine's Day, New Years, and others would come up and I was not seeing anyone I would feel especially alone. I eventually created a system, which was to get up early so by the time 9:00 PM rolled around I was too tired to go out anyway. It filled in the gaps and helped me bide the time until I met someone who I figured one day would share a common path. Small amounts of separation are good to appreciate what I have, miss it, and feel the joy of returning back to the norm. I like traveling, but I like being home too, and I am very fortunate to be able to create my own mix. Ben and Katie have left now and once again, it is Bailey and I until tomorrow morning when I see my brother. I heard from Wendy via text message. Their missing luggage was delivered and they had a wonderful day with Alex. She sounded very happy and a little sad when she wished me a Happy Valentine's Day since we were apart.

I spoke with Rabbi Cohen this week and he wants our next CD to be about living with a chronic illness. Most people don't know it, but he has been suffering from rheumatoid arthritis for years and it has had a major affect on his life. He is in constant pain and the amount of medication he has been forced to take has not done the rest of his body any good. This next CD will be autobiographical for him, so I will simply ask the questions and let him guide me from there.

2/15/09 7:34 PM EST Home, NJ

We have to submit our annual report for the EPA Performance Track Group. The two areas we were supposed to be working on have not turned out well. The first was creating a program for people to self-certify their own carbon credits. While great in theory, the plan went from national in scope to the state and finally ended up at the municipal level. We implemented the G.R.I.P. (Greenhouse Gases Reduction Incentive Program) plan this year during the Maplewood Township Green Day and at the same time the economy tanked. With the downturn in the economy went the ecological movement and our program, just like in the 1970s. We got one submittal for the Ideal Green Credit program which we paid on and that was it. There has been a lot of work and money on our side and very little to show for it. I will submit my journal on the journey to EPA, but there is little else to send except a copy of the website. The second area was to have the local high school agree to have us itemize and help dispose of any hazardous chemicals in some of their departments. It would have only been good for them and we would have done all the work. While at the beginning numerous, teachers and officials thought it was a great idea, none agreed to give us the formal okay. After nine months of fruitless attempts, we abandoned the project.

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there and just got approval from a group at Kean University in Union to start there. If the P Track Group is not happy with all of the work and effort we put out, there is nothing else we can do. As you can probably sense, I am frustrated with the whole political and government systems and if they don't want our help maybe it is time to save our money and our time and move it to other areas. We had such high hopes and they have been bashed. It's not that I am not used to having things fall through, but for both projects all people had to do was sign up. This is obviously the reason I am not in politics, the government, or any part of the state or federal bureaucracy. I would go nuts within minutes. I probably cause more trouble than I am worth to them anyway. It's a pity because we could have gone so far together.

2/16/09 4:17 PM EST Home, NJ

Today is my 53rd birthday. I figured something was wrong yesterday when my workout took a lot more out of me than I thought it should. That was confirmed last night when I tried to fortify myself with various medications to make sure I slept through the night. I had a feeling a cold was on me and the best I was hoping for was some sleep so I could make it through tennis this morning. It was not a terrible night, but I wasn't feeling great this morning. As I stepped onto the court hoping I could finish, I remembered the guy code. The "guy code" is a universal set of rules that most men follow. They include not going after another guy's girlfriend unless he is okay with it. Another is to do as you promise and one of the biggest is to never, ever leave a guy hanging that you are supposed to be working out with. In other words, if I am supposed to play tennis then I play tennis unless there is a family emergency, a car breakdown, or a broken bone. Being sick is not good enough if you can still walk on the court because not showing up meant you screwed the other guy out of his exercise and messed up his day, which is inexcusable. Your own physical pain has little if nothing to do with anything. You promised to be there and that is final. The guy I play on Mondays and Thursdays is my toughest of the week. He is small, in incredible shape, and never gets tired. He is also very fast and hits a hard ball. I normally take a few games from him but rarely win a set. I knew by the aching in my body that if it stayed at the level it was I would be able to survive. Happily, I did last and even played pretty well. I had to go home to let Bailey out anyway so I took an extremely hot bath, which unfortunately did not feel really hot which was another sign that I was sick. But since I was still able to move, I went to the office and spent the morning making phone calls and emails and was reasonably productive.

I can be very stubborn and it comes out in strange areas. I made some tuna salad for today and tomorrow's lunch. My stomach was not feeling great, but I had made the food and I did not want it to go to waste so I forced some down with some toast and pretzels. As you can imagine, that was

not my smartest move of the day and I was heavily paying for after lunch. I took a nap and the chills started. It was shortly thereafter I decided it would be better for everyone if I left the office. I went to the supermarket to buy some tea and chicken soup and went home. Happily, as soon as I got here I started feeling better and now it feels like just a normal cold. If I don't do anything else, I can probably play tennis again tomorrow morning and have a normal day. Granted, it is not how I would have normally chosen to spend my birthday, but on the other hand, I am feeling better and they sounded fantastic. It was great to hear my wife and children so happy and having a wonderful time together. They were sorry to hear about my cold, but promised to celebrate my birthday on Friday when they returned. The only negative part was they will not have a working phone when they go to Paris tomorrow, so I won't hear from them until they come home on Friday. I miss them all a lot.

It is President's Day here in the U.S. and the phones were not very busy today which made it a little easier to leave. I know it is crazy for me to feel guilty for leaving, but that is how I am wired. A good part of my self-esteem and internal power is from my work. To me, it is not just a job or even a career, but a passion that enables me to channel my energy for the most good. I am writing on the floor of Alex's bedroom and Bailey is nearby. He is very happy I came home early.

2/17/09 9:03 PM EST Home, NJ

I thought I was over whatever I had, but I was wrong. Playing tennis this morning was another painful experience, but it got easier as we kept playing. After that it was back home to let Bailey out and get ready for work, and to the office where I spent the morning mostly working on sales. After lunch at home to let Bailey out again, it was back to the office for the afternoon. Amazingly, even though I did not feel well and several of our people were also sick, it was a very productive and fun day. The stock market plunged today. The President signed the almost \$800 billion stimulus bill and Chrysler and GM are looking for more money. Our economy is a mess. I will try to get to sleep and hope that whatever sickness I have breaks soon. I have given up the idea of writing for magazines or newspapers. With the advent of blogs, there is no longer any reason to do it. They have cheapened the written word by their sheer mass of information. However, almost no one is sending out actual books and CDs. They are something tangible, that people can touch and keep. I think we are on a good track here and will continue.

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2/18/09 8:27 PM EST Home, NJ

One of my financial brokers changed companies and a new representative from his old company called to try to hold the account. I was a little interested because my broker said he would call me yesterday and didn't so this new guy had a small window to work with. We spoke for a minute and he sounded okay so I said I had a cold but I could meet him later that morning. I asked him if he needed directions and he said to me "oh, you are not coming here?" In the world of sales, in an economic environment like this, and especially in the financial field, if someone offers you a meeting and you assume he will come to you, you are probably lousy at your job. Obviously, I did not go to see him nor do I have any intention of ever having anything to do with him. It is amazing how people react to opportunity; some stick their foot in their mouth and others attack. I want someone who will fight for my business and will make a big effort to get it, as we do with our customers.

2/19/09 2:06 PM EST Home, NJ

I got up at my normal time I felt like I had been in a fight and lost. But I promised my partner I would play, so I went to the office, answered my email, did my preliminary workout, and got to the tennis club. The guy I was playing took one look at me and thanked me for coming in. It hurt as we played, but I made it through and even won a few games. From there, it was to the grocery store for more provisions and back home. I had already emailed everyone that I would be out and after I got home and took a threehour nap I felt a bit better. Now I am just sore and am hopeful that tomorrow can be a normal day. This minor bout of trouble gives me new respect for people who are sick or hurting all the time. What mental discipline they must have to keep up their daily routines.

2/19/09 4:21 PM EST

Right after I wrote the last entry my body went into another "ache" cycle and it was back to sleep. It is nice having Bailey here as company. I was watching television and the financial programs are all trying to figure out if Mr. Obama's stimulus program has any chance to work. They obviously don't know, but some will be right others wrong and life will go on.

Like the broker who expected me to come see him yesterday so I could give him my account, I got an email from the "Green" lobbying group we have been members of the last two years. It was a nice note, but within it they doubled our dues. I had not found them particularly helpful in our efforts and was not going to join again at the old rate. The doubling just made me smile at how people are not seeing the world as it is. It is a voluntary group

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and spending money these days usually goes for the essentials; contributions are usually second.

2/21/09 3:30 PM EST Home, NJ

I walked with Uncle Dave this morning. My body is feeling better all the time and I am about 85% back to normal. He is considering expanding his operation. A company he knows is going out of business and the sales people want to work for him. Since he has the room to expand, I encouraged him to try it but told him to remember it will mean a lot of extra work for him and his partner Janet. The extra sales and profits will be welcome and I hope they are worth the effort. We talked more about the economy and he feels we are in an incredibly good position. I treasure his support.

More stories are coming out about the Madoff-Ponzi scheme, and others just like him. A lot of people got hurt – one of my relatives is almost wiped out. It makes all Jews, including me, look bad. He not only screwed strangers, but his own family. Obviously, he is a sick man as are those in similar scams. I hope we remain untouched directly, but the damage to Jews in general is catastrophic and will be felt for years. According to one report, he never invested any of the money he was given which meant that his plan from the beginning was to screw people. If he had made bad investments and tried to cover them later that would be something. There appear to be no saving graces for this man. I feel for those who have lost so much and for those foundations that did so much good and will now probably be shut down.

2/22/09 3:09 PM EST Home, NJ

Predictions for the next 12 months:

Mr. Obama will pass virtually every piece of legislation he proposes. Chrysler will be absorbed by another car company after costing the U.S. taxpayers \$20 billion. General Motors will limp along but will have cost \$40 billion and become nationalized. Ford will remain the only privately owned U.S. car maker. The U.S. steel and heavy equipment manufacturers, seeing how the car companies got their handouts, will be waiting in line for their share of loans. Some will be nationalized, others will merge together, others will die, and the total payout will be \$100 billion. The private U.S. alternative fuels movement will be dead in the water due to a combination of no credit and the inability to get approvals for new projects because of the length of permitting time from the government. What is left of the movement will start to revive in 2011. The U.S. banking sector will continue to shrink with countless banks going out or merging. Unemployment will reach 15% with the only good part of that being a surge into our armed forces, which will

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have all of the good people they need. We will be down 20% troop strength in Iraq within 12 months and 30% of those troops will be diverted to Afghanistan. The balance of the troops will come home. In an effort to put people to work, the government will take the money for the big bailout and create work programs like the New Deal during the 1930s. Major projects to rebuild the infrastructure and create alternative fuel production will be done across the country. In an effort to speed things up, normal ecological studies will be negated and the president will be in direct war with the Environmental Protection Agency. Since the president is pro union, all those in work projects will be unionized creating a bureaucracy that will go on for decades. Taxes will rise not only for the upper class but also the middle class, a group the president promised to protect. The international situation will be no better with countries scrambling to stabilize themselves and ensure their own survival. The U.S. will be far less prone to send troops anywhere and this will be an advantage since we should be focusing on rebuilding ourselves before trying to tell anyone else what to do.

Benjamin Netanyahu will become Prime Minister of Israel. He will stop all negotiations and promise to simply react to any aggressions with a multiple factor of aggression back. Since he does not care what the United States or anyone else thinks and they are willing to fight their own battles, a stalemate will be reached and eventually fruitful negotiations will actually start and peace will have a chance. With the reduction in the price of oil, various oil countries will begin to break ranks with OPEC, Venezuela, and other oil producers and they will begin to fight each other. In a vain attempt to try to force the world to bend to their will, the oil producers will attempt to force countries like China to do their bidding. This will last a very short time as they will then be singled out one by one for takeover. Within a few years, the U.S. coupled with decreasing need and the increasing ability to handle her own energy needs will be less concerned and will leave them to work it out on their own. Energy independence for all countries will become the driving force that will render external fuel requirements less of a necessity. Our military will be primarily used to help guide the huge public works projects and to secure our borders. The problems with the Mexican drug cartels will be solved by placing U.S. troops on our side of the border towns. If that does not stop the trouble from our side, the two governments will join together to attack the problem. As for protectionism in trade, the U.S. will stay open as possible but if our trading partners make it expensive for our goods to get to other countries, the U.S. will do the same here. As times get tougher, which they most probably will for the next year or two, the U.S. will mostly react, not act. However, with the continuing rise in unemployment and the increase in public works, the U.S. public is not going to look kindly on giving anyone else a break at the cost of something to us. Be good to others is a wonderful thing, but if our people are hurting then the government will take care of us first. A lot of countries and groups who used to receive U.S. aid and assistance are going to have some changed situations. The whole

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world will be different and not all of it will be pleasant. With an increase in taxes, it will make it harder to grow companies and find capital for expansion. Less people will be able to start businesses and more people will put off spending money for things like houses and cars. People won't have the money for vacations and private schools. The entire infrastructure set up to accommodate non-essential purchases will be downsized, modified and in some cases, stopped altogether. People will cut back in business expenditures. There will be less travel, fewer face-to-face meetings, fewer employees in general, and more reliance on technology. Older existing equipment will be used longer, there will be more upgrades instead of new products, and anything to stretch what is already paid for. Companies will outsource as many services and products as possible to cut down on personnel. They will try for part timers so they don't have to pay benefits and only put on people when it is absolutely necessary as opposed to having some additional fat to grow into. We are in for an entirely different mind-set over the next few years, and the viewpoints of the old timers about a depression mentality will come out all over. It is not all bad; every era has it positive and negative points. We are moving quickly from a time of excess to a time of need, those who can make the changes necessary with a positive viewpoint will have the easiest and most productive times. Dealing with less isn't bad, it is just different. What worked last week or even yesterday won't work tomorrow. It is not something to be angry about, it is simply more change. Even if everything I predicted above happened, it doesn't mean we are all going to die or the United States will cease to exist. We have the chance to be better than we were before; the choice is ours. The only real crime is to ignore the changes that are already here and coming and to pretend it is still last week. There are more opportunities to try new things and put ideas into motion. When people are scared and rapid change is occurring, anything is possible and opportunities will arise where there were none before. Embrace the chance; see the joy in change to become what you are capable of. There are no limits.

2/24/09 7:44 PM EST Home, NJ

Wendy left on Sunday, which leaves Kayla, Bailey and me until she leaves Friday for a trip to Washington with our temple.

Kay and I have lived together before without Wendy so it is not a strain and we like each other's company. We heard that Bunny's hip replacement operation went well and everyone is doing fine.

I got a phone call from a friend. His son is in school and looking for a summer job. I am not an easy man to work for – just ask my people. I am fair, but very demanding and I don't like anyone using other relationships to cover up for being lazy or sloppy. My friend understands my concerns and assured me his son would do his best. I am happy to talk to him and give him

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a try for the summer. If he is anything like his father I would want him fulltime immediately, but the son will have to prove himself first. Unfortunately, there will be a lot of people looking for summer and regular jobs and the competition is very fierce.

2/25/09 7:33 PM EST Home, NJ

I got dinner for Kay and me. She is wonderful and we are now hanging out with Bailey and watching television. She goes to college next year so I want to treasure the time we have together before she goes.

2/26/09 7:59 PM EST Home, NJ

I decided we could not wait any longer to deal with the leak in our basement, so I called Wendy this morning and got the cell phone for Brian, the plumber. As it turned out, he could meet me at 9:30 and, true to his word, he was actually there at 9:25, a few minutes before me. Happily, it turned out to be a humidifier and not the hot water heater, which was a much cheaper deal. He is coming back next week to start on our bathroom in the basement so it all could be done at the same time. It could have been a lot worse and getting him to come in today worked out really well.

2/27/09 10:05 PM EST Home, NJ

It was another day of follow up and attacking potential targets. We have interest from one engineer at the design center for Flextronics in Illinois. They are closing down the plan and the business is to be spread over other locations. I figure they could use a liaison team or at least one person to help make sure the customers are taken care of, the information flow of correct file is assured, new products are taken care of, and a cost reduction program is launched. The variation they pick, if any, will determine how many people we will need. I am still pushing Pentair to take over their design team moving to new headquarters in California.

Citi Bank is being partially nationalized. A hundred bank chains are in trouble and the stock market is still declining.

2/28/09 7:04 PM EST Home, NJ

I got a necessary amount of sleep and felt much better when I got up this morning. I had a few missions that needed completion, one of which was getting Kayla's boots to the temple so our assistant Rabbi, Elie, could

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take them down to Washington where she was meeting the group. Elie is very nice and she had no problem with the additional supplies I included figuring that Kayla might need some supplementary food staples knowing the kinds of food they normally have on these trips. It was a little strange being back at Temple on a Saturday morning and not going to Minyan, but I did my appointed task and saw Rabbi Cohen for a moment which was a treat. He mentioned the good reviews he had been getting from our latest release, A Crisis of Faith, and we agreed we needed to talk soon, both in general and to set up the next taping session. I left the building and after getting home, changing, having a first lunch with Bailey, and letting him out, I went on my bike ride. Uncle Dave could not join me today so I was alone with my thoughts. I was tired from yesterday's double workout of tennis in the morning and my self defense instruction late yesterday afternoon. But I was determined to get through the ride, even if it meant walking part of it and taking occasional rests, which it did. After getting back, eating my second lunch with Bailey, I got dressed and had an impromptu meeting with our tree man. We needed some work done in our backyard and I am paranoid about a tree hitting our house. Then it was off to see my parents. We had a nice visit. Bunny is home and in great spirits. Her new hip seems to be functioning well and with luck, she will be back on the tennis court in a few months.

Being able to say I am sorry, I made a mistake, ask for forgiveness and be willing to try to make it right seem so basic but so few people can do it. As my dad taught me, being able to say you did something wrong is one of the greatest ways to free yourself because perfection is not an option.

I should not listen to the news so much because of all of the negativity. Still, I have to know what is happening because it directly relates to how I am selling and how far and hard I can push. Since I truly believe we are one of the best options for our customers to save money and help their companies, I need to gear it by the news they are getting at that moment.

I got a call from my brother-in-law, David, yesterday. A friend of his had been involved with some non-violent illegal activity and was going to jail for a few months. I had met the guy a few times and he seems decent and pleasant. From the story I heard, he had been taken advantage of by an employee who extorted money, engaged in identity theft, and placed the blame on David's friend. In order for him to get out of prison early, he needed a guarantee of employment. The man who had originally promised him a job died suddenly and I had offered assistance if that fell through. Going to jail must be a horrible experience and I would want help if it happened to me, so I again said I would be there if it was needed. I thought about what jobs I would have him do and I am not sure where his talents lie so I must wait. I believe in fate and karma and I think this is a good thing to do, and I hope it works out for everyone.

3/2/09 10:00 PM EST Home, NJ

The stock market went down almost 300 points today below 7000. It snowed last night and part of today. I shoveled the driveway twice and it looks pretty good. I won't have tennis on Tuesdays until April, but it is only a few weeks. I can be a little less obsessive about checking my five alarm clocks since I don't have to be at the court at a specific time. There is usually something good in everything and I try to look for it. I will come home, exercise in the basement, and watch either a show or financial program to get a feel of what other people are thinking. It is a nice change although I still worry about burning enough calories.

3/4/09 9:54 PM EST Home, NJ

Yesterday went well and ended with Kayla's last swim team dinner. It is hard to believe she has been a member for four years. There are a lot of last things happening this year with Kay going to college next year. It is mostly good, but a tinge sad too. It's time move on.

3/6/09 10:15 PM EST Home, NJ

I went to a funeral this morning for the son of one of our Minyan members. He was in his 50s. It is always hard when a parent buries a child, and to make it worse his wife passed a few years ago. I hope he has someone to keep him company. I cannot conceive of how difficult today must have been for him. I hope he is okay.

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3/7/09 11:36 PM DST Home, NJ

Tonight is daylight savings time and I am already on it, which means we lose an hour of sleep tonight but gain an extra hour of daylight. It was a beautiful day and the biking was exceptional.

3/8/09 1:58 PM DST Home, NJ

Historically, the days the clocks go forward or back lead to a tough night of sleep. I played tennis with Ira and then biked. I am hoping I did enough to be able to sleep tonight.

3/9/09 9:51 PM DST Home, NJ

The stock market went down again. I feel like a broken record. The ability to spend money freely for what might happen in terms of personnel, equipment, and marketing grow tighter by the day. It is not pleasant but it is reality.

The decisions are more fun now and there is less stress. But tougher times like these provide for high anxiety, excitement, and the chance to soar. It is very tough on the stomach, but the options become infinite. It doesn't really matter, the times are as they are and you can either accept that and try to use them the best way possible or pretend they are not happening and probably fail.

3/11/09 9:42 PM DST Home, NJ

I call it critical mass. It is that time in the economy when things are bad enough where companies and individuals will strip themselves of their preconceived ideas and be willing to try new things in order to save their jobs, careers and their companies. Up until now we have been doing well on all fronts as I had watched others sink and it is evident over the past week that we too are seeing the effects of the recession/depression and our sales in the U.S. and Canada are going markedly down. I knew this had to happen, and in a way I counted on it because only when we hit it would I know that the market was ready for something new. We have not had a bad month yet so I am not panicked, just worried and watching, thinking about layoffs and hoping they do not happen.

3/12/09 9:53 PM DST Home, NJ

Our accountant came in this morning to bring me my tax returns for 2008 and it turned out I made less money than in 2007. We also expanded and it meant I paid fewer taxes so overall it did not affect me that much. I tend to have money in the company as working capital. I also sent an email to my VPs telling them about how our sales in the U.S. and Canada were down more than 30%. When added to IJN and IJM sales they were down 18% from last year and when added with IJX we were about the same. While this is fantastic considering the economic environment, it is a bad trend for IJUS and I was holding all sales people responsible, including me. I told everyone to check for personnel they did not need and expenses that could be cut and if we do not get one of these big deals within the next few weeks then we will have to start reducing. Our VPs are smart and know what needs to be done and I expect some good reductions once they are finished. I did not want to do it, but we are now overstaffed and that is not good for anyone.

3/13/09 10:12 PM DST Home, NJ

I had a phone meeting with a group from Flextronics in Illinois. Their facility is being shut down and I sent over a proposal to start a liaison team between their customers and Flextronics. Our team would be in charge of keeping the customers happy and updated. We will make sure the information is transferred correctly, work with their facility in Mexico, and cost reduce, which is where we will make our money. They will get back to me on Monday and if it is a go, I will probably need to fly to California soon to speak to the big boss to get it started.

3/14/09 9:24 AM DST Home, NJ

I have about an hour before I need to get ready to go biking with Uncle Dave. I am looking forward to it because it has been a while since we have seen each other. The weather is supposed to be cloudy and about 40°F, which means a mask may be needed but my middle level boots are probably okay with wool socks. I am at a turning point in my life and it is strange how I can feel it. However you want to describe it, a feeling in the pit of my stomach, the aligning of global energies, a conglomeration of my past actions, whatever "it" is, I feel a strong force and I am going towards it as quickly as I can.

If I earned this, if I am worthy of it, and if it is the right time then it will happen. Am I willing to risk most of what I have? The answer is yes. Am I willing to potentially bankrupt myself, risk the money for my kid's college, and lose everything? The answer is no. I would not be able to look into my

daughter's eyes and tell her she could not go to school because I went for broke and lost. That hesitation has always kept me on the side of never being exposed too badly, and it has also may have kept me from becoming very big. I live in a world of paranoiac optimism. I am a believer that everything good could happen but I also hedge my bets in case it doesn't. It allows me to sleep at night and keeps me on the right side of morality so that I can look at myself in the mirror and be happy. I make mistakes, but on the whole I am happy with the way I have treated people. I love my wife and my kids. We all laugh a lot and to me it is a combination of everything that determines the value of life. I could make more money by taking outrageous changes, but there is also a chance I would forget about the rest of the incredible stuff I have and forget to enjoy life along the way. My kids are getting older; Kayla starts college next year. When she is finishes, most of the major financial commitments will be completed and Wendy and I move on to a new stage of life. It is no accident that the potential big deals are here now. I have more time to devote to them and can take more chances. I have some things to prove to myself and now the next chapter in my life will begin. This is not just limited to business, but other things as well. I want to explore other parts of life in learning about new things that interest me. I would also like to give back, but in that area I am not sure what that encompasses. If you let yourself "be out there" and living then the opportunities and needs will present themselves. Changes are coming.

3/15/09 9:44 PM DST Home, NJ

I called the Alcatel-Lucent director regarding the proposal for us to take over some Nortel engineers for a maintenance business. The news was filled with Nortel being broken up and the director said he was interested in going after their old products. They will potentially have us put in a team for maintenance and redesign. It was music to my ears and I am supposed to check with him next week. After that, I called the people from Flextronics in Illinois regarding the liaison team I hoped to set up between them and their customers since this location was shutting down. After some miscommunication, we are back on track and I hope to have more information tomorrow.

3/16/09 9:22 PM DST Home, NJ

I do not mind very much that I made less in 2007 than 2008, as long as the immense building we are doing will pay off. If not, there is nothing I can do about it anyway so I will try not to worry about it. My wife can see the strain in my face over the past few days and she is concerned. She knows how hard I drive myself. I love her a lot. Tomorrow is more of the same: we attack on multiple fronts. It is a simple yet affective tactic and it also takes

huge amounts of energy that I happily give.

3/17/09 9:50 PM DST Home, NJ St. Patrick's Day

Brett is working hard on new accounts and is finding it both a challenge and extremely frustrating. I hope I am helping him on the path. As soon as enough business is generated he will return to his primary function of helping with engineering, redesign, and cost reductions but we have to get the business first.

I went to see my acupuncturist who said unsurprisingly that the immense strain I am under is affecting me physically. The main thing he told me was to breathe, and then he stuck me with needles which will hopefully help.

3/20/09 6:11 PM DST Kennedy Airport, NY

I had my normal Friday routine of 4:00 AM wakeup, to the office, breakfast, tennis with Ira and back to the office.

My plane boards in about an hour so it is time to get up and move around. I am homesick already, but should have fun once I get to Amsterdam. I am meeting Jeroen tomorrow afternoon to go bicycling and then to his house for dinner.

3/20/09 9:13 PM DST In Flight

I have no idea what time it is in Amsterdam, so I will record it when I get there. Traveling gives me the chance to do a few things. The first is to catch up on reading newspapers. My favorite is the Financial Times, then the Wall Street Journal. I have been reading them both and have come to the conclusion that besides the fact I have absolutely no power in what happens in the world regarding the governments, I can have a say in what happens to me. It doesn't matter what they do, there are always going to be niche areas to be happy, have fun, and make money. I think the giant amounts of bailouts by our government are going to have some massive waves of unintended consequences. I do not think our politicians, especially our president realize that when they go after the bonus money for the people at AIG and retroactively tax them, they are sounding the alarm to every executive in the country. It doesn't matter if your company is large or small, takes government money or not, if our leaders can come after us in any way they choose for whatever reasons they deem acceptable then we all have to make sure we are covered the best way possible. How is that? The first is to keep away from government service. Those companies that accept government loans, potentially any com-

pany having loans of any sort, and any family making more than \$250,000 per year. In other words, an all out assault on the upper middle and upper classes of the country. Does the president honestly think we as a group will sit by and let him take everything away from us? I think not. As I said they can make as many rules as they want but there will always be loopholes and I don't mean dishonest ones. We have companies in other countries of the world and can keep profits there and invest in land and other companies outside the U.S. If the government is going to start taxing us badly then we can move more of our operations to other countries. If politicians say they have a hand in how we run our companies and can dictate policy like hiring, firing, and where and when we can build, locate, or what industries we can go into then it is all the start of a mass exodus out. Catering to the people who make the least has a built-in disaster to it because eventually the people with money will get fed up and leave. I think the President and congress are treading on extremely dangerous ground besides the obvious worried of hyperinflation from the all of the money they are giving away and the nationalization of many potential industries. We are a country built on capitalism. It is not a safe, happy, or pretty system but it is one that has overall, done better than any other. My feeling is that the bailout program will work only marginally well and the midterm elections will show a strong sentiment of discontent with Mr. Obama. Perhaps it will be enough to turn the Senate back safely into Republican hands so they can stop any more major transgressions into socialism. The best government is one run from the middle. Mr. Obama is running strongly to the left, Mr. Bush went strongly from the right, but we need someone centered and it looks like we will have to wait at least another four years.

I am finding out how essential it is to have our plant in China and the distribution centers in the Netherlands and Mexico. It seems like every deal we have a shot at is relying on the fact that we can offer them worldwide assistance on multiple fronts. I owe Lucent Technologies. a lot for their insistence a few years ago of us having a facility in Asia. Even if the original premise with them was not totally accurate the mere fact of building it and being successful there was not only a boom for us economically but it mentally toughened us for the world marketplace and helped us to be ready for additional expansion. We can't shy away from the challenges of what is before us. The second we do we will begin to die. Our hope for growth and high success is following the marketplace, answering its needs and being bold enough to justify the faith our customers have in us.

I spoke to Rabbi Cohen today. I hope to get some dates from him soon so we can record the forth Sunday Night Lifeguards CD. After that, I am not sure if we will do it anymore. The latest CD, "Living Through Tough Times" is due for release next month. They are expensive, but I think the subject and the branding are both very important so we will go ahead.

3/21/09 5:06 PM Netherlands Time, 12:06 PM DST The Newport Hotel

Yesterday's flight was really good and I plan to continue to use L'Avion for the future.

My bag was where it was supposed to be and I entered Amsterdam Airport with the hope of finding some good food before I grabbed a taxi for my hotel. I ended up with two veggie rolls and some bread. It was off to a tax and to this hotel, which I have stayed in before. Since I had a few hours before meeting Jeroen I went out for a walk to go see the local waterway and the small harbor with its beautiful boats. It was a beautifully sunny day here and even though I had sunscreen I thought a hat would be good. As I was walking, I saw a marina store that catered to the nearby boats and inside I found a very cool red hat. I tried to buy it but the one person serving people was busy and not looking at me. I decided to not get into a hassle and left. Once outside, I started to look for another store with hats or some food and found neither so I ended up back at the same marina store. This time I decided to engage the shop keeper so he would not only notice me but become friendly. It was not hard to do, but I hadn't wanted to expend my energy doing this. The man became friendly enough so that when I asked if I could look at a gorgeous boat in his dockyard he readily agreed. After that it was back to the hotel where I got a quick nap and met Jeroen with the bicycles. He took me for a good ride. We passed through a park that had purple flowers that were protected by the government. Unfortunately, other vegetation was growing up around it and in response, the Dutch Officials imported some cattle from Denmark to eat around all of the protected flowers. The cattle are very big and look like shaggy Texas Longhorns, but are docile and good around people. As we rode we spoke about our new customer corporate takeover and related programs and we ended up at a pub. He had a cappuccino (Jeroen loves coffee) and I had an iced tea. I have to remember that in Europe iced tea is often carbonated, which it was in this case. I liked it anyway so it was not a problem. We started talking about business and he mentioned he might have a takeover target. I immediately tried to support the idea, but he is a little unsure about whether to go for it yet, and I completely understood. These programs are a radical departure from normal selling and it is a much bigger risk, both if they work and if they don't. It is a much bigger deal with money and people at stake. From there, we rode back to the hotel and after a hot shower to ease my body after biking; I will be getting ready to be picked up by Jeroen for dinner at his home. I have not met his family yet. He has a daughter and two sons and I am looking forward to it.

3/22/09 8:50 AM Netherlands Time, 3:50 AM DST Amsterdam Airport

I had never met Jeroen's wife, Tamara, before. She is pretty and tough

and is always watching out for him. She is the kind of woman I like. I also met his newly born son, Marc. His other son was at a friend's house for the night. We spoke about business in general and with Jeroen in particular about where he stood and where he might want to go regarding Ideal Jacobs Netherlands. It is good we are spending the week together. From there, it was back to the hotel and I was asleep by about 9:00 PM and got up at 5:30. I exercised a little knowing I am probably going to walk a long time with my son, Alex this afternoon, which will complete the balance of the workout needed for the day. The ride to the airport was beautiful in the cool, spring, moisture-laden air and calming countryside. This is a very pretty country.

I had been a little worried about the airline I was flying since I had not heard of it before, but it turns out it is co-flying with KLM and check-in was easy. I tried to get some money from both the cash machines and money exchange, but failed at both for various reasons. Even after calling the credit card company here and getting cleared I was rejected again and gave up to simply exchanging some dollars I had for more Euros. I will get more if needed, otherwise I will depend on the credit cards to get me through which should be fine at hotels and restaurants. Something about money changers in airports makes it tough to get cash and I still don't understand why. I am fully loaded for the trip with a bottle of water, my oatmeal mixture, and a vegetarian sandwich I bought at a cafe counter. I am due to board in about a half hour and even have a copy of the Sunday Financial Times, which I am eagerly looking forward to reading. I also have part of a Wall Street Journal from yesterday. Ideal Jacobs Netherlands has grown a lot over the past year.

Unfortunately, I missed talking to Wendy last night because she wasn't home when I called and I was too tired to call back. I did speak to Kayla and she seems fine. We have also been emailing each other. I am a very fortunate man to have the family I do and I am greatly looking forward to seeing Alex.

There are few things worse than being sick or getting hurt away from home. As I passed by one of the escalators there was a man on the floor bleeding with one of his relatives crying nearby. The airport people were right there, seemed very competent, and helped them right away. I hope he is okay.

3/22/09 6:28 PM Italian Time, 1:28 PM DST Hotel Albergado, Florence

I am extremely happy with Meridiana Airlines. Their plane was neat, clean, on time and their staff very nice. As we flew into Florence Airport, it was pretty early spring day with balmy temperatures. Florence is beautiful from the air and on the ground and I liked the city immediately. I taxied to my hotel and took a walk looking for provisions, but was unsuccessful so I returned to the hotel and waited for my son. He was early which was great and we went on a walking tour of the city. Florence is very old and many of the

buildings were built hundreds of years ago. After a lunch of pizza we went to a nearby garden made out of the former Medici estate. It was beautiful now and I can only imagine what it was like in its prime. We walked there and to other points in the city. Alex was an exceptional guide. There are a lot of beautiful buildings and he knew a lot about them. In between the walking we also stopped for afternoon tea and gelato at the best place for the amazing treat in Italy. The amount of food I have eaten has been offset by the hours of walking so I am not feeling that badly about the calorie intakeAlex looks amazing. His stay here has gone very well and if he did not have an internship to go back to he said he would have been just as happy to stay in Europe for the rest of his college career. I think he was meant to be here so I will not be surprised if he ends up living here after school. His work is going well and he should finish in April with very high marks and a lot of great experiences. It was wonderful talking to him about life, business in general and what is happening in my company in particular. I offered to try to work out a deal after school so he can work six months in the Netherlands and six months in China if he wanted experience before he tried for a master's degree program. He will definitely be ready to work as soon as school is over. We are off to a vegetarian restaurant for dinner soon and then we will part ways to return to our regular lives. I promised to see him in St. Louis at his school next year and I look forward to the adventure.

I heard from Jeroen that he is on his way and I am waiting to hear from him what time we leave for our call to Alcatel-Lucent. I think he said it takes three to four hours to get there and we have an 11:00 AM appointment.

3/23/09 2:45 PM Italian Time, 9:45 AM DST On the road to Trieste, Italy.

I write this with a small amount of consternation. My good friend and traveling companion, Jeroen, is eating a banana while accelerating to 120 kilometers per hour and trying to handle a stick shift car. One hand for the banana, one hand for the stick... that does not leave one hand for the wheel. I am now happy to report that he has finished the fruit and the one hand is back on the wheel, which gives me a moment now to write about what has happened since last night. As normal, I got up at 4:00 AM, exercised in my room, and went for a walk. It was pitch black and nearly freezing, but I was armed with my long trench coat and gloves. I was listening to my mentor Jean Shepherd while walking, so I was very comfortable and aided by the very strong street lights which cave man an extra measure of comfort. I have seen many cities by dawn, a time when most are asleep and few if any people are out. I often like the cities best that way since we seem to be alone together and can communicate on a level few others experience. I got back to the hotel, had breakfast, got dressed, and met Jeroen with our rented car. Jeroen is an excellent driver and drives the way the local people do. In this case, that is very fast and we would have gotten to Vimercate on time except

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for the road construction. As it was when we got near, we could not exactly figure out how to find the building by road so we parked in front of a nearby restaurant and walked the rest of the way. Jeroen will be the liaison between AL here, ALN and IJUS. They may also be interested in our gaskets, so it was a very good call. We will also coordinate with their group in Germany when we go there on Thursday. After that, it was over to the restaurant and I got my first good amount of protein. It has not been easy finding things I could eat and I had some smoked salmon and six eggs, which were very good. We are on the road again and scheduled to be in Trieste before 5:00 PM.

3/23/09 9:02 PM Italian Time, 4:02 PM DST Le Hotel Corderie Hotel Trieste

With Jeroen's expert driving we made it to our hotel at about 5:00 PM this afternoon and then a mystery occurred. Each of us thought that we had made the reservation but neither had actually done it. Happily, there were still rooms available and the hotel has been very suitable. After we checked in we went out for a walk and eventually ended up down by the harbor. It was a magnificent sunset overlooking the water, boats and the seaport.

I know I am from the U.S. but I am not getting used to the idea of the restaurants opening for dinner here at 7:30. I am usually way done by then and getting ready for my evening bath. After we encountered this problem once I told Jeroen that we probably would have to be satisfied with pizza for dinner since it was only about 6:45. I wasn't going to hang around, start ordering at 7:30 and not finish until 9:30. I found a nice looking pizza restaurant which, it turned out, also served fish and ended up having a fine dinner from the local waters. Then we taxied home since we were both too tired to walk back. It has been a good day; I will call home later and I hope to get to sleep early. By the way, it turned out I had sent Jeroen the information on this hotel to see if it was okay with him. I did not remember hearing back so I never booked it, and he thought that I had. Mystery solved. I am glad we came here anyway.

3/24/09 11:59 AM Italian Time, 6:59 AM DST Trieste Airport

I got up this morning, exercised, and went for a walk down by the water. The weather was mild and I thoroughly enjoyed myself. The hotel was really nice and the breakfast was excellent. We left around 9:00 AM for our sales call. It was a little hard leaving our parking space; it has been the first open one we had seen in the city and we had grown a little attached to it. We went to our local telecom customer, met two of their buyers, and discussed how we could save them money. It was a very good call and we made our way back to the airport. There were no earlier flights, so we had planned to work at the airport until we left for Munich. I was chewing gum in the parking lot

and suddenly felt something in my mouth. At first I thought I had broken a tooth, but then I realized it was only an overlay that had come off, exposing the tops of one of my molars. I was able to retrieve the overlay itself and hoped to replace it via denture adhesive in the airport, but there were no pharmacies. The exposed tooth does not exactly hurt but the air hitting the exposed area is uncomfortable. If I try to eat, I may break the balance of the tooth, but happily I have two peanut butter and jelly sandwiches which are soft. I may not try anything else. I am hoping there will be a pharmacy or general store when we pass through security and in the worst case, we can find something in Munich. It is not the worst thing to happen, just a minor problem and an annoyance. I will deal with it. I was carrying a tooth repair kit just for this problem, but I must have left it in my other bag. As I said, it's only an annoyance as long as the tooth doesn't break. Meanwhile, I need a newspaper since I have been out of touch for a while and want to know what is happening in the world. Jeroen has been a joy and easy to travel with.

This area of the airport has one exceptional asset, although I have not tried the food yet, and that is the view of an entire mountain range which I believe is the Alps. A front is moving in with some rain and colder weather and I heard there may be snow when we get to Munich. Jeroen is used to traveling there and said they take good care of the roads. I will probably go back to editing my book with my headphones and zone out for a while. I just tried to put the tooth overlay back on – so far so good, but it is not something I will take for granted. I will definitely try to remember to eat more slowly.

3/24/09 2:37 PM Italian Time, 9:37 AM DST Trieste Airport

I spoke with my dentist's receptionist once through Alice and then directly. We have come to the following compromise on my tooth. They wanted me to put the overlay in a plastic bag because they were afraid I would swallow it, and not worry about it until Monday. I wanted to glue it in with denture adhesive because not having it on was bothering me. The compromise is that it is on by its own compression, I will be very careful not to swallow it and will wear my retainer tonight to keep it in. I am glad we at least have a procedure to follow so I will try to forget about it as much as possible. On another front, we have been given the go ahead to prototype our new latch design for AL and hope to have final drawings ready tomorrow. The faster we make the sample the sooner we can get either approved or make changes and eventually sell them. It is very exciting since the amount of potential business is huge. I want to get the cost reductions to the customer as quickly as possible so the orders will come to us. So far our plane is on time for Munich and we should board within the hour. Things at home seem good. They do not need me for day-to-day operations and I feel no loss of power from not being constantly needed. On the contrary, I feel empowered because of the force of the team behind me. The trip has already been worth

it for everything that has happened. I am very glad we have done everything so far and it is a great feeling to have with the rest of the trip before us.

3/24/09

5:50 PM Germany Time, 12:50 PM DST

We are cruising on the Autobahn outside of Munich. Jeroen is driving, snow is starting to pile up on the sides of the road, and it was hailing before, but we are having fun. The trip from Trieste was on time and we got our rental car. While he has been getting the car and driving, I have been emailing with the office and calling potential customers.

3/25/09 10:01 PM Germany Time, 5:01 PM DST The Meridian Hotel

We got to the hotel last night after going for quite a while through the countryside outside Munich. It was dark, stormy, and a little foreboding. We finally found the place, which was actually a health resort. For a faint flicker, I thought I might get some tennis in, but that did not happen. We went inside and there were no lights in the lobby and Jeroen was starting to look a bit worried. Jeroen called, a man came, and we were settled into a nice room. We went over to the resort restaurant which at first seemed like it was not going to be very good, but it turned out to be a wonderful experience. After that, we went back to our rooms and I worked and went to sleep. It had been snowing and was pretty bleak the night before, but this morning was sunny, so right after dawn I went out for a walk and ended up by a lake on the property. It was gorgeous and I walked for a while in the cold windy air until it was too much and I had to keep making stops in the reception area to warm up. After breakfast with Jeroen, it was off to our first call at Rosenberger Corporation, which made connectors for telecom and automobile parts. We were working on a new type of gasket for them and Jeroen's excellent prep and design work made the call not only pleasant, but also gave us the ammunition to push the project further and gave us a better chance at landing a new piece of business. It was then off to Nuremberg which would have been about a two hour drive had I set the car locator correctly. Alas, I did not and it cost us an extra 45 minutes. With Jeroen's expert driving we still made it on time to E-T-A Corporation and through the snow we got to the right building. We met two of their people and they were primarily interested in our labels. Since we offered free prototypes, stocking and would do small quantities they were very pleased.

We are more partners then suppliers, geared toward helping our customers get to a successful finish in the design and production and we could be a part of the whole system. He seemed to like the idea and I think he has the chance to do well selling this way. We are staying at the Meridian Hotel so we went to the city center to find a place for dinner and ended up at a restaurant Jeroen had been to before. It was excellent. It was then back to

the room and after calling home and the office it will be time to go to sleep. I am very happy with the way Jeroen has done all week.

3/25/09

2:31 PM German Time, 9:31 AM DST

It has been an amazing morning. After getting up, exercising, and having a breakfast of seven eggs and toast, Jeroen and I were off to AL in Nuremberg. During the meeting with some people we have known for years and others who were new, we spoke about changes within the company power structure and that the company locations in Italy were gaining more power. It looks like we will either bring on someone who speaks Italian or put in a small Italian distribution center to deal with them. This is not a problem and like everywhere else, we will do what is needed.

3/26/09 12:47 PM Netherlands Time, 7:47 AM DST Amsterdam Airport

From Nuremberg yesterday, Jeroen and I went back to Munich. It was an easy drive with plenty of time. Along the way, I was able to contact the Flextronics engineer I hope to hire from Chicago and got the contact information for the VP in charge to talk about our plans. I emailed him that I would talk to him on Monday.

We then stopped for lunch at a German restaurant where the food turned out to be excellent and then it was on to find our customer in Munich.

The call at Emerson involved two engineers. Their company has been going through a lot of changes but things seem reasonably stable there. We spoke about cost reduction and how we can help with their older products and the Advanced TCA Platform of products, a new telecom product line that is supposed to make it easier for companies around the world to mix and match standard products. I also told them that if they gave us a try and we could not find reductions, it was still useful to them to prove to their superiors that cost was minimized. It surprised them a little that I would be willing to go on this basis, but we are risking only some time.

3/27/09

12:35 PM DST

In Flight to JFK Airport, New York

After we left Emerson, Jeroen got us to the airport in plenty of time to get our plane to Amsterdam. His driving is extremely good and we never would have made all of our appointments in the time without him. We got to The Netherlands about 7:15 and after getting our luggage, some food, and Jeroen's car, I was at my hotel by 9:00 PM. There was nothing left of me by that point, so I ate dinner in my room, spoke to Wendy and Kayla and the office before getting ready to going to sleep. I can't wait to see my family. I got up at 4:00 AM, which was not easy, exercised in the room and then walked

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around the hotel because it was rainy and I did not want to have wet clothes and sneakers to transport. Jeroen picked me up and it was off to Antwerp in Belgium. On the way, we picked up his partner Jan Willem and discussed the changing roles for Ideal Jacobs in Europe. The plan is for Jeroen to continue to run Ideal Jacobs Netherlands and to be in charge of sales. He will also move into the cost reduction area to try to get business there. Jan Willem will offer support for the redesign from the products that Jeroen located to not only make them less expensive but hopefully better than before. I think we have a much more workable, positive situation. We arrived in Antwerp in good time and met a telecom buyer and designer there. Jeroen has been trying to sell them a new panel based on our design. I think today the customer was satisfied and we can move forward to prototypes. There is also a chance for more business so this call was a definite success. We got back on the road, dropped off Jan Willem, and Jeroen and I spoke about what we hope for in the future and the areas of success we want to go over. I constantly reminded him that being out in the field and dealing with customers as partners as opposed to just suppliers was what we wanted. We can be of enormous help to individuals and their companies if given the chance and we have to push for the opportunities to show the difference we can make. We need to show our passion for making things better in all areas. He dropped me off with plenty of time in Amsterdam at the airport and then the plane was off on time. In retrospect, it was a great trip. The sales calls all went well, bringing Jeroen was good not only for the business we were after but a preparation for him to launch to his next level of success. I am there for him as a mentor and coach and he and Jan Willem can use me as needed. In fact, we are instituting a Monday morning sales conference so we can all keep up to date with everything that has been happening. I wrote the March newsletter, a report for my VPs, and Ben regarding what has happened from my trip. For now, I will probably eat and watch a movie. We should land in New York in about four hours and I am hoping to be home by 7:00 PM tonight.

3/29/09 5:41 AM DST Home, NJ

I got home from my trip last Friday night around 7:15 and it was wonderful to be back. Wendy and Kayla both looked great and Max was over. They waited for me for dinner and we had a great meal eating and talking. I went to sleep around 10:35 and got up at about 8:00 AM yesterday morning. I felt good from all that rest which was a big help in riding with Uncle Dave later that morning. The weather was in the 50s; mild enough so I did not need a mask or boots and it was a very pleasant ride for the exercise and the company. Uncle Dave has moved his operation to our space in Millburn and is excited at the prospect of what has been happening. He told me about the deals he has been working on and his printing business and is optimistic for the near future. I told him about my trip and where we were and it was a

nice, low-key time. Sometimes we argue about various topics, but not yesterday, maybe because I was just trying to get through the long route.

Once home and after a big lunch, our son Ben came over. He is moving to a new apartment this weekend. He wanted to pick up some things and needed boxes and tape. We went to my office to get his supplies, we hugged, and he was off on his new adventure. He is definitely a man now and it is a joy how he has turned out. It is wonderful to say as a father that I would love to be involved with my kids even if we weren't related. They are great people and I am very proud of all of them.

I had not planned to go to the office yesterday, but since I was there I did some work including sending a report on my trip to my VPs and Ben in China. I also sent an updated list to Jeroen about what happened and where we go from here.

3/30/09 9:46 PM DST Home, NJ

I laid off three full time people today and one part timer. I also had two projects die and had two delayed.

Going to the dentist was one of the higher points of my day. Dr. Browne and his amazing staff had my overlay back on in no time in a no-pain, tranquil environment and it is a place I do not hate to be. Taking anyone's livelihood is never a pleasant thing and doing it to four people today was a record I do not want to come close to equaling soon.

The stock market has been heading downward again and they are calling the last big rise a typical bear market rally and now things are expected to go down again. It is following the path of the Great Depression: one giant dip, a rise so people go back in, and then another big dip. I hope it doesn't follow the same, but things do not look great to me. On the other hand, we are in good shape. I am in high selling mode along with Brett, Jeroen, Ben and the balance of our teams. We had our first Monday meeting with Jeroen and Jan-Willem and I am optimistic that our new system has a great chance for success. I will stay with it to try to help them as much as I can and build up the continent. After the layoffs today we are much leaner and can cut more if needed, but I hope that is not necessary.

It looks like Chrysler has a deal with Audi but GM may go into Chapter 11. If they do, the bulk of their parts suppliers may go with them. I am surprised the president would allow it, but he seems to be toughening up which is a very good sign.

It always amazed me what happens when people leave our or any other company. They become invisible and go into deep memory. People should be and are mostly concerned with themselves first and others second. They have survived and want to move on as quickly as possible to get back to a state or normalcy. I am the same way. I hope I don't have to lay anyone else off soon.



3/31/09 9:45 AM DST Home, NJ

My stomach is in rebellion. It is a small wonder from the stress level from the last week. Today, however, was calmer and I am hoping for the same for much of the week. Al left for Europe for about a week. I have full confidence in her backups to handle everything. I will stay out of their way unless they need me. IJX's first quarter sales and profits were way up and they are doing great. I will check how everyone else is doing. We have been very fortunate, especially as a worldwide company in total sales as compared to last year.



4/1/09 9:43 PM DST Home, NJ

I spoke with our contact at AL about the 5ESS Switch and he is trying to arrange a meeting with the people involved. That piece of equipment is used all over the world and although it is already decades old, it will be in use for many years to come. As various components become obsolete, someone will have to make new parts or modify the systems to keep everything running. I want us to be a part of that process.

4/2/09 9:10 AM DST Home, NJ

Today I played with a new partner; a Russian immigrant who owns a home remodeling company. He played aggressively and intelligently and beat me, which was, as usual, a good way to keep my ego in line.

During lunch, I met with a man from Bell Labs and one of his friends who is a manufacturers representative. We were supposed to meet at a restaurant, but they requested a meeting at the friend's country club at the last minute. I do not have a great history with establishments like that.

I held my first job as a caddy at a golf club when I was thirteen years old and I had a difficult time. In the United States, it is perfectly legal for institutions to cater only to certain groups. One ethnic group can openly discriminate against another as long as they do it in a place that is privately owned. One of these clubs was located near my house and I chose to work there because of its proximity. Unfortunately, it did not go well. I got very little paid time for caddying and ended up in a fight with another worker. By that time, I figured it was best to leave.

Since that initial experience, I have had bad feelings for country clubs in general, except those attended by my father-in-law. They always seemed like restricted resorts where I did not belong and was not wanted. Therefore, it was with some apprehension that I found myself waiting for the two men at this club, dressed in a custom-made suit, looking prosperous amongst a group of people who looked just like they had when I was a teenager. Old feelings die hard, but no one at this club gave even a hint of a problem. Even though I was probably worth at least as much as most of the members



financially, I still felt out of place and that was my own problem. The people were very nice and the meeting went well. It turned out that the man from AL had used the club member as a source for various products and we talked about how we could work together. They were both very pleasant and we will see what can happen in the future.

4/3/09

It is Kayla's eighteenth birthday. She is amazing!

4/4/09 9:01 AM DST Home, NJ Saturday morning

I am determined to increase the success of our other companies and to do that I need to take a more direct role in their sales and marketing.

The world's leaders just finished meeting in Europe, where they put together their plans to help the world economy. Right now, most of them seem to want to curb capitalism and limit profit for business owners like me. In principle, it is a good idea to keep the compensation of leaders of public companies who accept bailout money in check. However, in actuality, it could easily be applied to too many other areas and adversely affect everything else. If the government decides to regulate how much money I make then I will change the way I do business. There are always ways to do things differently and if it means expanding in other countries then so be it.

I don't like being told what to do and how to run my business. For better or worse, the smartest people go where the money is. Our government will always lag behind because the people with the most power and agility, except for dictators, are in business. Our leaders, no matter how well intentioned, will constantly be trying to catch up. It is a fact of life that they are best prepared for what happened years before. The willingness of the government to punish those in front because they were smart enough to find new ways to make money is vindictive at best and dumb at worst. I agree that the people who broke the law should pay for their greed, but regulating the markets for what has already happened and won't happen again is like building a new dam for one that has already given way. There is no water left to hold back; it is pointless.

Much of the new legislation is simply a way to get even for actions that have already been carried out. It would be far more productive to figure out how to protect people from themselves. If you have a system of easy credit, people will use it regardless of whether or not it is prudent for them do so. People are generally shortsighted and do not do what is in their best interest in the long term. You can try to regulate them into good behavior like with high taxes for liquor or let the system work freely. That is what communism attempted to do – make everyone equal through regulation – but that did not work well either. Capitalism is a system that is rife with potential abuse

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because it appeals to the inner sense to get as much as you can as quickly as possible. This system is the best in rewarding for hard work, intelligence, persistence and the passion to take chances. It is an imperfect, unsympathetic system and it cannot be blamed for being what it is.

No one forced all those people to get mortgages, new cars and boats on credit that they could not afford. We have ourselves to blame for what happens and hanging the bankers for their actions is not going to make things better. Now, because those people were not able to control themselves, there will be giant government bailouts, massive unemployment, large companies going bankrupt and a general lowering of the standard of living. Worst of all is a giant tax increase on those who have any money left, which will dry up the potential to capitalize business, create jobs and get us out of this mess. Let's call this situation what it is. Our capitalistic system worked. The smartest people took money away from the others and now the government is trying to balance the playing field by screwing everyone who has anything left. We are capitalists and we should understand and embrace that for its positive and the negative aspects and be willing to pay the price for our indulgences when we go too far.

I do not want to live under any other system, I would just rather the government stop trying to make us something we are not and let the people who are responsible for the problems take the responsibility to get themselves to safety. If you bought a home you could not afford, you should not be in it. If you bought cars and boats on credit and can't pay for them, you should lose them. If you are living past your means, you should scale back. If you don't want to take responsibility for yourself then you should go somewhere else. Don't expect the government to bail you out. I want to be left alone to do my job, which is the same job everyone else has: work hard, benefit from the fruits of labor and try to help everyone else to do the same thing.

4/5/09 7:20 PM DST Home, NJ

I am writing from the outside deck of our house. It has been an incredible day here in New Jersey with a bright blue sky, dazzling sunlight and mild temperatures. Everything is blooming and the promise of a beautiful spring is in the air. I had a great day of tennis with my bother and biking outside. I also visited Phoebe, who is 87 years old. Unfortunately, she fell the other day but happily was not hurt. It made her realize that she should not be living alone in her house for much longer. She is going to see her family in Maryland this week and will probably find a place to move near there. I expect her to be out by the fall and although I will miss her, she will be much better off.

I also visited my parents, who are both basically fine, though getting older. Moving to an apartment from a house was a fantastic change for them and they are both extremely happy. My mom has a lot of friends in the complex and my dad loves bird watching, fishing and walking just outside of

their building. The elevators and nearby shopping facilities have made this an ideal spot for them and I hope they can remain there for many years. Talking with my dad and mom is always an adventure. Although I usually know what will come out of their mouths, they can surprise me sometimes. My dad still keeps up with business and world events and is fascinated with the various avenues our company has moved into since his retirement.

Al is still in Europe with her family and will be back in the office on Thursday. While she has been gone, her work has been ably covered by Eileen and Anna, our Incoming Order and Purchasing Managers. Still, I miss having Al around. She is a wonderful sounding board regarding the next path we should take. Her business instincts are sharp and I rely on her counsel and respect her opinion. I also rely on Vinnie, Mike and Ben who keep me on track, support my crazy ideas and do not fail to challenge me when they think I am wrong. It is important to have supporters and challengers and no good leader can do without both.

4/7/09 9:44 PM DST Home, NJ

We interviewed a company to take over our human resources work and give Mike a break from it. We will probably agree to contract them next week. I want Mike working on specific areas and payroll and insurance are not included.

Kayla and I made choruses tonight, which was fun. It is a mixture of apples, nuts and spices that symbolizes the mortar the Jews used to help build the pyramids in ancient Egypt. We have celebrations for the next two nights called Cedars and we look forward to them all year. There will be one tomorrow at my brother's house and Thursday at Barb and Cliff's. Ben is coming out from the city. Unfortunately, Alex is in Italy and won't be able to come. There was an earthquake there recently, but happily Alex was not near the epicenter. I saw a picture of a little boy who looked lost and very sad and my heart went out to him. I hope he and his family are okay.

4/8/09 10:20 PM DST Home, NJ

I had a meeting with a manufacturer's representative today. We agreed that he would try to sell our products and find us customers for the cost reduction program. It will be a double-edged attack. Let's see if he gets anywhere.

I continued my attacks on various Telecom companies for their older product lines, but they are resisting me so far. I will continue until they either agree to business or tell me to stop.

My partner Ben and I have been emailing back and forth about an engineer who used to work at Fabrinet in Thailand. He may want to work for us

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either as a salesman or a manufacturer's rep. I am happy to talk to him.

Tonight was the first night of Passover and it was over to Uncle Ira's house which is our tradition. It was a great turnout and lots of fun as usual. I spoke to my son, Alex, this morning and we had a great conversation about family, school and his future plans. He is coming home from Florence a week earlier than planned. He is taking one or two courses at a local college during the summer so he can graduate with a double degree in four years. He is industrious, focused and disciplined. I am very proud of him.

4/10/09 8:21 PM DST Home, NJ

It was an amazing day. Although it was the Catholic holiday, Good Friday, most of my crew was still at work. I spent the day making sales calls and attacking everywhere. Over the past five years we have created a large database of customers and potential contacts, but I rarely get the chance to talk to most of them. Now is my time and although it will probably take me a long time, this will produce a lot of future business.

4/10/09 10:19 PM DST Home, NJ

I was looking at the pictures of my grandfather when he was about ten and twenty-five years old. He and Alex could have been brothers, which is probably the reason for the strong bond between them.

4/11/09 4:35 PM DST Home, NJ

It is a cool spring day here in New Jersey. The world is alive with plants and trees bursting forth from spring. I started off playing tennis indoors with my brother. He is doing well but still recuperating from the Cedar of last week. He needs another week or two to decompress from the event. Afterward, I went biking. There was a strong, chilly wind so it felt as if it was in the upper thirties. It took a few changes of gloves and other clothes to get the right combination, but it was a beautiful ride. I passed by the building I someday want to own or rent.

Allan and Snail from IJX arrived yesterday. Al took them to dinner last night and they went to the auto show in Manhattan today. They are both at the Empire State Building now and will finish the day with Mexican food.

4/14/09 9:48 PM DST Home, NJ

After having a great time seeing New York City with Al and Mel yester-

day, Allan and Snail were ready for work today. We went through the operation of our new laser and had a discussion about selling. Snail, who leads the group at IJX, went to work with prepress and Allan was with Al.

4/16/09 9:51 PM DST Home, NJ

I got an email from Jeroen regarding a customer in the Netherlands who was threatening to use a local supplier for some labels because our prices were too high. He has always been a brutal adversary and he even wanted us to get him color specifications so his new supplier could be accepted to replace us. With that he crossed the line. I told him through Jeroen that his supplier had to be accepted by the customer for inks and materials and it was up to him to find out how to do it. I was not going to help him take business away from us. If his vendor was not accepted then they both ran the risk of having his whole products rejected because of bad labels. I also told him his prices are now set in stone and he should not ask for any more reductions. If he leaves us for another supplier that is fine with me. Some customers are not worth the aggravation.

4/17/09 8:26 PM DST Home, NJ

It was an amazing day ending an incredible week. After tennis with Ira I went back to the office for a meeting with our VPs and Jack Dispenza. I have known Jack for many years and his expertise in plastics and molding are top of the line. We have been looking at our first cost reduction by changing an outside cabinet from metal to plastic and I wanted Jack as a consultant to see what was possible. He brought over and emailed more information about the material than we would need and he seamlessly blended in with the other members of our team. By the time we finished we all felt confident we could go ahead with the project and could create a powerful case for cost reduction even after absorbing the mold and up-front costs. We are supposed to find out what they are paying now worldwide and how many are expected to be ordered early next week. Jack and I also came to the agreement that he will now be on a retainer basis. I feel extremely good about having him as a resource and feel confident that his name recognition alone with give us additional strength in the marketplace.

I started cleaning out Ben's bedroom tonight. We are redecorating the bedroom and it was very strange and emotional to pack up his stuff. It is a sign that he has really left, that he is on his own and will not be back. He is a wonderful young man who is on his own road and I am very proud of him.

Wendy and Kayla are off on a girl's weekend and the house is very quiet. Bailey is lying near the stairs and my music is on. I always like Christmas/ Winter music because it is very calm. I am buying breakfast tomorrow morn-

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ing and taking it over to my Dad. Uncle Dave can't ride afterward because he is going to a Bar Mitzvah, so I will go alone.

4/18/09 7:37 PM DST Home, NJ

It has been a full day. I got up, bought breakfast for my father and went over to his apartment. He always seems a little lonely when my mom is away. I bought the things he likes, which included two cups of coffee (I figured one for right away and the other for later), both blueberry and regular pancakes, scrambled eggs, toast, a bagel with cream cheese and smoked salmon that he could eat later for dinner. As I anticipated, he was very pleased and after a pleasant meal we went for a walk by the pond next to his building. It was a beautiful, warm spring day and there were lots of birds around. We talked about business, sales and life. It was a very nice time. When I left, he decided to go to his synagogue for the balance of the Saturday morning Sabbath service. I biked the usual long Saturday route and then I spent a few hours with Bailey finishing Ben's room. Wendy called to say that she and Kayla were having a good time and should be home around 2:00 tomorrow afternoon. I miss them both. I received another call from Uncle Dave, who has to go to Florida next week because his father is in the hospital again and not doing too well. His dad is little older than mine and has to use oxygen all the time. Dave is very worried about him. My dad, however, has had five different types of cancer and is still going strong. I fed Bailey and went in search of dinner. I ended up at the local supermarket and, of course, as soon as I saw the spring flowers for sale I had to buy a bunch. I also picked up topsoil, so tomorrow I will be planting. I will try to go to sleep early. I don't like being out by myself on a Saturday night - some things never change.

4/19/09 9:58 PM DST Home, NJ

Wendy and Kayla came home from their weekend with my sister and her daughter celebrating my mom's 80th birthday. It was really nice to have them home. Later I planted the flowers I bought yesterday and I hope any tough leftover winter weather does not treat them too badly.

I truly love looking at flowers and I plan to plant more over the coming months.

4/20/09 7:15 PM DST Home, NJ

In every author's life there are some moments to remember. Finishing a first draft, completing the final edits – but a really big moment is choosing the title. Since Katie is almost finished with the first major edit for my latest

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book, it is time to start the cover art and decide on a title. At dinner tonight, my wonderful wife and I went through various possibilities. I also asked my "office wife," Alice, and eventually we decided on "The Ideal Era."

It was a rainy, cool day here in New Jersey and a Monday to boot. Things got going a little slowly, but the pace gradually warmed up. I had a small battle with one of the engineering groups we are working with over cost reductions. They don't want to pay any upfront tooling. The annual usages are not high and a part of the original discussion was that they would supply us with the current prices. We are planning to convert an outdoor enclosure from metal to plastic. It would have been very handy to know their costs so we'd know if we could absorb the price of the tooling and still at least break even over the first six months. Although they refused at first, after discussion they gave us a target price which we found to be 50% lower than what they are paying now.

No worries. We had already started our design to convert to plastic and we will know by tomorrow if we can be competitive. I have a good feeling about this and will probably submit the design modification and prices on Thursday. If it is accepted, it should open a whole new area for us.

4/22/09 5:18 AM DST Liberty Airport, Newark, NJ

Vinnie received a safety award for us at the OSHA conference today. I like getting awards, but I also like being around OSHA people who are generally very supportive and good to know if we ever get into trouble.

I was going to go to the Boston area yesterday, but Mike was sick and I decided to fly up this morning instead. Brett is scheduled to meet me at the airport and I am supposed to fly back tonight. The good parts about flying are that I can work almost continually and it is a faster mode of transportation. The bad parts are the potential delays and the cost. Life is a series of decisions and sometimes, even after the fact, you never know if you were correct.

I am currently in the Continental Airlines lounge and they have just delivered the newspapers, which is good news as I will have something to read if needed. Allan and Snail left yesterday for home. Ben mentioned he might need me in Thailand soon and I would not mind at trip back to Asia since it has been a while. I felt badly this morning on my way out to the airport. There were a lot of worms on the driveway due to the rain and when that happens I normally try to toss them onto the grass. I did not have the right tool to move them this morning and I did not want to get myself dirty, so I left them as they were. I like to help worms and spiders and things like that when I can and I feel guilty when I don't.

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4/22/09 5:49 AM DST Liberty Airport, Newark, NJ

I am at the gate and things seem to be running on time so far. I have stocked my bags and pockets with the necessary traveling items. I bought a bottle of water both to prepare my oatmeal breakfast and in case I need a drink and can't get one on the plane. I have a small bottle of hand cream, anti-bacterial liquid and lip balm within easy reach so I don't have to search for them while flying. I packed my laptop case and a small bag with everything else. Since I plan to be home tonight, the only clothes I brought are an emergency tee-shirt, boxers and socks in case I get stuck. Unfortunately, I have forgotten them in the past and this taught me a great lesson about being prepared.

President Obama has decided to allow the possible prosecution of those involved with prisoner mistreatment during the last Bush administration. Two days ago, he said he did not believe that this would appear to be a flip on his policies. Treasury Secretary Tim Geitner is under attack for not keeping tight enough reign over the billions of dollars being given out for various emergency programs. The Secretary of Defense, Mr. Gates, is trying to cut some weapon systems in order to save money. One thing I will say for Mr. Obama is that he is not lazy. I also think he knows that his popularity will decrease with time and he needs to get as much legislation moving as possible before the mid-term elections, when he could lose his majority in the house or senate. The Republican party is already reforming and galvanizing against him and the current popularity of new conservative groups like the Tea Party is already gaining momentum. The high cost of Mr. Obama's bailouts must be carried by someone and the middle class of this country is just starting to realize that they are the only ones left with enough money to make up the difference. The President's base was broad, but it will be shrinking greatly as people realize how much his policies will adversely affect them.

4/22/09 1:35 PM DST Logan Airport, Boston, MA

We arrived about fifteen minutes late and Brett was right on schedule to pick me up. We went directly to a Ciena location nearby and heard a familiar story. This facility was being shut down and the only good news was the man we were seeing and a few others would be able to keep their jobs by working remotely. As we spoke, it became apparent that much of the engineering, design and support team responsible for developing their older products was going to be fired. This led me right into offering to hire some of them back through our company's cost reduction and support program. The buyer was enthusiastic, but said it had to go through the higher-ups in the company. Happily, I knew both men he mentioned as contacts. I will check with their liaison, who is trying to help people get jobs, to see if some of the key players

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want to join our team on a consulting basis if we are able to get the business. I understand the need of large companies to downsize and the allure of going overseas. The transition can be painful or downright suicidal if they can't live up to their warranty commitments. Utilizing us will ease the transition and give companies the ability to do what is needed at reduced prices. Now all I have to do is convince their senior management.

We left Ciena and headed over to Tyco Corporation, who already use many of our labels. We are trying to branch out into making them metal panels. We sent a prototype a few weeks ago and now I wanted to meet with the people involved to see what is needed and what the future might bring. Having Brett located close by in New Hampshire was a definite plus for our cause and the conversation went well. If we don't hear from them by Monday, he will follow up to see if we can get started.

Then we were off to Alcatel-Lucent, where we met with the engineer who has been guiding us throughout the invention of our alternative latch program. He has been a lot of help and we discussed samples to send him next week and other products we can work on. I had also hoped to see his boss, but he was not available.

At this point, our calls were done and I received a message from my lovely wife that thunder storms were predicted in our area. Rich, from my office, booked me an earlier flight and Brett had me back at the airport by about 1:00 PM. Here I sit in the President lounge, hopeful that my 3:37 PM flight will get me back to Newark before 6:00 PM. I have lots to do in the meantime.

4/22/09 3:30 PM DST Logan Airport, Boston, MA

It is while I am delayed in airports, as I am now, when I wonder if I would have been better off driving with rain and potential traffic problems. As long as I got home by the early evening I would have made the right choice. It is too late anyway. I will relax when we take off.

The man sitting across from me in the terminal is wearing shoes with the same type of buckle I wore when I was in junior high school. That age, from about 12-15, is extremely difficult for most kids and I was no exception. It was the late 60s and everyone had crazy clothes, long hair and was trying to be cool. Around this time, I learned that I had very sensitive skin. My skin reacted to the detergent my mom used to wash my clothes and the pattern from my Gee, a martial arts uniform, used to become imprinted on my skin after heavy workouts. My mom began to use a different brand of detergent, but I had to live with the temporary tattooing from judo fights. Besides, those were badges of combat and I did not mind people seeing them. I had no problem with bullies in school after I took up martial arts. I imagine it was a combination of the confidence I gained and the constant beatings that left me marked and in pain. I never minded fighting. In fact, I enjoyed con-

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trolled combat because it was fun to see how much you could give and what you could take. I also learned that if you are still standing after taking the hardest shot from an opponent, then they are weakened and not you. Power is a matter of confidence and intent. If you can shake your opponent's confidence then you can beat them – that goes for any situation.

4/23/09 9:41 PM DST Home, NJ

It was hard to get up at 3:30 this morning, both because it was early and it was the day after traveling, which usually leaves me tired. Tennis went well after going to the office and eating my first breakfast, and I was back again before 8:00 AM. There was a lot to do since I had been out yesterday, but I was reasonably caught up by 10:00 when I called a VP staff meeting. We went over yesterday's calls, what needed to be done, the OSHA visit for the SHARP program and the new enclosure. The OSHA visit is an annual event during which our system is inspected to make sure it exceeds the normal levels of health and safety. One of the inspectors is new and they all have their own priorities and want to make their mark, so Vinnie has a lot of work to do to prepare for this round of inspections. Eric has made a great first set of drawings for the new enclosure we are building, Jack has helped immeasurably with engineering and materials and I took it from there regarding budget pricing. The proposal went out at about 1:00 this afternoon and I received an answer from the manager thanking us and promising to get back to us soon after checking some additional requirements. The tooling for this will be very high and we would probably have to absorb around \$50,000, but we are hoping it will become a modular unit for use across other customer's product lines.

4/24/09 10:05 PM DST Home, NJ

It is Friday night and Kayla is away at her last religious weekend for the year. Wendy and I enjoyed a very pleasant dinner. We talked a little about Kayla's prom and celebrating her graduation from high school. Prom is a big deal here in the U.S. and the party afterward is also of huge interest. Unfortunately, some of Kayla's friends wanted to rent some hotel rooms on the New Jersey shore for the balance of the evening where unacceptable behavior might occur. As you can guess, Wendy and I did not want this to happen, and neither did Max's parents, so we were all in agreement that they weren't going. We told her she could not go yesterday and she was upset at first, but after she heard that the other parents had also vetoed the idea, they started working on an alternative plan.

Once Kayla leaves for college she is on her own, but as long as she is here in the house there are rules. Part of our job as parents is to help our

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children make good decisions. All three of our children are really great human beings. I am proud of them and I think they will contribute greatly to the betterment of our world.

4/25/09 9:26 AM DST Home, NJ

It is Saturday morning and I slept for a long time last night. I have been monitoring my weight closely lately and seem to be stuck around the 187 mark as opposed to the 186 level where I would like to be. I have been drinking more water and trying to stand up straighter, breathe better, stay calmer and let the positive energy of the world into myself. I know it sounds obsessive (probably because it is), but some of the negative effects of being overweight as a child can evolve positively. Being in better shape than most people my age is a very good thing that I actively enjoy. I need to give myself some slack. I can't do everything and I am wound tightly enough already without throwing on more demands.

4/26/09 4:20 PM DST Home, NJ

In a prelude to summer, it has reached over 85° F here in New Jersey for the last two days and I have attempted to get everything out of the nice weather as possible. Yesterday I biked and today I played tennis, biked and planted more flowers. It has been a gorgeous Sunday afternoon and I will start dinner soon.

The backlash to Mr. Obama's various policies is coalescing into a united front, which should be in full swing by the mid-term elections. In the meantime, our world sales seem stable and if all works out well, we may be debt-free. At this moment, I do not see a need for any immediate equipment purchases or new hires. We will bide our time and see how things are through the summer. By then we should have a better idea of what is really going on.

Once I am finished going through the balance of our database contacts, I will go after new companies for the cost reduction programs and everything else we can offer. The continual bleeding off of business from the American and Canadian markets will not stop. Until the costs of wages, production and shipping are equalized worldwide, the flight of business will continue away from us. Knowing this, we will continue to build up our operations outside of the U.S. because the best we can do is capture the business once it leaves. I worry for the other U.S. companies with no outside presence. There is little chance to retain their exported sales, which means their profit margins and volumes are being reduced domestically. This is a bad thing all around.

April

4/27/09 10:12 PM DST Home, NJ

Most of the day went well. Dinner was its usually amusing time with Kay, Wendy and, of course, Bailey. But the evening was not over then as we got a call about a half an hour ago that Kay's car had stopped running and she was at a local gas station. I drove over to find that most of the oil had leaked out and I hoped the engine had not seized. With the help of two nice young men, we pushed the car to the parking area and I tipped the boys and the nice gas station attendant who let us keep the car there overnight. Tomorrow morning I will work out how to get the car to the dealer. I am hoping the warranty will cover the problem. In the meantime, Kay can use Alex's car. I was back home within 20 minutes and very happy that Kay was safe.

4/28/09 10:27 AM DST Lexus Dealership, Whippany, NJ

I got up this morning and stopped by the gas station on the way to work to unlock Kayla's car so it could be towed. I was in the office and had arranged for the car to be picked up. Wendy was there as we planned, but called to tell me that the car was locked and I had the keys. Protesting that I had opened it and realizing it did not matter, I was on my way to open the car. I found out later that the car re-locks itself after a certain amount of time. Happily, the gas station was close by and Kayla's car was on its way to be fixed within the hour. Since I was still dressed in my tennis clothes, I went home, changed and went to the Lexus dealership to check on Kayla's car and bring mine in for its 5000-mile maintenance check. This service center is a model of efficiency and top of the line in customer service.

On a positive note, last night could have been a lot worse if she had broken down on the road and I am very grateful for the way it turned out. A car is just a piece of equipment and they sometimes break down. We try to keep them in the best shape possible, take care of the problems as soon as they come up and try not to get emotional about it.

The general business climate is about the same. Some people are optimistic and others are not. The money from the stimulus packages to the states is going towards the programs that they were going to cut because of reduced tax receipts. Therefore, as I see it, the government has decided that they are going to keep funding the programs they can't afford by increasing taxes on people and businesses. All they have done is increase the tax burden. They will also cause inflation by printing additional money, which will result in reduced actual income. All this will do is accelerate the reduction of jobs in this country, drive business out faster and increase the number of people relying on the government to live.

There is a threat of a flu pandemic coming out of Mexico. It appears that it does not kill everyone it infects and if you are healthy you have a very

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good chance to survive. Still, there are a lot of potential victims and many people could lost their lives. The Mexican government has already curtailed activities like school and sporting events in an effort to minimize the spread of the virus. If business flow is affected by these actions, we could be greatly and directly impacted.

I have my computer bag with me while I wait at the car dealership, which means I should have everything I need to get by for a while, other than food. It is always good to have your own stuff with you.

4/28/09 10:13 PM DST Home, NJ

I just had a talk with Kay. She was upset. She is retiring as president of her religious group at our temple and is worried that the people she is leaving in charge will not be able to do everything required. She wants them to be productive and proactive, teach the younger kids what to do and have a great year. The advice I gave her was that she could not retain control after she left her position. She had given up her power and her ability to influence what will happen. They will have to live with whatever decisions they make. She will be away at college and the best she can do now is support and empower those left behind to lead. Life is the same everywhere: you have to do the best you can with what you have and acknowledge your boundaries.

4/30/09 7:57 PM DST Home, NJ

I spent the morning doing paperwork and getting ready for the calls this afternoon. Brett came down from New Hampshire and was in the office before noon. We went to a meeting regarding the new cabinet we are planning to convert from metal to plastic. Our design was about 90% finished and we needed some feedback. It turned out that the changes would be small and we agreed to finish the design. On the way out, we went to an engineering lab and saw a very similar enclosure to the one we are making. There was another group using the same type of outdoor unit we are converting and I have hopes they will migrate to our new design. Nortel is in Chapter 11 and has asked for an extension in the courts. The odds for them emerging intact are almost nil.

Uncle Dave just called. He wanted to go over his tactics for a sales meeting tomorrow. Selling is an extremely intricate business and you must be able to react immediately to the changing temperament and conditions during the encounter. I generally like to be direct and minimize the amount of small talk because I value everyone's time. Working in sales is a tough and wonderful way to make a living and the adrenaline rush I get from being on calls is like bursts of electrical energy.



5/1/09 11:25 PM DST Home, NJ

It was another wild, great day. We went to our synagogue for Kayla's graduation from Hebrew high school tonight. There were nine great young adults in her class, many of whom had been together since kindergarten. They are outstanding and I am extremely proud of my daughter.

Mr. Obama is having the unions and government take over Chrysler. He is telling the bondholders they should "do the right thing" and accept a deal much worse than the unions are getting. He will do the same thing with General Motors. The government will take over as much as it can and will probably bankrupt the companies because Americans don't like being told what to buy and from whom to buy it. I think he is in for some real trouble especially if there is a double dip. Half the people in this country don't pay taxes under his plan. The very rich are smart enough to avoid a lot of what he is trying to do, which means he will end up destroying the middle class, the very group he said he would protect.

5/2/09 6:09 PM DST Home, NJ

I rode my bike alone today, deep in thought about my life and business. The ride seemed to go by effortlessly. It is out to dinner tonight with friends.

5/3/09 7:12 PM DST Home, NJ

Not many people seem to understand what I see as the possibilities of the world. I try to remember that they may be right and that many of my ideas do not pan out. My thought processes seem so logical, straightforward and workable to me that I can't see why others don't adopt them immediately. Since that rarely happens, I should stop being surprised. Perhaps I

should try to stick to my areas of knowledge, though they are changing and expanding all the time. I don't like feeling closed in and I want to be able to try everything just to see where it leads. I am terrified of being 90 years old and wishing I had done this or that. I know I take a lot of chances, but that is part of the fun.

I have been toying with the idea of taking our companies public, which would be a great way to get a lot of fast capital for expansion. I am waiting to get the opinion of one of my friends who works for a big hedge fund.

People say that I am different. I don't usually see it, but I suppose I am. I have surrounded myself with those who are ready to follow my path and my passion, even if they think I am strange. I have always dreamed of leading my underestimated team of underdogs into a major battle of some sort. I want to try my hand against the best in the marketplace to see how we fare. There is no reason why we can't be compete with the "big guys" and go for the deals that make the newspapers. I want the media to call me when they want a comment on the economy and what the president should do to counter the recession. I realize how egotistical that must sound, but I want my shot and I am ready to take it as soon as the path becomes clearer. It is like being in a poker game and in order to stay in, I have to put the majority of what I have on the line. I believe I am ready to do it, but we will see when that time comes whether I have the guts to go for it.

Senator Arlen Specter has changed over to the Democratic Party, which now has majority in the senate. More taxes and new laws will probably follow. The Swine Flu scare appears to be diminishing, which is a very good thing.

5/4/09 9:51 PM DST Home, NJ

There was more rain today, which was good for both our new and resident flowers. Our vegetation outside is colorful and gorgeous.

5/5/09 7:25 AM DST Home, NJ

I just spoke with my son Ben about my plans to buy time at a local radio station to launch our program called the "Sunday Night Lifeguards." One of the big advantages I have is that I do not have to wait for a station to think we are good enough to put us on air. We can launch ourselves without counting on anyone else by buying the commercial time. Money is a tool and should be used as such to make positive things happen. I have wanted this for almost forty years and I am going to do it. Even if we only run for ten weeks and decide to stop, then we will have done it. It will be a great adventure. Fun is in action, passion is in activity and although I am patient, I still want it as soon as possible.

5/7/09 7:34 PM DST Home, NJ

One of my tennis partners has arthritis in his knee. He has the choice of either having an operation or trying to treat the pain and go on for as long as he can. Since his job depends on the mobility of his body and he will not stop playing tennis, he moves ahead in pain and with a small limp. Playing with a brace on his leg, he is amazing to watch. He is a picture of steeled determination, going for balls despite the pain. While I have great respect for his perseverance, it does not diminish my zeal to try to beat him. Our tennis group rarely gives or gets any lessened effort for physical ailments (relatives like my brother not included). It would be against the "guy code" not to try our hardest and we would consider it a lack of respect if our opponent was not living up to their side of the bargain to come to play their best. Needless to say, I still lost in tennis. He wants it more than I do. I tend to save my energy and concentration for business, which is one of my great passions and a much better outlet for my energy.

On the way to the office, I stopped at home to get some food for lunch and to save some worms that I had seen stranded on the driveway when I drove to work this morning. I cut some pieces of plastic and keep them in my car so I can use them to pick up and toss the worms to the nearby grass. Warning! If you decide to help a worm, do not touch him with your hands. Use a branch or a piece of cardboard or plastic.

I spoke to my mom today. I am taking her out to lunch for Mother's Day on Saturday and wanted to change the meeting time to noon. I know the actual holiday is on Sunday, but it gets too crowded and I want some peaceful time together. She told me she thought she might have had a heart attack yesterday, but it was a false alarm. She is 80 years old and looks good, but I still worry about her. Alex comes home next week and I look forward to seeing him.

5/9/09 2:17 PM DST Home, NJ

I took an early bike ride this morning since I was taking my mom to lunch for a pre-Mother's Day date. I love my mother. She is kind, sweet, tough and protective. It was fun spending time just the two of us. We should do it more often.

5/10/09 4:30 PM DST Home, NJ

My son Ben called last night and said he had to work today and he and Katie could not come out for dinner. I invited them out last night instead, although Kayla could not join us since she was baby-sitting. Unfortunately,

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Ben and Katie missed the train and the next one got them in around 6:50, which was too late to get a restaurant reservation. I decided to cook instead and went out shopping while Wendy picked them up at the train station. As often happens with spur of the moment things, it turned out to be a wonderful, laid back evening. Our son looks wonderful and he is reasonably happy at work, but actively looking for a new position. He is enjoying the experience of a stable job, a girlfriend nearby and an excellent life in general. It is always wonderful to see your children happy and their visit added much fun to the evening. Katie may stay in New York for the summer and may also work for me part time. She is an excellent proofreader and editor. I will use her for my next book.

This morning was Mother's Day and I took Jeffrey on some errands and to lunch while Wendy, Barb, Kayla and Jessica took Bunny out to celebrate. Jeffrey's health has not been good and the numerous medications he is taking have had some bad side effects. I care a lot for him and it is very difficult to see him in this condition. When we got back to our house, he took a nap and I went biking. We are bringing in pizza for dinner tonight, which was Wendy's choice for Mother's Day. There will be lots of other good things to eat so it should be an excellent dinner. I am tired and whenever I get this way my mind tends to center on negative events and actions. I will counteract them by spending time with my wonderful wife.

5/11/09 9:35 PM DST Home, NJ

Last night I emailed my partner Ben about going public and he turned out to be heartily in favor of the idea. As of this morning when I woke up, he was going to check on various Asian exchanges to see which would be best. I will check here in the U.S. after he is finished. I also spoke with Gary about the potential for raising enough money to fund various new business ideas. Wendy and Al are cautiously optimistic, but concerned about the loss of power to the shareholders. It will take a lot of preparation and thought to move forward.

5/14/09 7:14 PM DST Home, NJ

The day started big and kept going. I got an email from Ben in China saying that he thought we could take IJX public by itself in Malaysia. Ben has significant business contacts and experience in that country and he felt confident that he could get a bank to sponsor us. Having IJX go it alone relieved a lot of potential problems for me and I enthusiastically gave him the green light to go ahead. With IJX going public alone, all of the paperwork and compliance issues would be handled by Ben and the rest of our companies should be mostly insulated. I spoke to my VPs and they were all in favor, so it is with great excitement that I write: we are going for it. The process will take close to a year and will mean a few trips there for me, but I think it will be a very fun process and I am looking forward to it.

5/16/09 5:29 PM DST Home, NJ

I have started a new diet that is based on blood type. On this diet, I will have to stop eating or cut down on chicken, tomatoes, cinnamon, allspice and white bread. This is not going to be easy and I am not going to do it all at once or to the extreme, but I will give it an earnest effort. I am still concerned about my weight, even though it is stable. The diet should help with the efficiency of my body's food processing and energy production. Kayla and I went to the car dealer to get a loaner. It seems that her car needs a new radiator in addition to a new motor. Happily, most of the work was covered under the warranty.

Afterward, I went off to bike and it was a beautiful day. Uncle Dave met me later in the ride because he was delayed by his niece's track meet. It was fun being out with him again; our schedules have not intersected for weeks. When I returned, I had lunch, went to the plant store for some supplies and went to see my parents. My mom and I garden a little on her terrace every year and this time we planted two tomato plants. When I went to the plant store they told me that tomatoes need to be planted separately in large containers with lots of dirt. Although I bought a few bags of soil, we still needed the extra topsoil my mom had at her apartment.

I went back home, planted my two tomato plants and did some watering. I thought the soil in our backyard was well saturated, but some of my plants I put in yesterday were drooping but after some watering everything looked well.

5/17/09 4:10 PM DST Home, NJ

I played tennis with my brother and worked out downstairs because of the bad weather. Then it was off to the market to get supplies for the recording session and over to Dan's office at the temple. It was a normal taping session with Ben, Dan and I being raucous and guy-like. I think the results will be good. This recording of the Sunday Night Lifeguards will be about living with a chronic illness. It will be particularly personal because Dan has rheumatoid arthritis and I hope people like it. Although I cannot dominate Dan, I continually try to, which often leads to interesting exchanges and occasional bouts of laughter. As is normal after finishing a recording session, I am very tired but have a good feeling of accomplishment. Ben should be ready with the first cut of the new CD in about six weeks. However, it won't be used until the last quarter of the year because my book is going to be the



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next mailing and will start shipping this summer.

5/19/09 9:51 PM DST Home, NJ

Alex is home and our family be will expanded to four again for the next month until Kay goes away to camp. It has been a lot of fun having him home. Tonight, I planted a cactus cutting that Eileen gave me and watered some of our plants and trees. Most of them are blooming nicely and looking very pretty. I find gardening calming and that is a good thing for me.

5/20/09 9:45 PM DST Home, NJ

Kayla has been working here the last few days since she is part-time at school until she graduates next month. It has been fun having lunch together. I spoke with Ed Weingram, our patent attorney, who unfortunately told me that his health is not good and he has turned our work over to another firm. I spoke to our new contact and he seems competent, so we will give him a try. Finding people to work with is a very selective process since you sometimes only need them sporadically and usually in a rush. It is best to do your homework in advance to have your team ready.

I spent the day doing a lot of paperwork and then headed off for date night with Wendy.

5/21/09 9:46 PM DST Home, NJ

We received preliminary prices from Allan at IJX regarding the outdoor enclosure we are converting from metal to plastic. It is higher than I anticipated, which means the profits will be smaller than I hoped. There are, however, two other variations I think we can make good money from and could get us into that side of the business, enabling us to move forward.

A major event occurred with an email from Mark of WOR Radio in New York City. A time slot had opened up from 7:30-8:00 PM on Sunday nights, a perfect time for our show. I hesitated for about two seconds because of the cost, then said to myself that I had always wanted this. I contacted Dan and Ben and both were on board, so we move forward. I should have the contract tomorrow and am hoping to round up five or six sponsors for advertisements. We will offer the spots for free, taking a percentage of what they draw in related sales. Our deal with the radio station allows us to advertise mostly as we please and simply pay them the flat rate. I have always dreamed of being on this station because Jean Shepherd broadcasted from there. I am extremely excited.

5/22/09 5:27 PM DST Lenox, MA

I am sitting on the porch of our house in the Berkshires. It is warm now, but will cool down, as it gets darker. I look forward to sleeping out here tonight and I am hoping to see fireflies, though it may be a little early in the season. I woke up at my normal time today and once I got to the office, I read, signed and faxed the 13-week contract to WOR Radio. I have no idea what we will gain from this. If it is nothing more than satisfying a desire I have had for over 30 years, it will have been worth it. I have been emailing with Mark from the station, who is very nice and efficient. He is now our salesman. We are getting all of the necessary broadcasting guidelines together since my son Ben will probably prepare most of the shows, commercials and promotional announcements. Having Ben available in New York is an incredible resource that allows us to work from New Jersey without losing time traveling to the station. It is all very exciting; a dream coming true. I hope to make the best of it not just for me, but for our IJ companies and our sponsors.

I spent a little while in the office this morning and then left for the Berkshires with Kayla, Alex and Wendy. It took about three hours to get there and although we saw a very bad accident on the way, we moved quickly and very little bad traffic resulted. I hope the people in the car crash were okay. When we arrived, I worked on getting my Visa for China and my flights for Asia settled. Mike is a giant help and we are making good progress with just a few problems. It is harder to get a visa into China since the flu outbreak and I think fewer planes are flying due to the downturn in the world economy. I was biking while dealing with these snags, which meant some stops to drink water and check email. It was fun never the less. They banned biking in the woods at home because of the damage to vegetation, but it is legal here and great fun. On the way back here, I went to a farmers market and got a "Green Dollar" for riding my bike instead of driving, which I used to help purchase some strawberries and honey. They were all very nice there.

We are going to meet Bunny and Jeff in about an hour for dinner. I have a lot of writing to do for the show and not a lot of time to get it done. My newest book is getting its final edit from Alex, who is very good at it. We will be ready to go to press in June.

5/23/09 1:58 PM DST The Berkshires

Sleeping on the porch last night, my version of camping, was wonderful. There may have been the first two fireflies of the season out in the higher altitudes and I slept well. After sleeping for about nine hours, Wendy and I went to breakfast. Trying to keep to my diet, I ignored the pancakes on the menu and had five scrambled eggs and some tea. Wendy and I spoke about



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the radio program, how we planned to launch it, what to include in it and what I hoped to get from it. In my opinion, the chance for business directly from listeners is remote but the branding we could get from being on a large New York radio station via our newsletter and other communications could be huge. People in their 40s and older, many who are still not Internet savy and grew up with radio as a primary medium of communication, will also think this is a very big deal.

Wendy, Kay and Alex went shopping and had lunch while I went biking. My legs were a little sore from yesterday, but it was another beautiful day and I pressed forward on my long route.

I have chosen a group of people and companies whom I plan to offer the following deal for advertising time on our radio program. We will produce their commercials and play them at no charge in exchange for 30% of the generated sales. They will be in charge of figuring out what our cut should be. I spoke to my son Ben and he is hoping to be at the first production meeting this Thursday at WOR.

5/24/09 2:39 PM DST Home, NJ

We went to see the movie "Angels and Demons" yesterday and the general consensus from my wife, Alex and Kayla was that the movie was very good if you did not read the book first and just okay if you had. I enjoyed it never the less and even made it through with no popcorn or diet soda. Those are two major reasons why I go to the movies in the first place, but they are not allowed on my new diet. Then we went to a restaurant in Lenox, which was okay but overpriced. Then we dropped by Bunny and Jeff's house to visit Buz, Terry and their son Sam. It had been a while since I had seen them so it was nice. Life on the porch last night was not calm. There were a lot of weather changes and at one point there was water dripping onto the grill cover, which mixed with the sound of the rain off the trees. The unnatural sound was enough to wake and keep me up. Finally, I went outside and put a piece of carpet on the grill cover to muffle the sound and eventually fell back to sleep. While trying to reduce the noise, I realized how important it is to be able to modify your surroundings to maximize your productivity. In an airport or on a flight, having sound reduction headphones and plenty of work allows you to be productive any time, no matter what happens. With some forethought, most situations can be made more tolerable or even pleasant if you can flip them in the right way.

The ride back to New Jersey was fast and uneventful, except for the wrong turn I made which cost us about fifteen minutes. We got back around 1:15 and after unloading the car, I saw that my flowers were not doing well in the high heat. I will water them before going over to see my parents.

5/25/09 10:58 AM DST My office, NJ

I actually took a set from one of my tennis partners, which was an unusual way to start the day. At the office, I have been working on the show and catching up from being out most of Friday. I spoke with Rabbi Cohen, who is also very excited about what is going on. He is planning to come with me to the station on Thursday for the meeting. We have to set up a logo for the Lifeguards that we can copyright and trademark. The more excitement, the better the chance of some early responses from the public and possible sponsors. I spoke with Uncle Dave last night and he loved the idea of advertising and giving us 30% of any profits generated from the ads. I will use this same formula for everyone else. If we don't have enough people who want to advertise, then we will simply tape longer shows and add more commercials as we get them. I'm having lunch with Wendy soon and we are going to a barbecue with Barbara and Cliff later today. It should be fun, but I also remember that it is Memorial Day here in the U.S. Even though I am not at the local parade, I greatly appreciate and remember everything those who serve our country have done for us.

5/26/09 2:43 PM DST In flight to Minnesota

After a bunch of paperwork, I drove to the airport, got through security and once in the gate area, I worked out my flights for Asia with Mike and the frequent flier mile company. Their prices are usually very good and if this works out, I should be able to purchase a round-trip business class flight from Newark to Shanghai for less than \$5000. The question will remain if I can get aisle seats, but I won't know until they book them so I told Mike to wire the money.

I am supposed to meet Brett at the airport when I arrive and drive to the hotel. I am losing my energy.

5/27/09 2:49 PM DST Home, NJ

Brett arrived less than 30 minutes before I did, so the timing was perfect. We got our rental car and proceeded to the nearby Crown Plaza. It was a very nice hotel and we settled in easily. I exercised for a short time and then Brett and I had dinner. I worked for a while and later spoke to Wendy to say goodnight, already missing home. I slept well and was up at 4:00 AM local time. After exercising and eating breakfast, Brett and I headed out to a large telecom enclosure manufacturer. We met with some of their high level people involved with various product lines. Our goal was to set up a system to review their shorter-run, more difficult products that we could cost



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reduce and manufacture. We are open for most possibilities and I think they were surprised at how flexible we could be. The general consensus was that they wanted to do business, but they had to figure out the best way to utilize us. One of them even mentioned that he liked our business model, which is always something good to hear. They are supposed to send a non-disclosure agreement, which I will sign right away, paving the way for information to begin transferring between our companies. Brett was a big help in establishing our credibility. I am supposed to follow up in one month and in the meantime, they will check back with any questions.

Then it was back to the airport. Brett and I were both afraid of flight delays. He was able to get an earlier flight and I was not. We split up and I went to wait at another gate to try to get an earlier time since my plane was showing a three-hour delay. I gave up there, but then heard about a flight going to LaGuardia, NY over the intercom. I got there just in time, as they were about to leave because of a medical priority for a bone marrow donor. I was extremely fortunate and am writing from the plane now. I will take a cab to Newark Airport, which will probably take a while. I should still be home much sooner than if I had waited for the other plane.

My water bottle is in my suitcase, which is stowed in the overhead compartments. Since I was one of the last to board, the overhead storage was very full, so there is no way I will be able to get to it before we land. I bought some food at the airport, which I already ate but have a triple-decker soy peanut butter and jelly sandwich, which I have started eating. Some water would be nice. If all goes well, I may get home before 7:00 PM which is fantastic considering the delays and the weather. I hope the person receiving the bone marrow transplant fully recovers. I would like to publicly thank the gate people of Northwest Airlines in the Minneapolis/St. Paul Airport and the flight attendants on this flight: you are all awesome.

5/28/09 8:50 AM

En route to WOR 710 in Manhattan

I am pursuing my dream. I have waited decades to have my own radio program. I have the check for the deposit and am incredibly excited. My favorite driver Mike is in charge and tells me we should arrive with about an hour to spare. I have plenty to do before we actually walk into their offices, including a nap, since I am not running on much sleep. Here is the script for the 60-second commercial promoting our new program:

I'm Andrew Jacobs. When I was growing up in New Jersey, I always hated Sunday nights. All the bad thoughts I was able to forget about during the week would come crashing back on Sunday night. The more I tried to ignore them, the more my anxiety grew and the chances for sleep slipped away. That was decades ago, but the worries are still there and it is time to fight back. Rabbi Dan Cohen and I have a new program on Sunday nights, 7:30-8:00 PM, called the Sunday Night Lifeguards. Our purpose is to lighten

MAY

your mental load so you can get to sleep. Two men, one a pragmatic businessman the other a reform Rabbi; and two points of view, poles apart meeting somewhere in the middle. We tackle the big issues like dealing with death, aging parents and handling the tough economy. Sure, you can probably get by with less sleep and more stress, but why put yourself through it? Sunday nights, 7:30 PM on WOR 710AM. Come into the deep water with us. We are the Sunday Night Lifeguards.

5/28/09 9:51 PM DST Starbucks, next to WOR

I am next door to WOR, the former broadcasting center of my mentor Jean Shepherd and my "mother ship." I feel the excitement beginning to rise from the anticipation of going up to the station and to my meeting. All those years of wishing and hoping I would be on the air and now it is within my grasp; the chance to see if I have the chops to make a difference. My partner Dan and my son Ben could not be here and maybe I was fated to do it alone. This is fun.

5/30/09 8:53 PM DST Home, NJ

I had a fabulous time at WOR. The people were extremely nice and it seems like a good fit between our two organizations. I met a lot of the management and the head of their news department, who asked for my opinion about the economy. When I gave it to him, he seemed to like the idea of having the opinion of a businessman with a small multinational company on another show. Perhaps they can use me in other ways than in my own show.

The script for my 60-second promotional piece was accepted and I recorded it. I can't tell you how much fun it was recording at a real radio station. We all decided that there should be music in the background, so Ben is sending over some compositions tonight and the whole thing should be ready to air on Monday. We are scheduled to tape commercials for our sponsors and more promos this Sunday when Ben comes to New Jersey. We are scheduled to launch on June 7th.

I had a blast at the station and even got to meet a legend in the rock and roll business, Cousin Brucie, or Bruce Morrow. He was very nice and even asked my about my show. Our salesman Mark did everything possible to make me feel at ease. He is a good man and I am glad he is on our team. It looks like we will have all of our commercial time booked by next week. After the meeting, I headed back to the car and Mike got me to the office in less than an hour.

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5/29/09 10:23 PM DST Home, NJ

The day was spent in the craziness of trying to catch up on everything from the past few days. I accomplished a lot and it has been a fantastic time with a lot of adrenaline flowing. Business has been good and the month should end well.

5/30/09 10:14 PM DST Home, NJ

I ended up biking alone this morning because Uncle Dave was riding with his group of long distance, fast paced bikers. It was a beautiful day and the ride was glorious. I had a lot to think about and even wrote a radio ad on my Blackberry along the way. I went home afterward, had lunch and headed to the office to start printing out the ads for tomorrow's taping. I am running short on time and am trying to have everything ready.

5/31/09 9:43 PM DST Home, NJ

This Sunday was definitely not a day of rest. After tennis with my brother and biking, I was off to the office, where I met my son Ben, Dad, Uncle Dave and Dan Gallagher. By the time we finished recording, we had three promos for the station, the ending of our show and all of the ads finished. I was exhausted. If the Lifeguards turn out well, I may do another business themed radio pilot and pitch it to WOR for a midday slot that I could transmit from our office. It is an exciting thought.

JUNE

6/1/09 9:53 PM EST Home, NJ

For over a decade, we have been dealing with a repair company and I felt terrible that I never made the effort to meet them in person. I rectified that today and I was very glad I did. Not only were they a good customer and pleasant, but there is a chance for more business that would not have happened had I not gone. It is a good, constant reminder that I need to meet people and press the flesh, even if only occasionally to keep the spark of potential alive.

The rest of the day involved paperwork and trying to straighten out some problems with my Asia flight tickets. The price pressure regarding our business in China continues and it seems that it is a good time to be expanding our product and service offerings.

6/2/09 10:01 PM EST Home, NJ

My tickets for Asia are finally settled. The frequent flier discount company I used could not get the flights I needed so we compromised. I kept the miles they had sold me for a trip in the future in exchange for a partial cash refund. Meanwhile, Mike helped me book flights with EVA Airways, which is the national airline of Taiwan. I have flown with them before and the only problem is that they can't fly into Shanghai because they have no formal diplomatic ties with China, so the flights are not direct. Therefore, I will go from Newark to Anchorage to Taiwan to Hong Kong to Shanghai. We will see if timing works out with the many transfers and potential delays regarding the H1N1 flu virus. It is the best I can do. This was my last chance to get to Shanghai in time for the sales calls with Ben on Monday. After that, we go to Xiamen, which is home turf. It will be good to be back there sometime Monday night. I will pack a smaller suitcase than usual and attempt to carry as much as possible. This should also help to save time by avoiding baggage claim.



We had an ISO quality audit today. It went smoothly, as Mike and Vinnie are doing a great job with the system. The day was also spent working on various parts of the radio show.

It is always nice to come home to my family. We had a peaceful dinner and then I puttered outside around the yard for a little while. Our plants are looking very colorful and are a joy to watch.

6/3/09 9:55 PM EST Home, NJ

The Sunday Night Lifeguard website is up. The Lifeguard logo is being checked for trademark registration by a man who used to work for Sony and just got his law degree. We are his first customer. He is very appreciative of the faith and I am hoping for a stellar job. I love to help people get started.

I had lunch with Jack Dispenza. He may come work for us to develop a new extraordinarily strong plastic and to go after commercial applications.

6/4/09 9:51 PM EST Home, NJ

I spent the day getting ready to leave tomorrow. I am already in "trip mode" and will be happy when I am actually in the air. There is so much potential that it is hard to stay grounded in the reality of what is and keep out of the uncertain speculation of "what if's."

6/7/09 1:28 AM EST In flight to Anchorage, Alaska Sunday morning

Yesterday started out as a difficult day. The problems began when I got an email from my partner Ben that the Chinese government, in reaction to the H1N1 flu epidemic, was going to quarantine whole planes, trains, buses and hotels. If I got caught in one of these roundups, it could mean a possible seven-day, enforced "vacation." I was determined to go anyway.

I woke up early this morning and went biking with Uncle Dave. It was very pleasant, especially after the last few days of rain. Afterward, Kayla, Alex and I helped Wendy prepare for Kayla's graduation party. It was a great event and I am very proud of my wonderful daughter. People started arriving at 1:00 PM and by 5:00 PM almost everyone was gone, so I left to play tennis with my brother. A double workout was just the right thing for me today since I will be traveling for a long time. It was a wonderfully early evening. The weather was perfect and it is always good to see my brother. Upon returning home, I spent some time with Wendy and was then driven to the airport. I was able to write the June newsletter in the EVA Air Lounge and started on the next five Lifeguard scripts.

June

6/7/09 6:51 AM EST Alaska

I have no idea what time it is here in Anchorage. I have been to Alaska before, but only in the airport. I wonder if it counts if you don't go outside the door?

I got a few hours of sleep. Unfortunately, my seat did not go all the way down as I had hoped, so I was not able to relax completely. That said, this is still a very nice airline and I would not hesitate to fly with them again. Once we landed, a group of officials came on board. Apparently, there was a suspected case of the H1N1 virus and we were all held until a woman and her baby deplaned. We were eventually allowed to deplane, but from then on the swine flu had suddenly taken on a surreal reality. I had switched to a MAC laptop from a PC earlier in the week and I was liking it. The only small problem was that I could not figure out how to use the spell check.

I must try to remember to shave somewhere in the next 12 hours to be ready for the sales call in Shanghai. I will probably hold off on changing my clothes until I get through customs and immigration in Shanghai because the airport can be very hot and I don't want to overheat.

6/7/09 9:37 AM EST In flight to Taiwan

We are back in the air, but I am not sure if we will arrive on time. I was able to do the basic outlines for three radio scripts and will redo the one regarding relationships with aging parents. I will try to get more done, but now I am getting a headache and need to sleep again.

6/7/09 12:57 PM EST In flight to Taiwan

We have 4:26 hours until landing. I think I got about 3 to 4 hours of sleep, which is great. I have been thinking of more topics for Lifeguard. The pressure of thirteen weeks is great and I want to be covered so I can relax. I will write more.

6/8/09

4:27 AM Taiwan time, 4:27 PM EST Monday morning

There is less than an hour left of the flight. I have already shaved, flossed and brushed my teeth and I am ready for the third leg of my trip.

I have about a two hour layover in Taiwan and then it is off to Hong Kong barring any delays. I have another headache, so I will try to sleep a little before we land. Our show in New York is scheduled to go on in about three hours and I am sorry I can't be there to listen to it live. The next script

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will be about starting your own business.

6/8/09

6:21 AM Taiwan time, 6:21 PM EST

We landed early and all is well, with only minor annoyances on the way. Local security confiscated my scissors (though I went through U.S. security in New Jersey with them) and my glasses case is empty, which means my regular glasses are sitting in one of my suit jackets at home. I still have my sunglasses, but I should have physically checked inside the case. I spoke to Wendy. It is Sunday night at home and I miss her and the kids already. She said I sounded tired and I have just barely begun. That is how it goes when you are on the road and I am fine for now. My partner Ben called to confirm that he is on schedule to meet me in Shanghai. I emailed Dan, who is nervous and very excited about the show premier, but is having fun, which is really important.

6/8/09 11:48 AM Hong Kong time, 11:48 PM EST Hong Kong Airport

We left Taiwan on time and made it into Hong Kong early. I was starting to get tired, but was immediately relieved when I found out I could transfer without going back through security and immigration at this airport. The Dragon Air computers were down so I made my way over to their lounge to upgrade to business class. I have settled into a state of mild weariness, which, considering I left the U.S. about 24 hours ago, is not bad. I have been in contact with Dan and Brett and our show seemed to go well. There will be discussions about the results, especially with the sponsors, after the third show is done and we are recording again. I sent Dan a bunch of scripts and he tentatively approved them, which made me very happy. It is about two hours to Shanghai and I will try to relax. I really like this Macbook laptop.

6/8/09 8:59 PM China time, 8:59 AM EST In flight to Xiamen

I arrived in Shanghai on time, but was delayed on the ground due to a full scale temperature check of all passengers for H1N1. Everything was going fine until suddenly everything stopped. After about fifteen tense minutes, they led out a woman who presumably showed signs of the infection. We were very fortunate to be allowed off, as they could have quarantined the whole plane for seven days. Tough I was running late, I got through immigration and customs without issue and met Ben in the airport. He looks well and we immediately began catching up as we raced for the van he hired to drive us. Amazingly, after about 30 hours of traveling, we arrived only a few minutes past our original appointment with three engineers from AL. I had met one of the customers before and had been emailing another one for years. Their interest was high in our new redesign capabilities. There is great potential for them to save huge amounts of money and for us to be a much bigger supplier. I gave them fliers about the radio program, but they might not be able to listen if the signals are blocked from entering the country. They suggested I send them CDs, which we will do. It was a good call and from there we made our way to the airport for our flight to Xiamen. Until the call my energy level had been pretty high, but I used everything I had and began napping as soon as we got into the van. Our plane was delayed for about an hour and Ben and I took the time to talk about business in general and the possibility of all of Ideal Jacobs, including IJX, going public on the Malaysian stock exchange. He had done a lot of research and the possibilities seemed real. The advantages are:

- 1. An immediate influx of money
- 2. Being branded as a public company
- 3. Running as one world company as opposed to separate entities tied together

Getting money for working capital and expansion is becoming increasingly difficult here in the U.S. and around the world. The downside is that we will need to give up at least 25% of our company. We will have many people to answer to, lots of extra paperwork and I am not sure if we will have the same autonomy to make quick and lasting decisions. We will have to view this very critically.

6/9/09

3:54 PM China time, 3:54 AM EST

We are en route to Kuala Lampur, Malaysia, approximately three hours away. We are flying out into the South China Sea.

It was great getting back to Xiamen last night. It is considered our home away from home. Ben and James (the excellent IJX driver) dropped me off at my hotel and I got to my room around 10:00 PM. I exercised for a while, had some fruit from room service and fell to sleep around 12:30 PM. Unfortunately, I accidentally set my alarm clock at 4:00 AM and woke up one hour earlier than needed, which was a shame since the extra sleep would have been helpful. But after a hearty breakfast, packing and getting dressed, I took a nap and got some of it back.

Ben and James picked me up at 8:15 and we were off to the plant. They gave me a tour and introduced everyone. IJX is a bustling, profitable looking organization. I gave a small talk to the IJX managers about where we were headed globally regarding manufacturing and marketing and their questions for me were well thought out and in excellent English. I am in awe of people who can speak multiple languages well. It is becoming increasingly obvious that we need to modify global relationships between our various companies. I will need to spend time on a revised model that will better utilize our talent and resources, conserve capital and maximize profits. I will also have to further modify my position within it.

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I am getting farther removed from the day-to-day operations, which is a good thing. Ben and I will need to be able to utilize the capital that we gain to expand globally, especially if we go public. We want to increase our various product lines through equipment, personnel expansion and by taking over part or all of other manufacturers in different parts of the world. There are also other markets we might like to get into, but that depends on how much cash we have. I am reticent about changing the company since we are doing well, but I think we need to move into other areas to continue growing.

6/9/09

5:20 PM China time, 5:20 AM EST

I fell asleep for about an hour and it felt great. I am in sleep deprivation mode, which means when that urge comes, it is with a sudden power that is hard to resist. I need to some rest tonight before we meet with the banker and lawyer tomorrow. When I spoke with Al this morning, things were going well at the office. She and our other VPs are fabulous and give me the time to work on sales, marketing and run the companies worldwide overall.

6/10/09 3:28 PM Malaysia time, 3:28 AM EST Kuala Lampur Airport

I went out for a short walk last night around the nearby park. Neither my mind nor my body were into it, so I was back in my hotel less than 15 minutes later. We were staying at the Mandarin Oriental, which is a beautiful place near the very tall and impressive Twin Towers. After my first good night's sleep since last Friday, I was up in time to check email and have breakfast with Ben. We plotted a strategy for the meeting with the banker and consultant regarding either IJX alone or the entire company going public on the Malaysian stock exchange. Afterward, I worked out and went for a walk outside. I stopped in a nearby air conditioned mall since it was so hot and humid outside.

At 11:00, we began our meeting. The banker, whose name was Ju, and the consultant Hing were both well versed in the procedure of going public and ready for this call. As it turned out, it was fated for Ben and Hing to meet in the first place. He was originally going to be introduced to him about five years ago through a mutual friend, but the meeting never happened. The next day, they happened to sit next to each other on a flight. It was destined for them to be friends. When I am in a meeting with new people, I am always interested in both what they say and how they said it. Confidence oozed from both of these men and I was not able to shake them with any of my questions or comments.

Here are the basics. For our company or companies to go public we will have to go through the following steps:

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- 1. We must give preliminary documents regarding our financial position.
- 2. They will determine which, if either, of the two Malaysian stock exchanges will be suitable for us. The first is a lower level and much more speculative. It is for smaller companies that have to be backed by a patron who is ultimately responsible for them. The other is for companies that have been established for years, have attained certain financial achievements and have a proven track record in business.
- 3. After the financial documents are reviewed, they will determine if it is prudent to go ahead and will project the PER, price earnings ratio. This is critical because it will decide if we proceed. To determine the PER, you multiply the net profits of the company by the number that the potential investors think your company will be worth over the long term. A standard PER is somewhere between three and ten times the net annual profit of the company. Normally you would sell about 25% of your company at the initial offering and that initial price is based on the PER.
- 4. If we all agree to go ahead, they will go through various financial procedures and will make a submission to the Malaysian government for approval. Apparently, this country wants to encourage companies like ours because they relaxed the rules on who can be approved and the process in general over the last few years. Having a company based in China and the U.S. should be very appealing, so it seems possible.
- 6. If it goes ahead, Ben and I will have to do a "road show," going to various investors to sell our company. It sounds like fun and maybe we can do it in the U.S. and Europe as well.

After that, we went to the airport and Ben realized he left his passport at the hotel. Being the fast acting, innovative guy he is, the passport was already being driven to us by the hotel within fifteen minutes. We should be able to go through security in the next 45 minutes. It is very hot and humid here and the weather will be similar in Penang and Bangkok.

6/11/09 2:41 PM Malaysia time, 2:41 AM EST Penang Airport

We got to the Trader's Hotel yesterday around 7:00 PM and after a snack with Ben, I decided to go swimming for the first time in a long while. It was a gorgeous, warm night in the beautiful outdoor pool. It was the picture of paradise and I had a great time in the water. Afterward, I went back to the room, worked, ate and eventually went to sleep.

My dreams were bizarre and probably in reference to yesterday's amazing day. After about 5 ½ hours of sleep, I was up to work, exercise and eat breakfast. I spoke to Kayla, who has a cold or the flu and sounds a little bet-

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ter. Bowing to the potential threat of H1N1, I told her to stay home until she felt better. I don't think she is in any danger, as this flu is generally not that bad, but I still worry. Wendy sounded good over the phone. She misses me, as I do her. I spoke to her of the meeting about going public and she is interested in more details. I also spoke with Al. Things at the office are running smoothly and she and Mike also have many questions about the potential for a public offering. I answered what I could and will do more when I get home.

I sent the information on IJUS's finances to the banker and consultant and now we will wait. I met Ben and Jensen, our new Malaysian salesman, at 9:30 and it was off to a potential takeover target. This was a label company that was founded about 40 years ago. As it turned out, the founder has passed away and his 35-year-old son is now in charge. The plant did not look prosperous and he confirmed they were having some hard times. He was receptive to the possibility of joining our organization. His plant has mostly outdated equipment and it needs the influence of a strong ISO quality and environmental system and help from our management team to get up to our standards. Still, both Ben and I see potential and we are sending the owner a list of questions as he will send his to us. If it seems possible to do this, he will go to IJX next week to see our plant and continue the conversation.

After that, we headed to Flextronics to see an old friend who brought in two more people. They all liked the idea of our redesign of their products to save money and I am hoping we will get the chance. Jensen will follow up next week.

Then we went to lunch and it was off to Plexus. The two engineers we saw were interested in our company, but said we needed a local presence. We told them about the possible acquisition from this morning and they seemed happy at the prospect. We could also act as an intermediary between the U.S. and Asia for our common customers. They liked everything we spoke about, but we need to be local. It reminds me of when I was in Mexico and realized the same thing: become local or lose what business we have and have little chance to gain more.

We went back to the airport from there and here Ben and I sit in the waiting area. It is very hot and I have my dress shirt off, which does not do much for my overall style. At least I am not sweating as much. We are due to depart for Thailand at about 5:00 PM and I may try to go swimming again tonight.

It has been a good day and this trip has revealed a lot of potential. I was just speaking with Ben about how to handle the money between various IJ companies if we go public. It is very complicated, but a lot of fun to talk about. We need to figure out how to handle investment capital and retained earnings, among many other things. I will learn a lot from this process if we decide to go ahead. I expect to have some preliminary information within two weeks.

June

6/13/09 4:14 PM Thailand time, 5:14 PM EST Bangkok Airport

We arrived in Thailand on time and we drove for a while with our new Thai rep and had dinner. It was one of those rare times when I was actually in a local restaurant eating local food and it was extremely good. There was, however, a brief moment of panic when I ate some of the incredibly spicy fish and I thought my mouth was on fire. After some water and watermelon juice, I was fine. Incidentally Ben did not think it had any heat at all. It is true, I rarely do anything outside of the immediate hotel areas when I am traveling. I am usually very tired and would rather exercise, work, eat and get as much sleep as I can rather than go out and look around. Some people think I am wasting a great opportunity, but I think I am experiencing the best by dealing with people in business and seeing the places most tourists do not go.

We got to the Intercontinental Hotel around 7:00 PM last night and by the time I got to my room, settled, had a snack, worked, exercised and got to sleep, it was 11:30 PM. I woke up at 4:45, worked out in my room and went to the pool on the roof of the building where I walked around an amazing circular view of Bangkok. It was absolutely gorgeous, especially as the sun rose.

After breakfast, Ben, the rep and I went to Fabrinet to discuss our new redesign program. We met one of the directors and went to meet a former Fabrinet employee, who had set up the previous call for us. He wants to work for us as an engineering salesman. There are some things to work out, including his work visa, whether he will be paid a salary and/or commission and if he can function to our requirements. He seemed enthusiastic and we expect his proposal for a salary plan on Monday. If we all agree, he can start next week.

Then we were off to Avanet, where we spoke about their merger with another company and how we could help them get more business. Ben was with me at the airport up until passport control and we both agreed next week could bring major changes for our company. It was good to see him again; we travel well together. I have a little more than two hours to go now and will leave this lounge soon to go through security and get to my gate. Ben booked me a hotel room in the Hong Kong airport tonight, which is good considering I am getting in late.

6/14/09 2:06 PM China time, 2:06 AM EST In flight to Taiwan

I got to my hotel around 11:30 last night and it was very fortunately nearby. Had I had to gone into Kowloon, it would have drained the remaining amount of energy I had, though I would have loved to see the harbor. I caught up on my emails and called Al, who told me things at the office were fine. I also left word at home, since Wendy and Kay were at a party at Kay's

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boyfriend's house. I am sorry I missed it.

I slept reasonably well, got up and checked my email to make sure I did not miss anything. Al said everything was running well at the office except for one strange thing. A man called the office rambling about the Lifeguard show and seemed to be a bit out of it. Our people did not know what to do, so I will prepare an audience contact form for our people to file, especially if there is a problem.

I exercised in the room, walked a while through the airport area, got ready and checked in. Things were pleasantly calm and after getting through airport security and failing to find an electronic device that Dan requested, I eventually made my way onto this plane. The people at EVA Airways are very nice and efficient. If all goes well, I should be home in about twenty hours. I hope my brother received my message about playing tennis at 9:00 AM instead of 8:30 on Sunday.

6/13/09

3:52 AM Taiwan time, 3:52 PM EST Taiwan Airport

It was a short, good flight from Hong Kong. I worked on some more scripts for the Lifeguard show. I have about three hours before my next flight and I am starting to get tired again.

6/13/09 10:27 AM EST In flight toward home

577 mph, 32000 feet, -48°C outside

We are somewhere past Japan over the South China Sea with about eleven hours to go. I found out one interesting thing. This is a direct flight back to Newark/Liberty Airport – how cool is that! I may be home before 11:00 PM tonight.

6/13/09 1:29 PM EST In flight

There are about eight hours to go. I got a few hours sleep and I hope to be able to get more tonight so tomorrow may be a semi-normal day. My wonderful wife is correct that in my attempt to get back on schedule, I often do too much and regret it later. The World Health Organization declared the H1N1 a pandemic and the level of security has increased dramatically. Being from a country that was involved near the beginning, I felt like I was looked at with a little more scrutiny than most others, which is an additionally great reason to get home. I am not sure if you can get it multiple times, but if not, I would just get a mild version from a vaccination now and not spread it as opposed to contracting a much worse case later on.

I just finished my tenth script outline for this trip. My goal was five, so I

June

am way ahead and I love bring ahead. That means we now have enough material for the first thirteen weeks, as long as Dan agrees they are usable, and a huge amount of pressure is now off me. I am so fortunate. What a life it is that I am leading right now. With my family and the team at work, we can go anywhere and I will not let my fears limit us. I can't preach moving forward to others if I don't do it myself. If we have the chance to go public, then we will do it. I understand it will mean less overall control for me, but it doesn't matter. I am the first to realize that my command in day-to-day activities worldwide has been decreasing since Al took over as VP of operations years ago. It is the best thing that could have happened for me and for us. The more I give up there, the more time I have to work on the bigger picture.

6/14/09 12:26 AM EST Home, NJ

We landed on time last night and I was home before 11:00 PM. The hard part was winding down enough to get to sleep. It was wonderful to see Wendy and Bailey. Kayla is out and due home soon and Alex is out for the night in New York City. It is good to be back!

I had an idea regarding radio. WOR is the biggest independent station in the country, but is under continual attack from satellite radio and other large media chains. Those chains and Sirius seem to only be domestic. What if we created a network around the world? If we used the Lifeguard show as a base and brought other programming in, some produced by Ideal Jacobs and others from the WOR network, we could start syndicating them not only within the U.S. but around the world. Ben is checking on Malaysia now, but there is also Singapore and with the right type of programming, maybe even China is possible. From there, we could move to India and other countries.

6/15/09 9:32 PM EST Home, NJ

I played tennis for the first time this morning since last Saturday. That is a long layoff and no matter how hard I train while I am away, there is no way to maintain that level of conditioning. I paid the price this morning with some heavy breathing, but got through it okay. It was fun to be back and hit the ball around. Afterward, the soreness crept in and stayed with me throughout the day. It was a good pain, however, a feeling of accomplishment.

I sent the sales and profits projections for the next three years to Ben today for the banking and consultant group. Our people liked my idea of establishing a recording studio at our Millburn location and Vinnie, Mike and I went over to see what was needed. We consulted my son Ben, a professional in the field, and knew the basics. It is potentially a very good spot, not only for the "Lifeguards," but also the other programs we hope to produce.

¹. Aj.



Dan and I have been communicating both by email and phone. The reaction to the second "Lifeguard" show has been good and he is very pleased with the success so far. The rest of the day was spent doing paperwork and running around like a crazy man. Tomorrow will probably be more of the same with the addition of at least one conference call.

I am losing energy rapidly and need to go to sleep. I am not over the trip yet. My Blackberry is off.

6/16/09 8:01 PM EST Home, NJ

I have been fighting the effects of jet lag, which causes me to be very tired and gives me an unsettled stomach. I have been dragging, but my energy level suddenly surged after dinner tonight and I am flying once again on an adrenaline high. It was a good day and we got a lot done. Tomorrow is Kayla's last day at work and I will miss her a lot. She is undeniably a formidable and positive force and I love having her around. I hired Jack Dispenza today. He will work on two new areas for us and time will tell if they bear fruit.

I am already mentally charting where we will need new facilities and how to staff them. We heard from the printing company in Malaysia and I believe they are going to IJX this week for a visit. The head guy will need to be handled carefully, since his mom is still involved and he has to feel secure about what happens. We will need more information on his company before we can make any offers.

I sent an employment proposal to the potential engineering salesman in Thailand. I will be training him if he comes on board and it will be tough for a while. Learning the discipline and the mores of our company will not be easy, but we are unbending in our passion to deal at the highest levels of business, morality and win/win situations. If he can make it, he will not only make a lot of money, but will be taught a way of life that I think will benefit him and everyone he deals with in the future.

6/17/09 10:04 PM EST Home, NJ

All the needed paperwork is with the Malaysian banker and consultant and now we wait for their evaluation of the company. Mike and I went to Millburn and started putting together the new recording studio, which I think will be grand. This is another dream of mine that can be realized and an amazing thing.

June

6/18/09 9:46 PM EST Home, NJ

It was my early tennis game, so I got up at 3:30 AM. This allowed the correspondence with Ben and Paul Jordan, our new Asian sales and engineering manager, to begin immediately. After winning a set in tennis, I had a phone conference with Paul to get everything moving. He has his plan of attack and will be starting as I sleep tonight. We will speak again tomorrow morning. I actually took two naps today, with frequent emails with our various VPs regarding going public and the new areas where Jack is involved.

6/20/09 10:47 PM EST Home, NJ

It has been raining a lot for a few weeks and I woke up to dry conditions that were sure to change soon. I emailed Uncle Dave to move the time for our ride earlier, but could not get a hold of him, so I went alone. I thought a lot about potential takeover targets on the way. After I got back, I found out that Uncle Dave had already been riding earlier. After I had lunch and dropped off my clothes at the office for the week, I met him for tea. We have tried to buy three companies recently, but all have turned us down.

6/21/09 5:45 AM EST Home, NJ

Today is the longest day of the year, but it is rainy so I don't think we will see much sunshine. I was so high on adrenaline last night, possibly due to my first ever decaf cappuccino, that I got little sleep (as you can tell by this early morning entry). I was thinking about other potential takeover targets, since the last two failed, and I chose three more.

I am scheduled to play tennis with my brother, work out in my basement because it is raining and then have lunch. Afterward, I will pick up Ben from the train station and we will meet Dan at the studio. We will record and head back home for the Father's Day party scheduled from 5:00-7:00 tonight. I will listen to the Lifeguard show at 7:30 and will hopefully get to sleep early to make up for what I missed last night. I will try to remember weekends like this when I think I am not working long or hard enough.

I would like start leaving the office a little earlier if I can force myself to do it. Old habits, especially regarding what I expect of myself, die hard. I feel like I should be in the office until 5:45 PM from the old days, even though I extended past those normal hours on both the early morning and later evening at home. It is a weakness within me and I have to conquer it. For starters, maybe I can try leaving at 5:30 PM.

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6/23/09 9:53 PM EST Home, NJ

The day was filled with paperwork and some hassles. The good news was that Kayla graduated from high school with honors and we are very proud of her. Afterward, our family, Barb, Cliff and Katie went out for dinner and I got to sleep at my normal time.

I also spoke to Paul, our new salesman from Thailand. I decided that regular calls, like my dad originally advised to me, would fit him best, so tomorrow he will begin to set up weekly meetings with various customers. The structure should help both him and the people he is calling on. The odds for success, as with all salesman, are against him.

6/24/09 9:46 PM EST Home, NJ

I emailed with my partner Ben this morning and we decided to proceed with the application to go public only with IJX. It will cost about \$600,000 and is non-refundable. It was quite a moment when I gave the go-ahead. I have started to let people know.

In the meantime, we have found out that many central office environments, places where telecom switch equipment runs, are now being run 10°C higher than before. We feel that this will cause a lot of failures in the equipment and we are hoping that our cooling solution will be adopted.

I had acupuncture tonight and date night with Wendy. Kayla left for camp today; Wendy and I are both missing her.

6/25/09 9:53 PM EST Home, NJ

I arrived to good news in the office that our new panel latch design was almost approved by Alcatel-Lucent for company-wide use. This is a gigantic deal and could mean not only large sales, but penetration into other product areas of this type.

I had a panic attack in the afternoon, which is very understandable considering the resources and money we are spending. Wendy and I are slowly getting used to having Kay gone, but it will take a while. I miss her. I texted her, but the phone reception is not always great at her camp, so I hope to hear back in a few days.

6/26/09 9:29 PM EST The Berkshires

It is Friday and my day started normally. I awoke at 4:00 AM, went to the office, played tennis with my brother and headed back home to meet Wendy

June

and go to the Berkshires for the weekend. The weather was not looking good. It has been rainy for quite a while, but it did not stop us. Once we were up here, it rained so much that I did not take out my mountain bike, but walked in the nearby woods instead. The entryway to the park where I walk has a very old, colonial church nearby and on the way back, I stopped to look at some of the headstones in the cemetery behind it. They were also very old, with some marking the graves of people born in the 1700s. Curiously, they were all pointed away from the church, but then I figured they were meant to face the serene view on the horizon and the hill, which was a beautiful way to rest for eternity. I continued on home soon afterward.

I have been emailing with my son Ben and he is being added to the payroll for the foreseeable future to cover all of the recording and editing work he will be doing for us.

6/27/09 1:09 PM EST The Berkshires

I could not sleep on the porch last night. There was too much pollen dust from the nearby plants and trees. I am out here now for as long as I can take it. My allergies will eventually kick in. I don't have the energy to clean everything, so I will probably sleep inside again tonight. The rain has stopped for the moment and I got a great bicycle ride in this morning after breakfast with Wendy.

6/28/09 4:25 PM EST Home, NJ Sunday afternoon

Last night at Tanglewood was a lot of fun. Prairie Home Companion, the National Public Radio show, was having their annual airing and I try not to miss it. Wendy and I got there early, had dinner and watched as the show began. This is one of my favorite radio programs and its host, Garrison Keehler, is a wonderful writer and performer. We had a very nice time and did not get home too late. Before going to sleep, I sat outside on the porch and watched the fireflies drifting across the yard with their little florescent tails blinking on and off in an age-old mating dance. It is both serene and fascinating to watch and I look forward to it all year. It was not a good night for dreams and I got up at 6:00 AM to bike. I ate breakfast with Wendy, Jon and his lovely wife.

The ride home to New Jersey was uneventful, except for the pain in my neck from sleeping strangely last night. Wendy and I shared the driving so it was not too bad. Kayla called us on the way and she sounds a little home sick, but will be fine. She likes her job as a camp counselor, but the tough economic times have hit and there are a lot fewer campers and staff. There is a chance that Wendy can see her next week while I am taping some radio

Hog.

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shows with Dan at their summer place near Kayla's camp in Pennsylvania.

We arrived home and I went for a walk. I spoke to Uncle Dave. His dad probably has only a few days to live and the family is gathering by his side. Dave will stay there until the end. He says there is nothing for me to do, but my offer is always out there. It must be so strange to be waiting for someone to pass on. I spoke to my parents and they seem fine. This week has a lot of potentially big stuff going on and I am always in wonderment of what can be.

6/29/09 7:07 PM EST Home, NJ

Jack will begin work immediately to create a composite plastic prototyping center in his house. This new area of plastics we are developing together will enable us to create materials that will resist hurricanes and tornadoes, as well as blasts from things like mine and machinery explosions. It will cost a lot to start up, but the potential uses are immense.

I came home to a wonderfully calm dinner and we took Bailey for a short walk. One of our tomato plants had almost died while we were in the Berkshires from lack of water, so I am keeping a close eye on it. All of the other plants seem to be thriving, so this one obviously needs some special care.

Bernard Madoff was sentenced to 150 years in jail for his Ponzi scheme.

JULY

7/3/09 11:28 PM EST Home, NJ

I played tennis with my brother this morning. The outdoor courts were very crowded, so we ended up playing inside which was good for two reasons. The first is that I play better and faster on the indoor playing surface, and the second is that we were alone for most of it and it gave us a chance to talk. He had a great time on his vacation to Quebec City in Canada, but some family members awaiting him when he got home drove him crazy. Afterward, I went biking and went to visit my dad. My mom was not there because she was playing Bridge, a card game. My dad is fine and we took a walk near their apartment to a beautiful pond with lots of vegetation, birds and wildlife. It used to be a working rock mine, but they struck water and it filled up, never to be drained. My dad loves it there and it is nice to see him contented and happy.

I headed over to the office from there, where I met with one of my High Holy Day ushers. We brainstormed about possible business ideas for him. About a year ago, I suggested we set up a business of videotaping tributes and funerals for families with a recently deceased member. He did not think they would pay the thousands of dollars it would cost, so he did not pursue the idea. In rethinking it today, I suggested we do it all online, which meant it could be done much less expensively. He liked the idea and agreed to sell it to local houses of worship. We are now in the process of setting up a trial website and seeing if we can market it. The out of pocket costs are extremely low for me with a big potential payout, so we will go forward with the idea.

7/4/09

On this July 4th, the U.S. Independence Day, I once again give thanks for being born here and being an American. Although I don't always agree with our government, I would not have had the chances to excel, grow and flourish anywhere else on earth. It is here, the melting pot of the world, where the spirit of entrepreneurity, innovation and the idea that anything

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can be accomplished thrive. With that thought in mind, I continue work on the new Ideal Tribute website. The marketing potential is amazing, but we have to get everything online and ready before September. We can advertise it on the Lifeguard show. It is time to go riding with Uncle Dave.

7/5/09 1:26 PM EST Home, NJ

It is a spectacular day in New Jersey; about 80°F, dry, blue skies and incredibly pleasant, as I lay on the chaises lounge on our porch. We went out to dinner last night and as we made our way home, Wendy suggested we see the Fourth of July fireworks. As time passed, however, that became an increasingly distant possibility, which became definite as soon as we actually got home and relaxed. We compromised by watching some of the fireworks from Washington DC and New York City on television. This morning I played tennis with my brother, biked and planted the flowers I bought yesterday. They look beautiful. I had bought some sunflower plants with the plan of bringing one over to Uncle Dave's house. He and Janet are having a small get together to remember his dad, who passed away last week. In the Jewish tradition, you don't bring cut flowers, but something living. Unfortunately, I had left them outside and something had eaten part of them. I thought it may have been squirrels, but my brother thought it was a deer and judging by the damage to our single tomato plant, he was right. It was no big deal because Wendy bought a cake for us to bring over instead.

7/6/09 9:53 PM EST Home, NJ

I put my Ideal Tribute idea before my VPs today. They hated it so the project has been scrapped. I do not hire yes-men (or yes-women) and I respect their opinion. It was disappointing, but I moved on. The rest of the day went well and the new heat extractor that Jack and Brett are working on is moving forward.

Al taped two commercials for the Lifeguard show. She was great and I did the opening for the show on my parents. I wrote the foreword and acknowledgment for last year's book and it is good to be finished. We should have the galley proofs ready by the middle of this month.

7/7/09 7:44 PM EST Home NJ

Wendy drove to the Berkshires today. She called and said they had thunder storms and hail, which was not a great start. I miss her.

I have been trying to help our new salesman in Thailand. He is English, his wife is Thai and he wanted to try selling. At least he did two weeks ago – I

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am not sure he still does. The honeymoon with his old contacts is over and he is being treated like a new salesman. I am not sure if he will be able to take the rejection and frustration that comes with the territory. I am glad that I did not sugarcoat what he would be going through. He will need to grow a skin of steel to be able to take what is coming. Many people can't, but time will tell.

7/8/09 9:30 PM EST Home, NJ

We got a lot accomplished today. I spoke to Gary and made the final decision that only IJX would try to go public. I will wait to hear from Ben and the consultants as to what the next step will be. My son Alex's car is ready to take back to school. He needed all new tires and two new breaks and I am glad he will be traveling more safely.

Vice President Biden said the United States would not stop Israel from bombing Iran's nuclear facility. That is a very interesting turn of policy for our leadership since they had wanted to try to get along before. I fear the Iranians miscalculated and missed a big chance for peace. There has been no word from our U.S. bank for our new credit line. After we go public, I am hopeful that we may not owe them as much or at all. It would be nice to be able to totally self-finance.

7/9/09 9:13 PM EST Home, NJ

It was a morning of paperwork before I went back home to let Bailey out since Wendy is away. I had lunch there and took a nap. I headed back to the office for more calls and then Al, Mike and I went over to the studio rerecord two advertisements and the opening and closing for the show airing on the 19th.

Alex is spending the night in New York City with a friend who is driving, which is fine with me as I prefer he not use his car. I heard from Wendy, who is well except for one mishap. The big antique show and the prime reason for her trip is next week, not today, so she and Bunny spent the day together and she is coming back tomorrow morning.

7/9/09 10:08 PM EST Home, NJ

I have been emailing Ben in China. I believe he wants to expand our plant there with additional machinery, which is okay with me. Going public should help us at both companies. As my brother-in-law predicted, the problems with commercial mortgages are showing and could get much worse. I believe the only available money for expansion will be in the stock market,

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so I think we are moving to a good place.

Wendy is back home and we went to my father and brother's temple tonight. Dad gave the sermon for the Rabbi, who was away on vacation. He did a good job and he was very happy we were there. This Sunday's show is about his and my mom's lives, experiences and what they have learned.

7/11/09 10:42 PM EST Home, NJ

I woke up early and biked with Uncle Dave. He is not optimistic about the economic environment and is worried about the growing problem of commercial real estate, both defaults and the inability to get bank loans even for good properties. The president says we have some rough times ahead. On that, he and I agree.

After tennis and my second breakfast, our friends Carla and Mitch picked up Wendy and I and we drove down to the New Jersey Shore. Not only are Carla and Mitch very nice people, but they love to drive, which is great since I don't. We went to an excellent seafood restaurant for lunch, then headed off to one of the nearby towns and the boardwalk. A boardwalk is a long wooden pathway that parallels the coastline where there are numerous stores, restaurants, and shops selling salt-water taffy, chocolate and candied apples. There are also lots of arcade and carnival games to play. I had not done this since I was a young man with my parents in the late 1960s. Memories flooded back as we made our way along the crowded walkway. Mitch was better at the games than I, which worked out well since he won a prize for Carla and one for our daughter Kayla. The weather was not too hot and there were thousands of people spread across the beach. We had a wonderful time and one of the best parts was watching all of the people going by in their beach outfits. There were young and old people of all shapes and sizes. I always find watching people fascinating.

From there, we drove up the coast through the town of Asbury Park and even saw the Stone Pony, a club made famous by the singer Bruce Springsteen. We passed the beach club I used to go to as a boy, which is partially knocked down now. I believe they are trying to build condominiums there and with the current economic problems, they may have been slowed down or stopped. Moving further through the town of Long Branch, many things had changed over the past 40 years and it all looked very different. The ocean, however, still seemed the same and it was good to see the waves breaking on the sand. After a very pleasant dinner we drove back home. It has been a wonderful day.

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7/12/09 5:18 PM EST Home, NJ On our porch

It is a beautiful summer day in New Jersey after the thunderstorms last night. I bought more flowers and planted them, which is a serene activity for me and both Wendy and I love the results. After lunch, I was off to the office, where I emailed more information to one of our consultants in Malaysia.

We have been working on sketches for the new heat extractor device that we believe could offer solutions to overheating components in telecom equipment. The customer responses have been positive, so we are pushing ourselves to make samples, write a summary paper and think of new applications.

Jack will begin working on the new plastic composite product line this week. If he is able to do as he plans, there is a myriad of business potential. Applications run from commercial to defense and military. Tonight's Life-guard show, which will begin in about 90 minutes, is about my dad. Last week it was Dan talking about his father.

I am starting to look forward to the fall with cooler air and changing leaves. I know it is only July, but one of the things I like about this area is the change in seasons. It is something good to look forward to.

7/12/09 9:53 PM EST Home, NJ

The credit line is paid off and we are debt free – yes!!!! It is wonderful to have some breathing room.

7/13/09 5:10 AM EST My office, NJ

I had a dream right before I woke up. I was in the meeting at WOR, but I was not with the two people I was supposed to meet. Instead, I was with New York City Mayor Bloomberg, his assistant and a whole committee reviewing my new show ideas. Worse, I was in a bed dressed in a tea shirt instead of my suit and all of his people were eating a catered meal that cost \$1000 per plate. They seemed interested in my proposal, but suddenly I was walking outside on the street and could not remember which building to go back into. The meeting was happening without me and I was stuck outside. Then I was wearing a yellow dress.

Happily, my five alarm clocks went off and I was rescued from my imaginary situation. It is easy to see that I am feeling a little stressed about the potential new project. It is getting very exciting.



7/13/09 1:24 PM EST My office, NJ

I had a meeting with Jack and another plastic specialist about the composite materials. I am getting a crash course in organic chemistry, one subject I assiduously avoided in school, but now I find it interesting. It is apparent that Jack needs his own lab, so he is working on purchasing the necessary equipment to set up in his home basement.

7/14/09 11:02 AM EST En route to New York City

I am on my way to WOR in Manhattan with my favorite driver Mike who is going to stay with me for the entire trip. The day has finally come, after more than thirty years of preparation, sweat, work, passions, battered dreams, changed roads and whatever else makes up life. I have all of my paperwork and CDs ready to go and now is time to go for it. I am nervous and excited, but overall I am ready. This effort is different than most. I almost never put everything on the line. I usually give myself an exit strategy or excuse if it doesn't work out. In this case, it is all in; either my proposal to set up an Asian radio network using our combined programs is accepted or it is not. I have prepared in the best way I can, which in itself is a very good feeling. In the worst case scenario, they say no to the proposal, we have lunch and I leave. That is not a horrible outcome and having tried my best means I can mostly close this portion of my life and move on to whatever is next. I know from experience that I have to do this in order to get to the next level, so I move forward willingly and with great anticipation.

Here is a copy of the final proposal:

WOR Radio 111 Broadway New York, NY Att: Mr. Jerry Crowley, Vice President and General Manager

Re: New Network Proposal

Hi Jerry,

I am always looking for new ways to do things. Having a radio show has always been a dream of mine, as well as a gateway for some new possibilities that I thought you might like to consider.

I believe that although many people in the rest of the world might not like our government, they still admire us and want to be tuned into what

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is happening in the United States and, in particular, New York City.

Although you own other stations, much of their programming is oriented for locals and, therefore, considered regionalized content and not of great interest to the rest of the U.S. That, combined with the competition from various satellite radio companies and other radio networks, shuts them out from a lot of domestic U.S. markets.

However, the "New York feel" of your programming could be a great asset if it was exported to other continents like Asia, who have a large English speaking population. I think, if given the chance, radio stations and/or networks would carry non-political and non-religious programs.

This is my plan. We try to export WOR programming to Asia with Malaysia as the first target. To do that, we need the following, which includes advertisers, a way to get paid programming and outlets in Malaysia and the rest of Asia.

Advertisers and a way to get paid: One of the limitations of radio is the market. Daily programming goes out and generally cannot be reused. Advertisers are limited to the scope of the individual station or network. Pressure from a bad economy decreases sales and the profit per spot is also affected. However, if your sales people can add the component of reaching other countries, branding your sponsors there and having the opportunity for foreign sales, then the type of advertisers you can attract and the level of compensation could be changed. Even if you are only offering the possibility of additional markets, it gives your sales people an added weapon. Many of your advertisers have no way of doing business in a foreign market. You can offer not only the access, but also the process to accomplish it. It is a way of boosting your income for virtually no additional effort or overhead. You just have a bigger market to offer. There is also the potential to co-market with Asian advertisers.

Ideal Jacobs Corp. would create a media production company that would produce various radio programs under the banner of 'The Voice of New York." (We know it is your old tag line, but it seems to fit well.) Those programs would be bundled with WOR non-political and non-religious daily programs and offered as a group to individual stations or groups through our company in China, Ideal Jacobs Xiamen, which is in the process of going public on the Malaysian stock exchange. Payment for programming would be via advertising. All Ideal Jacobs programs would be approved in advance by WOR before bundling for content, quality and audience response. Any program that WOR does not approve would not be included. We have two program pilots ready to be reviewed. If they are suitable, we hope that WOR would allow us a one week, five-day summer replacement slot to test them and if they are popular then run them for a three month trial. The programs will be produced from our studio in Millburn, NJ through your studio in Manhattan. If the three month runs

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are successful, then they would become part of your New York and/or national schedule.

Due to the political climate in Asia, the "Voice of New York Radio Network" would be distributed by Ideal Jacobs Xiamen Corporation (IJX). In the event that a deal with an individual or group of stations cannot be made, then IJX will attempt to become a part or full owner of a station to get the network going. If the programming takes off, our share price should do the same and enable us to buy more stations. Once we are in Malaysia, we will attempt to move across the other English speaking areas of Asia, like Singapore.

Ideal Jacobs Corp. would help WOR create an overseas portal utilizing a revised WOR website to run through the "Voice of New York Network." Their foreign listeners would be able to see what is happening, podcast, check products, order and track more products. The actual distribution would be through IJX. This is an additional revenue stream for WOR and could be utilized by all of your stations and sponsors. Even those sponsors not currently advertising could sell through the portal. This gives them access to markets that were previously only selling against them. We will also try to gather sponsors from the foreign markets to advertise both in the U.S. and abroad.

It will help in our efforts in Asia if our programming is part of the package. Since my company and I personally will be over there, any recognition achieved will only help all of our efforts.

These are my suggestions on how to proceed. We informally agree this idea is possible with nothing in writing. That will give us the leverage to go back to our people in Asia and begin preliminary talks as to what is possible. Please listen to our two pilots and if they seem suitable to test, we will move from there.

My grandfather founded our company in 1921. He created something from nothing. We are now a small, multinational company that is dedicated to finding niche markets across multiple product areas. Radio is not usually considered a commodity, however, in this market of multiple media with a declining audience for traditional outlets, here is a potential to capitalize on the problems of regionally based programming and a stepping stone to the rest of the world. All of this can be done with a minimum of risk and money.

Regards, Andrew Jacobs

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7/14/09 2:27 PM EST My office, NJ

I got to the radio station early and took a quick walk outside. The Trinity Church cemetery was nearby with headstones from the revolutionary war era. In fact, there was an actual monument to those who fought in the revolution. I can not remember seeing a memorial that old before here in the U.S. I went to the station and was met by Mark and Jerry Crowley and we went to lunch. Jerry asked about our company and a lively conversation followed. I think my viewpoint as a small businessman with companies worldwide was a fresh perspective, that would be interesting to others. Afterward, he mentioned that he might want to redesign their Saturday morning lineup and asked if I would be interested in having a show about business. Trying to contain myself and my enthusiasm, I said yes and we spoke about what he wanted. I will get back to him at the end of the week with my outline for the format. After lunch, we went through the proposal and both Mark and he had questions, but seemed to like the potential. They said they would go through it further and come back with comments. Elated, I thanked them both and headed back to New Jersey.

It was a fantastic time. My adrenaline was off the charts and I reported the results to my people. I will start working on the Saturday format right away and get a copy to Mark before submitting it to Jerry. The amazing thing is that I wrote a plan, they liked it and no one said I should not have tried. There is nothing stopping me or anyone else. The path is open.

7/15/09 2:30 PM EST My office, NJ

Here is my proposal for the Saturday morning program for WOR. I sent this to Mark at WOR this morning after Al checked it.

Hi Jerry,

It was great seeing you again. Thanks for considering our proposal for Asia and for the suggestion for a Saturday morning business program. Here are my thoughts for the 30 minute show we spoke about. I think my strengths are not only my own experiences, but also my network of people who can share their wisdom and skills. I can interview them about the topics below and give callers a chance to talk to people with the knowledge and actual life experience.

Potential Topics:

- 1. How to start and run your own company
- 2. Investing for a recession, depression, upturn
- 3. Insurance: business, liability, malpractice
- 4. Import/export made clear

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- 5. Finding customers for your company
- 6. Handling trouble with customers and employees
- 7. Doing business in other countries: Asia and Europe
- 8. Real estate: Buying, selling, running commercial and private foreclosures; how to profit and avoid
- 9. Classes for business: real estate, etc.; what areas are good to go into
- 10. Business Ethics: Law, general business, patents, lawsuits
- 11. Medical claims, rates, the national debate and how it affects people and business
- 12. Family businesses, dynamics, changing generations
- 13. Mentally handling debt and bankruptcies
- 14. Handling success
- 15. How to know when you have won; defining goals and what is important
- 16. Processing the financial information from the media
- 17. Who do you listen to? Who should be your mentors?
- 18. How do you decide what is best for you?
- 19. Should you save, where should you risk, what are the parameters?
- 20. Should you ever retire?
- 21. What happens when you are not making enough money?
- 22. The mind-set to create Win/Win for everyone
- 23. How to benefit from the stimulus package
- 24. Going through newspaper articles on the front page; how you can get business from what is happening; where is there business in the hard news and politics?
- 25. Should we bail out companies like GM, Chrysler and the banks; what does that mean to everyone else?
- 26. The advantages of structure
- 27. We all have to sell in life, you might as well be good at it
- 28. Are you safe where you are now?
- 29. Do you have to be liked to be successful?
- 30. Is there justice in business?
- 31. Playing the odds
- 32. Why the U.S. is losing manufacturing; does it matter?
- 33. Are unions good or bad?
- 34. Can you have fun while working?
- 35. Profiting from green technology and investment
- 36. Corporate branding

By Saturday morning, people are not only exhausted from the week, but also starting to think clearly again about what is happening and coming up. Saturday morning can be a time of reflection and taking stock in what is happening. A show like this enables people to clarify what is going on, their place within the overall framework of the economy and how to better their position.

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I am obviously interested in doing this, so if you think we can move forward then please let me know the next step.

Regards, Andy

We had a meeting with all of our VPs this morning and decided to build the new composites lab at Jack's house. The budget is substantial, which means that we will go back into debt again, but it is a good cause. We have already started marketing his new material, which isn't even ready yet. We also spoke about the heat extractor and Brett is almost ready to begin testing with the new equipment.

Kayla has been home from camp since last night and is leaving tonight after watching the new Harry Potter movie with Alex. She, Wendy and I had lunch today, which was fabulous and we will have dinner later with Alex. She looks wonderful and I miss her a lot when she is gone.

7/17/09 10:18 PM EST Home, NJ

Sales continue to be mediocre, which is not allowing me a lot of peace but is forcing me forward, which is probably a good thing. I have been thinking a lot about marketing. Times are tough and people will be open to hearing about new ideas if they will help them to survive.

7/18/09 10:09 AM EST Home, NJ

Walter Cronkite passed away last night. He was the former anchorman of the CBS evening news and a true icon of an era that is now passing. There used to be three big television networks, a few independent groups and that was it. No cable channels, internet, email or cell phones, just basic television and he was the king. Mr. Cronkite was voted the most trusted man in America and was one of the main reasons I chose to go into communications in college. I wanted his job and when I failed in broadcasting, it left a void in me that is only now beginning to be filled. He was the best, the standard to be measured by and I will miss his presence.

It is Saturday I am going riding soon with Uncle Dave. I will first fortify myself with a soy peanut butter and jelly sandwich on spelt bread and who knows what else. I had five scrambled eggs with cheese, soy yogurt, fruit and water earlier so I should be well stocked for the journey. Uncle Dave probably rode forty or fifty miles before I will see him, which may slow him down just enough so I can keep up with him part of the time.

I found two chairs in our basement that I will bring over to the studio.

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They should be more comfortable than the folding chairs there now. We are slowly outfitting it to look familiar and comfortable. Due to time constraints, I am not sure if Dan will be able to continue with the Lifeguards and I am searching for people to fill in to finish out the 13 weeks I guaranteed WOR. I am already paranoid about getting caught in traffic going from New Jersey to Manhattan and being late or missing a show, therefore I want a to pre-tape a few shows in case we are delayed or I have another commitment.

7/20/09 1:19 PM EST Chatham, NJ

I am at my gastroenterologist's office for a checkup. I had thought that after my colonoscopy three years ago I was okay for a while longer, but he wanted to see me so here I am.

Last night's show was well received – especially by my parents, who were the featured guests. I spoke to my dentist Dr. Browne who agreed to come in to tape a show next Friday. I am excited, as he is a very good man and a pioneer in painless dentistry. My appointment here was for 1:15 and it is now 1:27. I will start making noise in a few minutes. My time is worth at least, if not more, than the doctor's and I don't take kindly to being kept waiting. It is amazing how fast goodwill can turn to anger. I was happy to come when asked and arrived early, so I expect the same treatment in return. That is one of the reasons why I try so hard to return calls and emails immediately with our customers. I know what a fast callback means, especially when there is trouble.

The television is on in this office. The news has not changed much. Michael Jackson's death is still being discussed, the economy is hopefully starting to go up again and our government is still spending more money than we can possibly pay back in the short term. If the new health care program goes through, I feel confident that a lot of people will be fired since skyrocketing costs will leave employers like me in an impossible bind. We either continue to grow and make more profits in an economy which makes that extremely difficult or we downsize, cutting staff and costs to fit the economic conditions. I asked the receptionist about my waiting time, who seemed annoyed that I was asking. Allegedly, when the next person comes out, I will go in. I will spare myself the annoyance of figuring how much money I am losing by sitting here.

It is now 1:37 and I am in one of the patient rooms and my blood pressure and pulse have already been taken. My blood pressure is a little high. Of course, the probable reason for that is I am annoyed at the fact they kept me waiting, but I will excuse it by saying that I worked out hard this morning. Oddly, the last time I was checked by this group, my blood pressure was a little high. It doesn't seem to happen at my semi-annual checkups, so I will ignore it.

I am reasonably comfortable in my usual doctor and dentist's offices because I know the people and they know me. Happily, I have not had to be here very often, so the anxiety level is higher. I will take my own advice: breathe and try to relax.

7/20/09 1:59 PM EST

I am back in my car. The doctor was as competent as I remember him, but it is unfortunate that his staff and his tardiness got me so upset. After a lot of questions, he determined that I needed to have another colonoscopy, so I will call tomorrow to make an appointment. I don't have to get another blood test, so that is one time saver. I will try to plan it for late August, after I get back from Mexico. There is nothing wrong and that is just another part of being careful. I mentioned the types of cancers my dad has, which include prostate, esophageal, bladder and skin cancer. When the doctor found out he had smoked cigarettes for a while, he said it all made sense. It was a very sobering moment. Happily, I don't smoke.

7/21/09 5:18 AM EST My office, NJ

Mike and I went to the studio yesterday afternoon and after getting ready for this week's show, I started rehearsing for my new CD called *Hitting the Ideal Wall*. Its theme is centered around handling those stopping points in life that are insurmountable unless you deal with them. I hope to start recording today. It will probably take at least two sessions to get it done and then it can go to Ben for editing. We started working on the cover for it yesterday and then a package for my first 4-CD set. We have to decide whether to have separate packaged disks inside or one case with four positions, which would probably be cheaper.

7/21/09 3:45 PM EST My office, NJ

Gary was in and our finances are doing well. We are both concerned about the amount of money we have put into new R&D and expansion. If new sales are not generated from our efforts within a few months, we will need to cut back. I hope that does not have to happen. I told him about the possibilities in progress and I think he is having a good time being part of it from his side.

7/21/09 9:44 PM EST Home, NJ

We recorded the new CD this afternoon and unfortunately, lost most of our work due to technical difficulties. We will redo it in a few days. Things happen and I am not that upset at the lost work, just glad we did not have a

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guest in so it only affected my time.

7/22/09 9:49 PM EST Home, NJ

We had a meeting about the new inventions today and they are on track. At this point, they have such big potential that we do not have the resources to sell them ourselves. If they pan out, we will attempt a combination licensing/sales deal with multiple manufacturers in different areas so we can get both royalties from the sales and preferential treatment when selling the items ourselves. I have never done this before, but I am looking forward to the challenge.

It was Hot Dog Day for lunch at the office today. It is always good fun when we have a party like this. We always have one after receiving an award or for some major holidays. Wendy came and it was a treat to see her for both lunch and dinner.

Mike and I went back to the studio where we finished re-taping my new CD. I thought it went pretty well. Mike will post the files so my son Ben can begin the editing.

7/23/09 9:17 PM EST Home, NJ

I heard from our sales engineer in Thailand. He wants us to put in a small plant in there because his customers all seem to want to deal only with local suppliers. I am not convinced and am leaving it up to Ben to decide.

I spoke to Mark from WOR. We have been exploring various types of show alternatives and he suggested I join Joe Bartlett, their head of news, during the last half hour of his Saturday morning show as opposed to an hour for my own show. This way, no schedules had to be changed and no shows taken off the air to make room. Mark was intrigued by the idea and I should hear by the middle of next week. I think this would be a great way for me to start in a less pressured environment. I have to wait for an answer; such is life.

7/24/09 10:16 PM EST Home, NJ

Kayla called me today! She sounded good, but a little worried about college. I spoke to Wendy later and she is going to try to find someone from Cornell for Kay to talk to about her questions and concerns.

I spoke with Jack today. I had an idea for an anti-bomb device that he has modified and I am working on it more. We are ordering the equipment and materials for the new composite lab. We should have samples ready by the end of August to test and start selling if they work. It has been a fascinating time and one of great creativity.

7/25/09 9:10 AM EST Home, NJ

It is a sunny day in New Jersey and it will be warm, about 80°F, later today. There are many things happening and I can't help but wonder if any of this will come to a successful conclusion. I believe in the odds and percentages and feel I am probably getting closer to something taking off. I will keep going either way, but it would be nice to see something soar. On the other hand, the main things are going amazingly well and I have no regrets about anything. Sometimes I think that just finding out I was correct about something is almost as important as the success itself. To know that the ideas we come up with are original, have merit and add to the level of our respect is rewarding in itself. What truly motivates me is very complicated in some ways. I want to be very successful, I want to prove my mental competence and I want a place of power and respect.

7/26/09 1:29 PM EST Home, NJ

I have been focusing a lot of my mental energy on the new solar roof idea. I am waiting for some test data from Brett regarding the potential of initial theories. I want to create a thin copper roof that is located over a massive set of heat extractors extending down the outside walls and into the house. The questions will be how much heat we can get from the sun, how far we can move it and then how much we can push back into the house, either as forced air with fans or as hot water. The reverse may also work with cooling.

7/27/09 9:50 PM EST Home, NJ

It was fun going to the movies with Alex yesterday. I do not know how many more chances we will have like this with his busy life after he goes back to school next month, so I am very glad we got the chance. Afterward, it was home and dinner followed by the Lifeguard show. This one was a replay of the CD that my nephew Barry and I did a few years ago. I forgot how good he sounded and how at ease he seemed. Perhaps if we get the network, there may be a place for him in the future.

7/29/09 9:58 PM EST Home, NJ

I had extra time today in the office so I forced myself to think about

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the solar roof plans. I had a remembrance about an engine that ran on heat. After some research, I found a website that had a mechanism to help bring the heat from the roof to the rest of the house, something that we need for the solar roof. We might be able to utilize the design. The idea may also help with the heat extractor. I need to force myself to take a break and just think more often.

7/31/09 8:41 PM EST Home, NJ

Kayla Rose came home this evening and she looks wonderful. I am very happy to see her. I did not sleep much last night. I knew what I had to do today and that was reinforced when I found out that our overhead had ballooned to such an extent that we would probably lose money this month. Armed with that information and after a lot of discussion with Al, Vinnie and Mike, we let go of four people. It was very difficult. That was exacerbated by a big problem with a job that would cost us a lot of money.

Then things began to improve some. We taped two Lifeguard shows with my dentist Kevin Browne and they were excellent. I also resolved to increase business so we can hopefully bring back some of the people we laid off. With those people gone, our overhead should be sufficiently reduced for now.

8/1/09 11:07 PM EST Home, NJ

I was up early for a Saturday and rode alone. As always when going it solo, I think a lot. It is obvious that some of my new ideas for business have failed. People do not want us to redesign their products, even if we absorb the upfront costs. We are discontinuing that program and focusing on the things that have worked, while still trying to invent new products. IJX is still a big bright spot and Mexico and Europe are doing fine. It is here in the U.S. where we have the biggest overhead and are bleeding. If we do not change that course within thirty days, we will let a few more people go and then we should be fine. In the meantime, I will keep selling in all areas and worrying.

Kayla was home for the day from her camp job. We spent part of the morning and afternoon together having lunch and running errands. She is amazing and it will be very tough when she goes to college in a few weeks.

Kayla, Wendy, Ben, Alex, Katie and I went to a restaurant in New York City tonight. We were all dressed up to celebrate Wendy's 50th birthday and had a wonderful time. It was truly grand to be with my family. I am proud and honored to be with them. Kayla is on her way back to camp tonight and I hope she is okay, but I always tend to worry.

I heard from Dan, who agrees that I should take the show onward alone because his schedule is too crazy. He is a good man. He has helped me get started and his support means a great deal to me.

8/3/09 9:53 PM EST Home, NJ

Everyone was being especially nice after the layoffs last Friday, which was a good thing. It had been a very tough day and if anyone had given me a hard time about my decisions, it would have been a mistake. We had a VP meeting without Al because she was out with her son Gregory, his family and her husband, Mel at the New Jersey shore. Gregory and his family live in Switzerland and are in for about ten days.



Ben emailed me that going public for IJX is on its way and we are hoping for the middle of March.

Our new latch design has been accepted by single group of AL, it is a great start. That means we can now sell it as an accepted use and I am contacting lots of potential prospects through our customer base.

I bought a pistol this weekend. It is a long tough process in New Jersey, but I went through it and now I have a 22 caliber semi automatic. I have no problem with stringent gun laws. My dad is also a shooter, so we will probably go target shooting in the next few weeks. It should be a fun way to spend an afternoon.

8/5/09 9:47 PM EST Home, NJ

The last few weeks have been tough and today was not a lot easier. We have now defined what we want to demonstrate for the heat extractor experiment. If we can't do it, the project will probably die. Jack will be up and running samples on the armor material in a few weeks. I am feeling a bit low and too tired right now to be optimistic. It will probably be better tomorrow.

8/6/09 9:22 PM EST Home, NJ

I started off the day as low as I was last night. Sometimes it is hard to tell why, but in this case it is a full-fledged anxiety attack about what is going to happen. It helped talking to Mike. Usually, I refer to him as the voice of doom because of his not always rosy outlook. In this case however, he was the one saying things were better than I thought and I should be looking at all the good that was happening. I took his advice and my day brightened considerably.

Vinnie, Mike and I went to go see our new model lab at Bell Laboratories in Murray Hill. It is amazing to be part of a facility that produced such incredible inventions as the transistor. Alex will be our lone employee there and I hope we can keep him busy. It is fantastic to be able to get into the facility.

8/8/09 9:17 AM EST Home, NJ Saturday morning

Yesterday I had an epiphany. I decided that with all of the advice I give people about going for their dreams, I am not being true unless I do it myself. I spoke with Mark from WOR and committed to the Saturday morning show. Mark said he would get back to me next week. I will be away in Mexico on business then, but we can speak by phone. Hopefully, we will go over the

balance of the details and move to the next step, which may be an audition. A tryout is fine with me. Before committing to all this, I would like to to see how and if I can work with Joe Bartlett and what it will entail. It will be a big financial investment, but I am committed and the business potential from this is huge. We will move ahead.

I am going to ride with Uncle Dave soon. It is a gorgeous summer day here in New Jersey with a cobalt blue sky, about 65°F and getting warmer.

I decided to keep the Lifeguard show as it is; a show that is geared to help people deal with stress, especially on Sunday. I think it is needed and I want to do it, partially as a way of giving back for what I have received. People seem to be responding and thousands are listening, which is very gratifying. When I told Mark and Jerry this week, they were both happy because it is a unique show and serves a good purpose. It is not all about money. There is so much more to be able to help, guide, and be there with answers to problems perhaps not even defined before. My brother-in-law Cliff was a hit on the show last week and he is ready for more. He will be on the air again tomorrow.

IJX is doing very well in expanding and Ben is readying a new plant in Thailand. After that, his next location is probably Malaysia. He is following his dream. I have faith in him and will let him do as he wishes. I will be there as needed, as a good anchor, resource, friend and business partner.

8/9/09 3:26 PM EST Home, NJ

It is a Sunday afternoon. Bailey and I are sitting on the couch on our porch. It is about 80°F, overcast and rain is predicted. I played tennis indoors with Ira this morning and we had a great time. If it is wet outside during outdoor season, like this morning, then few people show up. We had a whole side of the indoor courts to ourselves, which meant we could talk and play as we liked. I love my brother; he is such a good and decent man. We spoke about family and where our kids are headed and had a very pleasant time. Then I returned home where I went for a walk and worked out on my bicycling machine in my basement. I wanted to make sure I was tired enough to sleep tonight because I am getting up at 3:00 AM to go to Mexico. Normally the night before a trip is not very calm. I have everything packed except for a few things, including my food. I have made a big change going on the blood type diet. Now, I make my triple-decker peanut butter and jelly sandwiches with spelt bread and soy peanut butter. They taste about the same and are much better for me.

I went to my office after lunch to do some paperwork and get my boarding pass for tomorrow, which I cannot retrieve online since I am flying internationally. I should have remembered that, but I can use an airline kiosk tomorrow. Since I have carry-on luggage it is no big deal. While I was there I noticed the billing stack for Monday and knew immediately that it was less

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than it should be. I am making plans to layoff one to three people during the first week of September. I do not relish the idea, but will do what is needed. Depending on the sales for August, I can judge what overhead we can support and will move from there. Business does not always go up, but ebbs and flows and you must understand this or overexpansion will kill you. As for the U.S. and Canada, I do not see things getting better for at least six months and will base my actions on that. Our people here will continue to do multiple jobs and anyone who can't do what is expected will have to leave.

I will have lots of time to think about our world situation and what can and should be done while I am traveling. Once we finish cost cutting, we will be even stronger and I can relax a little. It would be nice to be a little calmer. Overhead will kill you if you let it. This is a lesson I learned from my dad.

8/10/09 4:32 PM EST Newark Liberty Airport

Last night's Lifeguard show went well. I always look to Wendy to get a quick round of applause and I got it. Today I am off to Houston and then Guadalajara. We will land at about 11:30 AM local time. President Obama is also there and I hope our paths don't cross because they will probably shut down traffic along his route. I am trying to arrange a trip to Europe, but have not been able to get the times down with Jeroen. I will probably use Paris as my base of operations, but that depends on where we end up going. Ben emailed me this morning and mentioned that the competition for Alcatel-Lucent labels has gotten so intense that we cannot hold on to the business from their contract manufacturers. He believes that we need to go after the labels that are not allowed to be localized and still can be switched to us, an approved world supplier, and I agree with him. It is ironic that we originally put in the plant in China to keep the localized business because apparently that will not be the case. I am not sorry we opened there, however, because it has proved to be a very good move for us. It is just amazing how quickly times change. As the business moves across China and into other countries, the companies there will come under increased price pressure and many will close down. The world continues to move extraordinarily quickly and we are making the changes to move with it by branching out to new areas. The broadcasting and media business is new to us, but offers amazing potential.

8/10/09 8:19 PM EST In flight

We have about 40 minutes to go before we land in Houston. My stomach is not feeling very well but I am hoping it will improve. I still have one more turkey and soy cheese sandwich with me, which is supposed to be my lunch. I am not sure I will be eating it.

I have been editing this book and am now up to April of this year. It is

strange to read so much about our plans for cost reduction, as well as other things that have not worked. It is amazing how many things we try; how much time, effort and money we put into them and how few actually succeed. As I said, one success out of ten keeps things moving along. Unfortunately, now that the recession has slammed us, our ability to take so many big chances is diminishing. We are quickly moving into "hunker down" mode to wait out the economy until things get better. If there is no improvement, we will cut back and take fewer chances. It is not a wonderful outlook, but not impossible either.

8/10/09 9:20 PM Guadalajara time, 10:20 PM EST The Presidential Intercontinental Hotel

We landed in Houston without a problem and when I got to my gate for Guadalajara, I heard my name over the PA system. I had dropped my iPod on the last plane, but there was no time to get it. I emailed my office to see if they could contact the airport to get it shipped back to me. It is an annoyance, but definitely much better than losing my passport or phone, so I kept it in perspective. I met an engineer who worked at JDS Uniphase on the flight into Mexico. He was a nice man who worked with ISO 9001 systems. I offered to send him a copy of ours and he was interested. If he emails me, I will send it and ask him for help getting a referral into his plant here.

Once I got through customs and immigration, I met up with Paulina and we went to lunch at Chili's, my favorite restaurant in Mexico. I know it is not a Mexican restaurant and most people would probably not go there, but I like it. Paulina was nice and agreed to go. Afterward, we made a sales call at Flextronics. We spoke along the way and things seem to be going well here. She expressed an interest in having some type of plant located here and I said we would consider it when the sales volumes justified it. She was fine with that.

The second call was to Jabil. The buyer had originally said he could see us then he said he could not. I suggested we go anyway and at least drop off a sample kit. It turned out that he could see us and Paulina will follow up with him and his associate periodically. After that we went back to Flextronics for one more set of calls. Then we were done for the day, so Paulina dropped me off at the hotel and I spent the rest of the evening walking around, buying provisions and swimming in the fantastically heated pool. After I was back in my room, a big storm rolled in. There was a lot of thunder and lightening, so I hope the hotel's power system is okay. It was a fun day. I spoke with Al and Mike at the office, Wendy at home and eventually went to sleep.

8/11/09 4:48 PM Guadalajara time, 5:48 PM EST Starbucks

I slept until 5:30 AM this morning, exercised, went for a walk by the out-

side pool and had breakfast. Paulina picked me up at 8:50 AM and we headed to Flextronics. The calls this morning and afternoon went well, but all had a recurring theme. There was business to be had here, but we needed to have a plant in Mexico to get a big chunk of it. I did not want to do that since it would cost a lot of money and we would need to find people to staff it.

People seemed pleased with Paulina and IJM and there are chances for more business so we have to go after it. Brett has been testing the heat extractors. We need to come up with tangible results that I can sell soon or we will have to terminate the research.

8/12/09 7:35 PM Guadalajara time, 8:35 PM EST Intercontinental Hotel

I got up at 6:00 AM today. It was nice sleeping late and after exercising and breakfast, Paulina picked me up. We called on different people at Sanmina-SCI and the message is crystal clear now. Within 24 hours, a plant has gone from an idea to a necessity, so we set up an appointment with our lawyer after our calls were done. We found out that most of the hard work in setting up IJM in the first place has seemingly been done. It would be relatively easy to set up a plant here if we decide to go ahead.

Jack's new lab should be ready within two weeks and we hope to start seeing samples by the beginning of September. If his products work, they will not only yield a new area of products but will allow us to sell to a whole new set of industries.

8/13/09 5:09 AM Guadalajara time, 6:09 PM EST Guadalajara Airport

It was another night of lousy sleep. Something is going on with my body. I may have to consider some solution, but I will wait a few days to see what happens.

I heard from Ben in China this morning and he wants to put U.S.-made equipment into the new Thai plant. This is surprising because I figured he would have preferred a local brand, but I am happy to help with the purchases. It also brought up the questions of how much this plant will cost and how we are going to pay for it. In addition, there is the cost of setting up and training. We may need to send Vinnie over for a while to help train the new team. There is always a lot to consider when starting a new facility.

The pressure of money is always there. When we go public, and if we are successful, it should help with a lot of these money issues. I don't like the idea of debt, especially in these times, but the timing in the market seems good.

8/13/09 12:14 PM EST In flight to NJ

It has been a heck of a few hours. We got out of Guadalajara without a problem and landed in Houston early. There was still no time to look for my iPod and if there is no word, I will ask Kayla to buy me a new one and load it.

We have made a lot of tough decisions that have put us into an incredible position worldwide. My goal to safeguard our New Jersey location has temporarily failed, however, and everyone will have to change their mindset about what their job is and what is possible. We have some bumpy times ahead, but if we work it correctly, we will emerge as a much stronger global company.

8/13/09 2:27 PM EST In flight

We are scheduled to land around 3:15 PM. I should arrive home at about 4:00 PM, which should be enough time to take a long walk.

8/14/09 10:20 PM EST Home, NJ

I got up at my regular time and found out that Ben needed my biography for the people taking us public right away. I finished that as soon as I got to the office, but it put me behind on catching up on my emails. Both my brother and I were tired at tennis and it showed. We both agreed we got the permanent award for keeping the wrong score. Back at the office, I had a lot of meetings. The first was financial, the second was about more cutbacks and the last was with WOR finalizing the agreement that I would keep the Sunday Night Lifeguard show and be on for half an hour on the Saturday morning show. This was not going to be a cheap deal for us, but it was something I always wanted to do and I decided to go for it. I can't tell people to go for their dreams if I don't "walk the walk," so we are going ahead. My hope is that business will improve and the exposure from one of the largest independent radio stations in the country will serve us well, but that is a secondary consideration. The caveat to the agreement was lunch with my future partner Joe Bartlett, the Saturday morning show host to make sure we got along. It was set up for next Monday.

Afterward I had another meeting about the potential plant in Mexico. I am not sure if that will work out, but we will keep trying for a while. I laid off another person today, which is a horrible experience for all concerned.

It was great to get home and have dinner with my wonderful wife and slowly calm down from the day. After dinner Bailey and I went outside to putter amongst my plants and take the garbage can out for collection. It has been quite a week with a lot of good and some not so good points. I am

hoping for a good night's sleep.

8/15/09 10:27 PM EST Home, NJ

Kayla came home last night! She looks wonderful and my heart was bursting with joy to see her. I biked alone this morning, thinking a lot but not about much in particular. After lunch I took my dad pistol shooting. It has been decades since we went and it turned out that I had bought a gun almost exactly like his. We had a lot of fun, shot well and then I took him home. The people at the range were very different in race, color and age but all shared a similar aura of independence, conservatism and patriotism. I liked the ambiance and so did my dad.

I started calling my ushers today for the High Holy Day services and one of them has had severe financial problems. He said he had to call the temple for a break on his dues. I said I would call for him, knowing how tough it must be to admit the circumstances and have to call. I had been researching how to utilize the airtime that I was not using very efficiently. I already contacted my temple to see if they wanted commercials in exchange for a tax deduction and a pardon on the yearly donation above our dues. After Bernard Madoff's scam, a lot of Jewish organizations were hurting for money. I decided to give away my airtime to various organizations in exchange for tax deductions. It would be beneficial for them and for me. I have a lot of commercial time to work with and maybe we can do some good with it. Whatever airtime we don't donate we will fill with commercials for our company.

I did spend part of my bike ride figuring out how to let two more people go. That should mean the end of the downsizing for now and we should be profitable again. This has been weighing down on me a lot, but it has to be done. We are in a revolution and to ignore that means economic death.

8/16/09 10:07 PM EST Home, NJ

Kayla and Alex leave for school this week. We had a going away party for them, which was a lot of fun.

8/17/09 2:37 PM EST On the train back to Maplewood

It was a mentally difficult morning as I had been worrying about the two people I will still probably have to lay off. The office atmosphere was not good because everyone probably knows that business is not great and sales are now off 40% this month. With that debilitating thought, I went to catch the train into Manhattan to WOR. I was getting my new iPod working at the railroad station and Kayla's ex-boyfriend Max tapped me on the shoulder.

I have grown quite fond of him over the years and we sat together on the ride in.

I arrived at Penn Station and was nicely routed to the subway by the transit employees. I was near the World Trade Center site about 65 minutes after I left the office. Feeling good about that, I made my way to WOR. The heat was intense, above 90°F, and by the time I got there, I was sweaty. Figuring that would happen, I had worn regular clothes and carried my suit. I did a quick change in station's restroom and went into a meeting with the Vice President and General Manager Jerry Crowley, Joe Bartlett and the Program Manager Scott Lakefield. The meeting went well and Joe and I went to lunch afterward to make sure we could get along. I had done some research on him yesterday and he seemed like a good guy, which happily turned out to be true. What made it simple was we were both determined to get along with each other, and we did. We also agreed to be a team, to stay positive and to work toward covering each other's backs, which is a very good way to start a relationship.

Afterward it was back to the office for another meeting with Jerry, Scott and their head of sales. We agreed on the Saturday show format, which was to prerecord two shows and do two live shows each month. This was very good for me since I will have plans for some of the weekends. They will need my biography and goals for the shows to make promotional announcements. I will submit a few script outlines and probably come in next Tuesday to do a dry run with Joe. It was all very exhilarating and everyone seems as excited about it as me. In the meantime, I can start calling people for interviews and Anna and Eileen can get ready.

Since it was so hot, I decided to forgo the walk and subway and taxied my way back to Penn Station. I got there with plenty of time to take the 2:35 train and I hope to be back in Maplewood by 3:30 for a 4:00 phone conference. I am spending a lot of money and time on my dream to be in radio, but it is time to walk off the cliff again.

8/19/09 9:51 PM EST Home, NJ

A very unusual thing happened this morning. I beat my opponent in tennis 18 games straight. We played three sets and he did not get a game. I may never do that again.

Sales are moving upward so I may not have to make any more lay offs for at least a week or two. This is a very good thing and my stomach is better. We sent in the first show outline, my biography and a description of the new segment to WOR, but there has been no response yet. We also had a discussion about what type of guests to have for each show. We finally agreed that we would try to get Governor Jon Corzine for the first Ideal Businessman interview. I am interested to see how much clout our WOR connections will have in getting guests. It has gotten very hot and humid here, which is typical for

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a NJ summer but rare for this year. A thunder storm is in progress. Kayla and Alex are both preparing to leave for college and it will get very quiet by this Saturday. It is probably not a bad thing to have life calm down a bit, but we will miss them a lot.

8/20/09 10:49 PM EST The Inn at Columbia, Ithaca, NY

I have been emailing with Scott and Joe from WOR. We are now set to do the first show next Tuesday, with Joe interviewing me in order to become acquainted. If there is time, we will try to tape a second show with two entrepreneurs who started a shoe extension business. After our initial attempts to book celebrities failed, we rapidly decided that it was best to gather a team of specialists in a variety fields that we could call on to help with the events of the day. The best mentors are those who are one or two levels higher than you so they can be of immediate help for problems and situations that they still face, as opposed to billionaires who don't remember how they made it big.

Today, Wendy, Kayla and I drove up to Ithaca, NY. Kayla moves into her dormitory at Cornell University tomorrow and we leave on Saturday. It was a good, uneventful trip and we had fun once we arrived.

8/21/09 8:45 PM EST The Inn at Columbia, Ithaca, NY

It was a big day. I woke up early so I could find Kay's dorm on foot and I could relax a little when we actually drove there. I started walking in the wrong direction towards Ithaca College, but luckily a very nice young co-ed who happened to live by us in New Jersey walked with me a while in the right direction. Ithaca is a combination college/artist/1960s enclave/business town. It has the feeling of the Woodstock revolution along with the vibe of a cool college area, filled with lots of smart people and some interesting businesses as well. The weather was hot and humid and the sweat began to pour over me as I walked up the famed hill toward Cornell's north campus. Luckily, I had my umbrella for the intermittent showers and although I did not make it to her actual dormitory, I was able to get close to Kay's new home. Running out of time, I turned back to where we were staying and got there about 80 minutes after I left. It was a wonderful and productive workout. Kay and I left Wendy because there was no room in the car and headed to her dorm. The place was not too chaotic and I after some missed turns, we arrived and unloaded within about 30 minutes. The hard part was getting back to pick up Wendy, but I eventually did and dropped her off about an hour later. She and Kayla spent the rest of the day getting her room ready. It is a really nice single room with two windows on the corner of the building, which should be a choice spot. They also went to the book store for her textbooks and registered. Meanwhile, I went out to pick up the refrigerator

we had preordered along with a few more things and drove them back to her dorm. I was worried that the nice group of young people helping the new students unload would leave, so I did not wait to try to find a coffee pot and fan. I was out on the road again where I finally found the two aforementioned items and at that point I simply parked at her dorm and waited for Wendy and Kay to return. I went up to see her room and tried to put together a desk chair to no avail.

We went out to dinner at a different restaurant than we originally planned because there was a lot of traffic and Kay had to be back for a dorm meeting. We picked a local Italian restaurant by chance, which happened to have great food. We then went back to the dorm and before leaving her for the evening, I was able to put together the chair except for four washers and three screws. I wonder if they were extras?

On the way out, Wendy asked me if I had packed my good scarf for Kayla by mistake. I told her that I wanted her to think about me when she wore it and then I almost started to cry. It was the second time in a few days, with the realization she was staying here. I have no idea how I will be when we actually say goodbye tomorrow. On the way back, Wendy suggested we stop for ice cream and while I waited with the car, she came back with two fruits smoothies. These combined with some muffins and fruit that we had not eaten for breakfast made an excellent snack. I hope to sleep well tonight.

8/22/09 12:23 PM EST Home, NJ

I knew this day was going to be the hard one. We were going to have to leave Kay at college and go home without her. I got up early, exercised, walked and got some breakfast for Wendy and I. We had some errands to run before meeting Kay at about 11:30 and around 9:00 my stomach decided to go haywire. It was not that unusual considering the amount of change, stress and different water I was drinking. I stopped eating, as is my normal procedure, and we went to have lunch with Kay and say goodbye. It was not easy and I almost cried, but I held it together. As we walked to the car, I realized the time had come.

Twenty-three years and three children after our marriage, the deal Wendy and I had made was now fulfilled. She had stayed home and taken care of all of us and now her future is up to her. It is a decision, as are most, with a good and bad side. When you have total freedom you can do as you please, but the options can seem overwhelming. She can change a little, a lot or not at all. We will see as time moves on.

The drive home was uneventful and swift. My stomach started feeling better and I was able to eat again about midway back. Wendy asked both Ben and Alex to check on Kay over the next few days. It was good to get back home where Bailey was happy to see us and life went back to some degree of normalcy. It was very quiet since Alex had also left for school yesterday. He



called to let us know he was safely in St. Louis, so things were good.

It is the little things that tug at my heart. I normally give my pocket change to Kay to help fill her jar. When I took it out of my pocket today, I naturally went to give it to her and she wasn't there. It will be things like this that will cause a close brush with tears. However hard it may be now, I anticipate the adjustment to be swift, especially since we can text and call her. I have a very busy week scheduled, which should help ease the transition and Wendy is meeting Ben and Katie in the Berkshires on Tuesday for a couple of days. Tomorrow I play tennis with Uncle Ira and it will be good to get back to my regular schedule. I am at my best when I know what is coming most of the time. This is the last week of the month. We have cut a lot of overhead, but we need to see if we are profitable again. If we are not, we must continue to cut more.

I miss Kay a lot and hope she is fine.

8/24/09 7:25 PM EST Home, NJ

I got the press release announcing my Ideal Businessman segment from Scott at WOR. It is pretty impressive and the whole thing has suddenly become very real. Here is a copy:

For Immediate Release

NEWS TALK RADIO 710, WOR ANNOUNCES NEW WEEKEND SEGMENT

"THE IDEAL BUSINESSMAN" WITH ANDREW JACOBS SPOTLIGHTS BUSINESS STORIES IN THE TRI-STATE AND AROUND THE WORLD

(New York, NY – August 24, 2009) News Talk Radio 710, WOR today announced the addition of "The Ideal Businessman," a weekly feature that will provide a broad overview of business—both in the tri-state and around the world—to its award-winning talk lineup. The segment, which will be heard every Saturday from 8-8:30am beginning September 12 as part of The WOR Saturday Morning Show with Joe Bartlett, will be anchored by Andrew Jacobs, President of Ideal Jacobs Corporation, a small multi-national company with locations in the United States, China, Mexico, and the Netherlands.

Andrew Jacobs said, "During these weekly segments, I will put my experience to work to help people avoid some of the pitfalls of the business world and improve their chances of success, so they can make more money and be happier in their lives."

Scott Lakefield, program director of News Talk Radio 710, WOR, said, "An-

drew's knowledge of and experience in the business world will prove to be an invaluable information source for our listeners. We're looking forward to the debut of this new feature on Joe Bartlett's weekly program."

About Andrew Jacobs

Andrew Jacobs is President of Ideal Jacobs Corporation, a small multi-national company with locations in the United States, China, Mexico and the Netherlands. In both the United States and China, Ideal Jacobs has been internationally recognized for its Quality, Environmental, Health and Safety Systems. The company was established in 1921 by Andrew's grandfather and Andrew represents the third generation. After graduating from the University of Delaware in 1977 he was taught "the business" from his father Jerome, who has since retired. Andrew lives in Northern New Jersey and has been married for almost 25 years. His passions, besides working and family, include writing, recording, tennis and biking.

About WOR News/Talk Radio 710 HD

Founded in 1922, WOR News/Talk Radio 710 HD is New York's oldest, privately-owned and continuously-operated radio station. As a top talk radio station in the country, it has continually made history with its award-winning broadcasts and remotes. WOR provides a well-rounded schedule of informational and lifestyle programming, featuring personalities such as John Gambling, Glenn Beck, Joan Hamburg, Lou Dobbs, Steve Malzberg, Michael Savage, Michael Smerconish, Dr. Joy Browne, Dr. Ronald Hoffman and Joey Reynolds. WOR News/Talk Radio 710 HD is a Buckley Broadcasting Corporation radio station, and it is the first AM Radio station in New York to broadcast in the new HD technology. WOR is streaming and podcasting at wor710.com.

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I have scheduled Mike the driver to pick me up at 9:30 AM tomorrow and take me into the city for 10:30 meeting. We have about 45 minutes to do the first show and, if that works out well, 45 minutes to do another one. Obviously the people at WOR think it will work since they are sending out the press release. I am beginning to get nervous. We still don't have a full contract, but I will make the assumption that will come soon. In the meantime, I spoke with the people from the Jewish National Fund, Variety Children's Hospital and the Rotary club about donating air time to their organizations. Even if the tax deductions don't work, I am still happy we are doing a good thing. Things are moving quickly, business is okay, we should make our expenses for this month and I am hopeful that we won't have any more cutbacks for next month. The general consensus is that business will be coming back in the spring, but that optimism could easily be pushed off to next summer, which is almost a year from now. Between now and then, a lot of companies will probably merge or go bankrupt, which will mean a lot more pain. If people keep getting laid off, then more will default on their

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houses and cars which will lead to more foreclosures and bankruptcies. Apparently Asia, Europe and Mexico are doing better and I am glad we are also in those places.

8/25/09 2:02 PM EST En route via train to Maplewood, NJ

It has been a heck of a day so far. I went to WOR in New York City this morning and recorded the first two shows for Saturday morning's Ideal Businessman segment. It was a blast being at the station in the first place. My salesman Mark and I had a preliminary meeting to sign the contracts for the next 24 weeks and then we were off to the recording studio. The program manager Scott and the host Joe Bartlet were there and we immediately got to work. After a microphone level check, a few minutes of preparation and briefing Joe on some of my background information, we began. The first show went very well as did the second show, which featured the entrepreneurs of SoleMates, Monica Murphy and Becca Brown. They were fabulous guests and Joe and I were using hand and head signals to go through who would speak and how much time was left. After wanting this for over three decades, I have to say it was an amazing experience and I thoroughly enjoyed myself.

8/25/09 10:07 PM EST Home, NJ

I got back to the office around 2:30 and spent about an hour going through paperwork. I went home to let Bailey outside and then to the airport to pick up my partner, Ben. I was already pretty tired, but Ben and I had a lot to go over, including information about how IJX was doing and going public. IJX is doing great and we are on schedule for the public offering in the spring. We also spoke about a U.S. company that might want us to produce their products and potentially bring them into the Asian markets. By that time, I was really tired and went home. The people who sealed our driveway did a great job, but no cars can be on it until tomorrow night, which meant that my car and Kayla's car were out on the road.

Wendy is still in the Berkshires. Ben and Katie are going to there tomorrow and will take Kay's car, which just leaves mine to deal with tomorrow night. Wendy called and she is doing well and enjoying herself. She spoke to all of our children and they are all good.

8/27/09 9:57 PM EST Home, NJ

I played tennis this morning and my partner was exceptional. Translation: I was beaten soundly again. With Wendy away, I hurried home, got

ready for the day, grabbed Bailey and took him to the veterinarian. Wendy will pick him up later. I was back at the office in time to be picked up to go to New York. I listen to WOR much more now, both to listen to the news and people I have met and to get a better feel for the station's philosophy. We are taping my partner, Ben and I for the Saturday show. This recording session will provide material for the third show and get me through the month of September. Mike the driver got us there in good time and Mark was there to greet us upon our arrival at the third floor studio. After the usually pleasant round of introductions, Joe, Ben and I sat down and began. Our theme music started and about 25 minutes later we were done. As Joe said, taping seemed to go by in a flash and everyone said it was very good. I am hopeful that Joe and I can continue to improve and Ben had a great time. Ben and I then taxied to Penn Station. Interestingly enough, we were bogged down in traffic and I asked the cab driver how close we were. Ben, from China, knew where Penn Station was and I, from New Jersey, did not. We got to the train just in time and were back by 12:30 for lunch at my favorite diner. Ben also likes the food there.

Ben and I spent the rest of the day working on sales, new product lines and the future. Happily, our viewpoints remain in sync and our plans for growth are similar. The plans for the new plant in Thailand are moving along well with a hopeful start date of the beginning of the next year. Wendy and I had been invited to a WOR cruise next month and she had agreed to go, so I RSVP'ed. They were very happy we were coming. Wendy made an Italian dinner for Ben and I, which was very pleasant and then Ben and I relaxed on the porch.

I started giving out my new book today. It is a strange activity; giving away small pieces of yourself so people can read about your life and then judge the result. The good news is that since they don't pay for the books, I don't have to listen to any criticism. In some ways, I have a very thin skin.

8/28/09 10:19 PM EST Home, NJ

Today, I caught up on a lot of paperwork. I have been selling in various areas that I believe will eventually bear fruit. Sales for the month continue to improve and right now we are less than 20% behind last year. This is an immense improvement from the beginning of the month. There is a tropical storm nearby and the resulting rain and wind should be felt this weekend. It may mean indoor exercise tomorrow. As per my agreement with Ben, I will focus my selling on North America to help the movement of work to our people in Asia, Europe and Mexico. I will still travel personally to Canada, Mexico and Europe with Jeroen as needed, but will only go to Asia and India for high level events. My job is continually changing.



8/29/09 10:11 PM EST Home, NJ

It was a rainy Sunday, so I walked outside after having breakfast with Wendy and then exercised inside. After lunch, it was to the office and the pharmacy to get the needed materials for my colonoscopy in October. Then I went to see my parents, who both seem well. I went for a walk with my dad around his complex. The building and condos are located around a mine that has flooded, so there are high rock walls on two sides. The mine itself has been turned into a gorgeous pond filled with fish that my dad regularly goes after and abundant wildlife of all types. As he says, it is a captive paradise in an almost urban setting and he receives constant joy from his surroundings. Discussions today went from the death of Senator Teddy Kennedy to my new radio program to politics to life in general. Both my parents seem contented, which is good to see. Afterward, it was over to the food market to buy groceries for home, to the office then back home. Ben and Katie came by to drop off Kayla's car after their stay in the Berkshires. They had a great time and were headed back to the city for a day of recuperation before Ben goes back to work and Katie starts school.

8/31/09 9:59 PM EST Home, NJ

I went to my dentist Dr. Browne today. His office was an oasis of calm, precision, skill and good cheer as usual. Around 2:20, Mike was driving me to Manhattan and we arrived at our destination in less than thirty minutes. My goal for the meeting with Rick Buckley, the owner of the WOR network, was to get his okay to offer his programming to groups in Asia. The idea was that Asian stations would give advertising time in exchange for the programs and send advertisers over to the states for WOR. Our advertisers would then advertise on their stations and try to sell goods there. All would go through IJX or IJUS distribution, so we would get a cut of the profits. Rick looks about 70 years old, a veteran of the media wars. Mark was also there as I told him about my plan. I told him that all I needed was his verbal affirmation that we could export about forty hours of his content that was non-political or religious per week. I promised nothing, but could not start without his okay. Since they were streaming all over the world anyway, he only had one use for his content and we were offering a potential second for no cost. He agreed and I thanked him and quickly left before he could change his mind. I thanked Mark and went home via the PATH train across the river to Harrison, NJ, where Mike picked me up. I got what I wanted and hoped I would still feel that way in a few months. I emailed Ben in China and will get him the plan tomorrow as to what and how we can sell. I could never have gotten this meeting had I not already been on WOR. We are off in a new direction; what a fun journey.

Sep<u>tem</u>ber

9/1/09 9:19 PM EST Home, NJ

A new month begins. I got the preliminary figures for the first eight months of the year and it looks like we are down less than 10% from last year. This does not include IJX, which has almost doubled. With all of my worrying, we are doing amazingly well and with our last staff reduction we should be profitable even if sales are declining. I wrote the formal plan for Rick Buckley and had it reviewed by Al, Mike and Vinnie.

This is a copy of the WOR plan:

A daily taste of New York City Radio for Asia. Ideal Jacobs Xiamen, a China based company to be going public on the Malaysian Stock Exchange in March of 2010, in conjunction with her sister company Ideal Jacobs Corporation in the United States are pleased to announce the following agreement with WOR 710 AM Radio (www.WOR710.Com) based in New York City, New York, USA.

WOR, the "Voice of New York" and the biggest independent 50,000 watt radio station in the United States with an estimated listening audience of 1,000,000 people, will be exporting their non-political and non-religious based programming to Asia beginning with Malaysia, Singapore and China. Approximately 40 hours of weekly programming will be available. Their uniquely New York programming embodies a New York brand that will now be available in Asia. The look and feel of New York City, the sights, sounds and flavors will all be transmitted over the airways and internet by the best radio personalities in the business. Over 75 years of New York's best radio, including archived materials will be available, giving Asia the chance to experience life in the Big Apple first hand. In addition to programming, WOR's New York advertisers will also be bringing their products to Asia, creating a whole new market for their products. The reverse will also be true; our partners in Asian media will be able to offer their advertisers the chance to bring their goods into the United States. With locations in the United States, China, Malaysia, Thailand, Mexico and the Netherlands, the Ideal Jacobs

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family can offer advertisers and media producers access to markets all over the world and can also aid in importing, warehousing and the distribution of their products. We have the content, the potential advertisers and the ability to import and export goods. What we are looking for are media partners in radio who want to utilize our content in exchange for advertising time and want access to the American markets. Please contact Ben Meng at: Ben.Meng@IdealJacobs.com.cn.

I also sent this to Ben in China for review. My hope is that in our move toward going public, our attempt to enter the media market in Malaysia is well timed and will boost our share price. I asked Ben to check with our bank consultants to see if they have any media connections we can use for outlets. If they do not, I asked him to check for their referrals and if there are small stations in Malaysia we can buy or partner with to start our own network. We should have capital after going public and since the first hurtle of getting the WOR radio content has been covered, we can now move toward goal number two, which is to find an outlet in Malaysia, Singapore or China.

Elana Cohen was in today to be interviewed about her experience with the combating areas of food she likes to eat and food she should eat, finding the difference between the two and being able to remain healthy. She also narrated one of the radio show commercials. She had a good enough time that she offered to come back and I am happy to set up at least one additional session. My goal is to be at least ten Lifeguard shows and two Saturday morning shows ahead at all times.

I find that I get really tired after taping, which happened again today. We have a lot going on with the plans to put manufacturing plants in Thailand and possibly Mexico. I will work on both tomorrow. Wendy is out playing Mahjong tonight with her friends. I'm glad she is having fun. Kayla called and she is doing well in college. It is always a pleasure to hear her voice. I got a text from Alex thanking me for a shipment we sent him. I will probably speak to my son Ben tomorrow. The house is very quiet, which is not bad, just different. Wendy and I are getting used to it. Kay is supposed to come home for one of the Jewish holidays in about two weeks and I can't wait to see her.

9/2/09 9:56 PM EST Home, NJ

I spoke with my son Ben yesterday, as did my wife. We urged him to go for his dreams and if that meant quitting his current job to have time for his music, so be it. I can increase his unstructured hours with Ideal Jacobs to help pay his bills. He helped me to go after my dreams in radio and without him I am not sure that the Lifeguards would have been possible, so I want to support him.

The new lab at Jack's house is ready and we are hoping for samples to start at the end of the week. These are very exciting times there. The heat

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extractor has evoked interest, but no definite business. We will send a flier on it with my book mailings starting next week. I do not expect a quick breakthrough.

9/3/09 7:43 PM EST Home, NJ

At about 10:00 AM, I got a call from Vince the Saturday morning WOR producer and Joe. I did a promotional piece for the new show that will air this Saturday. It is starting to become very real and I am realizing that I need more help. I spoke to Elana and I am hoping she will come on as our executive producer to help with everything related to the show. After the taping, it was more paperwork and sales. I sent a lot of email today.

We got a call from the producer of the new OSHA commercial to which we were invited to participate. He, two OSHA representatives and two of his staff will be here on September 10th and we are all excited to participate. I have already contacted our people to go over everything so we are clean, neat and especially safe. It is an honor to be involved and I want us to be at our best.

9/4/09 10:10 PM EST Home, NJ

It was a day of paperwork, emails, selling the new heat extractor, getting guests for both shows and receiving mostly no answers back. I interviewed Kathryn Chiara, who started the Food Bank of New Jersey. She is an amazing woman who saw a need to help those who were hungry and built an immense organization to deal with it. She was almost saint-like though still human and it was an honor to be with her. I am having her back for the Saturday show. It was good to come home to Wendy. This is the Labor Day holiday weekend and we do not work on Monday. I will still need to start signing books for our next mailing, probably at least a thousand. I hope to hear the promo for my new show tomorrow morning. I think it airs around 8:05 AM and I would like to hear it so I will try to get to sleep soon.

9/5/09 10:29 PM EST Home, NJ

The promo for the Ideal Businessman ran this morning on WOR. I think it was okay, but I have lots of room for improvement. In the meantime, we are working on more guests for both shows.

9/6/09 1:17 PM EST Home, NJ

It is a beautiful late summer day here in New Jersey. It is the Sunday afternoon of Labor Day weekend and I am sitting on the porch sofa with Bailey, who has the front section. Elton John's first album and first hit, "Your Song," is playing on my computer.

It is very fitting that is Labor Day as I have come to the conclusion that economic recovery, especially this one, is directly tied to the unemployment rate. As long as it keeps rising (it is almost 10% now), then there is no hope of a recovery. Only when employers think that we have hit the end and business is going to get better will the unemployment numbers drop and I will breathe easier. For now, it is still getting worse and will continue to until probably the first of the year. That is my prime indicator and will be the main topic when I talk at WOR. I got an email from Mark saying that he listened to my last show and liked it a lot. He is a good person, a salesman and is quickly becoming a friend. I will try to look out for him as I try to do with all of my family, friends and team.

9/8/09 9:08 AM EST Home, NJ Labor Day

At my wife's mentioning, I looked at our local newspaper. What used to be a robust, full-featured offering with lots of advertisements had visibly diminished. I am wondering how long it can last in this shrunken condition. So it seems to be the way with most newspapers throughout the country and the media in general. Decreasing adverting rates and fewer advertisers bode worsening times. True, the advent of the internet is marvelous in so many ways, but it is spelling the death of traditional sources of information. Newspapers, radios and non-cable television are all feeling that we are evolving into a new era. Perhaps this will lead to a new source of participation. Blogs are fine, but people have to read them and getting internet participation is difficult at best unless you can garner the potential users from traditional forms of communication. This is why I am buying radio advertising time in exchange for aired programming.

WOR has been well paid to put on the Sunday Night Lifeguards and that is why I have had the chance to become the Ideal Businessman. They want to make me a success, both to get more of my advertising dollars and to fill a hole in their programming. That gives me great exposure in the process, which will hopefully reflect well in their ratings, enabling them to charge more for their overall time. It is a new model of communication production. People who can afford to buy their way into the system come in at the top levels, as opposed to those who work their way up from small stations over decades. A different type of communication is emerging. Those

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with outside non-media experience are utilizing their knowledge to create a whole new form of informational transfer. Self-created, successful specialists have changed the model of gaining positions of power and this is the new path to become a star.

This means that the type and value of the information being disseminated is also quite different. Heads of media companies are making less specific decisions regarding the content, texture and scope of programming. They can still determine the general direction, but those who pay for the time have a much greater say in what happens. In essence, what goes out on the airwaves falls to those who have earned the money to broadcast their views.

In my opinion, this way is more effective in informing audiences of practical information that they can actually use. For instance, I am not going to speak theoretically when I am on the air, but will give actual advice from experience. If something I have tried has not worked, I can offer that hard data to others, allowing them to avoid the same action, jump over their problem and move higher. We have the chance to be informed by the battle-hardened leaders who have been there as opposed to theorists, politicians, academics and those who only go from what they think should be. Hard times force the people in control to look at things differently. If the standard methods of media do not work because they are not profitable, then new ways will take their place. Entrepreneurs like me are ready to take that leap because we see the potential of what can be.

We went to the wedding of our friend's daughter last night. We hired a driver to take us there since we would be coming back late and I was afraid of falling asleep at the wheel. Unfortunately, my favorite driver Mike was on vacation, so we used another service and got lost for a while. We ended up being a half hour late, but we still got there in time for the ceremony and it was a wonderful celebration. We sat next to a couple who used to live in our town but had moved out to the country. The man was 63 years old and had mostly retired, as had his wife. When I asked what he did, he said not a lot; he exercises, works a little and takes it easy. I could sense some restlessness about him though. He spoke in generalities about the country, the problems we faced and how unhappy he was about the way things were turning out. When I asked him what he would do to change it, he had no definite plans. When I mentioned he could do a lot more by getting involved, he did not want to do it. I said if he was contented with his life, then he should be peaceful and not worry about things he could not change. He was not at peace and felt he should be doing more, but did not alter. He knew that no one was listening to him and it was bothering him. I suggested he buy part of a newspaper or radio station and then his voice would be heard. I counseled to do as I did, use money to get a forum and try to make a positive difference. Unfortunately, all I did was make him feel uncomfortable, so we dropped the subject. I don't think he will do anything new.

I have jumped off the cliff and it is both a wonderful and difficult thing when interacting with other people. I no longer feel powerless when it comes

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to changing the world. I always felt good about putting out my books, CDs and newsletters and felt confident that they did make a positive impact on those who were touched by them. However, the radio exposure gives me a much broader audience and the chance to make more of an impact. Being an Independent as opposed to a Republican or Democrat was an important step. I am stripping away that which is not useful, leaving the core of what and who I am to help others. I will keep going as long as it seems to benefit us all and I hope our finances allow me to do so indefinitely. I have upped the ante of involvement and it feels really good.

9/8/09 10:19 PM EST Home, NJ

It was a day of lots of paperwork, selling by email and phone, readying guests for shows and basic preparation. We got into our Millburn recording studio in the late afternoon. Vinnie was at the engineering helm and Elana and I finished the commercials. We will now be running only charity ads for the six minutes of commercial time during the Lifeguard shows. The more people we have involved, the bigger the guest and talent pool. I did too much tonight after dinner and ended up behind my sleeping schedule. My son Ben gave notice at his job at the recording studio in Manhattan. He will divide his time between Ideal Jacobs, pursuing his music career and freelancing in production. It took guts to quit his safe job and I am proud of him for following his dream.

9/9/09 9:31 PM EST Home, NJ

Sales are down again this month. I got an email from Paulina saying that the bulk of our business with Flextronics is being moved to China and Foxconn. We may or may not be able to hold it with IJX. In the meantime, our plans for a plant in Mexico are now on hold.

9/10/09 9:47 PM EST Home, NJ

Wendy happily sent me to bed early last night so I woke up with a much better frame of mind. After tennis and my second breakfast, I had meetings about IJM and did paperwork until the OSHA representative and camera crew came to film the commercial. The shooting was fun, everybody involved was great and we are hoping for a good result. Being asked to be in OSHA's commercial was an honor and a great potential marketing tool.

So far, there have been no nibbles from Malaysia for the WOR/Asia radio project. Sometimes my ideas do not translate well to reality. Kayla called and she is very upset. She has tonsillitis, strep throat or mononucleosis and

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she is having a rough time away from home in college as a freshman. I sent her a bunch of stuff to help, but the antibiotics she got from the school today have not kicked in yet. We are hoping she will be better tomorrow. I feel helpless here, but she wants to handle it alone, so we will stay where we are.

I had a discussion about universal health care with Al. Although the concept of health care for everyone in the country is admirable and morally right, the cost will drive more people out of business and raise taxes, putting a giant strain on the economy and probably small businesses like us in particular. The cost of health care has definitely become a part of the equation in hiring and keeping people on staff. I hope my family and my people never need to worry about whether they can afford to go to the doctor, but the escalating costs are rapidly becoming a major issue and it will have to be dealt with somehow.

9/11/09 10:30 PM EST Home, NJ

Kayla Rose is feeling better – a very good day for me!!

It is the anniversary of the 9/11 attacks. This year I am very thankful that with the help of Jack's inventions we actually have a chance at helping our armed forces and police to be safer. Now all we have to do is perfect the materials, market them and get them into production.

I hit bottom today. I have been feeling extremely stressed about the economic conditions and the poor sales for this month. People have been hammering us on prices and today one man pushed me too far. I rebelled. We have put a lot of money into research for this man and today he would not guarantee us the business we were after even after we met his target prices. I told him that if there was no guarantee, the project was dead. I immediately felt better by standing up to him and the day rapidly improved from then on. In fact, I later called him and found out that he was trying to set up larger quantities for the part we had been discussing, so we could give bigger volume discounts to which I was amenable. We will see how it turns out.

9/12/09 10:25 PM EST Home, NJ

The Ideal Businessman premiered today. I have gotten no feedback so far except from my wonderful wife, who clapped for me.

I went biking with Uncle Dave and to the office to bring my clothes and pick up more books to autograph. Then it was back home to get Wendy and to Jack's for his annual wine tasting party. Even though I do not drink alcohol, it was a lot of fun. Vinnie was there and I met Jack's very nice wife, Peggy. I saw our new lab for the plastic composites, which is really a cool place.

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9/15/09 11:27 PM EST Home, NJ

The day went well with tennis, paperwork and lots of sales stuff. I left early and Mike drove Wendy and I to the east side of Manhattan for the WOR cruise. I had no idea who was coming, but left the possibility of a great time open, though it was a weeknight and I would not get home until late. As it turned out, I had a fabulous adventure and Wendy had an okay time, which is the best we could hope for considering most of the people on the cruise were like me: hardened business people involved with extremely intense networking and marketing. Some of the on-air personalities were there, including my partner Joe Bartlett. I got the chance to speak with him and Scott the program director and the general consensus was that our first Ideal Businessman show went very well. We even got some audience response. They were very upbeat about the future, as was Jerry the General Manager and VP, the VP of sales and even the owner of the network Jerry Buckley.

It was all fantastic. Mark, our salesman and my friend, did a wonderful job of connecting us all together to maximize our inter-selling potential. It was a gorgeous, clear summer evening as dusk fell over the Manhattan landscape. A highlight to the evening was sailing past the Statue of Liberty, which was lit up beautifully in the darkness. The water was a little rough, but eventually evened out so we could enjoy the food, which was bountiful and varied. It was not Wendy's type of outing, but she was a good sport about it and, as always, a joy to have with me.

Mike picked us up and told us the car service company he works for is closing. He and I will meet tomorrow morning to see what can be worked out. I need to have someone drive me part of the time so I can sleep and work while traveling, a much more efficient use of my time.

9/16/09 9:56 PM EST Home, NJ

It was tough getting up this morning after not falling asleep until around 11:45 PM last night, but the five alarms helped. After tennis, it was back to the office and to the Lexus dealer to get my car serviced. My plan had been to meet Mike the driver there so we could decide if we would move forward. We had some ideas, but we will have to see what is possible regarding a car, insurance and how he could create and build his own business.

9/17/09 9:53 PM EST Home, NJ

We received some big news today. Jack tested his composite samples on the shooting range and our new materials behaved extremely well. We have something to sell and we are making progress on our ability to make a big

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difference in military, defense, shipping and other areas.

9/18/09 12:10 AM EST Home, NJ

It was a big day today. We got our line of credit from the bank for the year, which means we are set for new expansion. We also got to see samples of Jack's new plastics composite material and the test firings went extremely well. It was a good day for finishing paperwork and signing books. We went to our synagogue tonight for the beginning of the Jewish New Year. I am still head of the High Holy Day ushers, but my enthusiasm for the post that I have held for more than two decades is waning. After we got everyone into the first service, I was speaking to some of my ushers and a young woman came up to me. I did not have my glasses on and then I suddenly realized it was Kayla. She had told everyone to tell me she wasn't coming home so it would be a surprise. I was sad I would not see her and when I did, I gave her a giant hug and almost went to tears. She is fantastic and my heart was filled to the brim with happiness and pride. She is staying until tomorrow and I should be able to spend some time with her before she leaves. It was really nice of her to make the effort and the long bus ride to get home.

The two services were completed without issue and there are three more tomorrow. I have to be there at about 7:45 AM. I emailed the guys at WOR regarding my plan to help entrepreneurs, focusing on Mike as the beginning. He will be the center of my first live show on October 3rd. We will check on him every few weeks. It will be great publicity for his new company, show others the problems of starting and running a new business and also help pave the way for others.

For our new year, I will endeavor to think better thoughts and say fewer negative things when possible. It is always a struggle not to attack when I am feeling threatened, but sometimes it is better to wait and reevaluate. Besides, retribution is sometimes much better and more effective later. I will endeavor to be a little more patient and give people the benefit of the doubt more often.

9/19/09 10:46 PM EST Home, NJ Saturday Night

The three High Holy Day services went well today; all of our ushers did a great job. I spoke to my friend Peter who agreed to split the responsibilities next year, but first I want to go over with him all that it entails. He is totally capable, but I want him to go in with his eyes wide open. Kayla went back at school by train and bus. It was wonderful to see her and I will never forget the effort she made to get here. We will see her again next month at our niece's wedding and I can't wait!



After services, the weather was perfect so I went biking. Wendy and I went out to a quiet dinner and then back home. I am already in my traveling mindset; missing my wife and home though I have not even left yet. I will be fine once I am in the air and on my way to Germany.

9/20/09 4:34 PM EST JFK Airport, Queens, NY

I am sitting in the Lufthansa business class lounge waiting for my flight. It has been a good day so far. I woke up at 7:30 AM and ate breakfast with Bailey. I had pancakes and bananas and he had challah bread. After eating, I prepared to go biking in the chilly pre-Autumn morning with two shirts, one a turtleneck and one spandex, heavy sweatpants, two pairs of socks and boots. Then I was off into the cool, crisp air. The weather has been amazing and continued this morning. It warmed up and I was a little overdressed, but nothing too much. The leaves were beginning to change and the scenery was breathtaking. I was in my pre-game mindset of traveling, so most of my thoughts were to my trip starting tonight and missing my family. I got back, finished packing, had lunch and waited for my 2:00 pick up to the airport. Bailey could tell I was leaving and was not happy.

Ben and Katie were trying to make it to the house to see us before I left and I thought they would not make it when I found out that Mike the driver had not been given the correct time for my pick up. I ended up spending 45 minutes for the kids that otherwise would not have happened. Mike and I then zoomed through traffic to get to JFK airport with time to spare. I use a Points Broker for most of my flights and the confirmation I had was for Air Canada to Munich. Unfortunately, Air Canada does not go to Munich today from JFK. I then realized they had shared with another airline, which was confirmed by a call to Air Canada. This is the reason I am now in the Lufthansa lounge, which works well with me because this is one of my favorite airlines. I have a lot of work to do before I get to Munich and meet with Jeroen. If it gets done all is well and if not, that is okay too.

We should be in the air within an hour and as always, time will stop and a sense of peace and freedom will take over until an hour before we land. This is an unusual trip as we don't have one of the days planned and I am not sure how many confirmed appointments we have. Since Jeroen and I have a lot to go over, it should not be a problem. IJN is in for a lot of big changes over the next six months, so it is just as well we have time to go over it. I have samples of the new composite materials with me and will leave them with Jeroen. We will also speak about our new heat extractors, so we have plenty of great stuff to sell. I am going to go to the gate. The adventure continues.

9/21/09 6:10 AM German time, 12:10 AM EST In flight somewhere over Europe

We have about 70 minutes to go before we land in Munich and so far we are early. I have no idea if Jeroen is tracking the plane. In the worst case, I will put on my suit and maybe shave while I am waiting. They will serve breakfast soon, but I will pass since it is really about midnight for me. It has been a good flight and I got a few hours of sleep. Since Jeroen is driving, I should have ample chances for more. I just realized that I forgot my bathing suit and goggles, but there will probably be few opportunities to swim. I have made the mental transition from home to here and am now ready to work and focus on the matters at hand. We have never been able to really push into the European market, but with our two new product lines and Jeroen in a much stronger position to attack, we have our chance. I like Europe and am looking forward to seeing the countryside as Jeroen drives. As always, I have no urge to sightsee, but if something passes by, I will eagerly watch for the moment. I look forward to seeing the media here, how they view economies and especially how they are viewing the progress of our president. They were especially happy when he was elected and I wonder if they are pleased now. Since I am no longer a Republican but now an Independent, I can go after both parties with equal abandon in saying who I liked and what good they have done. It is nice not to have to justify my positions politically anymore. In fact, it frees me from political discussions in general, which I am happy to avoid in favor of those for business.

9/21/09 11:51 AM German time, 5:51 AM EST Chiemsee Lake, Seewirtschaft Restaurant and Hotel

We landed 45 minutes early and I made my way to the other terminal so I could meet Jeroen. He was in his usual upbeat state of mind, which is wonderful to see after a long trip. I knew that with the few hours of sleep I had I would be passing out intermittently as we traveled, but I also knew that would not be a problem with him. We drove for about an hour and I updated him on everything worldwide regarding Ideal Jacobs. Except for a potential large loss of business in Mexico and the stopping of a joint venture for that new plant, everything was in excellent shape, as was so with his report about IJN and Europe. He is anxious to grow the business here and we both think the two new product lines are a good way to make it happen. We were early for our call to Emerson, which went well. The customer there may have an application for our new heat extractor. However, I stopped the discussions for converting his metal panels to our plastic versions after discovering the low prices he was already paying. It was not worth the effort on either side, so we will be contented with their label business and a chance at the potentially profitable heat extractor orders.

From there, we drove to this incredibly beautiful lake resort and stopped

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at a local restaurant. I had green tea and Jeroen, of course, had a cappuccino. He is legendary for his coffee consumption and truly enjoys the experience. The resort here is filled with couples and families vacationing in late summer. It is a picturesque day here on this very large lake. The water is clear with a plethora of plants, which usually means good fishing. There are lots of sailboats and one lone old man out in the water who is leisurely and peacefully sailing with the wind. We are a little early for our next call, but will leave soon with the hopes they can see us. Jeroen is scheduled to go out for a drink with the people there after we eat dinner. I plan to get to bed early after a brisk outdoor workout. Jeroen is busy trying to get an appointment for our one open day and a possibility has opened for a company that might have interest in our new composite product line.

I find the political situation and how it changes in the world ironic. Out of our three adversaries in World War II, Germany, Italy and Japan, we happily trade with all of them and consider them our allies and friends. However, I would hesitate to deal with the Russians, who fought with us in the same war. How strangely events can turn and how quickly they can move. But being pragmatic is the way of business and I will move with the world. Doing business always beats being at war. This is a theory I hope will always prove true.

9/21/09 10:18 PM German time, 4:18 PM EST Eichenhod Restaurant, Angerpoint, Germany

The second call this afternoon went very well. We have a chance at some big pieces of automotive related business and will be putting prices together. If we are approved, we will go to samples within the next five weeks. From there it was to the Eichenhod Hotel, the same place we stayed last time we were here. It is a health/tennis resort with exquisitely kept grounds and a pleasure to walk around this evening. I have been exercising, emailing and talking with the office, but it is quickly getting to be time to get some sleep. Tomorrow we have one sales call before going to Italy.

9/22/09 4:38 PM German time, 10:38 AM EST Organic Fruit Lounge, Munich Airport

What a lovely respite we have found, this fruit lounge with nice calming music.

I got up at 5:15 AM local time and after exercising and a long walk in the beautiful local countryside, Jeroen and I had breakfast and were off on the road. We had only one stop today at a company in Nuremberg that makes circuit breakers. We have done a little business with them and I hope there is the potential for more. The buyer was interested in our heat extractors and new composite material. From there, we came to the airport; a lot of driving for the day, happily all done by Jeroen. He is trying to shed his notoriety

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for speed and never went past 165km per hour. Of course, I was sleeping a lot and who knows what was going on while I was out. We were able to get an earlier plane and we hope to get to Trieste in time for a late dinner. We still have Thursday open and both Jeroen and I have just about exhausted our possible contacts, so I am not sure what fate has in mind for us. We have been back and forth with the IJN and IJUS teams regarding yesterday's call for the new type of aluminum washer. The material has to be just right regarding oxidation and corrosion resistant properties, so there has been a lot of discussion to get it right. We just found out that we may have the right stuff. We will make prototypes as soon as we can get the right thickness of the material.

9/23/09 1:17 PM Italy time, 7:17 AM EST Highway A4 from Venice to Milan

As happens to me occasionally, I have been visited by the "Henig Stomach," a malady that causes my digestive system to go into minor rebellion. It is probably my fault from the rich food I ate last night and being out of my normal routine. Fortunately, the general treatment is simple and often works well. I simply stop eating and it usually gets better. Thus, I have not eaten lunch and so far I am okay enough to continue without a problem.

It looks like we did find the correct material from yesterday's inquiry. Although we are worried that the only available material from our U.S. supplier may not be thick enough, I am confident that we ordered a good amount of it yesterday to make prototypes. We should have plenty of aluminum to do several variations on punching and cutting methods to see which will work the best. This is potentially a large amount of business and I am excited about the prospect of landing it.

Our plane was late in taking off because it arrived late to Munich, but we made it to Trieste in good time. We were all set to leave the airport for our hotel so we could get dinner when we encountered a problem. The car rental place was closed with a sign saying they would not return for two hours. Neither Jeroen nor I had any urge to wait around, so I asked the really nice man at the next counter if he could call our car group. He did, the representative was there within ten minutes and the problem was resolved. Jeroen is an amazing driver and he had us to Trieste within the hour. It is a beautiful town with an amazing harbor.

We stopped at the same hotel as last time and it continues to be high on our list of nice places to stay. When traveling, I always like to go back to nice places I know so I don't have to get used to something new. I have no urge to constantly try different things. I will almost always go back to good hotels, restaurants and other past experiences proven positive.

After dropping off our stuff and a quick change, Jeroen and I went walking down to the harbor to find food. The weather was warm, even though it was after dark. What should have been an easy task turned out not to be,

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since we do not speak Italian and there are often no menus posted outside the numerous restaurants. It was getting late and we finally picked a place. There was an older waiter who spoke a little English and after telling us we were late for dinner and there was not a lot left on the menu, he disappeared. Finally, I got angry and went into the restaurant from our table outside to pay for the wine and water we had ordered so we could find another place. Once inside, I grew more frustrated after the cook, who I believe was the owner, told me we had already ordered, which we hadn't. After telling them this, he asked what we wanted and I told him. He said this was not a problem and I calmed down, averted an international incident and went outside to sit down. As it turned out, the food was great, the waiter became very friendly and we had a wonderful time. Unfortunately, a handbag of the lady next to us appeared to have been stolen and then dumped nearby with her money gone.

After all of that, neither Jeroen nor I had the energy to walk back to the hotel and the waiter, now our friend, called a taxi for us. As the driver whisked us back to the hotel in record time, I had the feeling of being in a science fiction movie with our car/spaceship moving into warp drive and the lights whisking by at an ever increasing velocity. I don't know how the people on scooters got out of our way, but they did and I was back in my room by 11:00 PM. I spoke to Wendy, who is fine, and Al at the office, who has jet lag. She just got back from her son David's wedding in France and had a great time.

I got up at 5:30 AM, exercised and read an email from Paulina that our main customer in Mexico is now trying to move the balance of the business away from us to two other suppliers for massive price reductions. It looks like panic has set in for both the customer and suppliers after the major loss of business to Asia. The customers are trying to provide enough savings to save their jobs and the suppliers are trying to hang on to any business, even if it is barely profitable. It is not a good situation.

With this depressing thought in mind, I went on a walk to the harbor. Unfortunately, I got lost. I knew I would find the harbor, however, if the water was on my left, which I eventually did. My mental state was gradually eased, but I also realized my stomach was not in good shape. I found my way back to the hotel and had breakfast with Jeroen. He has some great prospects, which brightened my outlook. We checked out and went to see our first customer at Alcatel-Lucent. We had been talking about what to do tomorrow and a plan was now coming into focus. The two customers we saw were very happy with Jeroen and IJN and might need us to have a distribution or manufacturing location here in Italy. They did not want to do any engineering, but wanted products to come from the home office in New Jersey from people we mostly already knew.

Jeroen and I began the four-hour drive to Vimercate, directly west of Venice. As we talked in between my naps, it became apparent that we need a supplier or manufacturing base here in Europe and southern Italy might

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be a good place. Jeroen has two customers with some special requirements, so we will ask the engineers at our next stop at Alcatel-Lucent if they want us to have a location in Italy and if they can direct us to a base of suppliers, who often congregate together.

In business, you do not usually put in equipment of your own until you are sure you have enough reason to justify the expense. In the meantime, you subcontract to others, which is the stage where we are in now. We are hoping the two engineers can help us and will let us know if this new capability we are attempting to create is of use to them. We have 105km to go, traveling at about 150km/hour, so we are making good time. I do not know how fast that is in miles per hour and probably don't want to, which is why Jeroen is driving. He is also a better driver than I am, something I am totally okay with admitting.

9/23/09 8:47 PM Italy time, 2:47 PM EST In flight to Amsterdam

The call at Alcatel-Lucent proved that while our heat extractor was an interesting piece of technology, no one wanted to be the first to start a project with it. If we don't have someone to step up and agree to our help for an actual problem so we can make a sample and test it, then we will abandon the marketing.

As you can tell, it was not a high point of the trip. In fact, it got worse when they told us there was no reason to put any type of facility in Italy and most of their associates were using mass run product tin from Asia. While this put in crimp in our plans to move into Italy, it did serve to save us a lot of time, energy and resources in setting up something that was unnecessary. I was not in the greatest mood when we left and was also weighed down by the sale figures for September, which were wrongly quoted to me earlier in the week. What I thought could have turned out to be a mediocre but passable month, now looks really bad. I started plans to lay off more people in the U.S. In my opinion, the economy has indeed "double dipped" and we are not coming out of the recession as everyone is predicting. Judging from the last few days, it is going to take more time and many more casualties before it bottoms out.

With this in mind, we got to the airport and found out we could get a plane to Amsterdam, but it would cost a fortune. Since Jeroen was able to schedule an important call there tomorrow morning, we had no choice. Then some good stuff started happening. We were able to get cheaper flights from another nearby airport. Jeroen had a frequent flier card that further reduced the price. We jumped into a cab and got to the other airport in Milan in about an hour and as we were eating dinner there, I saw a man who looked like he had a stroke and was suffering the aftereffects. I told myself that this guy had real trouble and what I had been worrying about, while important, was nothing in comparison. My whole attitude immediately changed.

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Jeroen and I went through security and are now on the plane. His car is at the airport and we have a 45-minute drive to get to the hotel. He is not going to go home since he would only see his wife and kids for a little and then have to leave again. He figured it would be too disruptive. When he told his wife, she countered by telling him to come home and she would go to the hotel. It was a funny moment.

For now, I am working and will probably take another nap or two. There is a lot to be done.

9/24/09 3:21 PM Norway time, 9:21 AM EST In flight to Oslo

Last night's flight went well and I spoke to the office and Wendy on the way to the hotel. We arrived there after 11:00 PM. As I mentioned, my mood had changed for the better. It was a typical Wednesday reaction of bleakness while being away home. On one sorry note, I had apparently been abusing my computer bag, which I thought to be virtually indestructible. The telescoping handle refuses to go down now, which means I might have to replace it. I feel badly because Wendy gave it to me, and resolved to treat future luggage in a less rough manner.

The night was cool. The fragrance of the forest wafted through my room and a lone owl called out intermittently, making it a joy to fall off to sleep. I got up at 5:30, once again without enough sleep, but I figured exercising was better for me overall than rest. I had been thinking a great deal about the AL engineers' contention at yesterday's meeting that there was no better solution to cooling a rack filled with telecom equipment than they had already. I used the invention circle (my way to think of a problem from multiple points of view) and started from Dan Gallagher's idea of utilizing the rack itself to send cooling tubes up the side so as not to use extra space on the circuit packs that populate the cabinet. The racks are normally in rows stacked on top of each other. I had an idea of creating a thermal sheet that could be placed underneath the individual circuit packs to capture and move the warm air off the packs below. I know this might sound a little technical, but if it works, not only would it solve a giant amount of heat problems but it may get us a lot of business to boot. Excited, I wanted to share the idea with Jeroen, but it was way too early so I made a sketch while I was exercising. When I get an idea, it is like an infusion of jet fuel. It must be what people experience when they take drugs. It feels like explosions of electricity pulsating through my body, a total adrenaline high. It is an amazing experience and the best part is that it can happen multiple times during a day.

The sun was beginning to rise and I needed some company, so I turned Jean Shepherd on my iPod and was transported back to hearing him in his prime during the 1960s and 70s. This particular recording was about his family and a Labor Day celebration decades ago. To me, he is a companion and I cherish his work especially when I am alone and away from home. I

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later had breakfast with Jeroen who agreed my thermal idea could work and after getting dressed and checking out, it was off to see a local customer. This was an interesting company started about five years ago by two former Lucent employees who utilized the fact that telecom installations never have everything necessary when being built and need certain parts quickly to keep to the production schedules. Their business had grown and they were now looking to make their first telecom product themselves. We were interested in building it for them. My lack of sleep was becoming evident to me as they spoke. I was having some problems focusing, but was still able to offer a few suggestions. They were very nice people and I think we can be a big help for them to supply a telecom box. They could be a very good customer as well. When we showed them the heat extractor, their minds went to work with possibilities for the future. They also liked the composite samples and offered to help show them in the Netherlands and throughout Europe, which was a very nice offer. We left them a copy of my book and I mentioned that they would be in this one. They loved the idea. One of the partner's nephews had started a chocolate company and he gave us some samples. As you can tell, it was a very positive call.

Then it was off to the airport. Once we arrived, I decided I could not save my computer case, but Jeroen said he would try to fix it later. Once inside the airport, I bought a new one and we were once again ready to travel. After lunch, Jeroen's partner Jan-Willem came by and brought us some more of my books because we had run out. We spoke about the heat extractors and composite ballistic material. He seems very happy in general.

On the way to the gate, Jeroen and I were emailing with our crews at IJUS and IJN regarding the automotive parts we needed to price and the telecom box. We should be landing within about an hour. I am not sure if we have a rental car or hotel yet, but I am not very concerned at the moment. Traveling with Jeroen, as usual, has been a joy.

9/25/09 2:16 PM Norway time, 8:16 AM EST Oslo International Airport

We landed in Norway early and it seems to resemble upstate New York in terms of general appearance. They must be nearly in the same climate zone. We rented a car and found the Best Western Hotel in downtown Oslo. We were directed by the nice hotel clerk to take a cab to the harbor for dinner. The area near the water is beautiful and filled with shops of all types and very expensive power and sail boats lined up along the wharf. It was a beautiful night with a chill of autumn air. The restaurant we chose was both friendly and offered good food. We sat outside and as dusk turned into nightfall, it was great fun to watch the people go by. While eating, Jeroen talked about where we are and what we want to have happen, as we have throughout the trip. He has made a quantum leap in his capabilities and if the projects we are working on come through, he will have some big decisions to make

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within the next six month. Large pieces of business bring change (hopefully the good kind) and the freedom to move to new areas and take alternative paths that were not available before. His future is in his hands.

I got up this morning, exercised and walked. I met Jeroen for breakfast and then it was off to Flextronics for a meeting with a buyer and an engineer. Unfortunately, they had found out yesterday that they had lost their biggest customer, which probably meant downsizing or even closing the plant. We commiserated on the world economy, showed them our new product areas and offered our help to shore up their resources to help their customers if they lose a lot of people. The shock has not worn off for them and won't until their future is decided, which could be a while. We did speak about one potential piece of business and Jeroen will follow up next week. We went back to the airport and after made our way through security, which was like a giant surreal dance with hundreds of people passing each other in snaking lines getting up to the actual security plazas. We are now sitting in a rather nice lounge with good food waiting for our flights. I am going to Munich via Copenhagen and Jeroen is going straight to Amsterdam and home. It will be a little sad to say goodbye. It has been a good trip and we got a great deal done. Jeroen is also showing increasing ability in many areas and I am very optimistic for him in the future.

I emailed with Ben last night. Vinnie and I will probably go to Thailand the second week of December. Vinnie will put up the new plant with help from our IJX crew and Ben and I will make sales calls. I am looking forward to going back to Asia.

9/26/09 12:31 PM German time, 6:31 AM EST Munich Airport, Lufthansa Business Lounge

Jeroen and I were working up until the time I left for my gate. We sent out prices for the new automotive business we were after and I got an email from him later with the prices for the new telecom business. A little while later, we both got an email from the automotive customer saying he received the prices and would get back to us on Monday. Pricing is a very tricky business, what market will bear means so many things to different people. Before we got our costs figured, Jeroen and I calculated what the customer would feel is a good amount to pay. Trying to decide that amount is one of the most crucial in the business. As I mentioned to Jeroen, he should try to figure the selling prices before he knows the actual costs so he can get a better feel of the marketplace and where we stand within it. In the automotive business, there are multiple methods of production in different countries and because of the time pressure, we may also decide to produce the same orders at multiple sites. The customer will forget about pricing, high or low, as long as the product is of the necessary quality and is delivered on time. Since we are in new areas, we may also try different production techniques to see which yields the best end product. There is a lot to this and Jeroen is

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gaining expertise rapidly.

I got to Copenhagen early and got on my plane to Munich. I sat next to a French woman named Valerie. She seemed to have nothing to read, so I gave her my last copy of The Ideal Era and she spent the flight reading it. She was amazed and interested in the way I spend my life, which is so different from hers. She is a project manager for a large trucking firm. She was pleasant and made the flight go by quickly. I was able to edit my new book as I have been doing all week and work on the Hitting the Wall CD that I plan to record with Elana. It was not flowing before, but I think it is much better now. I will finish and send it to her next week for review.

After we landed, I went to pick up my suitcase and I remembered that on the last flight mine was the last piece out. I had a bad feeling and sure enough my suitcase did not arrive. I went to the Lufthansa tracking center. The procedure to be helped involved getting in line and taking a number, which I did not realize. I walked up to an open person and received help immediately. Sorry to those who I cut in front of, it was not intentional. The woman was very helpful and told me that my bag was still in Copenhagen and would be delivered this morning. Having had this happen before, I had taken precautions and packed enough with me to be comfortable for the night and the plane ride back, if necessary.

I got to my hotel room, procured by Jeroen, and spent the balance of the evening eating the last of my supplies including fruit from the airport, exercising, watching movies, calling the office and talking to Wendy. Usually by the end of a trip like this, I am over-tired and it takes a while to wind down enough to be able to sleep. Last night was no exception. Wendy told me that our dog Bailey had bladder stones and needs an operation. He also needs to change his diet, which meant he and I can not snack together as we have before. He is not going to be happy with me, but if his health is at stake, there is no choice. I miss my wife and dog and look forward to being home.

I got up this morning and exercised in the room. I was going to have breakfast, but decided I wasn't hungry and wanted my suitcase back. It was supposed to come on the 8:30 AM flight, so I shaved, put on my suit and went to the airport. I finally found a very nice woman who got another nice man to get my bag and what a thrill it was to see it. I taxied back to the hotel, had breakfast, walked and then checked out. It is Oktoberfest here and I feel like I am probably one of the few people in the country or anywhere who does not drink beer. Strangely, I seem to be here a lot during this time of year. I like seeing the pretty women in costumes, but having a lot of people around drinking large amounts of alcohol and acting accordingly is not my idea of a fun time. Never the less, it was impossible to get a cab because of the holiday, so I settled in for a 20 minute wait for the shuttle. As it turned out, the shuttle arrived two minutes later and I was able to get to the airport much faster than I would have by taxi.

I always like to be in the airport early and this accomplished, I checked in and went through security and passport control. I have about two hours

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before boarding. I already bought two sandwiches for the trip and I just bought a banana and apple from the lounge so I am set for the plane. I think I am getting hungry sooner so more food may be needed. I see they have pretzels in this lounge and I am going to try them. I also got a copy of my favorite newspaper the Financial Times, so I will have something to read. In retrospect, it has been a very good trip. We have chances at new business and things seem to be in very good shape in Europe and Asia. The U.S. and Mexico are not as good, however, and more measures will have to be taken.

9/26/09 1:19 PM EST In flight from Europe, over the Atlantic Ocean 5:15 to go, -59°C outside, 900km per hour

The plane left on schedule and we are due back in Newark at about 6:40 PM.

I am sitting next to a man named Ole who is multilingual and is in the insurance business. He seems intelligent, aggressive and frustrated enough with big business that he is openly talking about going into his own business. We spoke at length about the chances he would be taking, including moving back to his wife's native country of Poland to make it his office base. He is a very careful and structured person, just the type you may figure would be involved in the insurance industry. The question is if he will be able to take the plunge and go for it. He is trying to weigh all of the pros and cons, but in the end it will be his gut that will have to decide. I do not know whether he will go for the possible safety of a job with someone else or the thrill of being an entrepreneur. Amazingly, the best hope for security might be in his own business, but that is impossible to know or guarantee. In the meantime, he will stay where he is and I wished him well. I needed a nap and put on some Jean Shepherd.

9/26/09 5:31 PM EST In flight

We have about one hour to go. I did a lot of editing for the new book, wrote two script outlines and updated my log. I am tired and done working. I am ready to be home.

9/28/09 9:44 PM EST Home, NJ

I was home around 7:00 PM on Saturday night and went out to dinner with Wendy. It was great to see her and Bailey. I am happy to say I got about eight hours of sleep on Saturday night and was able to play tennis and go for a walk on Sunday morning. It was rainy, so there was no outside biking. I went to the office and spent over three hours catching up. I actually had a

September

great time doing it and was in good shape for the beginning of the week by the time I left. From there, it was home and then to Temple to usher for Yom Kippur our Day of Atonement and the holiest day of the year. Services went smoothly. I left early after the second one began so I could catch up some more sleep and woke up this morning at about 6:30 AM.

I had an idea for a new type of bullet-proof vest and after sketching it, got up and went back to Temple. The day went well with one minor altercation with a former usher who did not want to move out of the way of a group trying to exit the temple with another group waiting to get in. I left around 5:00 PM and came home to a great meal with Wendy, Ben, Katie and their friend Eric. It was very informal and relaxed and we all ate a lot. Spending 24 hours only drinking water tends to build up a good appetite. I let the people at the temple know that starting next year I will be delegating some of the services to others and I will not be there for all of them. Everyone was fine with that; it is time to start giving up command to others. After dinner, I answered my email. It looks like Jeroen's two European customers both agreed to order prototypes from us, which is a very good thing.

9/30/09 9:49 PM EST Home, NJ

Tomorrow we find out how bad September was regarding billing. I am hoping we can break even, but I doubt it considering how much equipment we bought. So far, we don't have to lay off any permanent employees.



10/1/09 9:48 PM EST Home, NJ

September is over and I am very happy to say it was not as much of a disaster as I predicted. We do reviews in the next few weeks and in lieu of raises and bonuses, I will probably offer to defer them until later in the year or to give stock if we actually go public in Malaysia.

In order to help launch Mike the driver's limo company, I offered Mike a part-time job and a chance to train under me. He accepted and begins tomorrow. I have gotten my driver, a long time dream, and I hope it works out. The new heat tower is working better than I had hoped and we will start conducting a patent search tomorrow. If this proves successful, we will begin the process. It has amazing product and one we can mostly make within IJ.

The internet guy who says he is a preacher called with his credit cards today. Unfortunately, he wanted us to immediately wire money to his shipping firm. He can revoke the credit card, but we cannot revoke wired money. We believe him to be a fraud and tried to stop the money from going into our account. In any event, the money will go back to him and we want no part of it. As a con artist, he will not accept that decision lightly and is now peppering us with phone calls and emails. He is good at his "job," I will give him that. I expect the nice emails to become threatening soon, in which case we may turn it over to the police or the FBI. It is a pain in the neck but a good reminder to be remain vigilant. Internet fraud is everywhere and I have to be more careful.

10/2/09 10:12 PM EST Home, NJ

I got the sketches from my son Alex for singer Jill Criscuolo. Her family and ours are friends and we are trying to help her both with her music career through exposure on WOR and to her start her own clothing line based on Alex's design. I don't know how much we are helping or if anything will come of the designs, but it is a fun process. Alex's sketches were amazingly good.

Jill and her manager liked Alex's sketches, so we will move ahead for a prototype. They wanted to try to get the finished garment in time for the filming of her television pilot at the beginning of November.

10/3/09 8:14 PM EST Home, NJ

I had breakfast and texted Mike to pick me up early. I wanted to get to the office so I could email our producer at WOR Vin the sections of Jill's album that her producer Walter wanted us to use for today's interview. In the event that we got the okay to use Jill's name, I wanted to be able to play some of her music. Mike was ready and calm as always. We flew off to my office and then to WOR in Manhattan.

We got on the air and we went over how Mike the driver was starting his new company and coming to work for me part-time. We played some of Jill's music and spoke about our plan for listeners to call in as potential clothing, jewelry and shoe suppliers to have on our own reality show competition that we could use for her television pilot. We may post some of the companies and their products on our website and Jill could pick who she wants. The callers were impressive and kept going even after the program ended. Walter also asked if we could videotape when Jill and he came in for the upcoming interview and Joe liked that idea. It was an adrenaline high from the start and a fabulous time.

By the time we got to the street, Wendy had already texted me that she thought we were great. I called the listeners back after the show and we have a few potential jewelry lines, one shoe maker, one dressmaker, two makeup artists, one cosmetics line and two wellness people. All in all, it was a very good start. Since we were early for breakfast with Ben, Mike drove us uptown to pick him up so he would not have meet us downtown. We went over some of the things we would need from Ben regarding production, support and categorizing and also spoke about the idea of reality radio. One idea was a verbal blog written by Jill and others that Ben could edit for a daily one hour program.

We dropped Ben off, which gave me a chance to finally see his apartment. Mike drove me home and I went biking. Jill, Walter and Alex had a phone meeting this afternoon regarding her wardrobe. Alex will send new sketches early this week and finals at the end of the week. The dressmaking company who called in from the show will be our first choice to make the garments. The head man says they can turn the clothes around in under two weeks, seemed anxious for the work, which I liked, and helpful. Since they are in the Manhattan Garment District, materials should not be a big problem.

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10/5/09 10:46 AM EST Liberty Airport, Newark, NJ The Continental Airlines Lounge

I am sitting here with my wonderful wife and we will soon embark on our first "real" vacation in almost five years. I feel guilty about that, not that we have not done other things. Wendy and I both agreed to go away a little more frequently, especially since the kids no longer live at home.

Yesterday was a crazy day. After tennis and my two breakfasts, I spent the morning in meetings and doing paperwork. We need to perform a patent search on our new heat vent to see if the idea is original. We finished the write-up this morning so it can go to the Patent Attorney for review and paid the accompanying fee.

We also worked on stuff for Jill, but her management only wants to do the dresses for now. We are holding off on everything else until the pilot is actually shot. My main thrust is to get Alex a chance to have his work seen. I hope we can do that. I spoke to him a little while ago and he should have the final sketches done by this Friday.

There is good news on the composite plastics front. We have now passed various types of pistol and rifle tests, but have a lot more to go. Mike is going to Jack's house this week to help make the composite panels for testing. He will become a technician and I think he has the hands for it.

In the afternoon, I went to tape with Elana with Vinnie as the engineer. I decided to try the Hitting the Wall CD without a formal script with Elana interviewing me. I think it turned out great. I await the verdict from my son Ben who is editing it now and adding music.

10/5/09 4:13 PM EST In flight to Phoenix, Arizona

We have about a two hour drive to Sedona once we land and we should make it just around dinner time. I have spent the last few hours eating and mostly sleeping. I have had a headache off and on since yesterday after taping with Elana. Some extended naps seem to have helped which is why I am able to write. I noticed that there was a copy of my CD "Peace Through Work" on my iPod so I am listening to it now. I plan to market it as one of the four CDs in the box set and I am happy to say I think it is pretty good.

My wife seems very happy on our journey, which is nice to see. My headache is coming back; time to stop again.

10/6/09 6:59 AM Arizona time, 9:59 AM EST Enchantment Resort, Sedona

We landed over an hour late because we were redirected due to bad weather. I retrieved my suitcase, Wendy already had her carry-on and we got

our rental car. Then it was off to find the resort. We were expecting a two hour ride, but it turned out to be longer because of heavy traffic. After having gotten up at my usual 4:00 AM in NJ, I was really tired by the time we arrived last night. The journey was not bad however; the landscape was breathtaking as we climbed thousands of feet to the cooler altitudes. We started off in the 80°F and ended up in the 60s. Dusk grew over the mountains with the various shades of red. It was a magnificent sunset that we will not forget.

By the time we got here we were ready for dinner. The bread they served was amazing and everything else was really good too. We looked forward to exploring in the morning. We are staying in a very nice suite which is good since I can work while Wendy is sleeping. I have the unusual predicament of being on vacation; I don't do it often and wonder what I am supposed to do. I know I am supposed to relax, which can only come with a lot of exercise and I plan to start right after breakfast. In the meantime, I was happy to see I could get on the internet since we are so far into the mountains. I don't seem to have a cell signal, however. It is probably another sign that I should try to relax, which I will do. It is time for breakfast. I think I will be eating a lot this week so I had better exercise to keep my weight down.

10/7/09 6:24 PM Arizona time, 9:24 PM EST Enchantment Resort

Both Wendy and I were able to get a good night's sleep despite the three-hour time difference. After a walk and breakfast we played tennis. We were on different sides since there was one other guest and one of the pros playing. It was great fun and it was obvious I was on vacation because I made enough errors to lose us both sets. It was all good fun. After lunch, Wendy went to the spa and I got one of the resort's mountain bikes to set forth on a mission. It seems that there is one local cell phone tower that is blocked by a rock formation called the Chimney. My goal was to go far enough outside the resort that I could get a consistent cell phone signal. Within 20 minutes, I did indeed find the spot. I called the office and things seem fine there. I had the extra treat of being called by Kayla, who wanted to let us know she would be home this weekend for her spring break. Unfortunately, we would not get there until Sunday, but we will be able to see her Sunday night, Monday and maybe part of Tuesday.

Our nephew Barry had gone up to Ithaca where Kayla is yesterday to look for a job. He has had enough of New York City and desires a life change to a slower place and Ithaca, where he also went to school, is the place he chose. If all goes well, he will have a job within a month, a car and a place to live. It is good that he knows what he wants and I hope he gets it. After talking with Kay, I went back toward the resort and onto one of the local trails. The red rock formations also mean a lot of red soil and dry dust, which make for tricky biking. I spent a lot of time walking my bike up the trail because I was not used to this bicycle and did not want to wipe out on the rocks. I met

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lots of people along the way, including one couple from Delaware where I went to school. Eventually, I turned around after realizing I was running out of water. People had warned me that since it is so dry here, you don't really sweat but you do get dehydrated. Sure enough, I did drink a lot of fluids once I got back.

The scenery along the trail was spectacular, the rock walls a teeming combination of all shades of red and grey. It is magnificent and truly different than anything else I have seen in the world. After changing, I went out to the croquet lawn and I hit some balls around. The sport is tougher than it looks. I endeavored to find another place where my cell phone would work here in the resort with little success, so I went back to the room where I used the wireless and my laptop. I am slowly transitioning into vacation mode with a calmer interior and exterior and we are off to dinner soon. I will get up early tomorrow morning so I can excise before the long bus ride to the Grand Canyon. Wendy is very excited since she has not been there in decades and I have never seen it. This is a very nice place and Wendy has said already she wants to come back.

10/8/09 8:48 AM Arizona time, 11:48 AM EST

En route to the Grand Canyon

It was not a good night for me. My body rebelled, probably due to a combination of the massive amounts of fruits, vegetables and water. As always when I have stomach problems, my primary solution is to stop eating and drinking until my body stabilizes. Since we were due to be picked up at 6:45 AM, I got up at 4:00 AM and worked out in the room. My apologies to my wife; apparently some of my exercises make a lot of noise and woke her up, which I did not realize. Then it was out walking.

It was dark but as I walked, I could see the edge of dawn slowly making its way across an amazing panorama of mountains and rock formations. The brilliance of the stars gave way to the light and I had to move back inside to get ready for the trip. I had already gotten approval from my wonderful wife to bring my laptop on the trip to document the journey. I had a special carrying case for it as well as my knapsack, which I loaded with provisions, stomach related stuff and anything else I thought I might need. The good news was that we were going to be riding most of the day so I did not need to expend a lot of energy, which was good because of my stomach.

Tom the van driver was very nice and off we went to pick up other people in the town of Sedona. It is an interesting town with a mixture of very old and new. I noticed one sign that said, "Korean Food and Sandwiches" and I wondered what constituted a Korean sandwich. Wendy and I figured that pork and garlic would be involved. The first two people in the van were Ruth and May, two older ladies traveling together on a multi-city vacation tour. As we found out later, Ruth had just gotten divorced after a lot of years and appeared ready to move forward with her life, which included a lot of trav-

eling. Others included Leslie, an attorney, Glen, who is very quiet, Jim and Alyna who is helping to bring up her daughter's child and is not thrilled with the process. I am meeting more second-generation parents and their stories sound similar. They have children who have kids of their own who can't or won't take care of them and they have to step in for the sake of the baby.

We should be at the Grand Canyon in less than 90 minutes and I can once again risk drinking more water and may try to eat. My body has been fantastic, generating the energy that has allowed me to go after my dreams. If I need to step back a little and take it easy, then I am happy to do so. We are now watching a video on the history of the Grand Canyon and how the tourist trade was created and developed. The driver has a good sense of humor and tells us a tall tale every once in a while to see if we are listening or will test his knowledge. So far, we have been reluctant to do so, but the group is loosening up so I feel some challenges might be coming.

10/8/09 4:42 PM Arizona time, 7:42 PM EST En route to Sedona, Arizona

The Grand Canyon was everything people said about it. Vast, beautiful, severe, barren, colorful, unforgiving and could not but force people to think on a higher level. We stopped at various places and had lunch at the main Grand Canyon Hotel, which was an beautifully laid out old hunting camp. It was worth the ride.

We have about 70 minutes before we get back (I hope) then Wendy and I need to decide on dinner and get a good night's sleep. Since both of us did not feel all that well today, it will not be a big deal. Tomorrow, I would like to play tennis and bike again and maybe swim; the day is open. We are on a very windy road and judging by the feeling in my ears, we are going downhill. The highest point was about 7500 feet and I could feel the difference from sea level. I look forward to getting back to the resort.

10/9/09

2:30 PM Arizona time, 5:31 PM EST

Although I do not go on holiday often (okay, rarely), when I do I like to try to exercise so hard that my body goes into a state of exquisite pain. It is a sort of energy that goes around me and allows me to feel that there is nothing else I need to do. I have burned enough calories to mostly forget about my weight and relax. After breakfast this morning with Wendy, my plan was to go mountain biking outside the resort for about two hours. After that I figured I might go hit some tennis balls or do some other light activity to finish out my energy. The bike I was given had some chain problems, but I figured it was good enough and I left at about 9:55 this morning. The first thing I did was head toward Sedona and look for the good reception site. I found it and my email flowed through, so I was in good shape for a short period of time. I found out that the big automotive prototypes we had been

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working on had turned out well and we would ship them to Jeroen tonight, which was very good news.

I then went as far up the road as it would go because I wanted to see the vista that I pictured on the other side. It seems that there is an amazing view almost everywhere and with a little effort you can see some beautiful panoramas, that I had previously only seen in cowboy movies. Once I got to the top of the road, I took in the truly breathtaking view and after a few moments I turned and made my way back. I stopped at two potential trial sites, but the terrain was too difficult and dangerous with huge gullies and rocks that would have made hamburger out of me and the bike had we gone in. Choosing what I thought was the path of wiser men, I went back to the trial I went on two days ago. I went the same way and came to a T in the road. There was a woman there who was lost. She said she had come from the left and was wondering if it was the right way back. Since I had time, I offered to go back the way she came since it was supposed to lead back to the resort. I told her if I did not come back then it was the right direction. The path became very difficult as I went forward and I spent most of the time walking along rocky paths. I did not want to leave her out there since she had no water and I planned to return to make sure she got in. The woman caught up with me however. It turned out that she is a tri-athlete and went ahead of me to check the way. Eventually, she came back and said we were on the wrong trail. We had been out there for a while by then, but we turned around and followed my tire track back to the T in the road, talking along the way. Her name was Jane and she was staying at the same resort as us. She owned a few pharmacies back in Michigan and was in very good shape even after a recent spinal operation. You learn a lot when you are lost in the woods.

We eventually found the right place and once we were on the road I knew was correct, she mentioned I could bike ahead since the path was now passable. Knowing she now had the water I gave her, I went ahead. On the way back, I got a call from Wendy, who wondering where I was. I explained that I got lost and finally got back to the room about 3 ½ hours after I started. I was very sorry I worried her. She was ready to organize a search party for me, so I am glad she got through on my cell phone. I am wonderfully tired and my body aches, a very good feeling. I leave in a few minutes for a tea tasting in the main lobby where I will meet Wendy. At least, I hope it is there. Maybe after getting lost once today, I should check before I go.

10/8/09 5:14 PM Arizona time, 8:15 PM EST Enchantment Resort

I did check and the tea tasting was down in the spa area, so I ventured forth and found Wendy. She was really upset with me for not calling her to let her know that I was going to be longer than my normal time biking. She was totally correct and I apologized more than once. I tried to smooth things over and I think it will be fine soon. Tonight is hers. We will do as she wishes,

which I will tell her when she gets back. The tea tasting was a lot of fun; there were seven women, me and the woman running it. We tasted three different brews, got a history on tea itself and its therapeutic effects and ate some cookies. Jane, the woman from the woods, was there with her sister and niece and I think Wendy felt better when she reinforced my story and the fact that I was trying to help. By the time we finished, my wife was happy once again. She went off to do yoga and I had some extra time so I decided to go hit tennis balls. On the way up there, I saw a crew near our room. The head guy had a pole with a noose on it and figuring something was up, I asked what was going on. The head guy said they had a report of rattlesnake and he was there to catch it. I thought two things. Did he get the job of the catcher because he was new or because he had experience? The second was that I would keep my tennis racquet ready in case a snake came out. I would at least have a chance to parry his attack. I got through without incident and was off to the court. The nice pro set up the ball machine and I spent about 45 minutes hitting balls surrounded by a magnificent sunset over the coolest range of rock formations. It was magnificent.

I was through before 5:00 PM local time and went up to the roof area to see the view, which was even better than where I was hitting balls. I will take these sights with me and remember them at home and as I travel. I do not wish to see the Grand Canyon again, but to come this place has a lot of appeal. My body aches even more than it did before, so I am ready for dinner soon. Jane mentioned the airport would be crazy on Sunday because of an Arizona State Football game. We will have to go earlier than planned, but I may wait until tomorrow to tell Wendy that.

10/9/09

5:26 PM Arizona time, 8:26 PM EST

Last night, Wendy made plans to have dinner with a couple that lived near us in NJ. John and Susan were wonderful dinner companions. John was an investment adviser and Susan is about to start a new career as a very high level leader in a international precious gem corporation. The similarities among people our age are amazing when speaking about parents and in-law relationships, as well as general life paths. We all try to do better than our parents and hopefully we achieve it to some degree. It was a fun evening and we got back to our room around 10:00. I was asleep by 11:00.

My plan this morning was for "cardio" tennis, although I was not sure what that was. Unfortunately, Wendy has a full blown head cold and the medicine I brought did not seem to make much difference. After breakfast, I exercised in the room and began working on some new composite plastic product ideas. At tennis, AJ the pro was in charge and the only one other person there was a woman named Sue. Coincidentally, she was Jane's sister and we had a good time. The workout was extremely tough with a lot of running around. Sue had to leave ten minutes early, which gave me a chance to play the pro. I know that any instructor can place the ball anyplace he or

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she wants whenever they feel like it. He let me win a few points and we had a really good time.

After that, I went to check on Wendy and we went to lunch. She went back to the spa and I went for a short walk nearby. It was beautiful, but I never did find the rock formation I was looking for. Afterward, I was back at the spa and experienced one of those sinful pleasures I normally save for vacations and weekends, which is to drink iced tea and let my mind wander to wherever it wants to go. By then, I had worked on three new ideas. Two were military based and I cannot mention them here. The third was to make a new type of vehicle utilizing compressed air. With our composite material, we can shield the metal area from the passenger in case of a crash. We can make the whole vehicle from the composites like a giant bumper car, which will make it extremely safe and light. The parts could be injection molded and hollow to allow for more compressed air fuel, which would act as an additional safety barrier in a crash. I sent the ideas to my VPs for review. I went back to the room to check on my poor wife, who was still feeling badly.

10/11/09 9:59 PM Arizona time, 12:59 PM EST Phoenix Airport

I went to the spa and ordered dinner for both of us last night and we spent the evening quietly eating, packing and being together. It was peaceful, but I was worried about Wendy and hoped she would get to sleep.

I got up at 3:30 AM, did some exercises and went out for a last walk. The weather was chilly but beautifully clear and the stars once again carpeted the sky. It was a wonderful hour. I went back to the room where Wendy was already mostly packed and we were out at 6:15 AM, exactly on time.

I was worried because I had gotten estimates of anywhere from 2-3 hours to get to the airport, but the roads were clear and we were there by 8:20 AM. We turned in our rental car and made it through security easily. Unfortunately, I made a mistake on the tickets and we are not sitting together. I am hopeful that someone will switch with us once we board. If all goes well, we will be home before 8:00 PM tonight and Kayla will already be there.

10/11/09 5:18 PM EST In flight to Newark

People never cease to amaze me. Alex has finished the sketch for Jill's costume and I emailed it and a pattern drawing to the dressmaker in Manhattan. The husband had called the station saying he could make the garment in the time required. I got an email this morning from his wife, who was annoyed that I had bothered her with the inquiry. If I had taken the time to visit her website, she wrote, then I would have known it wasn't the type of work she does nor could she possibly make the deadline. I suppose it didn't matter that I was willing to pay and give them free exposure on WOR. Her

whole tone was that I should have known better and that I was an idiot for bothering her. I emailed her back and her husband replied, saying he was sorry that he and I had miscommunicated and it was too bad his company would not get the business or free exposure. I asked if he knew anyone else who would want the job, frankly, to annoy his wife. I hope I accomplished my goal. Now that they have robbed me of a week that could have been spent searching for someone else, I am not sure we can make the deadline and we may be screwed. We have not gotten an actual date from Jill, so maybe it is still possible. It is amazing how dumb people can be, especially in very tough times.

We were about to leave Newark early when they shut down the airport and did a bag search on all the planes. They said there was a security breach with no further information. We were delayed about a half hour and before being given the okay to take off. Maybe we will hear some kind of explanation on the news. We are due in around 7:00 PM if we are not delayed by air traffic control in Newark and we should get home, assuming the bags are released promptly, by 8:00. I miscalculated in the office and don't have enough clothes for tomorrow, so if I don't remember to bring some tonight, I will shower at home tomorrow after tennis.

10/12/09 7:31 PM EST Home, NJ

We were home by 8:45 PM last night and Kayla was home by 11:00 and it was great to see her before I went to sleep. I got up at my normal time and after doing reasonably well in tennis since I did play on vacation, it was back to the office. We started the employee reviews and finished one. The balance will occur over the next week. Most of our people understand the economic conditions and I think they will be happy enough to be keeping their jobs with no salary reductions. I am hopeful that the worst is over and perhaps within the next six months we can look at potential raises and bonuses. I also hope to give stock if we do indeed go public. As some wrote in their reviews, our employees consider us a family, as I do, and I am heartened that the sense of loyalty is deep. It is a trust I will never take for granted. We had a VP meeting this morning and things on all fronts seem to be moving along well.

After more paperwork and a fun lunch with Wendy and Kay, it was off to Pennsylvania with Mike the driver, Vinnie and Jack. I decided to include Mike in the meeting so from now on he will be wearing a tie whenever we are on the road. We were seeing a potential new customer regarding the composite material. We met near Bethlehem, Pennsylvania and suffice it to say the potential for us is huge and will entail some new design ideas to meet their requirements. I find it amazing that many new needs, no matter what application, often come down to plastics, adhesive and material. The components are basic, no matter how complicated the final product. The advan-

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tage of looking at things from the label perspective keeps playing out and I am forever thankful for the background I have. Not being formally trained as an engineer prevents my thought processes from being colored. As is, we can look at things from a different viewpoint, which gives us a freedom that others do not seem to share. One of our greatest strengths is our speed. While others need months to make samples, we can do it in a few weeks or less, custom made to the application. This means the formulas are different for everyone and all potential new product lines are their own.

I went back to the office for some paperwork and to the supermarket for supplies for tomorrow's next trip to Massachusetts. It is possible that we will not have time to stop for breakfast or lunch, so I wanted enough food on hand to focus on the matters at hand instead of hunger. My dad always taught me to keep your people fed, happy and ready for action if you expect to get their best.

10/13/09 4:45 PM EST

On our way to the New York Thruway from Massachusetts

I met Jack and Mike the driver this morning at 4:00 AM in front of my house. We met Bret at Raytheon Corp. for a meeting regarding changing their screened material parts in favor of our labels and discussed our composite material. It was a good call before moving to Motorola, where we discussed our new heat vent, heat extractors and composites. We also saw two engineers at Alcatel-Lucent to discuss the same things. Pretty much everywhere we go and mention new ideas, people want to see them. In this economy, most say they have little money to do anything, but since we can also offer cost reductions people are willing to hear from us. Besides, the economy will eventually improve and people want to be ready when the money starts flowing again. We have traversed many miles already today and have about 2 hours 40 minutes more to go.

Tomorrow will be busy, but should be somewhat normal, finishing with date night which is always fun. Bailey is home after his bladder stone operation, which was a success. It was great to have him home.

10/14/09 9:48 PM EST Home, NJ

It was tough to get out of bed this morning, which is normal after a day like yesterday but I was okay once I got to the office

The day was filled with more paperwork, evaluations, a nap and then recording with the women who own SoleMates Corp. The owners, Becca Brown and Monica Murphy, were fabulous and we ended up doing a double show. I think they will do very well. Afterward, it was back to the office and out to dinner with Wendy. Tomorrow, I will start prepping for my colonoscopy on Friday.

10/15/09 9:51 PM EST Home, NJ

Today was a prep day for my colonoscopy tomorrow, which meant mostly liquids and some Jello. I started taking the medicine to clean out my body around 2:15 this afternoon, so I was home for the rest of the day. The morning and early afternoon were spent finishing the company reviews and paperwork and the balance of the afternoon and early evening signing books. I am hoping that I will complete the task by next week, but I got a lot done today. Jack was out on the firing range and we passed another composite test for a specific rifle load and Brett got the same results on his range in Massachusetts. We are readying more tests. Then it will be time for formal certifications and a full scale sales effort.

I am hungry and tired. I am looking forward to getting the test done tomorrow morning and coming back here for a lot of food. I am hopeful everything will be okay medically and will put the next test in the back of my mind for a few years. Wendy has been wonderful all day, checking to make sure I am okay. She will take me to and from the doctor tomorrow.

10/16/09 9:49 PM EST Home, NJ

I got up at 6:00 AM and by about 7:00 AM, Wendy and I were at the center for the colonoscopy. I was reasonably calm through the process until I got into the prep room where I changed into my hospital gown and a nurse took my blood pressure. By then, I was really nervous, which was not helped by the fact she asked if I was on blood pressure medication. When I asked why she wanted to know, she told mine was higher than it should have been. This did not help my mood, but I forced myself to clam down. I have been going to the doctor every six months for physicals and my blood pressure has been fine, so I will chalk it up to nerves and have it checked again at my next doctor's visit. The people there were very nice and as they rolled me into the procedure room, my doctor was there and I was ready. I handed him an envelope with an invitation to appear on the Sunday Night Lifeguards. He happily accepted, saying he had been on the radio before and I felt better knowing that I had that working for me if needed. Once I took the medication, I was out cold. When I woke up afterward the doctor told me that I had one polyp, which was removed and would be checked for cancer. Other than that, I was done.

After some crackers and juice, I was able to get up and wobble out to the entry room where Wendy was waiting. We went back home and I hungrily ate huge amounts of food. I was not allowed to drive for the day, so I worked from home, got the rest of the book signings done, had a phone conference with Elana and was reasonably productive. By the late afternoon, I was tired and had a nap with Bailey. We later had dinner with Barbara, Cliff and my

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in-laws. When we got back home, I emailed with Ben. Mike's flights are arranged and he will be in Xiamen from Tuesday until Saturday.

10/17/09 5:54 PM EST Home, NJ

I was up at 6:00 AM and Mike was ready at 7:00. We made good time into Manhattan and even found a good parking space. The show went well. We interviewed Chris Daggett, the Independent candidate for governor of New Jersey. He was a bit long winded and I had to cut him off a few times, but I thought it went well. We also spoke about our new composite product line, Mike and his new job, Jill's clothing and about business in general. The time flew by quickly and Mike and I were back on the street. I got a call from Wendy as I was buying Mike a fruit drink. I thought it was about the show, but instead she told me she was at the hospital with her father Jeff, who was having chest pains. I got back to NJ and headed over to the local hospital. Jeff did not seem horrible, but not great either. I stayed a while, then went walking with Uncle Dave. He seemed okay. The building I want is now up for sale, although at this moment I don't want it. Perhaps that could change if the new product lines come through. We will see.

After I left him I went home to Wendy and took all the books I signed to the office. After unloading and doing some paperwork including one script outline, I exercised and went back home. Jeff had been discharged from the hospital and his doctors said he was fine. He and Bunny are staying the night and leaving in the morning for Florida. We may see Barbara and Cliff tonight, but it will be a quiet dinner and early to sleep. Both Wendy and I are tired.

10/17/09 5:17 PM EST Home, NJ

I had gotten an email from Vinnie, who may unfortunately have two funerals this week and might not be able to record Wednesday and Friday. I just spoke to my son Ben and he will come out for both. I sent him the few changes I want him to make for the CD. I think he did a great job. We should have the artwork for the cover of the Ideal Wall CD and the box set done this week. Once the CD is finalized, we will send the whole thing out for printing. We don't have the correct presses, but we will do the box set in-house. My plan is to begin advertising for the box set on the last Saturday show and Lifeguard show of November, in time for the Holidays.

I went to see my parents today for first time in a while since I have been away. They are good and happy to be updated on what has been going on. They like to hear about my adventures and what is going on with the family.

10/19/09 8:08 PM EST Home, NJ

It was a tough day for a lot of our people. Vinnie lost an aunt and the husband of his cousin and Doug's father died of a heart attack. I was going to give Mike the driver a full time job, but had to hold off when Jack said he did not need him for the composite work anymore.

I can't do anything about Vince and Doug, but I did work out the details with Mike to start his own car service company driving the customer's cars.

10/20/09 9:09 PM EST Home, NJ

I played a new guy in tennis, who was much tougher than I expected and led to a very good workout. Back in the office, I spoke with Jack and agreed to write two articles for various plastics periodicals he is involved with and to speak at a future conference. I sent him the final versions this afternoon to which he had some changes. We will incorporate most or all of them before they can be submitted. One article was about doing business as a small global company and the other about our new composite material. I spent the rest of the day selling.

Mike is safely in Xiamen at our plant and should begin meetings with Ben shortly. I expect to start receiving information tomorrow morning.

10/21/09 5:27 PM EST My office, Maplewood, NJ

After tennis, I spoke with Mike who is visiting in China. We have some issues to go over and I think we need to determine what is expected of both sides before we enter into the agreements for going public. Like any big venture, there are some growing pains and it may be a difficult birth. Regardless, we are all part of the same global team with good intentions, so I feel it will work out well. It was a day of mostly paperwork and sales. Since most of our customers won't have a use for one or all of our new product lines, I am using a secondary sales campaign asking them for help. Since they are under no direct pressure for business, they have a chance to help us with no agenda. It is a much easier way of selling.

10/22/09 9:44 PM EST Home, NJ

After early tennis this morning, Elana, Mike and I were off to New York City to WOR. Our first guest was Jill Criscoulo who is a singer, along with her producer and promoter. It was a good interview and I think it came off well. They will need lots of money to fuel her career and I hope we can help with

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some exposure when it airs on October 31st.

What a thrill it was to go through the process and get my very own WOR Radio ID card. It was great fun going through security without having to sign in. After that, Mike whisked us back to NJ and Elana left. Mike and I went over more of his plans to set up his company, including the name, incorporation, business cards and advertising. He will hopefully be ready to launch within the next week or two. I spent the rest of the day making a lot of phone calls and doing paperwork. It appears that the heat vent idea we had has already been covered by other patents, which probably means the idea is dead. Wendy and I had date night on Thursday this week instead of the usual Wednesday. After returning home from our dinner, I emailed Mark from WOR to inquire about the potential syndication process of the Lifeguard show. What the heck, we have nothing to lose.

10/23/09 9:17 PM EST Home, NJ

I formally stopped the heat vent program. The prices from IJX were too high to go against regular heat sinks. It is sad when a promising idea dies. The grind of looking for sales continues person by person and is a grueling process, but will eventually yield success.

10/25/09 3:54 PM EST Home, NJ

I got up yesterday and decided to delay my bike ride to listen to the Ideal Businessman segment. I was worried about that taping, but it turned out to be a pretty good show. The building I had been wanting for years has suddenly came onto the market. It needs to stay there for a while for the price to go down. Elana is doing a fabulous job as my producer.

The weather was not looking great after the show, but I decided to risk it and ventured forth. It was pleasant, humid and everything was great until about ninety minutes into the ride when the rain began. I put on my waterproof coat and let my pants get wet. It was not a totally unpleasant ride home, but I kept thinking that I would have missed most of it had I gotten an earlier start.

After I ate lunch, the buzz around the house increased as we all prepared to go to my niece Rachel's wedding. Her fiance Jeff seems like a perfect fit and I hope they are very happy together. Alex, Kayla and Ben had not been home at the same time in a while and it was a joy to see them all happily getting along and enjoying each others' company. They drove in Kayla's car and Wendy and I went together. It was only about a ninety minute drive, but the weather was lousy and did not seem to be getting any better.

When we arrived at the wedding site, which was a resort in the Poconos of Pennsylvania, we checked in to our rooms and got ready. The weather

continued to deteriorate and after we got to the reception area, multiple thunderstorms came over. The wedding had been planned outside, but my brother and his wife were smart enough to have a backup plan and a tent nearby. There was so much rain coming down that the grass inside the tent became saturated, which made for some wet feet. I was asked to hold up one pole of the Chupah, which is the tent that people are married under in the Jewish religion. My sister Irene was on the opposite side and the other two poles were manned by Jeff's relatives. Rachel's wedding dress had a long train that would have been ruined had it not been for the foresight of my wife Wendy, who had my daughter and my niece Rebecca hold it up throughout the ceremony. The whole thing could have been a mess, but everyone accepted the weather and the two brief delays it caused when the sound of the rain was actually drowning out the person giving the service. Everyone had a blast.

We all got out of the tent area as soon as possible and continued the reception in the adjoining building. I was prepared with ear plugs, since I have problems with loud music. I was able to stay inside for most of the evening and even danced. Those who know me will understand how unusual that was. It was so much fun in fact that our whole family was out of the floor dancing together and it was a truly magical time. Even though our family is Jewish and the groom's family is Catholic, everyone seemed to mold together quite effortlessly into one giant group. Jeff has a rather small immediate family so one of the presents he got, as per my brother's speech, was he all of our family along with Rachel. I hope he always considers that a plus. I actually stayed until the end of the party, which is highly unusual for me and I must say it was probably the most fun wedding I ever attended. It started at 4:00 PM and was over by 10:00. Wendy and I went back to our cabin and the kids went to an after-party.

I had told Ira that I planned to walk this morning and he said to text him because he might want to go. I got up at 6:30, texted my brother, who joined me for a 45 minute walk. He too was very happy with the way the party turned out and was looking forward to getting home and taking it easy. We all went to the breakfast at their cabin and even got to see Rachel and Jeff before they left for their honeymoon in Greece. They are starting a new life full of promise and potential and I wish them the best. After checking out of our rooms, Ben and Kayla went to Ithaca to drop her off at college. Ben will bring her car back in a day or two after spending some time with friends up there. Alex came back with Wendy and I and we talked about business part of the way. He wanted an update on what was happening with me as well as what was going on with his dress designs for Jill Criscoulo.

I am very proud of our children. I know I have mentioned this before, but there are some things you should keep repeating. Once home, I went biking in the amazingly beautiful day here after yesterday's downpour and Mike took Alex to the airport. I used the leaf blower to clear some of the leaves from our garage and took out some of the annual plants that had died

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from the cold weather. It is sad to see them lose their flowers and wither, but it is part of the seasonal change to Autumn.

Now that the heat vent idea is dead and there has been no reaction to the heat extractor, I am centering all efforts on the composite material. We got some more leads on Friday and Jack is due in tomorrow to give me more information in this new area so I sound somewhat knowledgeable when I talk to potential customers. The buzz on this invention is good so far and I want to keep it moving. Since the percentages for success are one out of ten at best, we need lots of potential applications to make a go of this.

Vinnie and I are due to go to Jack's house on Tuesday to get more information and hands-on instruction on how to actually make the various commercial/ballistic materials. It amazes me how much time, effort and money we spend on areas that turn out not to work, but we have to go through those to get to the areas that do. It is a process and a journey and that part does not change.

10/26/09 3:36 PM EST Doctor's office

I am waiting to hear from the gastroenterologist for the results of my colonoscopy. I know there was one polyp, but I am hoping that is the end of it. He will want to see me again in three years. Unfortunately, some on his staff are not particularly pleasant and they don't run on time; both things that really bother me. The doctor, however, seems competent. I will wait thirty minutes, which I think is ridiculous since my time is worth at least, if not more than his, and go from there. I have walked out of doctor's offices before. I called to see if we could do this on the telephone, but I could not get through his receptionist. It gives me empathy for my parents and in-laws who have a lot of various medical appointments. The rest of my day has gone well, with mostly paperwork and meetings. Another man sitting next to me just went up to complain about his waiting time. I can see I am not alone. He is getting angrier with every passing minute. We appear to be the only two left and I think I am the last patient, so I am hoping I can get this done without walking out in annoyance. What power these doctors have over us. They tell us what to do and we do it. As you can see, I am beginning to gird my loins if needed for my escape.

10/26/09 4:30 PM EST Doctor's office

Well, it has been an hour and now they want to take my blood pressure, which I refused. I am so angry that I am sure it is high and I have no urge to hear them tell me this again. He is a good doctor, but I am not sure I will put myself through this again. The waiting room is also ridiculously hot, which is

not helping my frame of mind. It is no better in the examining room. I want to get out of here.

10/26/09 5:13 PM EST My office

The polyp the doctor found was precancerous, but has been removed so I am safe now. I have to go back in three years for another colonoscopy. We discussed the problems my dad had with esophageal cancer and when I told him I take antacid pills, he advised an endoscope test as a precaution. It involves putting a tube down my throat so he can look around and I think it is a good idea. I will check with Wendy first. Otherwise, things are fine and I am leaving for home soon. The doctor's visit was very tiring and I am looking forward to a quiet evening.

10/27/09 7:56 PM EST Home, NJ

Mike, Vinnie and I headed to Jack's house where our composites lab is located. During the 45 minute drive, I took a much needed nap and we spent a few hours with Jack learning more about the history of the materials, what was possible and some new areas we would try. This technology is new, the potential is unlimited and we are seemingly in the front, a very fun but expensive place to be. I did some paperwork and selling back at the office, took another nap and was off to the recording studio to tape another Lifeguards show.

Unless we can write off most of the costs of the radio shows, I cannot continue in good conscience, so February will mark my leaving WOR. I have been putting out feelers for other potential stations and I got some information on Sirius radio today. I have until February, so I can see what can be done. We have taped enough Lifeguard shows to get through the middle of December. By the end of November, I hope to have enough Ideal Businessman shows taped to be done with prerecording them through December. I will only have to do live shows, which will give me some breathing room. I had lunch with my mentor John Rudder yesterday. He was supportive in all the ventures I spoke to him about. He is a good man with a strong sense of what will work and I am glad he is around.

Mike has been working on getting his new company started. In the meantime, he will stay on as a part-time driver for us and will probably do so until February when my contract is over with WOR. After that, I do not plan to be in New York as much and will pay as we go with him.

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10/29/09 7:06 PM EST Home, NJ

Gary was in today. The bad news is that I made a lot less money than last year, but the good news is that I probably won't have any extra taxes to pay. Everything has two sides. We have been very fortunate to have little debt and to still be able to finance our R&D plans during the year.

There was a problem with the first set of labels we made for a new oil company customer. The labels are for their pumps and they are peeling in certain spots. I just started to go into the history of this project and realized that the labels we supplied had square corners. Round corners usually work much better to prevent peeling and these appear to have been stretched to fit onto their assigned areas, another reason for peeling. There are no excuses we will fix the problem.

10/30/09 10:25 PM EST Home, NJ

Wendy, Barb and Jessica are in Ithaca with Kayla. When I spoke to Wendy, I mentioned that Vinnie and I were planning to go to Thailand to put in the new plant and I will go to Malaysia to work on going public in December. She said to make sure it was not during our 25th anniversary and I was stopped dead because I had forgotten about it. She made a joke about it being okay, but I felt terrible both I had missed it and might not be back in time. We need to try to work this out since I am locked into some commitments and I am not sure what I can do.

The house is very quiet without Wendy. Bailey is sleeping on the bed and he is good company, but I miss her.

10/31/09 8:50 AM EST Halloween

Except for the High Holy Day services where I worked and did not attend services anyway, I have not been going regularly to my temple for over a year. While I do not miss the services themselves, I am not sure if I miss the temple itself or not. I have heard that once the kids have all gone to college, it is common for parents to drift away and now I understand why. The main draw of the temple for me was for my children. Their participation, the meetings and activities drew us there on a continuing basis. It was a pleasant, worthwhile experience, but I now realize they were the focus and not the institution itself. It is no one's fault, there are plenty of activities for our age group, but the pull was not there. The religious structure itself stopped working for me. The services themselves did not mean as much and being religious versus being spiritual became a much bigger question. Now, more than a year later, the questions are still there. I have no pull to be in

the temple itself and find myself having a lot of conflict both with Judaism and religion in general. So much of the world's problems seem to center on religious differences and I can't but wonder, what is the point? Why do we all think someone else has to agree with us in order to get along? Why should a Christian fight a Muslim, why do so many hate us for being Jewish? When it comes down to it, we are all individuals and should be treated as such. I do know that I feel most spiritual and closest to god when I am trying to help people. Whether it is in work, in life or with the radio shows, I feel spiritual when I am being positive and trying to help people utilizing my brain, empathy, and experience. I believe that being positive and spreading that way of thinking is a true measure of connection.

It is Halloween tonight and one of my favorite holidays. As per Wendy's instructions, I will put out the candy later. It is supposed to be cloudy and near 70°F today, amazing weather for this time of year. Uncle Dave and I are supposed to bike and I am looking forward to it.

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11/1/09 7:32 PM EST Home, NJ

Halloween went well yesterday, I refilled the plastic pumpkin in our house's front entryway twice as per my wife's instruction and when the candy was gone, I turned off the front light and was done for the night. I hope whoever took candy paid attention to the note, which read, "take only one or two pieces and leave the rest for others." It would not be good to incur guilt for such a small thing as taking too many sweets from one house. The clocks were turned back last night and now it will be dark during the early morning until the spring. It is the second biggest indicator, after the leaves turning color and falling, that autumn is truly here.

It is strange to think you can change the world, as I do. Whether it be this new composite area, which could impact hundreds of thousands or even millions of people positively by adding extra protection, or on a much smaller individual basis, I do believe it can be done.

11/2/09 9:49 PM EST Home, NJ

This morning I went to the Picatinny Arsenal in northern New Jersey. It is one of the older Army installations where a lot of research and development for all types of products and systems are conducted. It had been years since I had been there, long before 9/11, and the security was much tighter. My surfing friend Dave came out to drive me into the complex which is like a small city. We went to the machine shop, where I showed our various samples. People seemed impressed and as I got a tour of the shop itself, we went over possible applications for our new composite material. The secrecy level here is very high and I will respect the suppression of information. From there, I went to see another ex-Lucent engineer who was with another defense company located inside this complex. The potential for new business with our material there was also possible within the U.S. I saw a third ex-Lucent engineer with a still different defense company with the same

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result. I went back to the previous engineer who introduced me to another company that utilizes non-defense companies like ours for new products and technology. The background and history we have with many people over the years is helping us to find our way in this new industry. Sometimes as people leave their jobs and move to others, it is tough to keep track of them, but in doing so it creates a network that can be critical in times like these. Suffice it to say, it was an amazing day with lots of potential and the chance to use not only our material but our brains. It was also good that we do not depend on anyone for funding. We are ready to make samples to prove our potential and from there the customer can decide whether the prototype stage is worthwhile. Not needing money first cuts out paperwork and long lead times waiting for approvals. However, our resources are finite, so we have to be careful where we put them. We can move in short weeks where others can take months.

11/3/09 7:37 PM EST Home, NJ

My Tuesday tennis partner is still hurt, so I went biking this morning. It was a beautiful cold autumn morning and I started off with my goggles, face mask, heavy gloves and jacket on. By the time I finished, the sun had risen and the jacket and face mask were off and I had changed to lighter gloves. Today is the election for governor of NJ and Virginia. These are seen as key races and if Republicans are elected, both will be seen as a black eye for the Obama administration. The polls close soon and we should know more later in the evening.

Jack and Mike went to Maryland for formal testing today and we received a bunch of composite related certifications. It is all very good news and the next step we needed to move further. I will send the certifications out to interested parties tomorrow and I am very excited at our progress. My trip is finally set for Asia and Vinnie's trip to Thailand is probably put off until the end of December to ensure the equipment arrives on time.

11/4/09 9:45 PM EST Home, NJ

Both my knees have been a little sore lately, but I hope it is a passing thing.

11/5/09 9:36 PM EST Home, NJ

It was an amazing day. Mike drove Jack and I to Pennsylvania to see a man who said he might have some applications for our composite material. This time, the meeting went into substance. He has three potential areas for

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us to be involved and we left with the agreement for us to make prototypes for one of them. He is supposed to send us drawings and hopefully metal panels for us to work with by the end of next week. Back at Jack's house, we worked on the new patent and spoke with a man who may need us for RF antennae work.

The democrats are trying to downplay the loss of two governorships in last Tuesday's election. The mid-term elections next year should be very interesting.

11/6/09 10:10 PM EST Home, NJ

There was a lot of craziness at WOR in Manhattan today as the parade for the New York Yankees baseball team went past their building. I am a Red Sox fan, so the spectacle meant nothing to me. Even if the Red Sox had won, I would not have cared that much. I would much rather play sports than watch them.

The dress maker, utilizing Alex's design, finished the outfit for Jill Criscoulo, the singer and we got photos today. She looks very good as does the outfit. I hope she uses it for the television pilot they are to be filming soon.

The pressure on our label business is intensifying along with everything else. Our customers are going for the lowest price and the pressure is continuing and difficult. Ben and IJX want me to help bring more business from the U.S. and Canada as it moves to Asia, which I will try to do. However, I really want to move to new product areas where the pressure is lower and we can use our brains. I believe the defense and military areas are good possibilities for our new materials and I will spend a lot of time trying to develop them.

11/7/09 10:24 AM EST Home, NJ

I did not sleep well last night. It is normal for the Saturday mornings that I go "live" on the radio. My alarms went off at 6:00 AM and my brother, a typical Jacobs, arrived early. Mike was there at 6:55 on time and we went to New York City. We were fine until we got to the Holland Tunnel, which was unexpectedly closed. This would have been a disaster, except that Mike was driving and he was determined to get us there since his new company was going to be launched on the air today. The traffic was not great and as the airtime of 8:05 approached, we were all starting to get very nervous. By 7:55, it looked like we would make it. We decided that Mike would drop us off, park and run up afterward. I had his new company information ready so I could promote him even if he did not make it. Thank goodness I had my WOR badge, which could get us through the secure entrance. Ira and I got off the elevator and as we were running toward the studio we saw Joe Bartlett, who said we had five minutes and were fine. As we calmed down, I gave

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the number for our guest to our engineer Vince and sat in the studio with Joe, my brother, who did not want to be on the air and me. As it turned out, we could not get Barry Farber, our guest on the air right away, so Joe asked me if I was a Yankees Fan. I wasn't, but they had just won the World Series so we spoke about them and the Red Sox and segued into Mike's new business. He wasn't there yet, but I covered the information and we spoke about the dress for Jill Criscuolo. By then, Barry was on the phone and the whole segment regarding how to get ahead in this tough economy flew by in a flash. We were able to get Mike on at the end and as soon as we got off the air, he started getting phone calls from potential customers. Joe seemed pleased, as did Elana and my wife. It was a wonderful, crazy time. Ira, Mike and I went out for breakfast afterward and were back at our house by 10:00 AM. We decided we would leave fifteen minutes earlier for the city next time. I heard from Walter, Jill's producer. I am meeting a lot of very interesting and powerful people now and I am finding the journey exciting. I am meeting Uncle Dave at 11:30 and need to get ready with enough clothes since it will be about 45°F outside.

11/9/09 9:38 PM EST Home, NJ

Yesterday was fun with tennis, biking, planting, getting an H1N1 shot (getting it over with was the fun part), dropping my stuff at the office, coming home, cooking dinner and then listening to last night's show. I was a little sad that I took most of the flowers out of my garden area, even though some still had some flowers on them to make room for the bulbs for next spring. It was sad to see them go, but it has been harder to watch them slowly wither. It will be good to have the winter come and move into spring.

It was a day of paperwork, meetings and following up on sales. It is the time to be on email and the phone to generate new business, make new contacts, reestablish old ones and sell the new product line and the stable products that have made us profitable for decades. I also started on getting IJX the business that is leaving the U.S. and going toward Asia. It is a tough way to spend a day, but highly necessary and I plan to do more this week. I will force myself to do it because it is necessary.

The cover of the new box set is done and I saw the first sample which is gorgeous. The art guys did a wonderful job. We are on schedule to mass release it on WOR and I hope some people buy it. I need to make sure it is up on Amazon so people can order it. Mike the driver got more phone calls for his new business. He has his chance and I am proud of him. We spoke to Kayla today and she sounds great. She comes home soon for the Thanksgiving holiday, as does Alex, and Ben will be here at least one day. I am greatly looking forward to it.



11/10/09 9:39 PM EST Home, NJ

After tennis today, Mike drove me into New York City to tape two Businessman shows with Dan Gallagher. An unfortunate meeting at WOR delayed our starting time, so we were behind schedule by almost an hour. Once we got going, the two shows went well. One was about a website that tests and reviews computer products and the other was with Dan for his day-lighting product line. His system brings sunlight directly into homes and buildings to save on electricity and leverages the therapeutic effects of living under sunlight. Joe and I are becoming a smoother and better operating team. Back in Maplewood, I wrote the November newsletter, a little later this month than usual, and set up my flights for Asia next month. According to Ben, I will have to go back two or three more times over the next six months for going public. I am happy to go.

11/12/09 9:42 PM EST Home, NJ

Jack, Brett and I had a conference call with Jeroen today regarding composite materials for Europe. We have two great leads there and we will work on getting him what he needs to continue the journey. Once we have samples ready, I will probably bring them over myself. There is amazing potential, but we will probably have to produce in Europe and eventually open a plant, possibly in Poland. We are positioning as a short run, fast supplier for very tough jobs, which should keep us away from the big guys and owning a niche they do not want. Tomorrow we attack again. We have a path and I want to see how hard and far we can travel it.

I emailed Elana and found out that their dog Maisy died. Although she was old, it is a heart wrenching thing to hear. My heart goes out to them.

11/14/09 7:06 PM EST Home, NJ

A "what if" situation occurred to me today. I have spent my life trying to be taken seriously. With that in mind, whenever I become somewhat settled in any one area and obtain a comfort zone of confidence and competence, I immediately strike out to new areas where I am once again unsure and unsettled. I force myself into a huge upward learning curve to once again be seen as competent. It obviously shows whenever those cycles are in play. As my daughter says, I must be bored because I find something new to plunge into. Here lies the problem. In the past, whether it be a new area of business, sports, broadcasting or any other area, jumping to a new level has never meant a serious potential life change. These leaps, while never smooth and sometimes meant moving downward before moving upward, never result in

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the kind of risk that would seriously impact me and others around me until now. I have always avoided certain industries because of the inherent risks of developing something that might not work and could cause irreparable harm to individuals or groups of people. In the past, it wasn't a problem. Although labels, metal and plastic parts were important, they were involved mostly with telecom equipment and would not expose anything involved to direct danger. Our situation has suddenly changed. With our move in the composites, those applications can involve situations where safety and actual lives could be at stake. It is a very sobering thought that what we develop can help or hurt people, so we have to tread very carefully in this new area.

11/15/09 4:07 PM EST Home, NJ

I have been reading government information regarding disclosure of military/defense information outside of the U.S. The rules and fines are rigorous and not knowing is not a defense. Although we have not done anything wrong, we will institute a formal system as of tomorrow to block potential problems. I have some doubt regarding our ability to come up with unique technology that will be considered militarily important. On the other hand, two of our latest products do seem patentable and potentially have widespread use. It is a bit scary thinking of the implications, both if we can make a large impact on helping the safety of our troops and to be potentially at risk for releasing sensitive information. It may be time to enlist an attorney who is a specialist in this area.

It was a beautifully mild day here in NJ. I played tennis inside with my brother and then biked on my own. After lunch, I spent a lot of time reading about defense related activities. My focus has shifted to this area and will remain there for the time being to see if we have a market. I will start dinner soon and get ready to listen to the Lifeguards at 7:30. We have tapings this week for both the Lifeguards and the Ideal Businessman show.

11/16/09 9:29 PM EST Home, NJ

Sales for the month are not great so far. How often have I written that this year? Still, if I checked correctly overall, we are still probably ahead of last year worldwide, which is extremely comforting. I feel like I am trying to get blood out of stone. The normal lines of business are continuing to move out of the U.S. and I am attempting to move them to IJX before they leave. Even when it does work, it means more lost business for IJUS and it is a disturbing trend. Our team here is pushing hard to move into the new composites area. I am totally responsible.

I spent a lot of yesterday going over ITAR information which ensures that no proprietary or defense oriented information goes out of the U.S.

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This covers all types of communication, including this book, which is why I will be vague on some projects. The pressure begins shortly after I get up, usually at 4:15 on weekdays, and continues until 9:30 at night when my Blackberry is turned off. Weekends go as long as I am awake, which means my various teams and I are on constant call. It is not unusual to be emailing and communicating on the weekends. We all have the same vision of success, stability, growth, higher profits, prosperity and helping others along the way. I would like to publicly thank my wife Wendy. After being together for almost 26 years, she knows how to handle me in a good way. I am very glad she is there.

11/17/09 7:34 PM EST Home, NJ

We got some new metal samples in today and we will use them for a new invention. Some of our guys have their doubts whether this one will work, but I am used to skepticism and it will not daunt my attempt. I rely on all my team and those on the positive and negative sides, depending on the project, keep me in line and in balance. I have the extreme advantage of being able to invent anything I want in any area. It is a total freedom that few people can enjoy because I am okay with the fact that most will fail. It is also great to have a team who can produce the prototypes of my ideas so we can get an accurate concept of what will function and what is worth more time and assets.

My son Ben went over some recording stuff with Mike and Vinnie and we had lunch beforehand. He is definitely a man and facing some big decisions about his future. We try to be there as much as possible for him, but he will be fine regardless. He has a great head on his shoulders and is not afraid to work hard.

Bailey is on the bed as I write tonight and music is playing in the background. Wendy is out playing mahjong. It is very peaceful.

11/18//09 7:21 PM EST Home, NJ

I had a talk an old friend from Alcatel Lucent about a new potential piece of refurbishment business involving cost reductions. It is not something that will happen immediately. We are working on getting the cooling unit for the composite process working for Jack's prototyping unit. It will help us to make samples much more quickly.

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11/19/09 7:36 PM EST Home, NJ

My tennis partner decided to get me back for losing on Monday and trounced me this morning. After stopping at the office, it was onward to WOR in New York with Mike and Elana. I love traveling with both of them. They are intelligent, punctual, aware of what is needed, great team members and a lot of fun. We set a new record while at WOR by taping three shows, including two for Saturdays and one for the Lifeguards. I enjoyed all three, but they took their toll on my energy. After we got back, I wanted to take a nap but was delayed for a very good reason. Mark from WOR was in a nearby town taping a show and came over for a talk and a plant tour. He is a good man and I like him.

Jack has been working on new panels for review and Brett is working on building a fixture for RF testing. Things are on schedule. The contact work we are doing on all fronts is paying off and we will keep going until actual business emerges. In the meantime, I am also tracking people who have moved, hoping that, as in the past, we will announce a new product line and it will also stimulate interest in our core business. I know what we have to do, it is just taking longer and is much tougher with the economy the way it is. On the other hand, I think a lot of people have given up, so there is less competition in some areas. There is no question that when you call people and tell them you have something new, they want to know what it is from curiosity and how it could help them in their jobs. It also allow them to free themselves from the day to day pressure and view something from a different, refreshed point of view. That is the way I feel about inventing. It is a new perspective that provides a stream of adrenaline which can help me move past the problems at hand.

11/20/09 10:03 PM EST Home, NJ

The U.S. Senate is battling about health care, another disaster by our administration. I hope Europe and the rest of the world likes Mr. Obama, but to me he is becoming worse all the time and more of an economic threat with everything he does. Almost all of his initiatives involve raising taxes for people like me. My consolation is that the worse the tax burden becomes and works it way down, the less support he will have. His approval ratings are already way down and I hope they plunge sooner to be able to stop his plans.

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11/21/09 10:20 PM EST Home, NJ

I did not sleep well last night, probably because of the anticipation of going on the air live. After being at a loss for words while taping the other day in an interview with Joe and a guest, I was a little wary about this morning. Elana, Wendy, Mike and I got into the city and found a parking space with plenty of time before going on the air. The show seemed to go very well and we were all pleased.

Afterwards we went out to breakfast, Mike drove us back with no traffic trouble and I was on my way to bike with Uncle Dave by 11:00 AM. The ride went well, but was uneventful. We were both tired and thinking inside ourselves. I had lunch at our house and I went to see my parents who had heard this morning's show. They thought I had done very well. We had dinner tonight with a couple we had met at the resort in Arizona. John is in financial planning and Susan was just made president of the U.S. branch of a large multinational jewelry corporation. They are extremely intelligent, interesting and thoughtful people and we all had a really good time. I am very tired and will be asleep soon.

11/22/09 2:01 PM EST Home, NJ, On our porch

It is a beautiful autumn day. Theoretically, Bailey and I should not be able to sit comfortably out here on the porch, but the weather has been mild and we are enjoying the unanticipated treat. Tennis with my brother went well and I actually timed my late morning bicycle ride and was surprised to learn I was out for about two hours. Added to the tennis this morning, it explains the tiredness and slight headache I feel. Past experience would indicate a nap even though it may interrupt tonight's endeavor to fall asleep. I think there is no choice.

Tomorrow's various tests will be critical to our ballistic endeavors. I have to be patient and wait for the results. With the coming of more mortgage foreclosures for both private and commercial properties, we are not out of the economic woods yet and it could be a while. The vote to discuss the new health care proposal passed the in the Senate last night. The Medicare cuts have rallied senior citizens against Mr. Obama. The democrats are handing the Republicans the keys to control everything over the next four years. Hopefully there will be enough of a conversion in both houses of Congress to stop massive change.

11/23/09 9:37 PM EST Home, NJ

It was a hectic and good day. I had lunch with a potential employee from

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one of our customers. I have been courting him for years without a really defined position set up. I came up with a new composite shield invention for people near blast sites. I will forward it to the guys tomorrow for review. The big debate on health care continues. Mr. Obama says the recession has bottomed out and we are on the road upward. Unfortunately, I disagree. We will see in the next six months.

11/24/09 9:56 PM EST Home, NJ

Kayla and Alex are home and they both look great! Brett took care of the antennae testing today. The unit he built to house the samples worked well and the preliminary results look great. One type of our composite will be RF "clear", which means certain radio signals can pass through it with little distortion. Preliminary tests have also shown them to be blast resistant to a certain degree, a combination that few companies can offer.

I got an email from my partner Ben wanting the proposal from WOR for sending content to Malaysia and setting up joint advertising. I thought it was dead, but apparently Hing, our attorney there who has been helping us to go public, has been working on it. I will send it tomorrow.

11/26/09 10:18 PM EST Home, NJ Thanksgiving

I woke up this morning and after some hard thought came up with a testing solution for one of our new projects. I biked with Uncle Dave in the mild late Autumn weather. Afterward, I had a nap and then various relatives and friends came by for our annual Thanksgiving feast. It is a wonderful affair, not only for the great food but also for having all of our children home at one time. We spent part of the afternoon in our driveway watching my nephew Barry, a chef, deep-fry one of the turkeys. It is a delicious way to prepare them and I ended up wonderfully tired from a great meal and cleaning up. It is also a day for remembering how fortunate we are. We have worked hard for the lives we have, but without the chances to succeed in the first place, our efforts would be in vain. I try not to take anything for granted on Thanksgiving or any other day.

11/27/09 8:41 AM EST Home, NJ

I have slept well the last two days and am once again feeling normal. It is amazing how the pace of life can suddenly catch up with you. I got so tired I could barely move. I have been emailing with Ben in China and IJX is doing great. The outside consulting team helping us to go public is going through

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every iota of information at the plant. It is like having a complete physical.

With the continually increasing influx of foreign suppliers to the U.S. market, it is becoming ever more evident that specialized niches are the only way to survive and thrive. I will not count out any area that can mean business.

The economy will come back to some degree, though it will be different of course. It will continue to change faster, which means fewer people will be in position to keep up with it and take advantage of the potential. It is like exercising; once you stop, the chances of getting back to a former fitness level continually decreases until it is impossible. I know I am driving our teams for continual advancement and improvement and the stress of it can put them under. Continuity, structure and a feeling of security are wonderful things to count on, but can only be achieved when the overall pathway is calculated and recalibrated constantly, as well as able to change immediately and dramatically. It is a difficult recipe, but it is my job to forge the path and I will be relentless. It is the only path we have and the only one I can follow with joy.

11/28/09 9:21 AM EST

Wendy and I listened to the taped Saturday show this morning. I understand how most of my relatives and friends don't listen to either of my shows. I suppose that if the situation was reversed I would not be a zealot in listening to someone else unless it was convenient to do so and the content really spoke to me. It is fascinating to see who does and does not listen. People are drawn to different things and it is important for me to always remember that my passions don't always speak or transfer to others.

11/29/09 2:48 PM EST Sunday, Home, NJ

It is another beautiful late fall afternoon here in NJ; a little chilly, but still very pleasant out here on the porch. I am utilizing the heat of my laptop to stay comfortable since Bailey decided to go inside and is not near me. I can hear a lot of activity in the small woods behind our house. It looks like squirrels are frolicking and getting ready for winter.

After my radio show on WOR and breakfast yesterday, I went biking with Uncle Dave, which was both pleasant and uneventful. It was the third day of my long bike route and he had already put in almost 40 miles before meeting me so we were both tired. His version of a long ride and mine are extremely different, so I try not to compare us.

I woke up this morning to Alex getting ready to go back to St. Louis. He has been a joy to have home and I will miss him. Happily, he is back for the holiday break in about three weeks, as is Kayla. I played tennis with Ira and he and I are both extremely worried about the turn of the economy. We both

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feel that is not double dipping, rather it never came back, but the influx of the stimulus funds from the White House smoke-screeened what really happened. Now that they have passed through, reality is back and showing what is real. With the problems from Dubai's potentially \$60 billion commercial real estate default last Friday, we both feel that the market is going way down again.

According to reports, President Obama will announce a major troop increase in Afghanistan. While I am not sure about his policy, it should mean a lot of potential military and defense business potential, so we shall move ahead on all fronts for our composite plastic lines as well as other commercial applications.

I have been making sketches and working on marketing over the holiday and am starting to go a little stir crazy from not being in the office. Kayla is due to be picked up in about an hour to go back to school and it will be back to normal with Wendy and me. I have grown accustomed to having just the two of us in the house and while I miss the kids, it is not unpleasant to be just us.

My brother and I discussed growing up in an environment with a negative view of the economy. My dad always figured for the worse, which was part of the Great Depression era viewpoint he grew up with and spread to my brother and I. The good part is that we are always planning for bad times. When they do arrive, we are ready or at least have no excuse for not anticipating disaster. It does tend to color your view of the world and make it difficult to see the positive, but it is a huge asset in times like this.

This is what I think will happen over the next 12 months. As I mentioned, the economy will falter again and the stock market in the U.S. will go down another three to four thousand points. Housing and commercial prices will drop by 25%. Unemployment will hit 12% by government standards, but will really be more like 20%. Taxes will rise everywhere, making it harder to keep employees, which will contribute to more unemployment. By the mid-term elections, the Democratic party will lose one or both houses of Congress and the U.S. will once again move toward a conservative, right wing government. They will stall the efforts of the Democrats to pass any legislation and things will remain stagnant until 2012. Since taxes will continue to rise here in the northeast, unemployment will be worse here and stay that way, meaning more business will either move to other states or continue to flow out of the country.

If all this happens here, it will also happen outside the U.S. Europe will not be hit as hard as the U.S., but won't be growing a lot. The only place for high growth will be Asia. Canada will do as poorly as the U.S. and Mexico since the ability to produce locally will be overshadowed by the cost savings possible from Asia. The world will truly become one large market and production will be done on a cost savings basis. The good news is that the new businesses starting during this time, and there will be many in the U.S., will be able to compete on a global basis since they are being created under adverse conditions. They will not be hindered by older machinery, unions or

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other encumbrances which sap their competitive abilities. Individual states that try to suck the life out of the employers, like unfortunately New Jersey, will continue to lose jobs. As they raise taxes to try to compensate for the lost tax revenues, they will accelerate the flight out.

We have created a plant in China from scratch and are building a new one in Thailand. Building new facilities does not scare me and if the government in our state and our nation thinks we are stuck and have to do business on their terms, they are not entirely correct. It would be difficult, but we have the option to leave as do the rest of American businesses.

12/1/09 9:39 PM EST Home, NJ

I was beaten in tennis; life is normal. The man I played asked if I was the one he heard on the radio and when I told him I was, he offered to help with a contact who might be able to help get me a newspaper column. I will prepare a presentation to see what can be done. Jack and I had a meeting with a group who wants to help defend ships and ports. It seemed to go well.

12/2/09 8:37 PM EST Home, NJ

Mr. Obama has put forward his plan for expanding troops into Afghanistan. Whether I agree or not is irrelevant. Tiger Woods is in the news for allegedly having extramarital affairs. Both Wendy and I feel that the media should leave him alone. His wife looks perfectly capable of taking care of the problem on her own.

12/2/09 9:39 PM EST Home, NJ

It was another day of meetings for the new product line, selling, marketing and general overall push for more business. We are readying our latest flier for our new RF antenna material. It will go out as soon as it is ready. We may send it again either for the Chinese New Year mailing in January or as part of another more comprehensive flier.

12/4/09 9:41 PM EST Home, NJ

I finished going through our database today and following up with people on the new composite materials. It took awhile, but I will go through again as soon as the new RF antenna information is ready.



I am trying to use our contacts for a newspaper column. Here are my two test submittals:

Diary of a Entrepreneur - Submittal One

My name is Andrew Jacobs and I am one of those people you hear about; the entrepreneurs of this world who are driven to follow their own path regardless of the tornadoes and hurricanes thrown in their path. I am often astounded by how the world works. I read yesterday, in this newspaper, that the Obama administration is pushing to have Chrysler and General Motors take back the dealers that had been jettisoned in the name of saving money. Let me review how this all came about.

General Motors and Chrysler were so badly managed that within the last year they were both on the verge of bankruptcy. The president decided they could not be allowed to go out of business. This, in itself, is a milestone in our country. We allegedly run under a capitalistic system, which is admittedly harsh but well defined. If you don't make a profit, you don't survive. The rules are simple. As a business owner, you either create new sales or take them from your competitors. You live by your wits and the sweat of your labors. If you are skilled, you can thrive and if you are like Bill Gates then you can make a fortune. The rules are stark, basic, ruthless and downright savage, but love it or not that is the system and it has worked better so far than any other in the world.

Our president decided to rescue these two companies, and in doing so, set off the following chain reaction:

1. He gave Chrysler and General Motors many billions of dollars and forced them to restructure, which caused the following:

- A. The government became a major stockholder
- B. The government became involved in the running of the companies
- C. The government forced the investors to accept a plan where they got screwed
- D. The suppliers for these companies had to settle for pennies on the dollar
- E. The excess dealers were told they would be shut down

2. Now the U.S. government is in the car business and needs to sell cars. What does it do? It creates the "Cash for Clunkers" plan, which encourages people to buy cars by offering a rebate. Their idea is that the public would trade in their "gas guzzlers" for fuel efficient American (government) made cars.

3. The program succeeded in selling a lot of cars. The result, however, was that a lot of people bought foreign made cars, took on more debt in a difficult time

and bought cars that were barely more efficient than their previous models. All that actually happened was that the administration, who went into the car business, sold cars.

4. Amazingly to some, now that both companies have been stripped of their debt, have made the government their salesman, and are both about to make money, unfortunately the government now says that both Chrysler and GM have to keep on the extra dealers they planned to shed.

5. We have come full circle. Both companies will now have to take on the dealers that will cost them a fortune. The car buying public is satiated and won't be buying more cars for awhile, so the government, who is now off doing the same thing with houses and appliances, will not be able to sell more of their cars. As a side note, when the government auditors went to look at both companies' books, they found a disaster. The companies should have been allowed to die or restructure as best as they could. What should have happened before will happen now, only this time the government's bailout money will also be lost.

We live under a capitalistic system for a reason. It rewards those who put their hearts, souls, money, intelligence and life force into their work. They deserve to reap the benefits of their labors, and those who don't put in the work deserve to live with theirs. Actions must have their consequences. The government is supposed to stay out of business, except to tax us at acceptable levels (if that is possible) and provide us protection from harm. We need to be left alone to succeed or fail. Only that way can the good thrive and those that are sub-standard be allowed and forced to fail.

Diary of a Entrepreneur - Submittal Two

1973: I was a junior at West Orange High School. It was winter and there I was, sitting in a pre-dawn gas line hoping to eventually get some fuel. As the sun came up and as my 1967 black Buick La Sabre (nicknamed the Black Bomb) and I edged our way to the pumps, I had two main elements in mind. The first was the hope that I would get to the station before it went dry and the other was I would not have to go to the bathroom and leave my place in line. Later in the year, the gas lines disappeared and the world forgot about conservation and alternative fuels.

1980: I am living in Parsippany, New Jersey. The Muppet Show is on television and it is one of my favorites. I am involved in local politics and decided to start the New Jersey Gasohol Association to help bring alternative fuels to New Jersey. Once again, there is a gas crisis and the price of fuel is skyrocketing. I have joined a national group of crazy people, including academics, moonshiners and entrepreneurs of all types, banding together to try to make a real change in our

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energy situation. The price of gas eventually goes down and the world forgets about conservation and alternative fuels again.

2009: I am living in Short Hills, NJ and I have been very fortunate. Our very small family business has grown to a small multinational corporation. I have come to believe that individuals can make a difference and things can change. Here lies the problem. The world finally seemed ripe for change regarding alternative fuels. A different mind-set had taken place and investments in wind and solar energy and other areas was actually happening. The chance to become less dependent on foreign oil was actually a possibility. Our own company was looking to move into the alternative fuels area with producing "daylighting" equipment, which is a type of building/home system that uses sunlight instead of electric lights.

The roof fell in and this time not only did oil prices drop, but the whole U.S. economy went with it. Companies all over the Untied States, including mine, saw sales drop from 20-40%. Expansions were stopped, new product development was put on hold for many and the idea of installing or investing in new energy systems, no matter how good, fell by the wayside again.

Why do we all have such great intentions and why do we seem so short-sighted when times get tough? Why do we as a nation throw out all those potentially fantastic ideas covering all parts of our world because it will take a few years before the benefits are felt? Why is our society so resolutely oriented that we can't take the long term view because we and our investors, employees and families want the results now? Because that is the way we are "wired."

Human beings are, by definition, internally coded to survive. All of our instincts are based on the immediate gratification of needs, which stems back from our basic requirements for food, shelter and momentary comfort. Our ancestors worried about their next meal and staying out of the cold and that genetic coding is and always will be a part of who we are. We want immediate gratification the same way we all want certain things to remain constant and we resist change because it poses a risk to our comfort. Ask any man what he wants and he will tell you food, drink (of some kind), housing, sex and if he is lucky his mate will be nice to him. Given that, he will probably do what he is told. You can't stop genetics. The best you can do is realize that they are in play and compensate for them.

This means our long term goals cannot simply be peace on earth and good will towards men. We need to take feasible baby steps, no matter what the circumstances, so we are not in a constant state of depression from not following through. Dashed dreams and unrealized expectations are the fastest killers of motivation, pride and the willingness to take chances. It is time recognize that we will not stop global warming, nor war, nor the injustices of mankind. It is

simply time to take stock in what we as individuals can do. It is time to see the reality of what can be accomplished so we can do what is possible and have the luxury of that incredible feeling of accomplishment for deciding to do something and actually getting it done.

12/6/09 4:59 PM EST Home, NJ

I walked with Uncle Dave today and here is the newspaper article that resulted. This is the last test column I will write:

The Radicalization of Uncle Dave

If a family is lucky, they have an "Uncle Dave." Not really a relative, he was adopted into our family decades ago. Our fathers were in similar printing businesses, lived in the same town and were friends for many years. Dave was a former basketball player from West Orange High School and a few years older than me. Although our paths did not cross when we were younger, and though we both went to the University of Delaware, we were in different orbits. Once out of school, Dave went into his father's business and a few years later, when my carrier in broadcast journalism failed before it began, I too went into the family business.

It was a tough beginning for me learning how to sell. I was not a "natural." My dad turned to me one day and said I should call David to get some tips on how he was succeeding in sales. I swallowed my pride because I never liked asking for help and I called him. I am glad I did for many reasons. As the years passed and our friendship grew, I found him to be one of the nicest, most supportive people I have ever met. When my first son was born, we made Dave the godfather and jokingly said he was supposed to pay for college. Amazingly, he actually did and we made him an honorary uncle and a permanent member of the family.

Uncle Dave, as everyone calls him, is known as a bulwark of social issues and responsibilities. He has always believed in helping people everywhere and his generosity extends to his political beliefs, which I characterize as far left. When it came to taxes, he was more than ready to pay his fair share and never had a problem with social programs of any type. At least, he didn't until today. We went out for a walk this afternoon after the first snow of the season and he laid the bomb shell me that he had a change of heart. He was tired of all of the liberal politicians who make it so easy for people to live on welfare. He was very angry that people living off of government programs were having such an easier time of it during these tough times while he and his family were struggling.

He now says he understands the depression mentality of the worth of a dollar

and not spending what you don't have. He now thinks too many people are willing to spend his tax dollars in a way that he no longer accepts or supports. He was very upset that the federal administration was engaged in disasters like "Cash for Clunkers," giving incentives for people to buy cars before they needed and could afford them. He believes we are headed for the double dip in the recession. When we should be saving, we are spending a fortune. Times are tough enough without making them worse. He was tired of having everything he was working for being thrown away.

I looked up to the sky. I could not believe what I was hearing and was scanning the horizons, certain I would see pigs flying by at any moment. The world had suddenly turned upside down. My incredibly liberal friend had been radicalized over a few months from a left wing liberal, past me in the middle, towards the conservative right wing. What had happened? How could it be so fast?

The real significance here, however, is that if it happened to my good friend, then it is probably happening everywhere. Huge shifts in perception come with the realization that the system you think you have been living under has either been lying to you or you realize that they are not working in your best interest. It is like suddenly realizing that your business partner has not only been stealing from you, but also sleeping with your wife. It is a total betrayal of a moral contract that has been in place since your beginning.

If David has made a quantum shift to "the other side," then my brother was right when he commented that the conservative leanings of our country were now quickly gaining momentum and people from all sides were being drawn in. The problem now is that the group that will be joining these already conservative people will bring a radicalized version of where the country should move. In fact, conservatives may become revolutionary. Whenever a large group suddenly feels disenfranchised, the power vacuum has to be somehow filled. This will effect such areas as immigration, trade and isolationism. All areas of our lives that were recently moving in one direction are now going to be moving in the other.

Under President Bush, there was a sizable group of conservative Republicans who voted as a unit and were counterbalanced by an equal number on the left side and those in the middle. What I am seeing here is something much different. The discontent of the middle class with the situations they have been forced to endure because of the various economic ups and downs over the past year and the increases of taxes and debt which will hit them the worst, is going to result in a seismic shift in the political landscape.

The real concern here is that the current administration will continue their policies of spending with increased in taxes, which will result in more revolutionary shifts in the perceptions of the middle class. In an attempt to ensure

their own survival, they will move toward safekeeping what they hold dear, which are their jobs. This will mean a reduction in immigration, stopping the effects of NAFTA, an increase in tariffs, a reduction in overseas aid and a general dilution of our role as a global leader. If we allow ourselves the temporary benefits of drawing into ourselves, closing our borders and not staying relevant, then I fear the long term implications are global in scope. America is best when it is ruled and legislated from the middle. We are a melting pot of an amazing variety of people, races, religions and customs. It is only when dealing from the center that we can hope to stay a relevant power that listens to the needs of the bulk of our citizens and does what is best for all of them. The other way you can think of it and the ultimate negotiation is where nobody is totally happy and everyone has to give in on some points to move forward. We cannot afford to give up long term goals and ideals for short term gains. We have to make sure that our citizens have the ability to prosper from their labors and have the chance to reach their dreams. Excessive taxation and give backs will only go toward destroying our individual desires to succeed and set us up to be taken over by a conservative coalition so far to the right that we will have to find a new home.

12/7/09 9:38 PM EST Home, NJ

I had an idea for my first offensive weapon today. It would be used as an extension of a device used to protect ships and ports. If it is functional, it would potentially kill attacking terrorists. I don't mind the idea of killing bad people so much, but the problem arises if an accident occurs. I suppose that is the danger with any offensive weapon; protecting your own people may mean an inherent risk of accidents. It is a difficult dilemma at best.

We had our office holiday lunch party today. It was great fun, involved lots of good food that our people made and I think it was great for morale.

12/8/09 9:38 PM EST Home, NJ

The day was spent in selling and following up on potential pieces of business. Both Brett and Jack had meetings for various projects and I created a composite job chart so we could keep track of everything. I listened to a CD of two of my last live Saturday radio shows. I was definitely more forceful last Saturday and maybe a little too much. The government is warning about a possible lackluster recovery or a double dip in the recession. I think they are preparing us for tougher times.



12/9/09 5:20 PM EST My office, NJ

I had my first endoscopy today. After sedation, the doctor put a tube down my throat to make sure there were no growths or damage. Since my dad has esophageal cancer, I am always worried about possible problems. Everything appeared to be fine. I am tired from the procedure and a bad night's sleep from worry last night. Hopefully the stress is reduced and I can sleep tonight.

12/11/09 11:11 AM EST Newark/Liberty Airport

I am in the Continental lounge, ready to go to my gate to take off on time. Tennis this morning with my brother was a delight as usual and I am sufficiently tired. I also did the large elastic band workout Elana taught me in preparation for the long flight

We had an unhappy moment yesterday. An officer of the superior court came in looking to garnish one of our employee's wages for a personal debt. Unfortunately, we had already laid him off and it was very sad to see that his financial situation had deteriorated to this level. I have less than an hour before takeoff, so I will close up, try to get some newspapers and start working my way to the gate. I have a lot of thinking and planning to do over the next week.

12/11/09

6:58 AM China time, 5:58 PM EST In flight, 573 mph, 32,999 feet up, -61°F outside the plane, 8.19 hours to go.

We are heading up through Greenland over the Arctic Circle. Now is not a good time to think about what happens if there is a problem with the plane. Therefore, I am going to write about the state of the company worldwide and my plans before I get to China. By the time I finish this trip, those plans may have changed, so a written record is a good thing.

The overall state of the company is good and compared to the rest of the world, it is excellent. Current estimates indicate that IJUS, IJN and IJM will be down about 20% for the year, but IJX will be up by more than 70%. Overall, this probably means a global reduction of about 10%. Right now, IJUS has a small amount of debt and all other groups, as far as I know, are debt free. The profits from IJX for this year are going into the public offering and IJUS spent all of their profits on research, so we are going into next year basically even. If the offering goes as scheduled, then an investment bank, at a figure that is still being negotiated, will buy approximately 25% of the Ideal Jacobs Malaysia, which will have absorbed IJX and IJ Thailand. The money we receive can only be used for research, development, acquisi-

tion and other expansion. None of the balance of the stock can be sold for at least six months. The new plant in Thailand will be up and running the first quarter of 2010.

These are our plans. We will continue to push on our current product lines headed by our label groups. It has always been the driving force for our volumes and profit and even though we have been hit hard by the world recessions, we are okay. I am expecting that business in North American to be down by 40% for 2010. Other business in North America like metal and plastic parts, full products and gaskets will also be down about the same, so we have to push harder to find new customers to make up the volume. While I am making the assumption that things will not get better, I am also hoping they will not get worse. More of our competitors will probably go out of business due to financing problems, leaving more of the area for us. However, competition from the rest of the world is rapidly coming to the U.S., further deteriorating our market and profit levels, so I am not enthused about the future prospects.

IJX's label business has been growing rapidly and with the addition of IJ Thailand, I think that will continue for the next year. The price pressure in IJ Mexico is very intense and I am amazed that they have done as well as they have.

IJN is not looking for labels at all; their entire business is structured after metal and plastic parts, cable assemblies and whole products. Jeroen has done an excellent job of locating potential business this year. 2010 will be a critical year for them, both if they are able to convert that potential to actual business and whether they keep their current structure within our group whether or create a new entity.

IJUS has spent a great deal of money for a bunch of new areas, most of which have not panned out. The last big area we have tackled and which holds good promise is the composite plastics. Preliminary research and testing shows not only to have a potent marketing potential, but a great ability innovate new products and sell small and larger runs. While the military and defense areas have to be limited by law to the U.S., we are working on partnering with single or multiple large defense firms who can move our inventions and products outside the U.S. We have already created two distinct marketing plans for the U.S. by itself and the rest of the world. If the products work and are accepted, we will convert our storage area in Maplewood, NJ to a small or medium run production area, move the inventory to our secondary stocking site and produce as much as we can from there. For the larger runs, we will subcontract out until the money is there to build a bigger factory hopefully within three years when our lease is up in Maplewood and we can put everything under one roof. If things go well, we will also put a prototyping plant into Brett's house so we have two working satellite locations. This will allow sampling to be done within days, an extremely rare capability in this area. In the event that we are able to sell this to non-defense and military customers outside the U.S., then we will be able

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to set up manufacturing sites at our new location in Thailand and possibly one in Eastern Europe.

As you can tell from my writing, the idea of hunkering down, condensing and waiting for the economy to come back is not in my plans unless this new area fails, in which case we will have not choice.

Ben has already indicated that he wants to buy a small membrane switch printed in China to give us both a new product area and be a localized vendor for the customer there. I think he has more in mind, which is fine with me. I obviously have no problem with expansion; we just have to agree on the right path. I think we should expand out from printing to hedge our bets and I think Ben will agree.

Another potential area includes trying to create an agreement with Malaysian radio and internet groups to carry the WOR programming, setting up customers, cross advertising and having IJ companies worldwide participate in the distribution of products for all involved. The chances for that are very slim, but it is not impossible.

I am not in despair, upset or in terror of what is coming in the new year. I believe it will be very tough and the rules of the overall global game are rapidly changing. I think American business is going to get hit much harder than before and it will be a very rocky road. However, there will be niche markets we have to find and exploit. That is my job.

The world looks very small on my TV screen and it seems that is becoming the reality. I believe we built our plant in China at just the right time and that finding my partner Ben was also a very good thing. We need to move forward and although the road is very difficult and lined with possible failures, we have to go ahead. This is one of those times when you look back years later and the hard parts are often softened so you don't remember how really tough they were. It must be something like childbirth. As I have said, if there was no trouble in the world and nothing changing, then we would have no chance at getting to a new level. This is our time.

12/12/09 4:49 AM Beijing time, 3:39 PM EST Beijing Airport

The plane ride ended well and as I got off, I looked for a transfer station. Unfortunately, I did not have a boarding pass for my next segment to Bangkok and was hoping to get one there. That was not the case and I had to go out and come back in through customs, immigrations, and temperature control, who were looking for people who are sick. It was a bit stressful and something I had hoped to avoid, but I made it back in and to the gate with about 15 minutes to spare. I am now sitting in the airplane and I am feeling tired. The flight is about 4 ½ hours, so I plan to get a nap sometime during the flight. I got a nice amount of editing done on the way over and may do more. It is time for another nap.

12/13/09 10:21 AM Bangkok time, 12:21 PM EST Intercontinental Hotel

The flight to Bangkok was excellent and since I had carry-on luggage, I breezed through immigration, passport control and customs. I got to the hotel around 10:15 PM and went to the pool on the top floor to walk around before it closed. I saw the amazing panoramic view of a lit-up city. It was beautiful, but hot and sticky even at that hour, so I came back to the room, worked out a little and ate. There was not much on the television, but I had my DVDs and put on my favorite movie of all time, "Field of Dreams." It always makes me tear up at the end, but I knew I would only catch the first part, so I was not worried. After traveling a long distance and being deprived of sleep, my emotional state is always heightened. That is the main reason I usually watch that movie alone. I was able to fall asleep by 1:00 AM and got up at 7:00, exercised and went to the gym for an hour on the treadmill. To workout outside would have meant a great deal of sweating and since I only have one pair of sneakers, being inside where it was cooler made more sense. I spoke to my wonderful wife. The first night of the Jewish holiday of Chanukah was last night and I am sorry I was not there with her. I am also missing my anniversary on Wednesday, but we both already gave each other presents and cards that we can't open until the right day. We are celebrating with a family dinner next Saturday and our kids are treating us - how cool is that!

Wendy also mentioned that I had forgotten my bathing suit and goggles, which is a pain but maybe a sign I should not swim. If I have the chance, I will buy more but if not, I will forgo the activity for this trip. Otherwise she sounds fine and misses me, as I definitely do her. I had a big breakfast and am due to rendezvous soon with Ben to start our meetings. I saw him already at breakfast with friends and I was just as happy to sit by myself for awhile. The next few days are going to be very hectic, so any downtime I can get I should take.

12/13/09 2:18 PM Bangkok time, 2:18 AM EST Our new plant

Ben and I were picked up at 1:00 PM after a 90 minute meeting reviewing everything about going public and Ideal Jacobs worldwide. Speaking with Ben is always fascinating both for his point of view and for the similarities we share about our growth and what roads need to be taken. The public offering path is strenuous, but IJX is up to the task and our team is doing extremely well. Ben also mentioned they will be going for the next quality level past ISO 9001, which means we will be approved in China for automotive, a new source of potential business. Our meeting went quickly as usual. As Ben says, what often seems like a mountain of information is usually condensed into a short concise time block. The trip to the plant was uneventful and the

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plant itself is well set up and beautiful. We are all looking forward to having all the equipment installed, which will hopefully happen by the time Vinnie finishes at the end of December. It is hot here even though it is the winter and both Ben and I are glad there is enough air-conditioned space here to keep the material, ink and finished products protected before they ship out. It will be another good addition to our world organization. Ben also mentioned that by the middle of next year, there should be seven additional sales offices set up throughout China.

I planned to try to find a bathing suit, maybe go swimming and meet Ben later for dinner. I found a nearby mall and viewed the amazing plethora of products and finally found what I was looking for. When I got back to the hotel, I decided a nap was no longer an option but a necessity. I woke up a little while later and got a message that Ben was not going to be back for dinner. He was having a Thai kick-boxing lesson, so I was on my own. I went back to sleep for a while and eventually went to look for dinner. I wanted something simple like a salad, but knew that might pose a number of problems, including finding a place that serves them at all, let alone ones that are safe for me to eat. I went to another nearby indoor mall and found a Chinese restaurant that looked good. I tried to order two dishes without spices, but was only partially successful. There was water with ice on the table that I did not plan on drinking with the same idea of not eating the raw salad. After the first taste of the chilies that I had tried not to order, however, the water became a necessity. The first dish of chicken and celery was excellent as was the rice and second dish of chicken and nuts. The heat was so great my lips were burning and I gave up eating partway. The herbal tea I had was also very good.

I am sitting up near the top of this hotel, about 35 floors up, and there is a stiff breeze through the cloudy sky. It is somewhat humid, but not too warm and all in all, it is extremely pleasant. It would seem that all of the cities of the world share a few common things, like lots of buildings and lights, which become even more impressive as day gives way to night. Each however, also has its own character and Bangkok is no exception. There is no way you would mistake it for a European city because something about the architecture, the lights and the way they are arranged makes them unique to Asia. It is pretty here, but I have had enough of being with people for the day and will retire to my hotel room. We have a lot of sales calls tomorrow and it is going to be a hot day. Ben emailed Paul, the head of IJT, to see if we need to wear ties. I will do as needed either way, but I am hoping I can leave my suit jacket in the car. I think two granola bars are calling my name, so I will get moving soon. I may watch the rest of my movie. It is nice to have my own stuff with me.

12/14/09 5:51 PM Bangkok time, 5:51 AM EST Intercontinental Hotel

I had planned to get up at 5:15 AM this morning, but woke up about 4:30 and exercised in my room. I went up to the gym and spent an hour on the treadmill, where I watched a survival guy in the U.S. Southwest trying to make his way to the Rio Grande River. I have seen this show before. He is very entertaining and made the exercise go by quickly and easily. I met Ben for breakfast and then went downstairs for sales calls. Originally, we had six calls scheduled, but that had been paired down to three due to the schedules of our customers. I learned we were walking to the first call, which would not have been a problem under normal conditions, but this is Thailand and it is hot and humid. By the time we got there, I was already hot and sweaty. The balance of our team however, Ben, Paul, Suwaleerat our new IJT saleswoman, were in good shape. The call went well. This was a Japanese company with a group here in Bangkok and we had chances at new gasket and label business. We had to walk back to the hotel to get Suwaleerat's car, which did not seem so bad on the return regarding the weather. Bangkok's traffic is very congested and their estimate of 30 minutes by car and 10 minutes by foot was okay, although it did not seem so at the time.

Our next call was at a company that machined and die-cast metal parts. MMI has divisions throughout Asia and they are a very forward-looking company with hi-tech machinery and shop floors that are incredibly clean. Our hosts were wonderful and they took us to lunch at a local restaurant. I hope my wife is pleased because I actually tried one new dish, which she knows is not easy for me. We went back for a plant tour, which included going into some areas where they actually have furnaces going and it was so hot that I asked the session be cut short. Happily, our hosts were not offended and we left them in time for our third call to Benchmark. As is normal in business today, the buyer was getting ready to leave for a new job, but she introduced us to her supervisor. He looked very young, but as soon as he opened his mouth we knew he was competent. We all seemed to get along. We will work hard to make them a good customer for IJT.

Back at the hotel, the four of us met regarding sales strategy and our new composite plastic lines. Ben, Paul and Suwaleerat were all enthused by the potential and our plans for switching Thai customers from IJX to IJT. There was also a lot of accounting stuff to go over and we finished around 5:45. I will meet Ben at 6:30 to go to dinner and then I may take a swim or may not depending on how tired I am. It was a good day of calls and getting needed stuff done.

12/15/09 3:10 PM Bangkok time, 3:10 AM EST Thai Airline Lounge

I did end up going swimming last night, but only for a short time since the pool water was quite chilly. I did sit for a while looking at the amazing Thai skyline until I started falling asleep and decided to go back to the room. I was tired and decided to be good to myself by getting to sleep by 8:45. Obviously, I had not fully adjusted to Thai time.

I was up at 4:00 AM, checked my email, did my exercises and was off to the gym. True luxury can be experienced on many levels. In this case, it was that the gym was empty of other patrons so I was able to use my cell phone while on the treadmill. It afforded me an excellently efficient use of time, as I was able to talk to both Al and Jack. The office is running fine, as is usual when I am away, and I spoke with Jack about the new composite clothing lines. We will need samples so they can be sent to Ben here in Asia and he can make prototypes. We will need a coat design, which my son Alex has sketched and Eric has created for the concept. Alex is understandably worried about whether he can do this, but I assured him he would have help from our people.

If it works, we will get a design from Alex within the next two weeks, samples from Jack for the composite material that will protect a rider for when he falls and Ben will take it from there. I do not know if this will work, but it will be fun trying. I finished my workout, cleaned up and had breakfast. I got dressed, packed and went downstairs to checkout. Ben, Suwaleerat, Paul and I were back on the road heading outside of Bangkok into the countryside. I spoke to Wendy on the way. She had picked up Kayla from school and they were both safely home, a wonderful thing. I miss them and Bailey a lot. It turns out that Alex is coming home tomorrow instead of today; so much for me thinking it was Wednesday.

We got to our destination and ended up having two good meetings, where both Paul and Suwaleerat did well. We had lunch and went to our plant. Mike had given me some testing instructions for the internet hookup and I tried them again when I got there. The hookups did not work this time like they had when I first visited. I found out later that I was not doing the test correctly. More equipment has been arriving since Sunday and everything should be ready for Vinnie when he arrives in a few weeks.

With every new venture, there are always a lot of questions and problems and really getting to know the people involved. Our people here are trying very hard in all areas for a successful venture. We all got to know each other a lot better over the last few days and I am hopeful they will be able to help make IJT successful while enjoying the journey in doing it.

Ben and I spoke about Jill Crisculo the singer. Although she has a lot of talent and potential we decided that it was not the right time to invest in her, especially since we did not know when or if we would be going public. I think she has other avenues of financing and I wish her well.

12/16/09 3:15 PM Malaysia time, 2:15 AM EST Kuala Lumpur Airport

Today is my 25th wedding anniversary.

We go into Kuala Lumpur late because of a storm and by the time we got to our hotel and checked in, I had very little time before my scheduled phone meeting with a customer. I called the customer to go over a price reduction and it led to an agreement about how to move forward for more business for IJX. I agreed to a few price reductions and we were finished before10:30 PM local time. It was too late to do anything else, so I eventually went to sleep.

I got up at 5:15 AM, exercised and went down to the gym. On the way there, I called Al and spoke about my trip, the potential and how glad we were that we had diversified to Asia when we did. When I got to the gym, I found that the two treadmills were not in good shape, so I walked outside on the tennis courts. It was not too hot and it was good to be outside. I enjoyed listening to my son Ben's older CD; I never tire of his music. I got ready back in the room and had breakfast with Ben and Hing, one of our advisers. We were prepping for the big meeting this morning where all of the auditors, bankers and lawyers involved with going public would all be in one room to get assurance of who I was and that taking us public made sense. One thing Hing mentioned was that they had not ignored my request to check on a potential radio deal with a Malaysian station. In fact, he had gone one step beyond and they were looking at getting a license to set up our own group. This was much more than I had hoped for or figured on, but I figured it was worth the attempt. If the application was approved, they would need a business plan from us, which would be no problem. We will wait to see what happens.

I changed and checked out and Ben, Hing and I drove over to the meeting room. I am not sure what I expected, but the three of us went into a big conference room and by the time the meeting was under way, there were over fifteen people involved. The questions were flying from all corners of the room. There was one auditor in particular who was in charge of writing a report about whether he thought we were suitable to go public. He was really pushy and aggressive, so I decided to push back. After a few minutes of dueling, he calmed down and we eventually got along well.

The meeting was over after about 2 ½ hours. I thought both Ben and I had done well. They needed some more information, but seemed extremely happy about how the various audits had gone and the way our company is run. They were especially concerned that I would try to take Asian business from IJX for our other companies, which I assured them I would not. They also wanted the brand name secured for IJX, which I would do. In addition, they wanted to make sure I would stay with the company, which I will, and finally they wanted to make sure IJX had their own research and development

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group so that if something bad did happen with IJUS, they could function and grow on their own. As it was, we have more work to do, but we seemed to be in good shape. It was an exhilarating experience and I enjoyed myself. It is fun being in the "hot seat" and I am scheduled to be back here at least three more times in the next six months.

We had lunch with our two main advisers Hing and Ku and went to see our new Malaysian headquarters in one of the highrise buildings near their Twin Towers. There is a lot of space to expand there, another challenge for our Asian groups. I got to the airport early with the hope of an earlier flight to Hong Kong, but that possibility is rapidly diminishing. I will try to accept the fact that I will probably get to my hotel about midnight. It is not a big problem.

12/16/09 4:29 PM Malaysian time, 3:30 AM EST Kuala Lumpur Airport, Malaysia Air Lounge

It has been my experience that the home bases of airlines often have the best lounges. Case in point: Virgin Atlantic at Heathrow, and I must add this lounge to the best of list. It is really good. Most airports are warm no matter what time of year it is and by the time you get through ticketing, passport and security check and finally get to a lounge, the odds are good that you are hot, sweaty and tired. Another of life's luxuries is being able to change to dry regular clothes and pack your suit away for the rest of the day. Currently, it is thunder storming outside, but I am hoping that we stay on schedule.

Thinking back to today's meeting, I had the feeling that my grandfather would have been very proud of me. From where he started in 1921 by himself to where we have grown makes me very happy and I hope I can look back at my children and grandchildren with the same feeling. Our legacies in life are multiple. Obviously, this is true regarding how we conduct ourselves on a day to day business, relate to our family, friends, the people we work with and the world in general. There is also the lesson we teach both by intentional instruction and often more importantly, by how we act. Individuals who command "do as I say and not as I do" will actually have the opposite happen. It is sad to watch those who think they are above the critical lessons they try to impart.

There is also the value of what you leave behind in the form of what you built while you were here. Good deeds, creating businesses and jobs and helping people are all great remnants of a good life. For many, it ends there but for those like myself who believe we go on to additional lives, the scorecard keeps going and the good acts we do now will help later for wherever we go. I have no idea how far we can go as a worldwide company, but I do know I don't want to stop and I have no urge to retire. There are too many new areas I want to go after. I want to see the benefits we can produce and the fun we can have along the way. I have about 80 minutes before I go to my gate, so I think I will edit, eat and start winding down. I look forward to Hong Kong.

12/16/09 11:59 PM Hong Kong time, 10:59 AM EST In flight

Stuff happens, especially when traveling; that is for sure. Our plane pulled out of the gate and there was a problem with one of the tires, so we had to go back. About two hours later, we took off. Unfortunately, that has cut down on my options considerably regarding where to sleep. The great train running from the airport to Kowloon will not be running by the time we get to China. I have a hotel reservation that I have already paid for, but the cabs there will cost twice as much. I still have to get through immigration, which means I may not get out of the airport until 2:00 AM. It will take an hour to get to my hotel, which will put me there around 3:00 AM. I would have to get up at 5:00 AM to finish everything I need to get done including exercise and walking along the harbor so I can grab a cab back at about 9:00 AM. The cost of the cabs will equal the cost of getting a hotel room at the airport, so I think if one is available I will take it. I would get some extra sleep and not have to worry about getting back to my plane. On the other hand, I would not get to see the harbor, which is a truly magnificent sight that I look forward to. I am going to play it by ear and see exactly what time I get through immigration. If it is before 2:00, I may go for it anyway. The good news is that I am traveling alone and plan to be moving very quickly. The really good news is I am not missing a connecting flight right now, I am not late for a sales call or meeting and the main part of this trip has been extremely good.

The very nice head flight attendant just told me the airline would reimburse me for the cab to the hotel if I give them the receipt. I am not sure I will have the time or inclination to go through the effort, but it is a nice thought. Things happen and when they start causing too much interior grief, it is time to get off the road for awhile.

12/17/09 2:53 AM Hong Kong time, 1:53 PM EST Harbor Plaza Hotel

We landed around 1:00 AM and I zoomed through immigration. I decided to be sensible and went to the airport hotel to stay there for the night. After waiting in line, they wanted an exorbitant amount of money that I would not pay. I found a cab and was off to my favorite hotel in Kowloon, which is on the other side of the river from Hong Kong. The driver spoke virtually no English, but with the help of Anna from our office, he was able to get directions with the hotel's phone number. It is wonderful being here and I look forward to my walk along the harbor. Of course, I will be lucky to get any sleep, but it is still worth it. Besides, I have to go back on New Jersey time soon anyway.



12/17/09 2:05 AM EST In flight

We have just passed Japan at 713 miles per hour and are over the Pacific Ocean with 6886 miles and 11:21 hours to go. It is -56° F outside of our plane. I got less than three hours of sleep, exercised and walked along the Hong Kong harbor. Its pull on me is a little hard to explain. It is beautiful, exotic and has an amazing assemblage of old and new. At any one time, you can see small and large fishing boats, cruise ships, tankers and everything in between in the water. There are also people swimming in it, though it is quite chilly. The weather was perfect for walking, which was a nice change from both the heat of Malaysia and Thailand and the cold of New Jersey. I spoke to Al and gave her a rundown of yesterday's meeting. I called Wendy a few times before I actually got to talk to her. It was still the day of our anniversary for her since NJ are thirteen hours behind the time here. I could tell she had really wanted me there. I will try to make sure all future anniversaries are at home and if cannot work, that Wendy is with me wherever I am. I also had the joy of speaking to Kayla twice and can't wait to get home to see everyone for dinner later today.

I got to the airport with plenty of time, bought some supplies for the trip and am now sitting next to an architect named Graham. He is originally from England and now lives in Florida, but he spends most of his time in Asia, planning and building there since the business in North America has been slow. Since I send this book to everyone to catch them up, I will proof read it quickly and make sure I said what I wanted and did not offend any-one. Sometimes sleep deprivation brings down your abilities to edit and you have to be careful.

12/17/09 8:12 AM EST In flight

There are 5:24 hours to go and I am starting to get tired of sitting. I will probably eat more soon and try to calculate it so I am hungry for dinner tonight. I have not slept very much, but I will try to nap again later. For the rest of the trip I will do as many tasks as I can, but I know I will eventually hit the wall and that will be it until I get to the office. I am glad I am going home.

12/18/09 10:19 PM EST Home, NJ

I got home and Mike the driver was there to take me to the office. I lasted until about 5:00 PM before a wonderful homecoming with Wendy, Kayla and Bailey. It was tough getting up at my normal 4:00 AM time, but I managed to get out of bed, checked my email, got to the office, checked more email, exercised and had my first breakfast. The Rice Crispies and

banana tasted great. I played tennis with Ira and was back to the office for a day of meetings, selling and working on a new project. I got a lot done and it was thoroughly enjoyable, including my one long nap.

12/19/09 10:35 PM EST Home, NJ

The kids brought in dinner for our anniversary and we were all snowed in with the first big snowstorm of the winter. It was wonderful. It is beautiful outside and still snowing strong.

12/20/09 11:37 AM EST Home, NJ

We got somewhere between 6-10 inches of snow depending on where you are standing. After a great night's sleep, I attacked the driveway as I have been doing for decades. Shoveling different types of snow demands various strategies to deal most efficiently with them. In this case, the snow was deep but light, so a frontal attack was called for. Since our driveway is long and wide in some parts, it necessitated some time moving the snow twice to get it off. The system worked well and I was done in about two hours. Shoveling always brings me back to my youth when it was a major source of spending money. I like being alone in the cold out there and the wind gives me a chance to think. It is wonderful for reflection and remembering what once was. I like to think back about what my hopes once were for when I got older and if the dreams could or did come true. It is always good not only to count your blessings, but also to remember the mistakes. It helps to prevent repeating them. I always try to remember that nothing is ever owed to me or guaranteed not to change. It makes life so exciting. The chances are infinite and always remain in motion.

One incident occurred. Someone had parked almost in front of our driveway, blocking it. As it sat there, I became increasingly annoyed that someone would be careless enough not to get permission from us. I canvassed three neighbors and the car did not belong to them. I had one more to check before I called the police to let them deal with it, when suddenly an unknown car stopped in front of our house and a young woman ran out and jumped in the car. As I turned toward the driver, who appeared to be her father, they shouted out "sorry" twice and sped off. Happily, that was the end of it and I finished the driveway in peace.

This afternoon we have our annual Chanukah party at my brother's house. I am going to pick up my parents because they don't like to drive in the snow, but my dad has a bad cold and I am not sure they will actually come. Either way, I will go to the office first and drop off my clothes for the week. I got an email from our ISO 1401 auditor, who is snowed in. She was supposed to be up for an audit tomorrow, but I easily agreed for to postpone

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until the weather cleared. As for now, I am very happily tired. My body aches with good honest effort completed and my exercising is done for the day. This will be a relatively short week with Christmas Eve on Thursday. We are closing at noon on Thursday and for Christmas Day on Friday. Still, we have a lot going on for the week, including WOR on Tuesday and taping a Lifeguard show on Wednesday.

It is mostly clear outside. Everything is covered in snow and it looks like a Christmas card. It has been quite a two week span for me regarding weather. Before I left for Asia, there was snow and ice, then it was a humid 90° in Thailand and Malaysia, 60° in Hong Kong, then back to snow here. I love my life.

12/21/09 9:41 PM EST Home, NJ

Today is the shortest day of the year. From here on the days will get longer, which is something really good to look forward to. Our ISO 14001 audit was postponed until next week when both Mike and Vinnie won't be there. It doesn't really matter because the auditor, who I have known for years, and I will go head to head. I hope to start the annual interior audits on Wednesday.

I am getting pulled from all sides and am trying everything. I am in a constant state of hyper anticipation, worry, stress and excitement. I will try to sleep soon.

12/22/09 9:05 PM EST Home, NJ

It was a cold day here in NJ and very little of the fallen snow has melted. Elana, Mike, Wendy, Alex and I went into New York City. Elana and I were dropped off at WOR and Mike drove Wendy and Alex uptown. He will come back for us later. The three shows we taped went well. Joe and I now seem to be in rhythm and they went without incident. Mike picked us up and we were back at the office by 1:00 PM. I spent the afternoon doing paperwork and selling. Things are slowing down for the holidays, but we are pushing on all fronts to get as much done as quickly as possible. Ben sent us a licensing agreement for IJM to get the Ideal Jacobs brand name in Asia. The documents will need some changes, but should be finished soon. The chances for a newspaper column now seem dead, but it is just as well. I need to stay a "suit" and concentrate on business.

Kayla has been home for a week and has four days left here. She misses school and is bored. I am glad she loves her other life in Ithaca and hope it doesn't become too dull around here. I am listening to the singer Harry Chapin. He has been gone for decades, but his music still speaks to me. I feel a kinship with him. He wasn't incredibly talented, but he made up for it with

energy and persistence. It is a testament to what is possible if you don't stop trying and I like to think of myself the same way.

12/23/09 9:36 PM EST Home, NJ

Wendy says the strain is showing on my face and that I look tired. My partner Ben said I had more grey hair than when I was last in Asia. I know it is that only times of high stress that you get the chances to take risks. W

It looks like Mr. Obama's medical plan will pass, which will mean more taxes for us, less people to potentially hire and a disaster for the country. In a way, it is just like Americans. If left alone, the U.S. would find numerous ways to mess itself up, but put an outside threat against us and we unite against the trouble.

12/24/09 10:28 PM EST Home, NJ Christmas Eve

After my fourth strenuous tennis game for the week, I was physically sore all day but felt good from it. Physical pain from exercising is considered a positive thing and lets me know that I accomplished a hard task. I am rarely bothered much from it. It was a half day of work for our people and I spent the morning on a new proposal and paperwork. The afternoon was set aside for the upcoming ISO and annual audit and I got a lot accomplished by the time I left around 3:30. Kayla had her four wisdom teeth removed and is doing well. I brought her home some juice as requested.

I am working on a new invention, though I can't talk about it here because it is defense oriented. I have come to the conclusion that my ideas are the starting point for further development and I should not be upset that people always want to modify them. I can act as the sparkplug to get things moving and that is one of my main jobs.

12/25/09 4:23 PM EST Home, NJ Christmas Day

This is usually a strange day if you are not Christian. It is like you are not part of a large celebration. It has been a good couple of days for inventing, which always gives me a fantastic feeling of contentment and accomplishment. I had one of my usual weekend breakfasts of three waffles and a banana even though it is Friday. I exercised downstairs and took a long walk outside. The weather has become a little milder and it is above freezing, so there is some melting going on. I went out to buy food for lunch and to look for bananas for Kay. We are running short and they are one of the few things

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she can eat. Her face is not too swollen from the tooth removal, but she did not feel good enough to go out for a movie, so we rented one and watched it here. It has been a peaceful day and Barbara and Cliff are coming over for a dinner of Chinese takeout soon.

12/26/09 4:09 PM EST Home, NJ Saturday

I listened to our business show this morning, which was obviously taped since I was here. The guest was a man who is involved with helping people book hotel reservations in Spain and Portugal. I worked out in the basement and went for walk with Uncle Dave. We talked about 2010. He had few definite plans and I had many, including a large amount of new business with our composite materials both here and worldwide, a major sales boost in Europe, opening up a new manufacturing hub here, all of the expansion I have already spoken about for IJ in Asia and hiring back some of the people we have or will have to lay off.

I went back home and dressed for Alex's 21st birthday lunch at a local Hilton Hotel Restaurant. Kayla, Wendy, Barbara, Cliff and of course Alex had a great time. It is amazing that he is of legal age here, which means he can legally drink in public. He has turned out wonderfully and I am very proud of him. Kayla was able to come even with the effects of her tooth extraction, but she and Wendy are napping now. Ben spent the holiday at Katie's parent's house in Cleveland, had a wonderful time and is now on his way with four friends to Florida for a short vacation. It may be their last road trip together since they are getting older and it will be increasingly tougher for them to get together, so I hope their journey creates pleasant memories.

A terrorist tried to explode an airplane this morning. Whenever bad things happen or potentially can happen, my brain seems to immediately jump into solution mode to figure out ways to stop or delay the problem.

I have been off since Thursday afternoon and I know it is only Saturday, but I am starting to go a little crazy. I will try to get to the office for some getaway time tomorrow. I need structure and being around home too much, although I love it here, is not good for any of us.

12/27/09 4:17 PM EST Home, NJ Sunday afternoon

After a week of cold weather, it started raining yesterday and the temperature climbed, which meant virtually all of the snow is gone. It is good to see the grass again at least until the next storm predicted for this coming weekend. I got up at 7:00 AM after another good night's sleep, though filled with bad dreams. I think it involved a disastrous class reunion and I was

happy to wake up. After breakfast and exercising in the basement, it was off to tennis. It was a great match and I got a lot of aggression out with a bunch of hard shots. I packed my clothes for the week and went to the office. I sent an encrypted email to my VPs with some of my latest inventions and won't hear back until tomorrow morning. I had lunch with our good friends Carla and Mitch, which was very pleasant. We hope to see them a few times during the summer both to go down to the Jersey Shore for the day again and up to our place in the Berkshires for an overnight. The kids will all be out of the house this summer, so we have no excuse not to go to the Berkshires more and enjoy the fact that we have a getaway place. I came back home after lunch and just finished a walk in the glorious weather. Kayla has been doing great today. I will probably feed the dog soon and figure out what to do for dinner. First we will have to figure out who will be home to eat it.

12/29/09 9:48 PM EST Home, NJ

It was very cold today and will be even colder tonight with a wind chill in the lower single digits. We had an ISO 14001 environmental audit and we normally sail through with no issues. Today, our auditor Candace found a problem, which should not have happened. A water pump meter was not operating, so we could not determine how much water we had been using for a few months. I take our systems very seriously and do not like no-compliances in any area. We were written up, as we should have been and I have already replied with our course of action. I will deal with the main person involved, he will be written up and this problem will be repaired and checked to make sure it does not happen again. There was one other minor issue, which we will also quickly take care of. As I always say, I want the auditors to find problems so we can plug them and be more efficient.

Vinnie leaves for Thailand tomorrow to set up IJT. It is supposed to be 90°F there, a big change from the weather here.

12/31/09 10:02 PM EST Home, NJ New Years Eve

After tennis this morning, it was back to the office where we worked on some new inventions for the composites, paperwork and planning for future sales trips. I also worked on additional information for IJ Malaysia in our efforts to go public there this June. It has been a long road already with amazing amounts of hours put in by Ben and our IJX team. Vinnie is now in Thailand and will spend the next week hooking up the presses and other systems to make sure everything is working well. Within six months, IJX and IJ Thailand will both be taken over by IJ Malaysia.


THE IDEAL ADVENTURE

Everyone was gone by 1:00 PM, but I stayed a while longer. It had snowed this morning and I got home in time to shovel in the daylight. There had already been cars driving on the surface, which had packed down the snow. I had to use my large ice chipper to break up part of the pack and it took a lot of fun effort. Kayla and her friends left for a New Year's Eve party in Pennsylvania and Wendy and I had our annual holiday dinner with Barb and Cliff. As per normal procedure, we were home by 9:00 PM and in for the night.

The closing of this year is different than many others. In terms of sales and profits we have not done better than the year before, at least not here in North America. The last two months have been especially rough and I do not see a quick turnaround. More layoffs may be coming and I will do as needed. On the other hand, we are in a good position financially and will be even better if our plans to go public do happen in the summer. As I have said, tough times breed true opportunities that would never happen otherwise. We will keep pushing, even pounding, the world until we are in position and getting the business we want. It may not be in a month or a year, but we will keep going until we do.

I am not bored or unhappy and handling pressure and stress is the name of the game. Actually, I spend a lot of time with high bursts of energy that push me past where I think I can go. It is an amazing feeling to believe my teams at home and work can change the world. That is one of the things I cherish most; the belief that I can make things better and create a positive difference. The road still beckons and the horizons are larger and fuller. I have many more details to define, so there is much to be done and it all begins again tomorrow.

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GLOSSARY OF TERMS

Assembly - a group of metal and plastic parts that are put together to form a new product like a circuit pack

ALU - Alcatel-Lucent

ATCA - Advanced TCA or Advanced Telecommunications Computing Architecture; a telecommunications platform targeting requirements for communications equipment

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

GRIP Program - Greenhouse Gases Reduction Incentive Program, a program developed by Ideal Jacobs Corp. that provides incentives for local residents who take action to reduce their carbon footprint.

High Holy Days - A combination of a New Year and The Day of Atonement in the Jewish faith

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

Tanglewood - a music resort located in Lenox, Massachusetts that features outdoor summer concerts and classes for students **Tea Party** - A conservative political movement founded in 2009 to protest

and respond to the actions of President Obama and Congress

NAME LOCATOR

The chart below can be used to help determine the friends, family and associates that Andrew is talking about .



COLOPHON

This book was prepared using Adobe InDesign CS3 on an Apple PowerMac G5 running OS X 10.5.8. 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 9.5 point ITC New Baskerville Roman. Time stamp headings are in 10.5 point ITC New Baskerville Bold Italic. The chapter headings are in 48 point Trajan Pro 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 10.5.8. Concept and designs by Igor Gomes.

Layout and formatting were done by Richard Green III.

Editing was performed by Kate Hannington and Richard Green III. 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 Era

The Ideal Era chronicles the adventures in the life of global entrepreneur Andrew Jacobs. His diary picks up from his last book with the exploits of life on and off the road as he tries to build a small global empire. Come along for a truthful ride of world business from one man's perspective.



THE IDEAL ENTREPRENEUR

It became 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. 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.

AUDIO CD'S

The Tao Of Andrew CD Box Set

In my life there have been turning points that have defined who I am. The four CD's in this box set have documented some of these moments, the people involved, how they have affected me and what I have learned. It is my hope that talking about some of my bumps and bruises will enable you to avoid them and allow you to move forward faster with a little less pain.



HITTING THE IDEAL WALL

It happens to all of us. The world closes in and there appears to be no way out. We have hit "the wall." Listen how you can keep that wall from crashing down in front of you and blocking your way. Turn it into the "Ideal Wall" by putting it behind you as a support to launch you toward success.



THE SUNDAY NIGHT LIFEGUARDS: LIVING THROUGH TOUGH TIMES

What happens when the economy slows down, unemployment skyrockets, retirements are pushed back and suddenly job security and the mental well being that goes with it are in jeopardy? How much money does it take to make us happy? Who decides and how do we know if we are doing it right? Our answers may surprise you.

THE SUNDAY NIGHT LIFEGUARDS: CRISIS OF FAITH

Andrew Jacobs and Rabbi Daniel Cohen are back again, this time tackling the question of a "Crisis of Faith." What happens when your core religious beliefs don't seem to carry the same weight as before? Doubts begin to creep in and suddenly you are not sure what you believe and the best path to take. Is doubt a bad thing? Let the Lifeguards help you through the night.





THE SUNDAY NIGHT LIFEGUARDS

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.









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