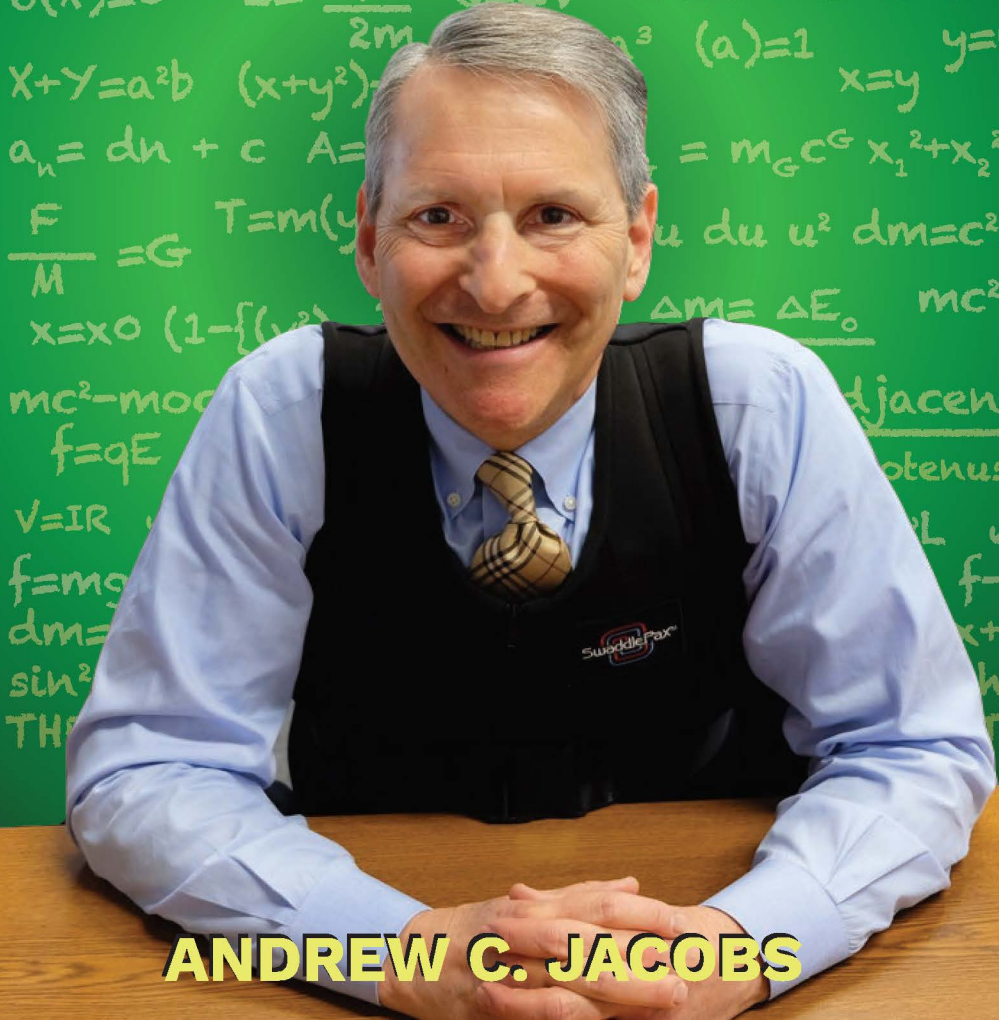


# THE IDEAL METHOD



ANDREW C. JACOBS

# **THE IDEAL METHOD**

**ANDREW C. JACOBS**



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# DEDICATION

I know this sounds ridiculous but up until this year, I had the secret fear that I was adopted. I felt that way because neither of my parents looked at life and the mechanics of how the world “worked” like me. I would talk about new projects and inventions and how I was attacking various avenues. As I was talking about these things, I could see that they had had little idea what of what I was talking about.

Inventing is one of the most fun parts of my life. To be able to view something from a different perspective and from that, come a solution, usually mechanical (I don’t do software), has been a constant joy.

But things changed this year as I was showing my Mom one of my inventions. She got a sudden look in her eye and expression on her face. I could see that she was thinking along the same lines as I had. The lightening bolt hit me - I got this ability from my Mom. When I asked her why she never took credit nor for passing it on to me she said that she did not want to look like she could do something my Dad could not. Regardless, I know it now.

My Mom and I invent together when I visit her and it has created an additional amazing bond between us. I dedicate this book to the mentor who was always there but I did not know, who passed on to me one of the truly greatest gifts I possess and made another indelible mark on my life besides being “just” my Mom.



# ACKNOWLEDGEMENT

I live in an amazing world filled with incredible people who enable me to utilize every asset I possess. In turn, I try to do the same for them and in the process we have built our company together. I never take them for granted and I love to be able to publicly thank them. You are all amazing and I really appreciate everything you do.

This book, like my others, would not be possible without our team here in New Jersey. While I love to write, I am a mediocre editor. Without our team watching punctuation and grammar, I shudder to think what the final result might be.

Thank you,  
Andrew





# JANUARY

**1/1/17**

**7:42am EST - My House, NJ**

It is a new year. Our effort to start a local newspaper supplement to highlight area authors is being considered and in the event that the Literary Initiative does go forward I will also submit a column idea please see below for the first issue. I have no idea if it will be accepted since I will be hopefully, one of many, and will try for no special treatment. If my writing can't stand in its own then I don't want it in there.

## **From West Orange to the World and Back**

By Andrew Jacobs, West Orange High School Class of 1974

I grew up on Burnett Terrace off Walker Road. I started in Gregory School in 1961, where I vividly remember when President John Kennedy was assassinated in November of 1963. Mr. Tarantino, our music teacher, played Taps on his Trumpet as we all stood outside around the American Flag. Times were simpler because we were all the same. By the time I got to High School and all the kids from our area combined there were 2 large groups, the Jews and the Italians and a small amount of everything else. I thought that was the makeup of the world and since I got along there I figured the rest of the world was the same. I went to college in Delaware then into my family's business and with that began to travel the world. As I went to different countries and met a whole lot of people from all types of ethnic, religious and cultural backgrounds a few things became obvious. The first was that people were generally the same the world over. From the Iranian airline pilot I met in Malaysia to the business people I met in Asia where I was sometimes the first Jewish person they ever met, talk about pressure of trying to make a good impression, to those throughout Europe, the huge majority loved the United States. They may not always like our government and I have more than a few times been unable to explain why Presidents Bush and Obama did certain things, but they loved our people and wanted to at least visit if not live here. The second is that people are the same everywhere. If you treat them with respect then the vast majority will do the same. The last thing is that the bulk of humanity does not want war, they want the chance for better lives for themselves and their families and that their kids have the chance to go further than they did. It doesn't matter if you have never left the confines and safety of West Orange, what you see here is the same around the world. Muslims, Jews, Malaysians, Chinese, Iranians and Israelis while none of us can explain why our individual government act as they do, and ignoring the continual noise of the media, the basic good of the world is there and it is very comforting to know it is still possible and preferable to get along whether you are standing around the flagpole at Gregory school in the midst of a national tragedy or anywhere else.

**1/1/17**

**5:37pm EST - My House, NJ**

It has been a very good day. I woke up early and worked out in our basement and after a quick breakfast biked outside. The weather was cold but beautiful and it was a very pleasant ride. Once done and changed I went over to my Mom's for a meeting there with my brother. We are still finalizing the details from my Dad's Estate but should be completed by the end of this month. My Mom looked good except that her body was sore, my brother looked good but tired probably the same way I appeared. My Mom was also tired, she had gone out for New Year's Eve with a bunch of her friends for dinner and had fun but planned to spend today taking it easy.

Once done he and I went outside to the pond adjacent to her building to look at the fish who are usually there but the wind was going cross the water and we could not see below the surface. Besides, as my brother noted the water was very cold and the fish were probably deeper down than normal. Once back home we went to Barb and Cliff's for their annual New Year's Day party where we had a good time along with the other relatives and friends there. I then took Barry and Emily to the train, they were on their way to Manhattan to pick up their dog "Charlie" whom Alex was dog sitting. Editing on last year's book goes well, I am on month twelve.

**1/2/17**

**2:57pm EST - My House, NJ**

After a long workout this morning, I had lunch then brought one of my bikes to the store for maintenance. It is a good time of year for it to be our if service for a week and when I get her back she will be ready for the Spring. While driving, I got the idea to call Uncle Dave and go back to where I first joined the company to do some filming for our company documentary. Happily he was there, willing to help and together we went back to the town of Mountainside and the building where it all started. I had not stood on the "stoop" where I had the epiphany about how to sell for almost four decades and it seemed both strange and good to be back. Although it was raining, we still recorded what I hope is usable film about how, in the depths of possible despair about how to sell I was able to equate it to dating, based on the odds of success, and from there formulated a plan and philosophy that would guide my life from then forward. It was exhilarating to be back there, it will be 40 years as of June 1st when I started and I am glad we made the effort. I dropped David back home with my thanks, he had fun too and then it was back here. My son Ben asked me to view his updated resume which looked good and I am now going back to editing.

**1/3/17**

## **4:18pm EST - My Office, NJ**

I woke up my normal time of 4:15 and checked the weather, The forecast for precipitation had been pushed back so I thought I might be able to ride outside but after checking, after I finished my exercises, it was already raining so it was back in the basement to finish there. Not a big deal but the chances outside for riding will be increasingly rare over the next twelve weeks. I picked up Paulina on the way into the office. She is well and glowing from the news she is engaged and looks very happy. It is wonderful to see her and that Ideal Jacobs Mexico is going well. She has spent the day going through the various work areas and tomorrow will finish up with meetings on marketing and sales. It is the first day back from the holiday and the world is sluggishly getting back into work mode, things should be normal by the end of the week. We however, have hit the ground running with lots of planning for the coming year and it is a joy to watch our people act like a smooth-running machine.

Kay and I met regarding the marketing plan for this year including the calendar, which Rich will be in charge of, my book, various printed materials and the BuildTak marketing and trade shows which Kayla will keep, even though she will be in California. Her primary responsibility after she moves is sales for IJUS with a secondary push for BuildTak. Work on the documentary is continuing, the film we took of Mom and Ben turned out well, hopefully we can use some of “stoop.” I turned off the primary sound recorder on the second part of that one by mistake but I am hopeful Alexis will still have enough to use. A possible opening for the Documentary: There you have it. Depending on who you ask, 96 years, four generations, one family feud, a global entity started by an immigrant with virtually nothing. The Ideal Legacy to hand off to the next generation, what happens next is up to my daughter and whoever comes after.

There was an article in Bloomberg News about large scale home landlords giving out eviction notices at a rate much higher than smaller “mom and pop” owners. What struck me as really bad is that 25-33 percent are being evicted which seems like a huge amount of the market to me and that cannot be a good sign for the economy.

**1/5/17**

## **6:40am EST - My House, NJ**

Paulina was in again yesterday to continue going through our new capabilities and working on sales and marketing. We also had a phone meeting with Flextronics in Mexico. There's a chance for more business, we are after it and with her help, hopefully greatly increase our sales for Mexico for 2017. Planning sales trips, attending trade shows, working on the annual audit and marketing made for a very happy, busy day and will continue for the next few weeks until we get a good working schedule ready for the rest of the year. I went to the Chiropractor which, as usual, felt great and then it was home for a peaceful evening with Wendy.

**1/5/17**

**4:50pm EST - My Office, NJ**

Getting Kayla ready for her tentative leave date of the 25th of this month means a lot has to happen soon. I had lunch with my friend John. He is in the real estate business, has multiple properties and he and I have extensive interest in each other's opinions of what is happening here and everywhere else in the world. He has a very good feel for reality and I like getting his feedback on plans for the various Ideal Jacobs Companies. Mr. Trump continues to Tweet and seemly on purpose is alienating various government individuals and groups. I hope he knows what he is doing.

It happened when President Bush and Obama came into office and throughout their presidencies. During their terms in office, whenever I traveled outside the United State people invariably would look at me incredulously and ask me why they act as they do. My simple answer was that since I was not the president that I have no way of figuring them out and since my wonderful wife will never let me be President, that way of thinking will always be alien to me. I can tell you the following, however that held throughout both men's terms in office and I fervently hope the same will do so when Mr. Trump takes office. While I did not agree with a lot that Mr. Bush or Obama did I can honestly say that both men were fervently dedicated to their jobs, our country, the American people and their overriding main concern at all times was the welfare of the US and our citizens. I believe they both did what they thought was right, needed and took the actions they believed that would benefit the most people at the time and neither was corrupted by any sense of gaining in personal wealth for themselves or anyone close to them. No matter what you think, either they were and are both honorable men who did the best that they could. In four years, I hope I can say the same for Mr. Trump.

**1/6/17**

**1:07pm EST - My Office, NJ**

Allan from IJX has been dealing with a sub-contractor of Tesla Corporation and he is concerned they might be getting edged out by another Chinese supplier. He asked me to contact the three US based engineers to see if we could persuade them to not only keep but grow the business with IJX. I agreed not only to help him but also try and get work from them directly for IJUS. I sent the three men personalized sample-kits and followed up with them via email with no luck but it occurred to me that these three young engineers might be more comfortable dealing with Kayla who is not only similarly educated, she checked their backgrounds on Linked In, but someone who will be living nearby by the end of the month and much closer to their ages. She emailed all three and within two hours, two of them had replied back. One with an okay for a visit when she gets there and the other questioning actual parts IJX was making, hopefully to help us keep the business there. As I said to Kayla imme-

diately afterwards, we have a new super weapon in sales and it is her. She is still not wholly convinced, as I am, of how good she can be but the world is slowly convincing her by results, of her true potential.

The documentary is slowly moving ahead and the segments I have seen look great. I really want to have it finished by the end of this month, but I am not sure it will happen. I will remain patient but keep pushing. Planning for the trips over the next five months are holding pending replies from key people, soon as they say yes to dates I can get to actual scheduling.

**1/7/17**

### **9:30 EST - My House, NJ**

One of the things I truly love about my job is that if I get an idea, I can generally see it through from inception through final product, quickly, efficiently, without a huge amount of expense or losing a great deal of time and in the process not lose the passion for the project. I saw an article this morning about the incredibly intense pollution problems in a bunch of cities in China and occurred to me that a self-contained mask with a fan and an air filter might just be the answer for people with breathing problems or those who simply want to walk outside or even exercise. Since we now have a machine shop, plus our other equipment, we can build almost anything. I went on Amazon.com and ordered some components with which we will make a crude model and, if still workable, I can send the idea to my son Alex who can sketch it out what is in my head and then see if we have an actual design that will work. If it does, then it could potentially attract to be a huge market and help a lot of people which is a combination I was always like to pursue.

Light snow has started and it is very cold outside. Light shoveling could be in my future this afternoon.

**1/7/17**

### **5:41pm EST - My House, NJ**

The snow started as predicted but kept coming, so I cancelled tea with Uncle Dave and we spoke later on the telephone. After my workout, Wendy and I did some consolidating in the basement to make some extra room. That combined with the furnishings that Kayla will take to California, plus what we will throw out should give us a lot more space. I went out to shovel a little while ago and the snow seems to be letting up. I will finish cleaning up tomorrow morning.

There was an airport shooting in Florida by a deranged ex-serviceman. It was not a terrorist attack, but a lot of people were needlessly killed and injured.

Our State Department now is convinced that Mr. Putin ordered his people to find information to help stop Mrs. Clinton in her bid to be President. Mr. Trump is not accepting their conclusions.

As I get older, my perspective on life continually changes. A lot of what I thought was true, regarding how people and situations are in my normal circle

of life has proved correct but the overall world, of what occurs, at the state, national and world levels, is different than I had originally imagined. I no longer believe that many things happen by accident. I am now convinced that the people who "win really big" do so not just because of superior planning, intellect and guts but that they have access to information that the rest of us don't. In other words, people like Mr. Putin, Mr. Trump, the head of China, Mr. Xi, Mr. Buffet and Mr. Gates can get first level information that is as "true" and timely as possible while everyone else gets changed versions from the various news outlets. It is hard to be in control of our destiny when we are getting facts that are often false, sent out on purpose to cloud our decision making.

**1/8/17**

**4:21pm EST - My House, NJ**

After a lousy night's sleep, I was up by 7:30am as per my normal Sunday schedule even though I did not set any alarm clocks. Getting up at 4:15am during the weekdays has never become normal and is a declared necessity, by me, and therefore has to be done. Being available to Asia at the end of their day and mid-day for Europe is way too important a "perk" for our customers, our teams and our suppliers. If I stopped it, I believe it would be a big detriment to what we offer worldwide. People count on the fact that I am watching and available, therefore

I won't stop it. Regardless, I exercised in the basement then went outside to finish up shoveling the snow from last night. It is very cold for here, about 22 degrees F but it is scheduled to get warmer as the week progresses. I then went to see my Mom, my brother was there, we went over some financial matters and then had a nice visit. I brought over a file of old pictures we had copied off of a bunch of photo slides my brother had in his basement. They were 50-70 years old and were fascinating, some of the people were unknown to even my Mom and since my Dad had passed they will have to stay a mystery. Later I dropped by my sister's house, she is very nice, I gave her the same file of photos and we visited for a while. This coming Saturday is her daughter Rebecca's Engagement Party and we are all going except Ben and Kate who are in Colorado. After that, I went back where I did some stuff around the house and then went on the treadmill. Once done, I did a sketch for the invention from yesterday and will send it to Alex in the morning. I am hoping that he has the skills to take my sketch and give me back what I have in my head which is a little tough because he is not a mind reader, but he is very talented so we will see what he can do. I am about to go hang on my inverter and will then head out to the supermarket and the Chinese Restaurant to bring in dinner. Tonight the Golden Globe Awards is on television and I am looking forward to seeing the clothes people wear on the Red Carpet. Since Alex is in the fashion business, I have become interested in what people wear and what makes them look good.

**1/9/17**

**2:49pm EST - My Office, NJ**

We have a proposal before Underwriter's Laboratories (UL) in conjunction with a longtime friend Jim Macor. He has patented a system which is virtually counterfeit proof but finding the right buyer is always the hardest part of any deal. I have been at it for a few months and the problems of counterfeiting virtually everything is only getting worse, therefore sooner or later I am hopeful someone will listen to us. Our government is in a holding pattern until Mr. Trump takes office with many people extremely frustrated as to what he plans to do versus what he has promised in the past. The stock market and the economy are poised to soar or tank as usual. We have made our preparations regarding our business plans and will now stay our course unless something extreme happens either way. Our new machine shop is taking shape with various units in actual use or being online soon. I always find it fascinating how much money, effort and expertise it takes to get a piece of machinery up, running and training someone to use it safely and efficiently. What I think will take weeks or a month often take much longer and, in a way, it is good I don't judge it accurately because if I did we might not do it.

David Worrall publisher of The West Orange Chronically likes my thought about creating a literary section in his paper once a month to attract and promote new authors. It will start with kids in school and then, if successful, branch out to everyone in the township. I will be involved as a contributing author since I grew up there and will unofficially help where I can to promote the idea.

**1/10/17**

**4:35pm EST - My Office, NJ**

I woke up this morning in a lot of back pain but it subsided after my exercises. Since it is all my fault, I chalked it up to experience and when I got here I found a back messaging and heat unit in my storage area which has proved to be fantastic and I am using it now. It has been a very good day so far doing a lot of reach for a new project which, if it happens would be very profitable over the next years. We have our first big estimate for our new machine shop and I am anxious to see if we will be competitive, it should be great first project if we get it. The first component for my new pollution filter helmet came in and I am excited for the prospect of the balance before Friday when Alex comes in to sketch. Kayla came into my office and rightfully observed that I was gathering "projects" to take up the slack when she leaves so I won't get bored and as usual, she is correct. The good news is that I am planning to utilize the time well which should lessen the pain of her not being here. Preparations for her move continue and she is excited about traveling by train across the country. To take the potential off the table I just cancelled my self-defense lesson for Saturday. The macho man living inside me will always try and push to the limit but I can sometimes be my own worst enemy so my brain is acting first



to stop myself from doing something stupid. Mr. Trump has called for the immediate repeal of the Affordable Care Act which I think is highly improbable but what do I know? His cabinet nomination confirmation process is slowing down so again, things appear to be in a bit of limbo, but it depends on which news outlet you ask. Our new President seems to be getting what he wants so far, therefore anything that is happening may be because of what he is doing instead of, in spite of it. The Nasdaq hit a new high today.

**1/11/17**

### **7:23pm EST - My House, NJ**

Wendy was away last night for dinner with friends and as I started to get ready for bed, I noticed a lot more soreness than usual in my body. Once I tried to go to sleep, that discomfort multiplied to huge waves of swearing pain going through my lower right back. There was nothing I could do to stop it, the medications were doing nothing and changing positions did not help either. Finally, after Wendy got up this morning I tried some stronger medication and that seemed to help a little but then I called my chiropractor, internist, Dave and Doug from my office and the consensus seemed to be I had a kidney stone. With that, I decided to ask Wendy to go to my regards doctor to get some medication because I had heard that a passing Kidney Stone could be really bad. But by the time Wendy got back to our house, the pain level was so bad I decided to go to the hospital emergency room. Both Wendy and Kayla came with me. We were there for about five hours. I had lots of tests and they gave me a lot of medication which made me feel much better. In the end, there was no kidney stone but the chances were good as it was a culmination of a huge amount of stress, too much exercising including martial arts, snow shoveling and general workouts. Perhaps modification is in order, I am not over whatever this is yet.

**1/12/17**

### **12:39 PM EST - My House, NJ**

I know that I push myself to the limits in mind and body regarding what I think can be accomplished, the projects I take on and the potential downside when things don't work. Occasionally my estimates of my limitations and potential does not work out and fallout ensues.

There have been very few times in my adult life when I have been driven to tears by a high pain level, the appendicitis attack of five years ago was one and yesterday morning was another. The trip to the hospital emergency room yesterday somewhat reduced the pain level, but it also determined my back was in some trouble. With the pain medications I got yesterday, I was able to sleep last night which I desperately needed and am working from home for today. I am hopeful for a short walk outside later and go back to work tomorrow for a part day.

As soon as I feel well enough, I can begin exercising again but of course

no more kicking of the type I was doing before. It's amazing what seemingly small additions and changes to my exercise and life structures can do and I am already careful about what I add and subtract, but will be more so in the future. I am extremely thankful this did not happen while traveling because it has only been the last few hours that I have been able to go up and down the stairs, let alone get through an airport. Sometimes I overwork my body and in doing so it usually sends a message, they get increasingly harsher until I heed them, which is to slow down a little for a few days and give myself some time to recover. I got this message loud and clear, maybe next time I will be a little smarter and listen earlier.

**1/12/17**

**4:13 EST - My House, NJ; Our Porch**

Today was spent in recovery from the problem with my hip. It was nice simply to be sit up and walk, two things I would normally have taken for granted, but not after the events of the last few days. It is 62 degrees F outside with rain falling, highly unusual for this time of year but one of which I am happy to take advantage of and sit outside. It will be much colder tomorrow.

**1/13/17**

**9:36pm EST - My House, NJ**

It was another difficult night with a lot of pain and some sleep. I got up with the idea of working out but quickly gave up after about 10 minutes. I had planned in going in to the office for a half day, but abandoned that idea since I could not sit on a chair without a high level of discomfort. Therefore, besides answering my emails and napping, I did not do a lot until I went to see my excellent physician Doctor Mesnard. I told him my symptoms and he said to continue with the medications I had and hopefully things would be better by the beginning of the week otherwise I should go for an MRI. Afterwards it was back home, checking email, eating lunch and then going to see my Chiropractor. He advised a few days rest also and if things did not get better also advised an MRI. It was then home. Kay and Alex came over for dinner and then we watched television for a while. They are very good, fun people to be around. They left a little while ago but will be coming back tomorrow. I am hoping for good sleep tonight.

**1/14/17**

**1:30pm EST - My House, NJ**

I have been emailing and talking with Jim regarding the new anti-counter fitting project and since UL does not seem to be interested, I also brought in Lou Beckerman with the idea of creating our own insurance company that could guarantee that products or valuables of any type have not been counterfeited. I need to check with Vinnie, but if the process that I am thinking of will function then not only can we create and run the system from our location but

we can also produce the needed labeling that will insure the system is secure. We would issue our own insurance policies and have them backed by other companies. Actually with our system, other insurance companies could either charge more or less depending on their marketing because they would not only protect if something is lost or stolen but could also verify if an item, about to be purchased was legitimate. We would apply the system to both the object itself and the label which means that it would be doubly secured.

Both Dr. Mesnard and Dr. Capriglione contacted me after seeing them yesterday to see how I was doing. They are both very fine, able and competent doctors and I am extremely fortunate to have them in my life. As for my back, the pain is migrating and after a decent night's sleep I have been able to space out the pain pills and will hopefully be able to do more of that so I can be off them completely a few days. Once I am okay, I will probably do as Wendy suggests and see a back specialist regarding what exercises would help build me up even more than what I am already doing. I need to avoid an attack like this again, at all costs, and if necessary I will change my training regimen. It will also probably mean no more martial arts kicking in practice or in real time, so I had better get even better at using my fists and arms to do what is necessary.

We have sent an estimate for our first big machining job from our new machine shop. We priced it very competitively because we want to get an actual piece of business to run through our system and make sure it can do as we plan. Our guys believe it can be partially run on two other pieces of equipment which would speed up production so I am hopeful that we will not only learn but also figure out where our strength and weaknesses are to push our way into this new marketplace.

Our intellectual property attorney Michael sent me the submission form for the newspaper literary project and David the Publisher has it for review. Once he agrees, we will start going after township school superintendents and other related officials to get their support to help promote the project.

We have two brothers working for us from Paraguay and they, and their wives, had to go back home for two weeks because their brother died there. They work on our presses and not having them will be tough, but we have enough people to cover them for the short time. Happily we are busy so this is the second Saturday we have had a crew come in for overtime. As we always say no one is indispensable and it is important that everyone, including me, be away from the office have at various times to insure our systems can cover whatever needs to be done. It also shows who is needed and who isn't and creates problems that may not show at other times. Therefore everyone has to take vacation at some time, not only for their mental well-being but also our ability to insure the validity of our processes.

**1/15/17**

**3:23pm EST - My House, NJ**

Due to my back problem, I was unfortunately unable to go to Rebecca's engagement party. Wendy, Kay and Alex did go and they had a nice time.

Rebecca and Gavin appeared well matched and very happy so it is a joy to see them going down this road together. Since I was still on medication, Wendy asked Elana to come over and keep an eye on me and we had a peaceful time catching up on various events like the movie her friend Michael is currently producing. They were home by 9:15pm and I had decent night's sleep but was woken up early with the now familiar really sharp pains pulsating through my back. I have remained mostly non-medicated for today and hope to make it to tonight before I take anything to help me sleep. I did some exercises in our basement this morning mostly to try and loosen up the inflamed areas of my back. I will know how well that worked later today. So far, the two electrical stimulation units I bought are doing a really good job and the longer I can hold off taking stronger meds the better. Uncle Ira came over for a visit, he is looking well but a little tired, he was also at the engagement party last night. Cliff and Barb also stopped by. My mother and sister have also been checking on me multiple times and I am very blessed to have so many great people making sure that I am okay.

I got the sample fan in for the Pollution Filter Helmet and it is bigger than I anticipated but everything can be re-engineered smaller so I am not concerned. I have done absolutely nothing this weekend with the new ISO system we are planning to install. I will chalk it up to being "under the weather" and reschedule work in it for the future.

**1/16/17**

### **3:00PM EST - My House, NJ; Our Porch**

I was up later than usual this morning at the strong request of my wife who wanted me to get as much sleep as possible before trying to get into the office due to my back problem. I got through some light exercises but my back was still extremely sore and continued throughout the morning which was somewhat alleviated by the electrical pulsating device I purchased at the advice of my chiropractor. My attempt to move up my MRI from Thursday were thwarted, I tried two different locations and figured that God and fate had me destined to wait until the appointed time. It was excellent to be back in the office and was very productive but I was on a lot of pain.

**1/17/17**

### **3:51pm EST - My Office, NJ**

Felt great up until about two hours ago. Still not 100% so I am going home soon. Still a very productive day, I am glad I was here.

**1/19/17**

### **2:00pm EST - My House, NJ**

My entry of two days ago was a bit premature and after getting home, I went into a tailspin and spent that night mostly awake with severe hip pain and after getting up yesterday morning and trying to work out, gave up and went

back to bed for the rest of the day. Wendy was understandably really upset with me for over pushing to return to "normal" and at that point, I decided it was time for action. I am giving up the bulk of our snow shoveling. Our gardener will take care of anything more than 1" which effectively ends my career. It was an endeavor I have loved for more than five decades, but the time has come to put my shovels down. I also contacted Dayn and from now on will only work-out with him using my upper body, no more kicking which is what I think may have helped spur this recent attack. I was able to sleep last night even though the sharp pain in my right hip would not go away even with the heavy meds I was taking which again pushed me to ensure this situation not happen again. I was up at the appropriate time to get ready to go for my MRI Test, Wendy brought me. I had specifically told them that I needed an open apparatus because I was highly claustrophobic. Unfortunately their idea of open and mine were different and it turned out that I could see out the sides but there was a huge blanket of heavy flat metal near my face and it was a lot of mental anguish trying not to freak out while the tests were being done. I got through even with the continually worsening pain of lying on my back as it was happening. When I returned to the waiting room, my face must have showed the strain because the receptionist even commented on how distressed I looked. Regardless, I am glad I got it done and have an appointment with Dr. Capriglione in the morning to have the scans read and see what is going on. Since I am feeling better now I have the feeling it was some type of herniated disk and if that is the case I believe he can treat it back to normal. In the meantime I will take it easy for the rest of the day, maybe go for a walk and get ready to begin life again tomorrow. I did get an email from my friend Lou, we are meeting tomorrow for lunch after I see the doctor, regarding the anti-counterfeiting plan, so I will make some notes and send them to Jim the Inventor to make sure he agrees with the path forward.

## **THE PROBLEM**

1. The world is being flooded with counterfeit goods that cannot easily be determined as knockoffs
2. The process for the change of ownership of specific products is now becoming increasingly more compromised by the ability of the thieves to duplicate certified marks and documents.
3. The ability to certify that raw materials of all types from the actual manufacturer is becoming increasingly difficult especially when crossing countries.
4. There is no simple, safe, effective way to prove that something is original
5. With the advent of the Internet and hacking there is no way to truly safeguard the integrity of the original, confirming information.

## UNTIL NOW

A perfect system to stop counterfeiters would need:

1. The ability to have non-reproducible certifications
2. To stay off of the Internet so the system could not be hacked
3. A means to identify each product as a separate entity so it could be certified as being the original
4. A system where the appropriate information could be gathered swiftly, accurately, stored safely to verify products over long periods of time.
5. A system that could be instituted quickly and morphed to the specific needs of various industries.
6. There will be two informational pathways to confirm the authenticity of whatever we are testing.

This is not an insurance company rather this is a company dedicated to proving authenticity. It's purposes it not to guarantee that a product is original or part of some other group, but rather that it is the same product originally submitted for testing. In other words, we will prove that what you gave us to authenticate is the same product you gave us originally. Whether that is real is not our area.

**1/21/17**

### **1:11pm EST - My House, NJ**

The fact that I have not been putting daily entries into this journal are proof enough of the effects the extreme pain is having on me. I was at my chiropractor's yesterday morning who read my MRI and his conclusion was no surprise. What it had already done to most of the lower discs in my back I had now done to my L2 which was to herniate it which meant it was torn, leaking, inflamed and pushing into the nearby nerves which explains all of the problems I have been having. How did it happen? Simple, I was living the life I love which was to be in constant motion and continually pushing myself ever harder to see how far I could go and now I know.

I will do my best not to do anything unusually stupid when lifting things and will get advice from a physical therapist how to change my exercises to build up my core to help prevent more attacks like these. I did go to the office for a few hours yesterday which was fantastic, just being in that environment gives me a huge rush of adrenaline. Things are fine there and the big projects I am working on, while not moving as fast as I would have liked if I were healthier, are still on track. I left the office early, got a haircut and went home to rest. Taking it easy is not something that that I do well but the pain is making that mandatory. I have giving up the really strong meds but the constant sharp pain is enough to make me much more tired than usual. I will carry on as I am and am hopeful that within the next six weeks I can be back to somewhat normal. With that in mind I have pulled myself off the road, Vinnie will go to South Carolina for me on January 31st, the customer totally understood after I emailed him and instead of delaying indefinitely until I could commit Vinnie

is more than capable of handling this and almost every other type of call that comes up.

I was able to sleep most of last night but am still waking up with the feeling of an ice pick going through parts of my back, highly unpleasant and I hope will stop or at least lessen soon. I was up early and took a walk, then met Uncle Dave and we took another one. As for my wonderful wife, I will reduce my workouts to short walks until I can do stretching and then work back to my usual routine.

The movers came to pack up Kayla this morning and I just heard her come in so they must already be done. She will move in with us for a week, hardly a strain, and then leave next Sunday in her train adventure across the country. Her fear and excitement about this adventure is moving into high gear, but I am hopeful the excitement part is now edging out the other. Her new life begins in a week and I am ecstatic she gets to go.

Meanwhile, I have been working on the documentary and I have it in my mind how I want it to end. If I feel good enough I will try and get the tripod from the office with one of the cameras so we can tape my brother, sister and Uncle Dave. It will close with me saying something like the following:

God did not create family business to be prisons for the future generations. It is a way for a legacy to be created, continued, reinvented, improved and to nurture an environment where everyone involved works together that not only benefits them but the organization as a whole. No-one should be forced to go in or stay or bend their life goals to satisfy the generations of those who came before them. But, if you are wondering if it is worth the try and you have no concrete path already decided, then do not negate the potential, power, success and fun of going into something that you are already a part of by blood and if you are very fortunate, like me, becomes a part of your soul. Family businesses can be morphed into anything so don't count out the journey just because it is not exactly what you want at any any particular point in time. If you asked my father and my uncle, they would have told you they would have been better off doing something else. If you asked my father, he would have been happier if I not come into our family business, my mom forced him. He also did not like how much I loved it and changed its path to fit my vision. My brother and my sister also did something else. As for me, it has given me everything I could have asked for and more. As for more my daughter only time will tell but in the end it will be her decision and that is the point of this whole production. Your life is your own, don't blame it on anyone else, stand up for what you want, what you believe in and realize that maybe the fastest and easiest route to get where you're going is the business you never thought you would join. The road is not easy, mixing family and business is a convoluted series of knotty problems but if the best interest of the people involved correspond with the best interest for you then it is the fastest road to success and something you should consider.

Thank you for watching!

## **The lowering of skirts to the rise of knitting**

I have heard it said that one of the forecasters to tougher economic times is the lengthening of women's dresses. While I have no idea if that is true there is an indicator happening right now which is a direct reflection of the "Trump" effect. Whether you like, loathe or love the man is irrelevant to this article. The point is that the uncertainty he has created through his use of alternative communications and contrary statements, soon to be realized whether good or bad, had given momentum to a huge title wave of stress throughout the American public. This is positively quantified by my wonderful wife's knitting class. She took up this hobby a few months ago because she was feeling restless and wanted to do something constructive with her hands. I have always said that the bulk of human beings are inclined to relate and act via touch which means one of their principal means of communication both in and out is through their hands. There are few tasks more tactile than knitting and besides the advantage of knowing that you are doing something correctly and you even get something pretty to use at the end it gives your mind and body a positive, simple, repetitive motion, which, like listening to music or cooking is soothing. I know that there is a Trump effect happening here because her current class is overloaded with people looking for ways to calm their frayed nerves because of the uncertainty of what is coming. By having something definable that can be done correctly that others can agree and compliment is a positive way of dealing with stress that is potentially going to be with us for years. Unfortunately, however there are other not so positive behaviors that can erupt from this type of stress, so while we can all rejoice in the increasing availability of hats and scarfs we also must be on the lookout of the negative possibilities that can also occur. I am an optimist by nature and pragmatist in business and no-one hopes more than I do that President Trump goes down as one of the greatest President's we have ever had. However, if he keeps communicating with continually contrasting viewpoints, predictions and sudden course changes so there is no apparent path of predictable, positive, consistency then it would be best to keep on eye those around you. Check if their uncertainty levels begin to result in unusual behaviors like paranoia or violence and therefore it then may be time to consider the other potential results and ways to counteract the "Trump Effect."

**1/22/17**

**9:17pm EST - My House, NJ**

I was able to do four laps around our block this morning but did not feel great the balance of the day, in fact I slept a lot of it, until Barb, Cliff, Emily, Alex and Barry came over for Kayla's going away party. The movers finished yesterday and Kay has officially moved in here until this Saturday. It was a very fun time tinged with a hint of sadness that she is leaving, but also with the glow of a new life in store for her.

Avaya, a former big customer, went Chapter 11 last Friday and I have been working to put a team together to go after some of their repair business since their equipment is excellent, old but is still in use globally with less and



less people available to fix it. I have some contacts left there and will start to go after them tomorrow.

Ben in China did not seem excited by my pollution control helmet idea. I sent it to his eldest daughter, with his permission, to get her reaction, nothing back from her yet. I have a new idea for the non-counterfeit type label program and will go over it with Vinnie tomorrow. A lot is happening, we need to stay in front.

**1/23/17**

**7:02pm EST - My House, NJ**

Another night trying to sleep with what feels like an ice pick going through my lower back but I am hopeful the treatment will start to lessen the effects. I am amazed at how little sleep with which I am able to function. I went for a walk which was pleasant but far less calorie killing than my usual workout. Work went well, the new projects are moving along and Kayla is firming up her plans to move on Saturday. The realization that she is going is settling in on everyone and the anticipation and sadness continues to grow. I went back to the Chiropractor today and the results were a little better so I am hopeful I can go back to normal activity in under six weeks which would be fantastic. There is a big storm in progress, but it is warm enough for rain otherwise there would be a lot of snow coming along the Eastern Seaboard. President Trump has begun his reign of power, only time will tell to see how well or badly we are affected.

**1/24/17**

**5:01pm EST - My House, NJ**

I have a new temporary schedule until my back heals. I now go to the chiropractor three times a week or come home a little early on the alternate days. The pain level, while reduced is still pretty heavy and is making me much more tired than usual. However, I was able to get through a modified version of my workout this morning which was excellent and then had a really good productive morning. Lou Beckerman came in and we discussed the anti-counterfeiting program but since there are very few losses posted by insurance companies for actual frauds and "knock-offs" he did not see a market. We then gave Lou a tour of our upgraded facility, he was happy to see our progress and as always it was wonderful to see him, he is one of the last of our group who actually dealt with my Dad so we go back a long way. After that there was more paperwork and then a call to a man named Conrad, who I have also known for decades. He has an engraving company and I thought he might like to join us in our new machine shop but he already has a new location picked out so I invited him to come see us once he gets setup in his new space.

**1/25/17**

**7:41pm EST - My House, NJ**

Kay, Michael, Alexis and I went out filming for the documentary this

morning. We went to the second Ideal Jacobs New Jersey location that we moved to in West Orange about 1986. Then, we moved to location #3 in Millburn, where we moved about 1991 and I interviewed our former landlord, Tim. He was also one of the few people still around who worked with my Dad, so I wanted to tape his feelings on my Father, our company and family businesses in general. After we got back, Rich had organized a going away pizza party for Kayla along with a big cake and everyone had a great time. It was a little bittersweet as we will all miss her but she is following her dream and besides the potential to increase the company and create more sales would benefit us all so we and all are supporting her. I was back at the chiropractor later in the afternoon who said I was slowly improving but needed to keep my back iced as much as possible all day so I will begin that tonight and keep going. We are getting more estimate requests for our new machine shop so I am very glad we have this new equipment. President Trump is following through on some of his campaign promises and trying to start building the Mexican border wall as quickly as possible. He is also causing a great deal of consternation amongst most minorities here in the US, as well as reproductive issues and challenging the Chinese on Taiwan. Boring is not going to be a description of this man. We will do our best to optimize our options for whatever he does.

**1/26/17**

**3:46pm EST - My Office, NJ**

Today was Kay's last day in the office, she left shortly after we had lunch together. I know that we will talk all the time and I also know that I will cry either before, during or after she leaves but such is life and that is okay. Elsewhere, after speaking with Lou yesterday and now figuring that insurance companies will not have a need for our anti-counterfeiting program, I went back after Underwriter's Laboratories and actually spoke to one of the people I had not been able to reach. I cannot push them any harder than I am so we should have some feedback next week as to whether this project has worth to them. If they agree, we can help stop the importation of fake goods coming through US borders from any country, it is a huge potential if we can just get people to listen to us. Work on the documentary is nearing its completion, we interviewed Vinnie, who also knew my Dad and we finished my ending. All that is left is putting in some stock footage, maybe a few voiceover "bridges" from one part to another and interviewing my brother and sister.

Alexis has finished the proof reading for my new book for 2016. I have to go through it one more time and then it can go to Erin, we are way ahead of last year. Mary Tyler Moore passed away yesterday, I have only fond memories of her work on television, she brought a huge amount of joy to a great many people.

President Trump has started preparations to build the wall with Mexico, Mexico says it will not pay for it and the Mexican President has cancelled the meeting he had with Mr. Trump. Since I believe this idea is a colossal waste of money and eroding of good will, I am with the Mexican President on this

one. If we are going to spend 15 billion dollars on building something, it should benefit the country like fixing bridges, roads and building rail lines. The Dow Jones Industrial Average went above 20,000 for the first time yesterday. The world is in extreme flux, I don't see an overall presidential plan which means probably no-one else does either. Therefore the shotgun approach for us will prevail, we will go after it all.

**1/27/17**

### **2:55pm EST - My Office, NJ**

My back is showing improvement! I actually had a small spring in my step when I did the 4 laps around my block this morning, but it is starting to ache now which is probably good since I am due to leave soon for the chiropractor. Kayla's car was picked up this morning to go to California, her apartment is cleaned out and she leaves tomorrow. Her desk is being taken over by someone else already and I have already spoken with our intern Alexis to see if she wants to convert to becoming a full-time employee and my assistant. That is not to say there is not a huge hole left here in my heart, but I will get over it and as my back improves, hopefully rapidly, I can be back for the road. Therefore, I might still make it out to California and Mexico by the end of next month. The opening of our California office means a lot of changes for all of us and that is normally a mixture of good and bad but, in this case I am hoping it is overwhelmingly for the better.

President Trump's push for a 20% border tax from Mexico to the US has given me an idea that people wishing to avoid the tax will start trying to import much higher levels of counterfeit goods so we are now trying to market our anti-counterfeiting system in conjunction with Underwriter's Laboratories and Homeland Security to stop the goods at the border. If it works it could be huge, if not we will push the project to other directions. In addition, now that some of the residents of the US and Mexico are no longer speaking to each other, I have stepped up our marketing within Mexico since we already have Ideal Jacobs Mexico in operation. I will use it as a wedge to try and wrestle business away from US manufacturers doing business there. There are no rules of fair play or anything else in cases like these and those who are in position and willing to take chances often do the best so we are riding in the front knowing mistakes will happen but it sure beats waiting for the results of what others are doing first. The world is re-aligning, as will we.

**1/28/17**

### **3:47pm EST - My House, NJ**

Physical therapy was rough last night and the resulting pain made sleep intermittent. I was up at 8:00am and worked out lightly and then went outside for a loop around our block back in time to see Kay. It was a very tearful goodbye for both of us but seeing her leave only hastens my determination to re-strengthen my back so I could get back on the road and see her soon. I am

more resolute than ever that this was the correct decision for all of us and I spent the rest of this morning walking, visiting with Uncle Dave, eating lunch and then walking more. It was then time to go see Irene to record some of her feelings about my Dad, our family business, her husband David and their family business with their son Jeremy and anything else that came to mind. She is a very nice person and a very good sister. It is always surprising what comes out when interviewing people and she and I both agree that my Dad and my grandfather were mentally ill to a certain degree which accounted for some of their erratic behavior but then again who am I to talk with all the stuff I have going on inside my head. However, being around all of these diverse personalities has enabled me to continually step back and continually recalibrate how I feel, react and plan for the future so in the end we are probably all just as "normal" as most other families. Once back here and after a snack, I did one more lap around the block and I am waiting for Wendy to get back from Manhattan. I had already texted with Kay, she is on the train bound for Chicago, leaving hopefully soon and very excited at her upcoming adventure. It has been a very emotional day, I cry rarely and when it does happen I sometime wonder why I don't let it happen more. But from my birth it has always been a sign of weakness so I will only allow myself to do it when it is something really big.

**1/29/17**

### **3:47pm EST - My House, NJ**

When my Dad passed away about a year ago, I had no plans to make a documentary about our family and our company. My brother had done a wonderful book about the subject within the last decade and as far as I was concerned that was good enough until someone from Kayla's generation decided to update it. But that was before we embarked on creating our own television shows that will debut on YouTube in the next few months and since we had gone that far, I figured that as a great introduction we should make a formal history of the four generations in our company. What started out as a small project ended up having a life of its own and as always a lot of unintended consequences. For those who have been reading my books over the last decade and various articles, you know I have no reticence in talking about my family, our company and those within it. However, with this production came a need for a level of research and also soul searching that I had not anticipated. It is hard not to think about your father and family when you pass by the editor's table outside my office every day and see pictures of them covering the last eighty years. Before my Dad died, I had been under the assumption that as time passed the negative things he did would fade into the background and then I could focus more on the positive. I really did not think it would affect how I felt about other people around me but I was wrong. With the research came a lot of interviews with my siblings, friends and especially my Mom. All of us had always thought of her as tough growing up, she had to be able to withstand the force of will of my Dad, but we never really knew her because my Father

overshadowed her whenever we were around. Now that he is gone, it has given us the chance to actually get to know our mother. To many, this may sound absurd but when you come from a family of immigrants with a philosophy that the man of the house dominates and all others obey, it is not that surprising.

My rage regarding my dad began to soften and then mostly dissipated and we were at peace. Then, when the interviews started a few months ago it turned out that there was a lot more "stuff" my Dad did that I did not know about. It turns out my mother was the champion behind the scenes for my siblings and me, often putting her in direct confrontation with my Dad. In other words, she had been protecting us for decades and we had no idea including right up until this afternoon when I was interviewing my brother and she was in the room. It turns out that she forced my Dad to bring me into the business and train me, he did not want me there and would have been happier without me. Whether it was because he did not like the way his father treated him, he did not want to take the time to train me, was afraid I would be more successful or a probably a combination of all we will never know. But in an ironic twist of faith and with all due modesty, bringing me into the company and training me, we started with just him and I, we are now more than 100 times our original size, global and growing. He not only got a lot of money, position and prestige which would not have happened otherwise, he used to brag about me to everyone else except me, he got everything he could of hoped for in business and money without doing it himself. However, his luck was not 100 percent because as he trained me to be an "attack dog", to protect him from all adverse situations and isolate him from stress and worry, he also sowed the seeds of his own irrelevancy. I used to resent the fact that so much of the money I earned went to him when I felt he did so little to earn it or even give me the respect that I was doing well. But as it turned out, he taught me all the tools needed to make him obsolescent and keep him in a position without authority so that he could never use the power he once held to attack my mom and my siblings and that drove me crazy. As it turned out the protection my mom gave me, came back to her decades later and she is now enjoying not only the financial fruits of my labors, for which I am happy to share with her, but is also getting the recognition she has deserved for decades. The documentary will go to my son Ben in a few weeks. He will create the music and then we will submit it to YouTube for their Streamy Awards in their documentary category. If by any chance we win anything, the first person I will thank is my mother, she deserves it and it is time people know it.

**1/30/17**

**8:59pm EST - My House, NJ**

After my exercises and walk this morning, my back was feeling a little better which was cause for great happiness but the day had its low points especially when I thought I heard Kay's laugh outside my office and realized she wasn't there and would not be for the foreseeable future. I was feeling down and giving Kay's parking space to one of our other people did not make it any better.

We were also working out the problems in creating a new rubber washer and it took the whole day to finally come up with a good solution.

It was then to the chiropractor and the fabulous Dr. John was able to adjust my back in the normal way for the first time in weeks.

We are spending a lot of money on new equipment, Kay's move, her new office as well as R&D but I believe it will pay itself back and we are moving ahead.

People never seem to believe that when a politician campaigns with certain promises, the odds are good they will follow through. President Obama did everything he said he would do which was why I did not vote for him. President Trump has begun his ban on Muslims coming into this country, I don't understand why people are surprised because he promised he would do it. I did not vote for him or Mrs. Clinton so I will simply continue to try and do the best we can with the options that are presented.

**1/31/17**

**4:26pm EST - My Office, NJ**

Vinnie went to South Carolina for me today, I could not go because of my back. The good news is that there is slow improvement, enough that I started making arrangements for Kayla and I to go to India and Thailand in March and if things continue to go well, I will then schedule trips for April and May. Sales for January were okay, we need to go up to the next level to cover all of the new overhead that is coming. I heard from Kay, she had a good visit with Ben and Kate in Colorado and is on her way to San Francisco, due there tomorrow. Wendy leaves on Thursday to help her move in.

# FEBRUARY

**2/2/17**

**4:34pm EST**

I have been working on the anti-counterfeiting proposal for the last few days and finally finished it with the help and comments from our wonderful team, and set it to Jim, the patent holder for review. I also put in a proposal for him regarding a financial agreement to utilize his protected intellectual property. We should get his feedback tomorrow, plus any changes on what I promised to the customer for this system and how much he wants. It is a complicated system with a lot of moving parts so we need to be careful from all sides.

I went to the chiropractor yesterday and for the first time in weeks he was able to adjust my lower back which felt great but I again still did not sleep well last night. Wendy left this morning for San Francisco, she should be there by now, Kay has been there since yesterday and already had various moving-in problems but things seem to be settling down. Mike, Vinnie and Dave went to a machine shop auction yesterday to preview some used equipment and I saw the list of stuff they bought today which should be awesome and the final touches needed to finish our new machining area. I am planning to start bringing customers in for tours by the beginning of next month. I heard back from David the Publisher. Due to various legalities, my company cannot help sponsor the Literary Initiative but he agreed for me to be a contributing author and therefore I will gladly help try and spur interest to get the various schools and other organizations in West Orange to start submitting articles. Being a writer has changed my life for the better and I would really love to give that opportunity to others and this is my chance to help pay back what was done for me.

President Trump continues to run circles around all of his opponents, most of his cabinet picks are being approved and he just nominated his first Supreme Court nominee. No one can say he is not accomplished at manipulation but I hope that also works with the leaders of the various governments of the world. My travel agent Marina was in a car accident, hit by a drunk driver and ended up with broken ribs, she did not sound well but, wants to work so she is getting our next trips together for India, Asia and Mexico. My back is slowly getting better and I am getting antsy to get back on the road.

**2/3/17**

**3:47pm EST - My Office, NJ**

Once again the traction machine at the chiropractor is feeling like the “rack” instead of a pleasurable stretch and the duration of time on it is mostly covering the 10-point pain scale from 3-7 which means no sleep while on it. The good news is that it is similar how it was when I first started with the original injury more than three years ago therefore I am hopeful it will eventually get better. Alexis is now formally my assistant, she has been promoted from

intern and we are all excited to have her as a permanent employee. Her duties will cover many areas and I will do my best to keep them as interesting as possible.

**2/4/17**

**4:29pm EST - My House, NJ**

I picked-up my son Alex from the train and brought him back to the office. We went over the idea of the scarf with a filter inside to help bloc air pollution but he did not like the air purifier I had purchased so it is back to the drawing board to try and figure out a new design that is flexible, works and will look good, not an easy set of constraints.

From there, it was over to Irene's for our Mom's birthday party. It was a great fun although Wendy and Kayla were missed. I left a little early since my back from bothering me and sent Alex home in an Uber so that I would not have to take him to the train station and he could then stay longer at the party and go straight home.

I had my first decent night's sleep in weeks and it felt great. I worked-out carefully in our basement and then walked five laps around our block. I then went to go meet Uncle Dave for tea. It was very pleasant, he is doing well and it is always fun to talk about business and family. From there I was back here and I just finished reviewing the 'raw cut' of the documentary. As a whole it was really good, I cried through part of it, there are a bunch of changes and additions but nothing huge so there should be no problem getting the final version to my son for music by the end of this week.

A federal judge has put a stop to the ban of foreign travelers from various countries in the Middle East and I am very pleased about it. That is one of the great parts about our government. If one area goes a little crazy another part can stop it, at least temporarily. The checks and balances are there for a reason and our founding fathers were brilliant for many reasons, that being just one of them. I spoke briefly to Wendy and Kay last night but have only texted with Wendy so far today. It is very quiet here, the middle of winter and things seem still. We have been very fortunate regarding the weather and I hope it holds. My back has been feeling a little better every day.

**2/5/17**

**12:12pm EST - My House, NJ**

**Unintended Benefits**

One of the reasons I love life is you never know what positive events can happen from bad things. President Trump does not believe that global warming is due to man-made conditions. Whether you do or not is irrelevant here because that belief has created a firestorm through the scientific community sparking demonstrations throughout our country and the world.

In what might seem a completely unrelated event, my daughter Kayla has moved into her new apartment this weekend, with the help of my wonderful



wife, in San Francisco. She has created Ideal Jacobs West and we have high hopes that her sales prowess will wow not only our current customers, but the new ones she will go after. As a boss, I am extremely excited she is there and our global expansion continues. However, as a father I am concerned because she is moving to a new area with no friends.

You probably did not know that my daughter graduated from Cornell University with a science degree. In fact, our environment was part of her academic focus and she is still a scientist at heart. Fast forward to yesterday morning. A friend of hers from Cornell who had moved to San Francisco found out that she had just moved there. There was a demonstration going on for scientists regarding global warming, he was going and invited Kayla. I found out this morning she had a great time and met a lot of people. In other words, in the space of 24 hours she is already building a network of friends which is fantastic on all levels. Now I can worry a little bit less, not much since I am her Dad, but more hopeful that she will have a fantastic time while she is there. Of course if she has too good a time she may never want to move back to the East Coast which is another worry but, I choose to deal with that one at a later date. Suffice it to say, I am very happy both as a Dad and boss and it is always good to count my blessings, which I try to do every day and yes even thanks to President Trump, because without his view of global warming my daughter might have had a much rougher entry into California.

**2/6/17**

**2:03pm EST - My Office, NJ**

I was able to sleep again Saturday night which was really needed and yesterday morning after exercising I went to see Mom and brother. They are both well and it is not surprising the emotions stirring within all of us from talking about my father but then again his presence is often felt. Our house was quiet, Wendy is still away with Kayla and since I am not a football fan the Super Bowl held little interest although I did watch a little. I was up at my new normal time during the week, because of my back, which is 15 minutes later than usual, 4:30am, since I can't workout as long as before I figured a little extra sleep is better. I heard from Kay, her new apartment and office are close to being ready and I saw it via Facetime and it looks great. She is glad that Wendy is there with her but ready to be on her own as of tomorrow. Her friend Alyssa in Oregon had a skiing accident so she is leaving Friday to go visit her.

Alexis has started going through our database looking for people who have moved. That is by far one of the best ways to get new customers by finding those who has left and going after them for business at their new company. Sending them a sample-kit, after they have moved, is a great opener to doing business again. We are talking about thousands of contacts and Kayla had finished doing it six months ago but, people change jobs quickly so it is good it is being done again.

**2/7/17**

**4:47pm DST - My Office, NJ**

A day of frustration and some progress with our various projects. Kay started work today in her new office, we are trying to get her the lists of sales contacts for her to go after, I should have done it before she left.

**2/8/17**

**9:36pm EST - My House, NJ**

There is magic in the air tonight because of an impending snowstorm barreling its way towards us. It reminds me of decades ago as a child, during night's like this hoping there be a blizzard to close the schools and allow me to make money shoveling. Some of that good feeling is still with me, I like the snow, at least if there is not too much of it. My back is slowly improving but I have already hired someone to take care of this and those storms for the future. If the prediction is correct of between 6-12 inches of heavy snow, then it is just as well I am not out shoveling it. Although I will miss it, being out in the cold, crisp air doing very heavy exercise and sweating no matter what the temperature. It was always satisfying for me making the final determination that the driveway was clean, neat and blacktop would be showing as soon as the sunlight hit it. With snow shoveling retirement also meant no more martial arts kicking, I will have to work from the waist up. Again no tragedies just acceptance of age and payment for what I put my body through in the name of exercise and sport since I as a kid. There is no one to blame for getting hurt except myself, when you are the philosophy to keep pushing until your body breaks down it is no surprise when it eventually happens.

It was a good day today. We have various new projects taking form, it is really good we have Vinnie, Dave and Mike on the development side, so that the continuous ideas and energy flow keep re-motivating us all. I spoke to Kay a few times, she has begun getting appointments and has a lot of people to see so she will be busy for awhile. I went to the chiropractor today and can hopefully start biking outside, weather permitted, within 2 weeks. That would be awesome.

**2/9/17**

**8:28am EST - My House, NJ**

It is the moment of truth. There is a big storm in progress and we will probably get more than 10 inches of snow. Normally, I would be getting ready to attack our driveway and continue throughout the day as needed. But now it is different, with my back issues I am in our basement getting ready to workout but shoveling is not part of my day. The problem is that I like to shovel snow and the fact that I can't do it anymore, no longer have control of my destiny regarding when I can get our cars out and am depending on someone else is going to take some getting used to. I know in my brain that not shoveling is the way to go, I just have to get that feeling into my gut.

**2/9/17**

**6:21pm EST - My House, NJ**

The snow is over but our house has not been plowed yet. I spoke to our gardener, unfortunately he is in the hospital for a possible stroke, I truly hope he is okay, he assured me his men would be here tonight so I am confident it will get done but still anxious. If it is not done soon then tomorrow is going to be rough because the temperature is going way down, everything will freeze and make it that much harder to move. Regardless I am committed, my back is feeling better and I am not planning on shoveling myself. Meanwhile it has been a good "snow" day here at home. Kayla and I were able to formalize our next trip to Mexico, even better we will meet in Houston and go together to Guadalajara and leave on the same plane. Some of our people got into work and I am hopeful that they all got home safely. The rest mostly worked from home so we were still as productive as possible. Kay is making good progress in her new office and already has sales appointments scheduled for next week. It looks like the country regarding business has become stratified with a large groups of baby boomers like Vinnie and me in some places and "kids" under 35 in others. I already spoke to Kay and we will divide up the customers, regions and countries as determined by which of us is closest to the average age there. It gives us a lot of potential to attack on multiple levels. I was going over the revised Quality Manual for the new ISO Quality and Environmental Standards, Mike is in charge but I am the interior auditor so it should be an interesting process.

I went out for a walk this afternoon and it was already getting colder, I will have to decide in the morning weather to walk outside or not. Mr. Trump's travel ban was once again struck down by a court of appeals, the next step is probably the Supreme Court. His nominee Mr. Gorsuch does not sound like he shares Mr. Trump's despise for the Judiciary so, I am not sure how much he would support the President's agenda, if confirmed.

**2/10/17**

**3:07pm EST - My Office, NJ**

I was highly concerned when the flowers were not there before I went to sleep but Nick, the owner assured me they would be. I did not want to push him too hard as he was still answering me from the hospital, it turned out he had a minor stroke and had checked himself in yesterday morning. When I woke up, I saw it was done which took a lot of pressure off what I needed to do this morning. As it turned out after salting the driveway, it was icy but mostly okay so Nick can continue to take care of it. This "shoveling issue" turned out to be a much bigger psychological stress point than I had figured but that is life, you never know what will happen.

We are spending a lot of money and sales need to be higher, we are on it.

**2/11/17**

**1:25pm EST - My House, NJ**

**We Can Always Push Harder**

One of the few benefits of having an issue with my back is that since I can't use the treadmill in our basement, I have moved myself outside to walk as part of my workouts in the early morning. Since it is wintertime here in New Jersey, it is often cold and I usually don't see a lot of people out during the week. But since I am writing this on a Saturday I was out later than usual and I came about a group of people who were going house to house trying to convert others to their religion. I don't know if this happens in your neighborhood, it is not illegal here but many find it is intrusive and evangelist like these, are often met with huge amounts of rejection. As I passed by a group of women, we exchanged hellos and one asked me if I would like I brochure. I politely said no and continued on towards the next group, this time men, and we exchanged greetings but they had seen I did not want information from the first group so we simply passed each other. On my next lap around the block they were still there and this time a township patrol car came past me and stopped in front of them.

If you have ever tried to sell anything door to door, you know how incredibly difficult that can be but to have the police start watching you is an entirely new level of stress. The policeman stopped in front of the group of women and the same one who offered me a brochure went toward the police car to engage the officer. Notice she moved towards him, showing no signs of intimidation, she happily offered information of who they were, instead of waiting to be asked, another sign of major experience. By engaging the police officer first, she took command of the exchange, within a minute he was satisfied that they were doing nothing illegal and was about to drive off when that same woman began to try and convert the cop. As I walked by and saw all this happen I was in awe. Not only was she not backing down but she was trying to get the person who was in charge to come over to her way of thinking. I kept walking and in a few minutes the policeman drove by and that was the last time I saw him or the groups. Many people think that I am incredibly pushy and aggressive but I am nothing compared to the woman who was in charge out there today. My Dad always said you can never be too aggressive and I am not sure that I ever totally agreed with him but after witnessing what I saw today maybe he was right, again.

**Immortality At The Greatest Level**

Today is Bunny's birthday. I am not sure what age my incredibly wonderful mother in law would have been but it has been more than five years since she passed and I have never stopped missing her. It is an especially hard day for my wife Wendy and I texted her, we were both out of the house, that I hoped she was okay. The only thing was that instead of writing "your" Mom I initially typed "our" Mom and I almost started crying. That is the way I felt about her, she loved me as a son and we would have done anything for each other. Some

of my happiest moments involved her and the hole that has been left in all of our lives is still felt on a daily basis. They say that when you marry someone that for better or worse you get their whole family. Having Bunny as a second Mom was a bonus far beyond anything I could have imagined. For those who believe that reincarnation is simply the memories that carry on when the actual person passes, my wonderful mother-in-law will never fade for anyone who actually knew her.

**2/11/17**

**5:56pm EST - My House, NJ**

We got word that a friend of ours died from a stroke today. She was only 63 years old. That was her second episode within the last six weeks and this time the doctors could not help. I had known Sue for more than two decades and always found her to be a really good person with a sassy, good natured attitude. She was a lot of fun to be around, a great mother and a really good person. The fact that she was so young made it all the harder to handle and it is very sad especially for her two daughters and her former husband with whom she had remained close. There are no second chances in some areas, sometimes it takes events like these to remind everyone that life is short and if we are going to "go for it" than time should be sooner rather than later.

**2/12/17**

**3:26pm EST - My House, NJ**

With any big injury, there is always a recuperation process and today marked the first day in over three weeks where I have been able to not have the Sten-electrical impulse pain reduction device on my body at all times. So far it has been about an hour and that may not seem like a big deal but trust me, it is huge. The more I can deal with what is actually happening with my body as opposed to masking the pain with that device, the better.

I spoke to my son Ben last night. He viewed the documentary and had some changes. He liked it overall but thought that maybe it should be broken into two programs since the first part was mostly family and business history and the second part mostly interviews from current day. I thanked him for his suggestion but vetoed the idea since it is the getting along between generations that, I believe, many people will be most interested. Most families have their own businesses somewhere in their history and most people are often fascinated about how the business affected someone else's situation. If I am wrong, then our viewers can stop watching after the first half.

There was a mixture of some type of frozen precipitation this morning and rain this afternoon. I walked outside before lunch which was very pleasant and then went to see my mom and brother. They are both well and the talk ranged from an update on Kayla to other family members. I then got some supplies, gasoline and it was back here where I just finished almost all of the preliminary work needed for Gary our accountant for our taxes. With our

company expanding they continually get more complicated but he likes the challenge and is a joy to work with.

**2/13/17**

**12:35pm EST - My Office, NJ**

There were very heavy cold winds this morning so I worked-out inside and then went outside to get the newspaper. I noticed that the driveway had a lot of ice so as I put some melting pellets down but as I was doing it felt myself falling and there was nothing I could do except let it happen. The good news was that right before that Wendy had suggested I put an ice-pack on my back and it acted as a cushion between me and the asphalt therefore I don't think there was much, if any damage. Once here it has been a good morning. We taped a new introduction for the documentary and I am hopeful it will be edited and back to Ben by tomorrow.

Meanwhile work continues here on the air pollution filter. We need to be able to block particles of at least 2.5 microns which is really small and we have some potential ways to do it. Once we are set we then have to find a way to test if it works. None of this is a simple process.

**2/13/17**

**3:22pm EST - My Office, NJ**

Vinnie got a call from OSHA. We are members of their voluntary program and one of the requirements is that they come in to check us at designated intervals. We have one of the best systems, in my opinion, in the country. They told us they are coming in earlier than planned to re-certify us. That meant all of our new equipment has to be documented and everything has to be in exact order. I have already promised Vinnie extra help and money if he needs to buy anything to help expedite all that has to be done. It is a lot of work, needed sooner than we planned, but he is the perfect person to do it.

**2/14/17**

**3:41pm EST - My Office, NJ**

**Valentine's Day**

Since we were going to the funeral for our friend Sue Blake, today my thoughts were naturally thinking towards death during my workout this morning. As I was doing my laps around our block I decided I needed to re-write the eulogy for my Mom since things had changed since my Dad passed. It doesn't mean that I think her death is imminent, rather it simply means that I should write it down before I forget it.

**Eulogy for My Mom**

Once when I was a young child I hurt my finger. My Mom put a splint on it. Being who I am I then went out to play baseball with the kids two houses down. When I came back in and told her it was hurting expecting some sym-

pathy she told me to forget it. I could either be smart and not risk more pain or I could do as I wanted and accept the consequences. The deeper meaning was that I could either get pity or sympathy from people or I could run my own race, jump off cliffs and accept the consequences but I could not have it both ways. That was a monumental change in my life and I decided that I wanted respect and that sympathy and pity was for losers. My Mom was not a coddler, she was not warm and fuzzy, she was pragmatic, tough, nice and a very bad enemy. However she was also a really good ally, something I did not truly appreciate until more than a year after my Dad died. We had been putting together a documentary about our company and family. It was a huge undertaking that took months and amongst others, we interviewed my Mom and my siblings. During the process I found out some stuff that I never knew. One was that my Mom forced my Dad to take me into the family business. He had not wanted me there and was not particularly thrilled that I stayed or that I was more successful than him. Except for the large amount of money he got from me being there he would have rather stayed small and the company would have died with him. I had always thought that my Dad felt sorry for me when I failed at being a broadcaster and that was why he offered me a job, I had no idea my Mom had been my champion. And so it went for all of us kids throughout our lives. Whenever something major came up and something needed to be done, behind the scenes she would push/force my Dad to do what was right and in the best interest of us. After he passed, Mom blossomed. Her true personality began to show little by little out from under the shadow of my Dad. Her innate niceness and cheeriness came out and my sister, brother and I no longer felt compelled to visit but now wanted to be around her. I am truly glad she got that time after he passed, I am really happy I found out at least some of the things she did behind the scenes and wonder what else she did for our benefit that we will never know. It was an honor to be her son and I will miss her.

Regarding our friend Sue, I figured this was going to be a tough funeral. She was only 63 years old and this was her second stroke within the last six weeks. Sue had not wanted visitors and we found out during the funeral that the effects of the first one had left her partially disabled and I don't think she wanted anyone to know. Paula Green, who had only met Sue after her first stroke came to the funeral and sat with us. She is an amazing person. Sue's older daughter did her eulogy. She did a wonderful job and was able to get through it showing a lot of poise and control. It was obvious that she, her Mom, and sister had been very close and this loss was something that they would feel forever. Her former husband, who I have known slightly for decades, our daughter's played softball together, a very nice man, was also there. Even though they had been divorced both Sue and he got along really well and their kids had the benefits of having two people they loved continually around them. Wendy was crying through a lot of it, I know she was thinking about what if it had been her or me who had passed and would not have been able to see our kids grow older.

One side note I saw my old tennis teacher Paul there. It had been almost three years since I got hurt and had to give up the game. He looks good but I miss him as a friend. I dropped Wendy and Alex, he came out for the funeral, he and Sue had also been friends, at the house and went to the office. As always with this type of event I could not wait to get back to my sanctuary and spent the rest of the day happily working.

Elsewhere in the world Michael Flynn resigned as the White House National Security Advisor, so far no replacement has been named. Stock markets continue to new highs here in the US. Ideal Jacobs Malaysia Corp. Berhad stock just hit a 12 month high.

**2/15/17**

**3:27pm EST - My Office, NJ**

I worked out this morning including my usual walk and suddenly I started feeling badly mid morning, my body hurt. I was doing a lot of paperwork, pricing and editing so I was able to continue but I could not figure out what was causing the problem until later. Two days ago I started using my Inverter again to help repair my back. It was only for three minutes but the last 25 seconds both times hurt a lot in the bad area of my back. I realized today that I was not helping but rather hurting myself and will discuss it when I go to the Chiropractor later today. I need to get my back in good shape soon so if it means no traction or inverting for a while that is fine with me. Stock markets look like they will go for new highs again.

**2/16/17**

**4:30pm EST - My Office, NJ**

Today is my 61st birthday!

More planning here for the future including expansion which will ultimately be determined by how much we want to risk. Depending on our sales and the world marketplace is very hard to plan with President Trump in office. That is the same for everyone and those willing to take chances have the potential for both very good and not so good things happening.

I went to my dentist today and they were fantastic as usual. When I was having trouble lying flat to have my teeth cleaned, Cindy the Hygienist, who interestedly was also having back problems, was able to do her job while I was on my side. From there, I was getting an exam by Dr. Browne who is also awesome and I was on my way in under an hour. From there, I was back here. I have been getting numerous texts and calls with birthday greetings from my wonderful children, of course my wife and others, it has been very nice. We are now finalizing our plans for next months trips to Asia, we have the tickets set, hotel and now have to confirm drivers, which, when landing in other countries and seeing customers, are critical to the success of the trip.



**2/17/17**

**2:26pm EST - My Office, NJ**

In 1976 I sent one of my short stories to to a New York City Radio Star named Jean Shepherd. He valued writers above all else, I wanted to see if I had talent and send him one of my short stories with a self-addressed stamped envelope which I never expected to get back and when it appeared my heart jumped. He returned my story with two words written on top which was “Keep Trying”. I am looking at that reply as I write this, it is framed above my desk. Although he did not know it, those two words provided the rocket fuel I needed to keep writing. After all, if he thought I should keep going and he was a star, then he must have known what he was doing. That was all I needed to supply the power I needed to get past the negative comments that would follow. Eventually I was secure enough with my own talent, that no one could stop me. He did me an amazing service and I wanted to do the same for others and today was my chance. David Worrall the Publisher and I went to see the School Superintendent of one of our local towns. He was not only in favor of the project but also highly interested in the Student Internships David and I were offering. We spoke for twenty minutes, the Superintendent plans to launch the program next week. We left his office elated. We have the chance to make a real difference for the kids who want to get involved and if one of them can get the affirmation like I did then it can easily change their lives for the better. Once back here I had a meeting with Rich and Alexis, they are both very much in favor of this endeavor and are already editing my proposal which will then go to David and then the superintendent. It is always amazing what a few support words can do, I know, and I want to help others.

**2/18/17**

**1:39pm EST - My House, NJ**

The weather has turned milder, unexpected for this time of the winter and I took advantage of it by taking one of my bikes out for a pre-Spring ride. I had already been given strict rules by my Chiropractor regarding what I could and could not do. I was careful and had a wonderful time. It was fantastic to be riding again and my back was okay after I finished. Later Uncle Dave and I took advantage of the beautiful weather by sitting in a bench in town to talk and drink tea. While seated, a man drove by and mentioned that the cost of the bench we were sitting on, which was simple and made of wood, was much less expensive than the granite ones recently purchased by the town. He mentioned he had seen an article about it in the local newspaper. The interesting thing was that I had submitted that article, I had edited a piece from my friend John, a real estate holder in town and via his request, put it under my name. I told him that I was the guy and he thought I should write more about the problems with the massive town construction underway. Ironical that he should mention the article that I only edited and did not even write myself.

I am still working on the filter scarf idea to help people in large cities,

with lots of pollution, to be able to go outside and breath more safely. I had bought some scarfs and was cutting them up and taping and stapling various parts together in our kitchen. Wendy came by and did not think it had much promise but I endeavored onward. I love being creative and even if it doesn't work, nothing is ever a waste of time.

It turns out that our new computer system will not be ready to implement the revised ISO 9001 and 14001 conversions to the upgraded standards. The good news is that I anticipated this and are not delayed waiting for it. We have to get ready soon since the initial audit is coming up in April which is not too far away. I believe that using the work we both did, we can be up and running in under a month. We have a meeting scheduled for Monday morning to start the process.

**2/18/17**

### **3:40pm EST - My House, NJ; Our Porch**

I got a call from Trainer Dayn. We have not spoken in over a month since I got hurt and it was nice that he called to check on me. He did not realize the extent of my injury. The good news was that I was making a lot of progress. I planned to start working out with him again probably in the next 5-8 weeks depending on how I felt. But this time it would be different. First of all no more kicking, that is a done deal, we will also focus totally on self-defense and using weapons, meaning whatever could be available wherever I am. He liked that idea especially when I suggested we record the sessions so he could create a video for those who are over fifty years old with back problems but still want to protect ourselves. I will check with him after I get back from my next trip. It is currently 63 degrees F, with blue sky and incredibly pleasant. I will do some editing for last year's book.

**2/19/17**

### **2:28pm EST - My House, NJ; Our Porch**

About 3 years ago I found out I had a chronic bad back problem. It was not hard to figure out why. I had been playing tennis 6 days a week. I hit the ball very hard and the pain got to the point where I could barely walk. After trying and abandoning acupuncture, chiropractic adjustments and pain injections, all of which, did not good I finally ended up with the new chiropractor, the same one I still use today. I also gave up tennis and golf. I was determined to strengthen my back and redoubled my workouts to build up my core to help repair the three messed up discs that I damaged. With the help of traction and twice a week treatments over the last two years I thought that everything was fine and I was feeling really good. In fact five weeks ago I was even talking about starting to Fly Fish again when suddenly I started having trouble. The next day the medium pain level went through the roof and for the first time I could not find any position where it did not feel like an ice pick was being thrust through my lower back. Finally I gave in and my wonderful wife and

daughter took me to the hospital emergency room. After two injections of incredibly strong pain medication, they would not give me more, although I asked for it, they determined it was not a kidney stone but something in my back. They sent me home with a prescription for strong pain meds and I was actually out of work for a few days, very rare for me, stuck in my bed, barely able to move. I went to see my chiropractor, the one who nursed me back to health the last time and he said I needed to get an MRI. I agreed and went through the process to find out that I had wrecked a new disk in my lower back. It was herniated and leaning on a nerve that was sending the pain across my back. I say this not for sympathy or pity because that is the last thing I want from anyone. I tell you because if it happens to you then you expect it is going to take a while to get 'fixed.'

It has been a tough four weeks, the improvement has been slow and steady. Yesterday I was outside on my bicycle for the first time in a while. I have already been in touch with a physical therapist and will see him as soon as I can lie flat easily for more than thirty minutes. He and I can totally revamp my exercise workout to include all of my back muscles because obviously I was not strengthening the whole thing or this would not have happened. I won't even tell you what it was like trying to get my teeth cleaned last week when I could not lie flat on the dental chair but huge kudos to hygienist who was able to do it while I was on my side. I am under a time constraint because I am due to go back on the road to Asia the 10th of next month with Kayla and I don't want to have to be worried about being in pain the whole time. Why am I telling you this? The answer is simple, don't take anything for granted. Not being able to lie flat and trying to sleep is a challenge I never want to face again. Not being able to pick something up is really annoying and the worst part is having people look at me with sympathy like I am an invalid. My independence means everything to me and the potential loss of part of it was infuriating at best and potentially career ending at worst. I never take my life for granted. Sometimes though, you forget about is the ability to do the simple things that seem like nothing, like bending over to pick something up. This now became a major deal and can cause excruciating pain. I have no problem taking the time to workout to build up the lower part of my back like I did the upper. I am adaptable and will do what is necessary to continue to have the life I love. I don't think I will ever forget the pain I went through and will never take lying flat on my back for granted ever again.

It is an absolutely spectacular day here in New Jersey. The sky is blue and temperature is the mid 60's Fahrenheit. I worked out in our basement this morning then went for a bike ride, it was very pleasant and gave me a chance to think about mask/scarf invention, how to market and make it. I can't make a new prototype until tomorrow and if it does not look good, we will abandon the idea. I went to see my mom and my brother. Still working on financial issues regarding my Dad's estate, Ira has been working tirelessly on it for months.

It is slowly getting completed, I have been helping wherever asked. Afterwards he and I went for a walk along the pond near the apartment complex. There is a beautiful, small piece of water was once a quarry where the workers cut through the rock to an underground water reserve and it filled with water. The walls surrounding half the pond are high, sharply cut and angled from the mining, they are majestic and quite pretty. It was nice to walk back there and talk. My brother is such a nice man and I love to be around him. Afterwards I stopped for supplies including getting Wendy some pizza for dinner, one of her favorites, and then it was back here.

The media and the President continue to battle each other and so far Mr. Trump appears to be winning. Whenever he or his top people give interviews the press seems to come away with their heads shaking. I am more interested in his plans for our country. That will only happen when he decides to tell us so we will wait and see. It would help us to do more business if he reduces taxes but so far nothing he has done that will affect us positively. I am vehemently against bans on groups of people getting into the US. I am also against other things he says but he keeps changing his mind so it is impossible to figure out what he is really doing. Everything is very unsettled, maybe we will get some clarity soon.

**2/21/17**

**6:53am EST - My House, NJ**

Yesterday was a proven example of things that fail and don't matter. The scarf mask idea prototype failed and the project is dead. Since I believe that 1 out of 10 ideas work or even less, this did not bother me and I chalked it up to experience and moved on. The rest of the day was spent in pricing with Kay, as well as me doing more work on trips, working with Mike on the new ISO systems as well as other new products. I was feeling amazingly great, my back was good up until about 2:30pm when I started getting tired. I went to the chiropractor later and he put me back on the traction machine. I lasted about 10 minutes before the searing pain became too much and then he finished the other treatments. I am still not 100% convinced the traction is helping but we will continue for a while. I was able to sleep well last night and feeling good for the day, I am now going outside for four laps around my block, it is too cold to bike which is totally fine, I like both.

**2/21/17**

**4:33pm EST - My Office, NJ**

We had a huge amount of pricing to do today and our customers are pushing for us to get them done before tomorrow afternoon. We have the advantage that although we are not the cheapest, we are most probably the fastest price quoting company around. They need prices to fill in their requisitions for their customers and they have to be complete therefore we are of vital use so they can get a chance at the business. I have always found fast prices to be a double-edged sword. We get a lot of business because the customers want to

place the orders and move on, we lose a decent amount because those who are slower are sometimes lower. I do not plan on changing how we are doing it since it has been working well over a long period of time.

I went for a polio shot booster and to pick up typhoid pills in preparation for my next trip. It is amazing the vaccines they had available but the side effects were bad enough that I decided I was mostly good with what I had. I spoke to Kayla twice already, she is adapting well to California, making sales calls and most importantly, seems happy.

On the other side of the pricing spectrum. A customer in Mexico just emailed us for a huge project. They wanted us to meet their price targets for 166 new parts. We did it for 112. I emailed her we could not do any better, she just emailed back and said thanks. I emailed back and said that since Paulina was local to her, we were offering free delivery and stocking I was hopeful they would give us a try. We will see.

It appears our President is pushing for for more legal immigrant deportations and wants to again institute some type of travel ban. It will become more difficult to do business in Mexico in fact one of our US based customers is already talking about bringing their production back into this country in case there is an extra tax in Mexico.

More stock market highs here in the US.

**2/22/17**

**3:12pm EST - My Office, NJ**

I did not sleep well last night and it turned out that both the polio booster shot and typhoid pills had side effects which kept me awake. I took some anti-nausea medicine this morning which helped and my day has been very good with few queasy problems so I will probably do the same tomorrow if the symptoms persist. I spoke with Underwriter's Laboratories regarding the Anti-Counterfeiting Project and there is potential but the proposal needs more work. Our contact there was cautiously optimistic that what we are doing might work. He was not sure it will be better than what they have now. We are putting together a proposal as per his request, with photographs and we should be ready in less than two weeks. We will have to construct a "Smart Phone" directed microscope that will ensure that all images taken are from the same angle and depth so they can be checked for accuracy.

Sales for this month are okay but not fantastic, I can feel we are ready to boom with everything in place, we will push to make it happen. I hope President Trump does not do anything to derail us before we can reach the next level.

**2/23/17**

**3:48pm EST - My Office, NJ**

I had numerous phone calls with Kayla today. She has temporarily hit the wall. With the move to San Francisco and leaving her friends this new reality is not unexpected. She is worried she cannot do a good job for us and meet our

expectations. I told her she was already doing the work we needed with seeing and meeting new customers. It will take time for her to feel comfortable with her promotion, new place and new life.

I had lunch today with an old friend from Bell labs. He has been working for another equipment manufacturer but came in with a proposal to go after those companies that have old telephone equipment that still needs to be serviced but there are few around who can still do it. I liked the idea, coupled with selling new equipment and he will put together a proposal to see what is possible. New areas finite me and I would like to explore this one.

**2/24/17**

**3:57pm EST - My Office, NJ**

One of the reasons I love this business and my job is that I never know what is going to happen. I emailed the man from UL telling him we should reduce our scope and go after box and container security only and leave individual labels alone. He emailed back and said he wanted to see it extend down to the individual label level which was great news and meant that our application was potentially much bigger than I had figured. He wants a picture story of what we are doing, we will start producing it next week. Also, we will start building a converter to utilize a smart phone like a microscope and the pictures from it can be used by inspectors to verify our label system.

Our MAC/BuildTak teams are working on a new product. The process of 3D Printing involves a lot of tools. We are building a magnetic holder that can attach to the side of printers and will have adjustable inside compartments so different sized tools can be categorized and secured. We should have a sample ready next week to show Mike and Kayla.

Sales for this month are good, I will stop worrying until next month. More stock market records here in the US.

I texted with Roy who will become my Physical therapist towards the end of next month. He is recovering from knee surgery so the timing will work out for both of us. I am happy to report I was able to take a nap lying flat today for the first time in over five weeks so I am feeling much better but I definitely need professional help to strengthen my back to try and avoid another episode. Roy will come over to my house weekly 4 weeks and will re-do my exercise routine. I should be fine to go on my own after that.

**2/24/17**

**1:37pm EST - My House, NJ; Our Porch**

Currently 69 degrees F, amazing for this time of year.

As I was out biking yesterday I noticed large amounts of Canadian Geese flying northward. It would seem to be a harbinger to an early spring since they were migrating early. The ten-day forecast looks good with no snow and that will move us into March. Then again this is New Jersey, it is the winter time and we are talking about the weather so anything can happen. Kudos to my

Dad for making me aware of things like migrating birds and what it might mean. I have a whole area of knowledge regarding the outdoors that few others in the suburban and cities possess and owe that point of view to him. I slept until 6:40am worked out in our basement and after various stops for food went out biking. I still have not been cleared to attack the big hill so I will keep to my alternative flatter pathway until it comes. Regardless it was pleasant biking and then it was off to see Uncle Dave. He is well and we spoke about the Anti-counterfeiting project in broad terms. He was trying to poke holes in the marketing plan and to re-examine who gained what advantage. In the end he was in agreement with our scope and our plan of execution. It was then back here for lunch and I have more editing to do for last year's journal. I love it out here in the pleasant weather, it is very calm, peaceful and a nap may also be in my immediate future.

The Democratic National Committee is in the process of electing a new chairman. With their big loss from the last election they need to find a way to appeal to voters, the used to be taken for granted, but have now migrated to Mr. Trump.

**2/26/17**

### **4:45pm EST - My House, NJ**

We had dinner last night with our friends Susan and John. At the beginning, Wendy requested we make it a "Trump Free" dinner which meant no politics. We all pretty much stuck to her wishes which meant we spoke about vacations, business, plans for the future and we had a lovely time. John gave me a huge compliment when after I had mentioned the West Orange Literary Collective Project that he liked my books and thought I was a good writer. That was very high praise and meant a lot to me.

I was up before 7:00AM, exercised in our basement, biked outside, it was chilly about 38 degrees F, and then finished up back inside. After lunch it was over to see my Mom, she is well. Then I saw my brother. We had a good time catching up on politics, business and the world. I am due to go out and get us Chinese food for dinner and then the Academy Awards are on tonight. That means that will be a Red Carpet to show everyone's fashions, one of the highlights of the entire event.

**2/27/17**

### **12:30pm EST - My Office, NJ**

People Watching Out For You

I love to write and sometimes it gets me into trouble especially with my family who think I talk too much about our personal lives. However, I have found that to get along best with people you have to be "human" and once you can talk about things that go wrong they are then much more likely to be more open themselves. Case in point, I just got a really nice phone call from one of my LinkedIn connections, his name is Maurizio. He and I had corresponded

last year when I was writing about my back problems and he noticed I had them again and he called me to suggest a possible treatment and to check that I was okay. He had also had back issues, knows the incredible pain involved and he is watching out for my welfare, was really nice. Happily both his and mine are better. He mentored that his doctor thought that stress could be part of the problem and since I have a lot of it, much of it in a good way, I can understand how it could be one of the contributing factors. He and I both share the opinion that surgery is a last resort. It was really nice having someone care about what happened to me.

**2/28/17**

**4:45pm EST - My Office, NJ**

My chiropractor gave me the okay to start biking the hill near our house but I am planning on holding off for a little while. I am afraid of hurting myself before my trip next week, but knowing me, as I do, I am not sure I can resist going for it. I took my last Typhoid pill last night, I am hopeful the bad dreams will be done soon. I am working on my next trip in June to Europe and Asia, Kayla may come with me. She is in the midst of getting her India Visa so she can come with me next Saturday, I can't wait to see her. She is adjusting well to San Francisco but it is just that, a big change, and not going to happen overnight. Mike is working on the revised ISO System, it has to be done by the end of next month for the audits happening soon after. Vinnie is working on the final pieces of the new machine shop to get that ready for an OSHA Voluntary audit so a lot is happening.

The Democrats and the media are still after President Trump. From what I can see he does not care and they are not inflicting any damage. The weather continues to be crazy, regardless of what anyone says, our planet is changing. I am not sure anything can be done by individuals except try and figure out what will happen and plan for it.



# MARCH

**3/1/17**

**9:47pm EST - My Office, NJ**

## **Old Habits Never Die**

There was a new bridge constructed near our house recently. I read in the newspaper this morning someone painted Swastikas on it. For those who are happily unaware, this was a symbol used by Nazi Germany during the middle of the last century. It became a symbol of their ruthless march towards world domination and in the process destroying almost everything and everyone in their path. For every Jew in the world, of which I am one, it strikes a chord of both terror and determination to survive no matter the costs. A former friend of mine, many years ago used to say that being Jewish meant we were only guests in any country meaning that we could be forced out at any time. Putting roots into America, this wonderful country where we have lived for three generations has been amazing. I am sure the vast majority of us and other Jews would love to have their families live here forever. But actions like defacing public structures and desecrating our graveyards are only small symbols of the potential of what happened before, could happen again and not only to us, but Muslims, Blacks and every other minority group here. Our company is a perfect example. I never started out wanting to hire a specific age, gender or type of individual. I wanted the best and that meant no preconceived notions for any employee with meant we have a multitude of nationalities, races, religions and I would not have it any other way.

Most hate comes from people who are scared and feel persecuted themselves. By dragging down others they feel better and uniting against a common scapegoat has been a familiar pattern throughout all of history. Eternal vigilance and working with each other in positive ways is the only true weapon against actions like these. Because in the end, as has happened before, if we sit back and watch while other groups get persecuted it is only a matter of time before they come for us.

## **An Old Dog-New Tricks**

When I started in our company almost 40 years ago it was only my Dad and myself, after the secretary left because she did not like me. Life was simple and straightforward. My Dad taught me the business and as I learned each area he would often put me in charge so he did not have to do it anymore. That included bookkeeping, sales and eventually personnel when we began hiring people. In the sales area the basic thrust was for me to find customers, get business and then get more business. As I said it was simple just not easy.

Over time I learned how to market what we did, capitalize on our strengths and grow the business. But over the ensuing 40 years I mostly did it myself but in the last the last decade we started to hire others who could help with market-

ing and selling including Paulina Vallejo, head of Ideal Jacobs in Mexico, Igor Lebre, head of Ideal Jacobs in Europe, and of course my daughter Kayla head of our new West Coast office.

I had always heard from my Dad that as salesmen got older, it is no longer appropriate for them to be out on sales calls on a daily basis. He said it did not look ‘good’ and over time I realized what he meant. Happily our marketing and global sales efforts have now transcended me and I am now focusing on finding new accounts, new pieces of business and helping with global marketing. I am leaving the regular continuing sales calls to our very able people and I travel with them when I am in their areas. It has worked out so well that I decided it was time I had an assistant. I realize that may sound ridiculous considering I am in charge of global sales but some things take time to happen, including me accepting that I am indeed sixty-one years old, and I can no longer work really long hours. I decided that one of our former interns, Alexis Spencer, who is a very capable, strong, pleasant person could handle the job. It turns out that I was right. She has been able to take over a lot of the following-up I no longer have time to do on a regular basis. For instance, she is in charge of updating of customer lists, more than 10,000 people, to see who has changed jobs and companies. This is critical because when someone goes to a new place, it is a chance to get a new customer but it needs to happen reasonably quickly after they move. She also helps me with my social media, editing my articles, books, productions for YouTube and also liaisons with Kayla for things she needs for marketing and sales. After her job was defined last month, I wondered why I had not done this years ago, but again some things take time to internalize and move on, including me changing my priorities and realizing where my time is best spent.

**3/2/17**

**4:33pm EST - My Office, NJ**

Yesterday was spent working on new technology, new projects, pricing and basically having a very fun day. I went to the chiropractor who upped the weight on the traction machine and I just made it through the normal eighteen minutes. By the end, the pain was getting really intense but I got through it. I hope it is helping, it did the last time I hurt my back 2 1/2 years ago so I have extreme faith in him and will continue.

I was able to bike outside this morning, it was wonderful but the weather is turning colder so I am probably walking outside for a few days.

We had a problem with Internet provider which caused our email and phones to go down early this morning which as an incredible pain. Don and Mike, with a lot of work, got things back up and running. The stock market hit new highs again yesterday but fell back today.

**3/3/17**

**6:13am EST - My House, NJ**

Warriors!

I am a mutant, I am different. Just ask anyone and they will get that “look” in their eye when they talk about me. They will describe me as crazy, obsessive, dogmatic, passionate, views life from an alternative perspective and from some far off galaxy, in other words, highly unusual. I have always been that way. Never quite fit in anywhere, always seemingly seeing things that no-one else does, contrarian points of view that are diametrically opposed to the norm that people often do not like or appreciate. Even my wonderful wife looks at me sometimes and wonders what universe I came from. To be different, was tough growing up, to see an alternative path was often frustrating because what seemed obvious to me was alien to everyone else. As time went on and after I went into our family business things got better. There I was a constant source of frustration for my Dad. He finally left both because he could not take the way I was and I had

made him enough money so he was set for life. I was on my own. However, before he left I began to build a team that was made up of people like me, eclectic warriors who were also different than everyone else. As we molded into a global force we attracted more people like us, a crazy group of wonderful people who can function best here at their fullest because of the environment we created. While they would have much trouble elsewhere to simply get along, in our world they excelled.

My daughter, for better or worse is like me, she has the same type of viewpoints of life and wonders why everyone else does not see things the way we do. She has joined our world and is on the way to success in whatever way she chooses. She has found a place where being different is better, alternative thoughts are enjoyed and the willingness to try new things and fail are expected.

But what about others, what about the kids who were just like us who are different, misunderstood, mocked for not being normal and unwilling to follow others? For them we are trying to create a gateway to a better place. I found my voice through writing. I had a mentor when I was in my teens who had no idea he was even inspiring me but for a few words of encouragement on a short story I sent him. His reply of “keep trying” was enough to send me towards the stratosphere and I want to do that with others. Things like that, so inconsequentially small to others was world changing for me.

With that in mind and working with the owner of a local newspaper, we have attempted to launch a literary collective that we hope to launch this summer. It's purpose is to get kids to write, to have their work noticed and published so everyone can see their talent and where their minds are heading. If we do it can become a pathway for those who want an avenue to get a voice towards whatever they want to become. To be different is to have a responsibility to excel in those differences not only for yourself but to make it okay for others to follow. This is our first step.

**3/3/17**

**3:17pm EST - My Office, NJ**

I saw my Dad's old doctor this morning. He lives near me and I see him a lot when he walks his dog. He is a quiet, introspective gentleman who keeps to himself and without knowing who he was, a few years ago, I went out of my way to start saying "good morning". We graduated, over time, to smiling at each other when we passed on the street. I then found out he was the doctor for both my parents. I saw him this morning and he stopped to tell me that he had read in a medical journal the choice of medication he had prescribed for my Dad turned out to be perfect for his condition. He had relied on the available information, his expertise, there had been no firm accepted rules at that time, and it turned out he was right. He did a great job, my Dad lived to be 91 years old, far longer than anyone, except he, thought possible, and that is what I told the doctor. I then mentioned that my Father's influences, within me, were still being felt more than a year after he passed and we both smiled at what a "force of nature" he had been. Anyone who ever met my Dad usually remembered him, a fact he always liked.

It has been a very good day working on sales and working with Kayla. Understandably, she feels a little isolated in California but that is to be expected and we will continue to keep a high level of contact. We talked about direct versus indirect sales and the facts that she was in California and the fourth generation in our company was already producing results even if it could not be directly tied to her. Sales is like that, you can often never be sure where they come from so you have to be selling to multiple areas in varied ways as much as possible.

**3/4/17**

**9:18am EST - My House, NJ**

Another milestone! I went to my chiropractor yesterday, it was Friday, the third time this week which is normal since I hurt my back. Recovery has been gradual but positive and each week things have improved to the extent that I am now pushing to do more. Yesterday I asked if I could do regular push-ups as opposed to the ones from my knees. While they were still doing me some good, I felt very wimpy not doing the full version and he green lighted me to go ahead. He also said I could resume swimming when traveling. I know it must not sound like a big deal but doing full push-ups again was a fantastic feeling on the road back to "normal" and it felt great. Sometimes it is the little indicators that can make such a positive, mental difference. I was not down before but I am now sky high with energy and enthusiasm.

I did not sleep well last night because I was working out bugs in the Anti-counterfeiting system. I gave no problem sacrificing sleep for good ideas.

**3/5/17**

**4:52pm EST - My House, NJ**

I had lunch with my Mom today. Her leg has been bothering her a great deal and the doctors can't do anything more for her except give her different pain meds. They say they can't take the chance to operate but that means she is in constant pain. Once we were at the restaurant and were talking I think she had about a half hour, not thinking about her leg, but as soon as I got her close to her apartment I could see it had returned. I have had a sampling of extreme, continuing pain with my back and it a no picnic especially when, in her case, there is little hope it will get better. I wish there was something we could do but there is nothing except be there when she needs us with the best possible things to talk about to take her mind off of it while we are with her.

After I got back, I stayed packing for my trip for this Saturday. It was good to be getting ready to be on the road again and seeing Kayla was an additional bonus. It took a few hours but I am almost done and will finish on Friday. While this was happening my Mom called. One of her cousins had passed away and the funeral and Shiva were this Tuesday. Wendy and I are planning to go to the Shiva. From what I can tell the woman lived a good, long life.

President Trump says that President Obama had him wiretapped while he was a candidate. Arnold Schwarzenegger says he quit the Celebrity Apprentice Show, The President says he was fired. I could not make this stuff up even if I tried.

**3/6/17**

**4:35pm EST - My Chiropractor's Office; Roseland, NJ**

It has been an excellent day so far working on new products, pricing and in general moving toward. It was one of those great days when things flew by so quickly I did not have time for a nap or write in my log until now.

**3/7/17**

**4:49pm EST - My Office, NJ**

It has been another excellent day of pricing, marketing, working with customers and on general office stuff. Our incredible accountant and my friend, Gary was in. Our system is in good shape, Mike is doing a great job. The Republicans have put forth their new medical plan, it has a long way to go before any of it is enacted. The United Kingdom continues to have problems leaving the European Union.

One of our old customer emailed that her daughter, studying industrial design, wants a summer internship. It might work out well for all of us.

**3/6/17**

**10:49pm EST - My House, NJ**

Tonight Wendy and I went to make a Shiva call. When someone dies in our religion after the funeral, one of the close relatives normally opens their

homes to visitors for 1-7 days. People gather, talk, eat and generally keep the bereaved company. This time is one of my mom's cousins. I had not seen many of the members of that group in decades. We all looked a lot older but generally good. It is strange to have cousins living two towns away and never seeing them but that seems to be the norm in our family. I am as guilty as everyone else in not making more of an effort. After I dropped Wendy at home I went to our town council meeting. My landlord had asked me to attend since we both live here. They had a been a great deal of construction in our town center that neither he, nor I wanted so we went to the meeting to show our support to stop the project. There was a big crowd, standing room only. and I even tried to speak once but did not get called on. I left soon after. The pace of the meeting was slow and exactly as I remembered it from my political adventures during my youth. I did not miss it at all. I have only the profoundest respect for those who give their time to public service but at this point it is not for me.

**3/7/17**

**9:47am EST - My Office, NJ**

**Letter to Millburn Item town newspaper**

I have lived in Millburn/Short Hills for over 30 years and last night was the first town council meeting I have ever attended. My purpose was to hear about the Town Renovation project because I have been extremely unhappy with what has happened and I wanted to see what was being done to make things better. The first thing I realized is that there were two very different questions being discussed which were erroneously being treated as one big issue. The Safe Streets Project, as explained at the meeting was a method of town planning that would optimize the safety of our town for people walking and biking. I don't think anyone would disagree this is a good idea. However, the implementation of that plan is where all of the problems began. Last night it was evident that many of the people there were perfectly willing to reduce the traffic flow into town if it meant it satisfied that goal. The fact that it would make it much harder to get into and out of town, and would adversely affect the business there were of little or more concern to them. The business owners however were facing the financial brunt of the result of people who have given up even going to town because of the congestion, construction and overall problems. They have seen their sales reduced and in numerous cases forced out of business. While again everyone wants safe streets there is no reason that the town should have a plan where seven people can walk side by side and cut out lanes of traffic. Last night one suggestion was to add two business people and two "regular" citizens to the already assembled ad hoc committee to work out what is to be done next. It would seem to be a great solution, at the very least, to get more people involved who are being hurt (business owners) and have 2 "regular" people who have no agenda to follow.

**3/8/17**

**2:46pm EST - My Office, NJ**

Business is good and tomorrow is our voluntary OSHA safety audit. Vinnie has been going all out, along with our safety committee to be ready. Our plant looks great.

Keeping in touch with people for decades sometimes yields unexpected benefits. Case in point a former buyer who we just tracked down to a new job. She happened to have a daughter who was majoring in industrial design and is looking for a summer internship. As it happens I have always wanted to see if such a person would be helpful here, especially with our new machine shop. Her daughter contacted me and was as competent and energized as her mother. She is finishing the paperwork we just gave her so we can put her on as soon as she finishes school for the year. Mike the Driver is coming in on Friday for a job interview for our press or machining area. He wants a permanent job with benefits and I think he might work out well here. More editing on last years journal, I am making progress.

**3/9/17**

**4:25pm EST - My Office, NJ**

We had our bi-annual OSHA safety voluntary audit today. They were incredibly thorough and our team was awesome in their preparation and performance today. We passed with two minor corrections, a fabulous result. We will celebrate next week with a pizza party. Our plant looks great but it is painfully evident that we have run out of room which will start affecting us soon. While this is a good problem it will have to be addressed soon.

Multiple State governments appear to be banding together as a group trying to stop the President's travel ban. They are declaring only individual states can determine who can come or not come. This will most likely go to the Supreme Court.

**3/10/17**

**2:18pm EST - My Office, NJ**

We are launching The Ideal Documentary! It has been a great deal of work but we are very proud of the end result. As always, the day before a trip is a little crazy but things are good and I am excited about being back on the road. We had some snow, but not a lot, therefore I don't think it will impact anything while driving to the airport.

**3/11/17**

**8:12am EST - JFK Airport, Queens, NY**

**Emirates Airline Lounge**

Yesterday at the Chiropractor went well and I was even able to sleep during the traction treatment for the first time in six weeks. This was a very good

sign that my back is healing and I will try not to do anything too badly to screw myself up again. Happily the snow that was predicted did not affect us and I was therefore not tempted to shovel because when I got home our driveway was clear. The evening was pleasant and calm with my wonderful wife and I got to sleep early. I was up at 2:30am and exercised in our basement. Besides having a wind chill of below 10 degrees F I figured that the police might not like a man circling our block at 4:30am in the dark and did not want to risk being delayed getting here. Regardless it was a pleasant workout inside and as always it was difficult leaving Wendy. Mike the Driver and I had a discussion on the way over, actually it took about five minutes to work out a salary for him to join us full time. He seemed very happy, as was I. I got here in plenty of time for my flight, got through security quickly and on the way to this lounge. I was suddenly hit with an aroma I first experienced more than five decades ago. My grandparents had started vacationing in Florida when I was very young until they eventually moved there. My parents would take us three kids to go down to visit them and in the airport they used to have miniature wood crates that had orange colored gumballs. They had a particular scent to them as did the whole of Miami Beach and passing by a store the same smell hit me. I could not resist and stopped to look to see if they had the orange gum in the crates but alas they did not. It was a quick step back in history to some good memories but then it was back to reality and here. This is a very nice lounge, I already had breakfast and will hang out here for a while and do some work. I will get calmer once we are "wheels up".

News reports of the rise of Nationalist Candidates and Parties all over the world are extremely worrisome. I have no idea where it is all going but there is obviously a re-alignment of some kind is taking place.

**3/11/17**

**10:58pm EST - JFK Airport; Queens, NY**

### **On board waiting to take off**

Mike, Vinnie and I had a talk yesterday about the future. We are out of space now with our lease up in 2 1/2 years. We have the following options:

1. Stay as we are. However, like a goldfish in a small bowl, until you get him a bigger bowl he won't grow. It is the same with us.
2. We stay the way we are but we open an additional manufacturing plant either in the US or Mexico or both.
3. We stay the way we are for the next eighteen months and then start a year long move to a new site that will need to be double or triple our current size. Either rent or buy, hopefully in partnership with our current landlord
4. Stay here but take over at least half the building with the idea of the whole thing within the next five years. Of course that is subject to our landlord, availability and the possibility to buy half the building.



This is obviously a major decision that will affect us for a long time, is also dependent on what happens with Asia, therefore I will spent the next twelve months, with our guys, figuring out the new path for us.

I am writing this on the plane that is about to leave for Dubai on my way to Chennai, India where I am due to meet Kayla for our first sales call on Monday morning. The last and only time I went through Dubai Airport was a few years ago. I was in the midst of a then undiagnosed Appendicitis attack which meant I didn't remember a lot other than a lot of pain which kept going all the way home. As it turned out I had been having those attacks for over a year and chalked them up to food poisoning, sometimes I am really stupid. Months later, the pain eventually got so bad, a few days before I was scheduled to go to Asia, that my wonderful wife took me to the hospital where they soon did surgery. I don't even want to think about what would have happened if the last attack had happened in flight to Asia. Regardless I am scheduled to be in Dubai Airport for seven hours and I plan to walk around for some exercise and relax until my next flight. I don't mind long rides as long as the airline is competent and I have a good seat. It gives me a chance to go "offline and decompress" for a while, unless there is email on this plane. Even if there is, it is Saturday so probably not a lot will be happening. The captain just announced there is a problem with one of the brakes and we are back at the gate. Such is life, I have plenty to do to keep me occupied. As I always say, the day I can't mentally take all of the aspects of traveling is the day I will retire. It is all part of the job. The flight should take about twelve hours once we get going. I have a long layover so there is not a lot of stress about missing my connection, as long as the delay is not too long. I will be calmer when we are "wheels up."

Our flight was supposed to leave at 10:35am we ended up in the air at 1:16pm. As I said, part of the journey.

**3/12/17**

**3:55am Dubai Time**

**6 hours 28 minutes to go...**

After a very good meal I got about four hours of sleep. If I can get another four over the next fourteen hours that should mean I can function on local time. It is very quiet, pleasant and dark here in the cabin, the food service is finished and most people are sleeping, one of my favorite segments of flying. It is like time has stopped and I am closer to God, in case I want to talk. This is where often, whatever has been bothering me, comes out. As sleep deprivation sets in over the week this will happen with increasing frequency. As my Dad always said, in order to be able to sell effectively you have to know yourself well first. I can't help anyone else or figure out what they need until I am coming from an ever increasingly, solid base myself. That means whenever an emotion, reaction or something I say that is unplanned, comes out of me then I have to stop and figure out why. Once I do that, I can decide whether it is positive,

negative and whether it needs to be handled. If that is the case I don't go forward until I figure out a solution. One of the benefits of obsessive compulsive disorder, at least for me, is that I have no choice in this matter. If something needs to be dealt with I will fixate on it until a suitable solution or at least a momentary fix is established so I can move forward. As of this moment I am happy to say that nothing major is bothering me and I am dealing with the normal stuff of relationships, business and overall life.

We have started to get feedback about our business/family documentary which is now posted on our website [www.idealjacobs.com/documentary.html](http://www.idealjacobs.com/documentary.html). It has been positive and I am very glad we did it. Once, a person even said they were inspired which is very high praise indeed. The social media launch for this begins on Monday and I am eagerly looking forward to the results. As for now a very nice flight attendant just brought me an ice pack for my back, it has been a little sore but overall has been okay.

**3/12/17**

**10:53am United Arab Emirates Time**

**Dubai Airport Emirates Airline Lounge**

This is a very efficiently laid out Airport and if I would have read the signs more carefully I would have been here sooner. No worries I have plenty of time unto my next flight and the exercise was a benefit. I should be here for four hours but there is plenty of food and liquids, lots of work to do and I can always go online and watch something there.

**3/12/17**

**2:21pm United Arab Emirates Time**

**Dubai Airport waiting for boarding to finish**

The last few hours have been pleasantly spent in the Lounge, towards the end I was sitting next to two obviously veteran travelers. We spoke briefly about the fallacy that most people have about glamorous business travel and the real difficulties involved. It was one of those frozen moments in time, three voyagers who would never see each other again, exchanging pleasantries, and then going our separate ways. An encounter that would never happen unless you are on the road. For me, the positive and joyous moments far outweighs the negatives and I truly hope I can keep doing this for a long time.

**3/13/17**

**8:18am India Time**

**In Route in Chennai**

The flight into Chennai was excellent and I got through Customs and Immigration without a problem. Once I finally found the exit out of the baggage claim area I was hit with a wave of heat, which I was expecting, even though it was after 9:00pm. Still I had just been in New Jersey with a wind chill of 20

degree F so this this was quite a difference. The ride to the hotel took over an hour and by the time we got there most of the people were already asleep and the place was very quiet. The Intercontinental Hotel was beautiful and after checking in, I had a snack, went to the gym and then walked outside down to their beach area where I had been warned not to go into the water because of bad currents. It was not something I had planned anyway but the path was magical with the palm trees, the pounding surf, the sweet smell of the plants, trees, flowers and the warm, constant breeze. By then I had multiple texts with Mike from our office who was at home in New Jersey, there had been some email problems but they were taken care of. It is great having incredible support while I am away so that I don't have to worry about things being handled.

Once back at my room there was more snacking and a few hours sleep. I was up at 5:00 am. I went for a walk in the now-predawn air and it was beautiful. Once down by the beach there turned out to be a photo-shoot for something that looked like a television tourist commercial, it was being witnessed by a small herd of sacred cows lounging on the beach.

On the way back to my room I called my wonderful wife. Things are well back home, they are preparing for a blizzard on Tuesday but she has plenty of provisions and we have a plow company coming to take care of our driveway when it is over. As she said it was better that I was not there so I am not tempted with my sore back shovel it myself. We miss each other and look forward to my return on Friday, a very nice thing after thirty one years of marriage. Kayla then walked up to me. It was a joyous reunion, we have not seen each other since she moved to San Francisco six weeks ago and she looked great.

After we spoke to Wendy we had a very large breakfast and are on our way to one of our bigger customers. Yes, we only have one meeting in this city. It is with one person and yes I have no problem going long distances to do this. As my father always said you have to visit people in person and that often means anywhere in the world.

**3/13/17**

**1:48pm India Time**

**In Route to Chennai Airport**

The call to Nokia went well. The buyer is happy with our prices, service and quality and had no complaints from anyone about us. We went over the new products from our company, Kayla's move and the new Machine Shop. He spoke about what he was doing and also new areas we might involve us. We were out in less than an hour back to the hotel. Kayla's stomach was bothering her so we did not go to lunch, instead I ate two of my peanut butter and jelly sandwiches. I have one left. I relaxed for a while. Sleep deprivation is in effect so that I will probably be passing out every time I sit down until I get home.

**3/13/17**

**3:23pm India Time**

**Chennai Airport**

One of the bad experiences of traveling is not to feel well, still worse, is having to fly while it is happening. Unfortunately, Kayla got sick a few hours ago and she is not happy. It might be simply the lack of sleep and different food but probably not. Part of being a Jacobs is the unwillingness to accept being ill and chalking it up to jet lag, allergies, lack of sleep, in my case last year, kept saying it was a cold when it was much more likely the flu. We board this flight to Bangalore in about an hour and it is scheduled to take an hour to reach our next stop. I gave her some over-the-counter medication I carry for these emergencies, I hope it takes affect soon. If she is still sick tomorrow she may stay at the hotel instead of go to the sales call. I know that she wants to work but if she is sick, our customers will not be appreciate the spreading of germs to them. However she is my top priority and a days rest may be in order.

**3/14/17**

**10:27am India Time**

**Ritz Carlton Hotel Bangalore**

I screwed up yesterday's flight departure that meant that we were waiting an extra ninety minutes in Chennai Airport which I felt really badly about since Kay was not feeling well. She however was a real trooper, did not complain and the propeller driven aircraft we took was on time and the fifty minute flight went quickly. Once landed we got our luggage, always a great thing that it was there and not something we take for granted. We arrived at our hotel in time for an excellent dinner. Happily at that point Kay's stomach, which had been giving her real problems had gotten a little better and she was able to eat. We both slept well, I was up at 5:40am, worked-out and then got Kay for breakfast. Whatever sickness she had passed which is fantastic. Being sick on the road is not good nor fun. We have one big sales call with three people scheduled for 1:30pm so we have some extra time. I will go back to the gym because I probably won't have time to exercise tomorrow. I spoke to Wendy this morning, her last night. The Northeast corridor is expecting a huge snow-storm, our New Jersey operation will be closed, but my wife is well provisioned and we have a generator set-up in case of a power outage. She is happier I am not there going crazy.

Being on the road with Kay gives us a chance to talk. Today it centered around the fact that we are out of room at our facility in New Jersey. What looked like a problem we could deal with in a few years has suddenly become a much bigger opportunity now. We can't keep growing unless we get more room. It is simple to state but harder to take care of. This will be become one of my main priorities as soon as I return.

**3/14/17**

**12:44am India Time**

### **Bangalore Airport on the tarmac**

Our one afternoon call today went well. We met with four high level buyers who wanted to do more business globally. I was surprised that one of the people showed up, I had been semi-stalking him via email and it turned out he changed his plans so he could meet us which was really nice. More business is a very good thing but the parts they spoke about involved long run, easier, cheaper types of products which meant that they are for IJX and not IJUS. I told them and they were fine with IJX supplying them so I emailed Sophy and Allan to start the pricing process. They will have to be very competitive but I think they can do it which could mean a new influx of business. Once that was done it was back to the hotel to eat, workout again, I may not have time tomorrow, and eventually pack to come here.

I have to admit another mistake regarding our traveling. I booked us a 1:00am flight to Bangkok figuring it was 5 hours and 40 minutes long and we could grab some sleep. I neglected to account for the time change so it is only 3 hours and 40 minutes which is not a lot of time and means we are basically up all night again. No, this is not a test for Kay to see how much she can take while sick, but an honest mistake. However it should be noted that had I known it was less time I still would have done it because we need to get to Bangkok early enough for sales calls. Kayla is incredibly good natured, not to mentioned talented and has unlimited potential therefore I believe she can do virtually anything. We are hoping our hotel rooms are ready early so we can clean up before going on the road. Onward to Bangkok!

**3/14/17**

**9:25am Thai Time**

### **In route to Sanmina outside of Bangkok**

The flight here was swift and smooth. Kayla slept most of the way. I got some, we both got enough to function. Yui, IJX's very able saleswoman, picked us up and brought us to our hotel. On the way we chatted about how life was going, she is doing very well here in her job. We are all very happy with her progress. Once at the hotel, Kay and I had a big, good breakfast, changed and we are back in the car. As it turned out, Ben is not with us. I will see him later for dinner and we only have this one call today. However as I spoke with Kay, the real purpose of this trip here was to show support for Yui and for her to use us in any way she chooses. In this case, just showing up says a lot for her and her customers whether they want to see us or not.

**3/14/17**

**11:55am Thai Time**

### **Intercontinental Hotel Bangkok**

Sleep deprivation and jet lag are constant companions when traveling, at least it is for me. As is normal by this time in a trip, I left my house last Saturday morning 6:00am EST and since then, it is now Wednesday 11:55am Thai time I calculate I have had about fifteen hours of sleep which is way less than needed. The effects are usually the same. I know enough that I should never drive because my reaction time has slowed down. I can function effectively in bursts at sales calls but before and after, whenever I sit down for longer than a few minutes, I fall asleep. The dreams are often amazingly vivid like Broadway Shows that often have dialogue and music. My temper is quicker which means I have to constantly monitor my reactions which can slow my thought processes down. Obviously health-wise, even with a lot of exercise and watching what I eat, this is not good for me but I do it on a limited basis.

However, now for the advantages. There are few things more powerful than being willing to travel long distances to see people. It is extreme compliment to them that they are worth the huge effort, time and expense to see them in person. The ability to see someone face to face give me an incredible advantage over most of our competitors who can't or won't do this. By being "there" we often get the first chance at new business, see where markets are headed and can head off or deal with trouble on a real time basis as opposed to email or telephone. I have also been known to use the heightened results of a short temper and impatience when negotiating and have planned meetings well into a trip so they are weapons that can be used in our favor.

Sleep deprivation and jet-lag are inevitable by-products when traveling. It is always better to know yourself and the results that will happen so at least the bad parts can be mitigated to their least potency and the benefits executed to the max.

**3/15/17**

**8:33pm Thai Time**

### **In route to our hotel in Bangkok**

Part of life in business and especially sales is that often plans are going to go awry. We spent some time at a mall near here because the customer we were supposed to have dinner with wanted to meet at 6:30pm and we had extra time. As it happened it gave Ben and I a chance to talk more about planning for the future so it worked out well. Once we left the mall however we got lost and ended up being thirteen minutes late. We were worried but discovered that the customer was not there yet and we began to wait. Twenty minutes went by and both Ben and I had the feeling he would not be coming. We found out later there was a communications problem and he thought dinner had been cancelled. Ten minutes later we ordered dinner. The restaurant was located within a resort filled with very gaudy but interesting architecture and artwork.

This was definitely designed with tourists in mind. The food was good and I had some watermelon juice that was excellent. We left the restaurant after a pleasant dinner and Yui brought us back to the hotel.

**3/17/17**

**6:11am Thai Time**

**In a taxi to Bangkok Airport**

I was up at 2:30am to exercise and have a quick four hard boiled eggs for breakfast, I have four more in my luggage because I never know when I will get hungry.

In retrospect, this had been an excellent trip and one that has fostered some huge potential changes. The marketplace outside the US seem good for the immediate future as it does in the US itself. With our current expansion completed, we are now out of space in New Jersey and it has become apparent that in order to keep growing worldwide we need not only more capacity in Asia but also at home. I have already contacted my excellent landlord and we are meeting within a week to address this suddenly pressing space situation. I am anticipating to start moving within a year and adding additional press lines, die-cutting presses, more machining equipment and they all need much more electricity than our current building can handle. It will cost a huge amount of money to move and expand but I do not see a choice because if we don't, our growth will be hindered or halted and I will not let that happen.

**3/17/17**

**7:35am Thai Time**

**Bangkok Airport, Emirates Lounge**

Saying goodbye to Kay was rough last night, she was very tired after having done a great job this week and I hope she will sleep a lot on the plane ride back.

There usually comes a point in every trip when all of the little stuff comes together to make me explode. I was in line here for Immigration before and realized I had lost my exit document. That meant going back out to the terminal, getting a new document, filling it out and starting over again, which I did. The problem started as soon as I got through the first security check and I followed some guys down a line for security. Apparently we were all under a misconception it was okay it turned out it was only for the crew and they made us start over again. As I went through the security section, they made me go back again to take off my speakers and leave my wallet, I had just gotten through ten minutes before without doing that. I was then in the immigration line and there was a couple ahead of me with a little child. He was really cute and watching him softened my foul mood. The world had lifted off my shoulders and I was feeling like my old self. The bounce in my step returned and I bought some food, these 2 flight total 21 hours so having provisions is important.

**3/17/17**

**9:37am Thai Time**

### **Getting ready to take off at Bangkok Airport**

Mr. Trump's budget proposal has been released and one area of note is that he is gutting the Environmental Protection Agency. He is trying to reduce their budget by about 1/3 and if successful will greatly reduce any possibility of it doing any good. However with everything bad there is the chance for good. During the second Bush Administration there was a program created called the EPA Performance Track Program. It sought out those companies that had exceptional Environmental Management Systems (EMS). It was an elite group of which we were heavily involved. I am wondering what would happen if we got together some of the old members and tried to bring it back. We participants would pay for the expenses and the necessary Federal personnel to run it. Protecting our environment has always been a strong passion for us and maybe President Trump would consider a self-financed program. I will think more on this.

**3/17/17**

**12:14pm Dubai Time**

### **In flight to Dubai**

I was thinking about the EPA and how to help American companies band together to push for environmental betterment and at the same time gain advantages in the marketplace for being part of the solution. I then remembered I had met Congressman Rodney Frelinghuysen at a Synagogue function a few months ago and decided to write him a note to see if he would be interested in helping with the effort.

Hi Rodney,

I met you again. after more than four decades, at the Temple Emanu-El in Livingston (NJ) fundraiser a few months ago. I was the former aide for Assemblyman Dean Gallo and we spoke for a while about old times. My company, Ideal Jacobs Corporation, a small multi-national printing company, was a past member of the EPA Performance Track Program under President George Bush before President Obama terminated it. Performance Track was a fantastic program set-up to team the EPA with those companies who had the best Environmental Management Systems in the country. We were one of its smallest members, it was very difficult to get into and we were very proud to be part of this elite organization. The program made it possible for the regulators, non-nonprofit organizations and public and private companies to band together to promote positive environmental change. Since the EPA's budget is being drastically cut, I was thinking that it would be a great time to bring back the program and private business could help fund it so that everyone could benefit. Companies in the past got such things as access to regulators in case of trouble, expedited permitting and access to regulators and policy makers so



they could help affect positive change. If you think this idea has merit please let me know and I can meet you to go over my ideas for how to get it started and liaison with the EPA. Everyone who was in the program thought it was fantastic and were highly upset when the Obama administration stopped it. Just because there are budget cuts does not mean things can't be improved, we can work together to bring back what worked well in our government and improve the environment as well.

Regards,  
Andrew

**3/17/17**

**2:38pm Dubai Time**

**On the plane hopefully taking off soon**

If you have never taken an Emirates Airlines Flight, I highly recommend it. In Business Class they actually have a bar/lounge that you can hangout and move around. I am now getting to the point in the flight where I am too tired to work. I am hoping for at least six hours of sleep and to finish the second edit of last year's book.

**3/17/17**

**1:22pm EST - In Route to JFK**

Either I ate something that was not good or I am sick but my body is aching and my energy level is close to zero. Of course it could be the extreme lack of sleep. Regardless I did get a few hours of rest and will soon try for some more. The Internet is spotty but I will periodically try to get and send email. I am drinking green tea and if I get "crazy" I will put some honey in it. I seriously doubt whether I will be eating anymore on this flight and have already begun jettisoning my food.

**3/17/17**

**4:31pm EST - In Route To JFK Airport**

Approximately 5 Hours To Go

My stomach is not good but it is not horrible which is fantastic considering I am sitting on a plane. I have had this before and the remedy is usually simple which is to stop eating and drink tea with or without honey. I know it sounds too easy but it seems to get me through. I have been very productive work wise, my email is mostly working so I am currently up to day at the office. One of the many good things about being away is that I get to see our various teams working from a hands-off perspective. I am constantly looking for holes in our systems and sometimes they do appear. It just happened with one of our employees who consistently waits to the last possible second to finish a project or is late. His work is excellent but the timing is driving me crazy so, I have decided to put my assistant, Alexis in charge of making sure he gets his work done as promised. She is pleasant and very tough so I am confident I can get rid of this

source of frustration. It will also increase her responsibilities to see how good she can really be. It is amazing how little it takes for me to see positive or negative traits in our teams. The individuals on the negative side will always have a range of excuses on why things can't get done which does nothing but infuriate me. On the positive side, those who can show they understand what is needed and are willing to push hard to get the results. These are the people who move up, gain power and are compensated accordingly. Sometimes the world is black and white, that is often how I see it and if something doesn't work I want it corrected immediately which I can do with people who work for me. However that modification is much harder and takes much more finesse for those who don't especially family members.

**3/17/17**

**7:38pm EST - In Flight**

My stomach and head were not great so I took the smart path and slept a lot of the way home. I will worry about eating and trying to get to sleep tonight later. Kay just texted that she landed in San Francisco. It has been a very good trip and I look forward to getting home. Back on the road next month.

**3/18/17**

**3:00pm EST - My House, NJ**

We landed in time and I passed through Immigration, getting my bag and to Mike the Driver very quickly. On the way here, Mike's EZ Pass did not work and we were threatened with a ticket because he tried to back up out of the lane but it worked out. I was so tired and happy to be home I didn't even get angry at him. Regardless, it was wonderful to see Wendy and I was asleep by 1:15am and amazingly slept until 9:45am, highly unusual for me to go that late. After I exercised, I was picked up by our landlord Cary. I had emailed him that we were out of space and needed to move sooner rather than later. He said he had something to show me and it turned out to be a 50,000 square foot building located within ten minutes of my house. It bordered on the banks of the Passaic River and meant that we would be literally touching a wildlife wonderland. As we went through the building, I thought how much my Dad would have loved it being so close to nature. The structure was more than fifty years old and because of previous flooding problems I don't think anyone had been in there for a long time. I looked at it not for the challenges regarding the water but for the potential for our company. I really liked it, in fact I wanted to buy it with Cary rather than rent it. There is a lot that had to happen before this becomes a reality and the first is to have my people come in for a tour this week. If they agree we will start the paperwork. Cary said it would take up to two years to completely renovate the building but we can move in as various parts are done. I am anticipating starting with 2 press lines, 2 die-cutting presses, 1 laser, screen making and finishing which will probably mean 10 people to start. This is going to be massive undertaking. I see no choice we need the space. Besides a

lot of stress it should also be great fun. Our guys love a challenge and this will be one of the biggest ones ever.

**3/19/17**

### **3:50pm EST - My House, NJ**

I have obsessive compulsive disorder, I generally make very fast decisions, I should include others in really big decisions and often don't. Yes I rarely second guess "my gut" and normally, in the end, things work out at least okay. With all of that in mind I went back to the building I saw yesterday wondering if it was just an initial feeling that I liked it and it would be change the next day. That however did not happen, I liked it even more knowing that I was seeing it at the starkest time of year and as soon as the Spring came and the leaves budded this building would be virtually excluded from everything else. We would become part of a sanctuary that would be gorgeous. Combine that with a building which would be built to our own specifications and requirements and I ended up liking it even more. I emailed my landlord to send a copy of the environmental report on the building so I could send it to our attorney who specialized in that area. I sent pictures of the facility to Mike, Vinnie and Kayla, no response back yet but it is Sunday.

I also emailed the landlord that barring any unforeseen problems, like my guys hating it, financing problems (rent or partially buy) we wanted to make a deal. This whole project is extremely exciting, daunting, scary and my adrenaline is pumping just considering the possibilities of where we can go as a company. We should have plenty of space there for the next 10-20 years. Of course if we don't, we can always add more as there is room for another floor. It always amazes me how fast things can change and even if this does not go through, I now have in mind what I want and knowing that makes planning a lot easier.

I am sitting in our porch and the sound of melting snow is everywhere, there is bright sunshine, 47 degrees F and it is very pleasant. I was able to sleep most of the night did my normal exercises in our basement and then went out walking, it was too cold to bike this morning. There is a lot of standing water and it will refreeze tonight, I can still walk outside, but it would be far too dangerous to bike. Judging by the forecast I may be able to bicycle the end of the week, if it doesn't go below freezing the night before. There is no snow scheduled through the end of the month and if we can get past the first ten days of April we should be done for this year.

**3/20/17**

### **6:06pm EST - My House, NJ**

It was quite a day back after being gone for a week. There were some personnel issues to deal with which were compounded with our new plans for massive expansion. If we are going to double our capacity over the next few years than we are going to have to double our personnel. That means first finding, then training, then figuring out who had the right combination of skill, desire,

competence and discipline to stay for the long term. Finding people is mostly my job. I told Mike and Vinnie about the potential building and although they were excited by the prospect but were also a little daunted by the scope and rate by which I wanted to expand. I am a believer in God and fate which will determine if we get this building. It is scary but I love challenges and this will be on of the biggest of my career. However, we have taken huge risks before with the creation of the various Ideal Jacobs companies worldwide therefore this is definitely within our scope, range and ability to handle. Elsewhere the day was good, very busy and there was a lot of catching up to do. I spoke to some other people about the potential move, all seemed good with it and liked the idea of more space since we are pretty cramped now. Later I went to my chiropractor, it was wonderful to be back. I was able to stand an increase on the traction weight and my back adjustment went well. I spoke to Kay twice today, she too is feeling the effects of jet lag. She had 14 hours while I only had 11. It was great to be on the road again with her and I look forward to next month for Mexico.

**3/21/17**

**3:17pm EST - My Office, NJ**

After my exercises inside this morning it was beautiful walking outside around my block. I normally would have gone biking but there was still snow blocking the entrance to our shed where they are kept. I cleaned it off afterwards so that as soon as the weather becomes a little milder I can be back outside riding. It has been a wild day so far, I spoke with our banker who says he can help with financing the new building. I also reconnected with our environmental attorney and environmental consultant from when we first moved into here in 2001 and both are still available to help. I spoke with Vinnie and Mike regarding projected costs for new equipment, moving what we have, timing and overall how it will happen, so far so good with that. We have an appointment on Thursday to again go see the building. I sent the first quarter of my new book to Erin for what I hope is the final edit. I still need to finish inputting the changes and get the other three quarters to Erin. Business for this month is good, an excellent feeling and I can stop worrying. President Trump's health care plan continues to be negotiated. US stock markets are down more than 1% and still no word on the revision of the tax code which is really important for us. Our government is considering banning most electronic devices bigger than smartphones in the cabins of certain foreign airlines from various cities. This affects me because I have to be able to work while flying so it will limit which airlines I can use.

**3/21/17**

**8:50pm EST - My House, NJ**

### **Unintended Consequences**

The United States Government has announced a plan to ban most electronic tablets and laptops for people flying in from specified cities outside the US on foreign carriers. For example that means that if you are flying from Asia through Dubai on your way to New York, as I was last week, I would have had to put my iPad under the plane and not had access for 24 hours. That would have meant a whole day where I could not write or edit and for me that is a huge deal. I would guess for many business people this would also cause major headaches. Many will probably do what I did which was to contact my travel agent and tell her to only use those carriers where the ban was not in effect.

I wonder if the policy was created, not for security, but rather it is a part of a government plan to force the business people flying into the US to use only “approved” carriers. In other words it becomes a sort of tariff. In this case it is not a tax of money rather it is a curtailment of your ability to do business in transit. That can cost people like me, a fortune on a per hour basis. Think about it, this is a brilliant move if indeed it is in purpose. Under the guise of national security the government has effectively moved a huge block of money away from foreign airlines to domestic companies. This will make them more profitable, create more jobs and they would then pay more taxes. All this with a simple announcement that no-one will question. Never say the government is filled with dumb people. Whoever figured out this program was a genius except that it is one more step towards isolationism. Once we do this, others they will reciprocate until it becomes ever more difficult to fly, do business, have relationships across borders, to do anything except within the confines of our own country. These are continual steps to reducing our global power, influence and the ability to help create and maintain the chance for positive change and as that decreases so increases the potential for global distress and destruction.

**3/23/17**

**3:50pm EST - My Office, NJ**

Doug, Vinnie, Mike, Dave and I went to meet Cary at the new building. I was cautiously optimistic they would like it and after a thorough tour I got their comments. While they thought the building had great potential they were concerned about the cost of the renovation and the potential for flooding. I had already talked with Cary on both and I am confident that we can handle all of issues and end up with a magnificent facility. Therefore we have agreed to move forward although this whole process will take about two years so nothing is happening tomorrow.

I then had lunch with a friend who has been involved with telecom warranty projects for decades. He and I are working on a proposal to take care of the warranty and repair for various telecom and cable companies. Specifically

those who are still using very old equipment and are reticent to convert over to new systems. It is early in this endeavor and we need to talk with a potential customer to see if there is a market.

I am in the midst of the preliminary audit for our new QEO System. A lot of work has been done, we need to do some more before the auditor comes in next month. Another terror attack in London yesterday.

**3/25/17**

**6:20am Saturday Morning My House, NJ**

### **Tournament Tough**

When I was growing up I used to play a lot of tennis. I would also watch it on television and I remember seeing the players interviewed. Inevitably their success was always a mixture of attributes. Being in absolutely the best physical shape possible was a given. They all had the desire to win. The main difference between the elite group of top players and those trying to get there was the experience of working their way up. They had to experience failure, sometimes a lot, before they had a chance to be with the best. That rite of passage was not something that could be given. It was a combination of physical capabilities, mental training, the passion to win, their ability to adapt and that secret part which was learning how to win. They had to be able to think, focus and learn what it took to get to victory and for that they often had to lose many times first before they could go forward. It is much like that in the world of sales and my daughter Kayla is going through it now. She is more than smart enough to be an incredible success, she has the drive, the courage to face the unknown and most importantly she likes being on the road. But there is a learning curve that cannot be bypassed. Over the past two weeks she was with me in Asia on a sales calls. The non-stop traveling, little sleep and being sick all took their toll. Then she went back to California for more sales calls and the usual day to day pressure to produce business. All this while recuperating from fourteen hours of jet lag which created all kinds of havoc on the body. When I spoke to her yesterday I could tell by her voice that although still willing to go into battle she had temporarily "hit the wall." In other words she was having trouble functioning at her usual, very high level of competence. Being her father, boss and mentor and having had the experience myself of coming up through the ranks, I understood. I told her to take the day off because she was temporarily burnt out. Sometimes a few extra hours of sleep will do wonders for the mind, body and soul.

She has been working diligently at sales and learning our business for 2 1/2 years and has done wonderfully well. My Dad used to say it took 3-5 years to develop a top salesman and I always said ten years to successfully run a company. Those numbers are not made up. Every year brings up new situations, opportunities, challenges, problems and salesmen need at least 3 to 5 business cycles to experience most of it. They need multiple examples over years in order to see most of what will happen, since life and business is mostly cyclical, to

handle them better each time they occur. Those 3-5 years also gives the person time to grow and mature physically, emotionally, intellectually and spiritually which is an extremely difficult process especially if you are doing all of them at the same time. This level and speed of growth is not for everyone. This is why, in my view, 20% of the sales people make 80% the money. It is not by accident rather it is a winnowing process of those who can't make it. I think Kayla sometimes wonders why I am so patient when it comes to everything happening to her, reactions and her continual changing of the way she handles them. The answer is simple in that I went through it and remember how difficult and life changing the process was. Becoming "tournament tough" takes time, most people don't make it and that fact that she is continually willing to try, improve, go forward and make great progress means I am behind her all the way. In the analogy back to tennis, right now she is on the satellite circuit, minor tournaments with small prize money. If she keeps progressing as she has, in a few years, she will start to have her chances to play at the major tournaments and within a few more years after that she will have the chance to win and be ready to run our company. Her level of success will be no accident because she will have earned her spot but the reality is that can only come from everything she is training to be right now.

**3/25/17**

**8:29pm - My House, NJ**

Today as the first time in three months where I am able to do my normal bike ride, up and down the steep hills. My back feels better and so far it seems okay. If all goes well in the morning I will do it again. I am very fortunate as I thought that my biking days might have been over when I hurt my back badly the second time. It feels great to be able to exercise hard but I will continue to strengthen my body as much as possible to try no head off future problems and pain.

**3/26/17**

**9:44am EST - My House, NJ**

I was born with certain traits that were God given. I had no control regarding their type however the ability to make them positive or negative rests firmly in my hands. As with everything they often become a mixture. There is a constant battle within me striving for the maximum benefit over time while also trying to reduce the negative. One of those abilities is my being able to reply back to whatever is thrown at me verbally often with a caustic, biting or condescending tone that would often destroy my adversary. While obviously this is a good weapon to have, it is one that needed to be used sparingly especially if I wanted to have any long term positive relationships over time. Sooner or later everyone will do something to bug me and reducing them to mental rubble was normally not in either of our best interest. I realized I had this "talent" early in my life and having verbally destroyed some people, sometimes without

realizing it in the process, I resolved to put a split second delay on everything I said. This had major advantages because this interior sensor, which took years to fully develop and invoke, kept me out of countless problems and enabled me to keep the advantage in most types of interactions especially since most people can't or won't do the same. I am sure you have experienced it yourself, someone says something hurtful and they follow it by "I did not mean it" when in fact everyone knows they did.

Momentary gratification of saying something that is mean, hurtful, arrogant or anything else, not in your best interest is something best avoided, and happily I learned this "truth" when I was young. As time went on through my teen years and into my twenties that "delay" came in very handy especially dealing with my Dad and everyone I worked with. The more useful it became however the tighter I kept myself in this self-imposed verbal strait jacket because I knew then and even more now through experience that either positive interaction from my side or more often keeping my mouth, shut served me in the best ways possible. However, I am not infallible and can not do it 100% of the time. Fast forward to yesterday when I was having tea with my good friend David. We were talking about business, finances and families and a boisterous, arrogant thought came out of my mind and I felt it go right through my censor and out my mouth. As I was saying it I was regretting and simultaneously came up with a way to detoxify it before it was even finished. Regardless I did say it, felt terrible because bragging is something I abhor in general and especially if I am the one doing it. I know it sounds ridiculous but I have been beating myself up at the "slip" since yesterday and will hopefully let myself move on by tomorrow. In the meantime, the censor is still in effect, in fact I will try and make it even stronger for the foreseeable future not only as penance for the mistake but a stark reminder of how much damage a negative utterance can do not only to the victim but also to me. In this case it was not a huge huge but I was momentarily weak and I cannot permit that to become a common occurrence. I am responsible for everything I do and the effects my actions have on myself and everyone around me. I accept it, I count on it because I am the boss, Dad, owner and the person who decides what is best for those who allow me to do it. I have a responsibility to be the best I can be, forever.

**3/26/17**

**3:17pm EST - My House, NJ**

I was up at 7:00am, normal for a Sunday, exercised inside then went for a bike ride. My normal route is taking me about fifteen minutes longer than normal, obviously I am still not in "outside" biking shape from not being able to do the "hills" because of the weather and my back. It was wonderful to be outside and I feel confident I will get faster over the next month. Then it was over to my Mom's for lunch with my brother. They are well but the news about my Uncle Allan is not good and I hope he can go home from the care facility soon. From there it was over to Dunkin Donuts for some iced tea. I have one of their employees in my "sights" for when we expand as I also do at another



of their locations. Whatever they are doing to recruit people is working but if we can offer them something better than I have no problem in going after their employees. It is the same with us. None of my people are slaves, if they can find something better at another place I hope they prosper better there.

**3/27/17**

### **4:10pm EST - My Office, NJ**

I just spoke with the owner of our digital printing equipment supplier. It is very specialized and his machines, while excellent, tend to break down and we actually had to buy a second one so we would have to stop production while waiting for help. His repair people were lousy, broke appointments, incompetent and getting supplies sometimes took weeks. As you can tell I was not happy but the machine themselves, when they ran, were great. It turns out that the employee in charge of the location we dealt with was stealing supplies and selling them at a discount on the side as well as selling fake warranties. The owner was horrified at our bad experiences and asked me to please give them another chance saying we would get immediate service and our supplies would be delivered quickly. Since he is the owner of the company I figured we had nothing to lose especially since he was now out a lot of money and I don't like to kick a man when he is down. We also now have his mobile phone which means we can get to him anytime.

I did not bike this morning because the chance for rain was high enough to warrant caution but I was tired so walking suited me just fine. Yesterday's trip to Dr. Browne went as I expected. Even though he is a fantastic dentist, having one of my molars cut off at the top for a 1/2 cap is never pleasant. It did not hurt but the sound of drill going through my head was not pleasant, I had my headphone blasting from the other side which helped somewhat but I was tired afterwards. One fear I had was that my back would hurt while lying flat on the chair but they made sure I was comfortable. It was as good as it could have gone. Dr. Browne is also a gun enthusiast, as I am, so we spent the time in between the prep and drilling talking about target shooting which was quite pleasant. I go back in 2 1/2 weeks for the final cap and in the meantime I will try and remember to eat on the other side of my mouth. After that it was a pleasant day of paperwork and then to the chiropractor which went well. I am up to 78 pounds in traction, I am hoping to be back to 150 within eight weeks. I am still trying to work out having a physical therapist come to the house to check my exercise routine but so far no success. I really want to get back to punching my bags but not until my chiropractor says it's okay.

Today has been a day of paperwork including running the next stage of the Interior Audit for our upgrade to the new ISO 9001 and 14001 Standards. Mike has done an excellent job, my latest set of changes and suggestions are in with him. Once he is finished I can do the final audit and get it to our UL auditor for review.

No word back from UL regarding our Anti-Counterfeiting Proposal. No word back from Congressman Rodney Frelinghuysen regarding my proposal

about the EPA. No word back the school system official regarding the Literary Project. There is a lot pending, I count on none of it.

**3/29/17**

**8:49pm EST - My House, NJ**

I was up at 2:45am so I would be ready for an Ideal Jacobs (Malaysia) Corporation Berhad board of directors meeting. The schedule was obviously picked by the team in Malaysia but I okay getting up early. My willingness consistently proves my dedication to our companies and to put their comfort before mine. It started about an hour later and was over in time for me to finish exercising and go biking. It was beautiful outside and I enjoyed my ride. I got back in time for breakfast, a shower and then to go see my gastroenterologist Dr. Green who is also a family friend. He is an exceptionally nice man, besides being very competent, and we went over a few issues I was having and his advice was excellent. Before leaving I signed up for a Colonoscopy this coming November, it will be five years since my last one and I like to stay current. Back at the office things were going well, there was a lot of pricing to do, as well work on new products and helping Kay with sales. She seems to really like California which warms my heart as a Dad, her mentor and her boss. I went to the Chiropractor late this afternoon and the poundage on the traction machine was up to 85 pounds. Dinner with Wendy was pleasant as was the rest of our evening, it has been a very good day.

**3/30/17**

**3:31pm EST - My Office, NJ**

More work on last years Journal Book, half has now been sent to Erin, I have five more months to go. It has been an excellent month for sales, next month looks good so far, it always makes me happy to have a situation like that. More work on our new ISO QEO System. Mike will be ready with the revised Quality Manual on Monday, I will review it one more time then send it to the Auditor. He has done a fine job and I am pleased. No more word on the new building except that our Environmental Attorney is reviewing the report we got from our landlord. I am not anticipating any problems but that is why we have a specialist checking it. We have been sending out the link to our documentary, the response has been very positive. Our government is in its typical, non-functioning way of operation, where little is being done and everyone is screaming at everyone else. My hopes that tax reform will come through as originally promised, is fading quickly.

**3/31/17**

**2:50pm EST - My Office, NJ**

Monday we start a mass emailing on advertising our documentary. Since we usually only did this type of project once a generation it is a huge deal and I want people to see it.

# APRIL

**4/1/17**

**4:00pm EST - My House, NJ**

I fully admit that I can be a little obsessive at times, okay, very obsessive but it can often work to my favor. I love to garden and I like to see my flowers in crazy patterns that seem to work together because they are so different. Yes, it is only April 1st and it is early to plant here in New Jersey. There is still a little snow on the ground. However, the Garden/Flower Store seemed to be calling out my name so I found myself over there this afternoon looking at what they had to offer. \$347.00 later, was on my way back here with a car full of potting soil and flowers. My wife knew immediately what was happening and left me alone to change clothes before we "get dirty." It was wonderful to be back out planting again. The new wagon I had bought to help transfer dirt, flowers and other stuff worked great. I was able to force myself to stop planting after being two thirds done and then water, fed and sprayed to finish up. Wendy came out to see my progress and gave her approval. I am now preparing for a nap and am happily figuring out what plants that are still left will go where tomorrow. I love the change of seasons. I eagerly look forward to seeing what bursts forth from what I planted in years past and just now. If a frost comes and wipes out my handiwork, so it goes, I will start over again. It is one of the minor risks I take for doing things quickly and early.

**4/2/17**

**4:29pm EST - My House, NJ**

It has been a fun day. I exercised in our basement and after breakfast went for a bike ride. The weather was gorgeous with blue sky, little humidity and it was in the 50's F. Afterwards, I did some more work in our garden. It was obvious I needed more dirt so after visiting my brother and my Mom at her apartment, I stopped off to get an iced tea and then more soil. I then went to the store for food supplies and came back here to happily finish my planting. It was fun and all of the new flowers are in, fed and watered. I have distributed "anti-varmint" mixture to keep away, I hope, the deer, woodchucks and who knows what else. I am now back in our house, happily very tired and done for the day. I may however go back outside and take some pictures. I like to look at them at various times of the year. They have a continuing calming influence on me and I will most likely go out to see them after dinner most nights until the season ends. Kayla and her friend Alyssa are with Wendy. They are driving somewhere in California and sound like they are having a great time which warms my heart.

**4/3/17**

**2:24 pm EST - My Office, NJ**

When I went biking this morning I checked our garden and the newly planted flowers look like they are adapting well to their new homes. Mike sent me the finished version of our revised ISO Manual. I was very pleased with it as I did a preliminary audit. I have sent to our ISO Auditor in preparation for the initial upgrade to the 2015 version of both ISO 19001 and 14001. Mike has done a lot of work on the system and it showed. With him in charge of that and Vinnie in charge of our OSHA Health and Safety System we are in good hands. Alexis is in the process of sending the link to our documentary to thousands of people from our database. I am highly interested in seeing the response. I just heard from my friend John Rudder. He owns real estate in our town as does my landlord and they are both highly upset with the horrible street and traffic flow pattern changes that has been going on. It is a logistical mess and my wife and I have restricted our visits there because of it. I wrote a letter to the editor for our town newspaper last month after attending a Town Council Meeting. They did not print it but I sent it a few days ago to the members of the Town Council and the Mayor. One responded to ask me to send it to the Township Administrator, which I did. There is another Township meeting tomorrow which I do not plan to attend. I do not hold out a lot of hope that anything different will be done other than create more changes, trouble and havoc.

**4/4/17**

**2:15pm EST - My Office, NJ**

I am officially freaking out. Suddenly the move has become real. We have already been in contact with our Environmental Attorney who is making plans to come see the building this week. He has already checked the environmental report on the new building which is favorable and is also getting together information about how to close out what is needed for us to leave this building. That, plus discussions with my landlord, who will become our partner, plus my accountant and banker, to figure out how to pay for everything, and the enormity of what we are planning, has sunk in. We currently have about 18,000 square feet, we will go up to 39,000 immediately with the chance to go to a maximum, with more construction, of 26,000 more. We will need to go up at least 50% in our sales and profits for the foreseeable future and then hopefully double within four years and triple within eight. We will probably need to sign a lease for at least five years with an option for five more and by that time I will be close to 70 years old. If this is going to work, then we are going to need everyone, especially me, selling to their maximum capabilities. Therefore, barring any medical problems, I will be working full-out for quite a while, which suits me fine. I have a phone meeting with my landlord at 4:30pm to go over initial questions. I am waiting to hear from our accountant Gary about how much our company is worth to see if I can use it as collateral for the loan. I will

plan on liquidating the bulk of my Retirement Funds, except for my stock in Malaysia and then figure out what else is needed. The growth for Ideal Jacobs Teams in Asia has been huge but it is time to focus more on Ideal Jacobs in North America and Europe. I already started having anxiety dreams about this move, which will not even start happening for 18 months.

President Trump is trying to work out a revised deal on the health care system. No word yet on his tax plan which will greatly affect us.

**4/5/17**

### **3:20pm EST - My Office, NJ**

I am back biking outside and my usual route is still taking about ten minutes longer than normal. I am chalking it up to getting back into “outside cycling shape.” If not, I am slowly down a little, not the worst thing in the world but does mean my workouts are extended that much more. I went to see Dr. Mesnard today for a semi-annual check-up. He is a calm, competent, professional man with a very laid back sense of humor. I think he is wonderful. I am fine so far, blood was taken and results will be back next week to check my PSA level. Then it is off to the urologist for a check-up there. I am trying to sell the “Glow in the Dark” consecutively numbered vial idea again, this time in Mexico and Europe. The program is set-up so that if there is a failure in the energy/information global, grid and people of all ages are wearing one they can be identified by the number which can be seen, because of the photoluminescence ink in all dark situations. Maybe this time we will find a market. Life in politics and our president remain the same, lot’s of talk. I hope he surprises me and a lot of good stuff happens.

**4/7/17**

### **10:04am DT My Office, NJ**

Over the Cliff Again

One of my senior people turned to me the other day and said in the nicest way possible that I have a lot of guts expanding our company “at my age.” It was from his heart and I knew it came out a little differently than he meant it, so I want not upset. Yes, I am 61 years old and some of my friends are already contemplating slowing down to an eventual retirement. Yet, here I am putting our company on the line “again” with a massive expansion, two or three times our current size within six years and people are wondering why I am doing it. Why take the risk of putting so much into a change that, at the very least, will cause a huge amount of stress, money spent and difficulties? Why not stay as we are, comfortable in our great space and just ride it out and let the marketplace decide what happens to us. Why does it have to be now?

I come from a lineage of people who did just that, they waited and eventually time passed them by. There was only one man in our family who continually “jumped off the cliff” like I have, into his 60’s. Unfortunately I was not related to him by blood, maybe if I was that that would have explained a little

better of who I am. I am an “outlier.” I enjoy taking huge risks, I get bored easily and if I am home too long for any stretch of time I need to get back on the road. I enjoy, no, I have a passion for change, to see what is possible, to make things better, to go for the brass ring when the odds seem impossible. Interestingly most of my great ideas fail. But, I know from experience that without those failures we would never be put in position to succeed, therefore we keep trying and will continue to do so until I am no longer in charge.

We have found a tentative building to move into, if it does not workout we will find another because I am now committed to making a huge change. We are like a goldfish in a small bowl, we have grown as big as we can while we are here and need to increase the amount of space so we will grow. One won’t happen without the other, if we want more business we have to commit to growing the company and taking that action first. “Grow or Die” is a philosophy neither my father nor grandfather adhered to. They both did well, had the lives they choose, with no regrets. I have chosen also and that means we keep moving up whether it is here in the US or around the world. I figure, based on our past experience, and with the fantastic people we have that a move like this will turn out anywhere from okay to fantastic and based on those odds we move forward. For us, this is a big deal as to when we first went to Asia more than a decade ago. Expanding here in the US, I believe it is the smartest thing we can do right now, and until someone else is running the company we will go by my “gut.” Change is scary, change is necessary, change is a permanent condition and change, if we let it, is the road to wherever we want to go.

**4/9/17**

### **2:08am EST - My House, NJ**

Tonight we went to the wedding of the daughter of our friends Mitch and Carla. There were a few things noteworthy before we started. The first was that their daughter, they are Jewish, is marrying a Jewish man which, these days, seems to be more of the exception than the norm. The next fact was that it was in Manhattan. They are very good friends so I did not think twice about making the journey but hired Mike the Driver to take us because I don’t like driving in New York City. We left at 5:30pm and there was a lot of traffic. We were supposed to be there by 7:00pm and we just made it to find out that there was some extra time built in so that everything was fine. It was held at a very nice hotel on the Upper East Side and the room for the ceremony had twinkling lights on the wall which made it look like the nighttime sky. The “Cupa”, or ceremonial wedding tent, was beautifully made of various materials and the overall effect was one of great taste. We saw two other couples whom we had known for years, so it made the whole situation very pleasant. The two young people were obviously very much in love and their two families were also very happy. Once the ceremony was over, the Cocktail Hour began with a flood of fine food and drink. We all got a chance to socialize and have a great time. As was normal, since I did not drink alcohol, it gave me a chance to see people how they acted before they started drinking and right after. I think that just

the act of having the first sip is the physiological release people need to shed their inhibitions. In no time the party kicked into high gear. Once in the dining room, we found out that we were placed at the head table with our friends Mitch and Carla which was an unexpected honor. The band was filled with fine musicians and the party goers were dancing a lot. Even I asked Wendy to dance a few times, which was fun, until my back started to hurt. As time passed, Mitch mentioned that he was very happy I was staying much longer than usual, I am known to leave early and I was very happy to make him happy. We actually left about 12:30 am which is extremely late for Wendy and I but since we were not driving and had a really good time at the celebration, it did not matter. We were glad to be invited. It was a wonderful wedding.

**4/9/17**

**8:10pm EST - My House, NJ**

It has been a fantastic Sunday. I got up at 6:00am with the help of my alarm clocks. I needed to go down to our basement and workout so I would have time to then go outside and bike. The weather was beautiful and I had a very pleasant ride. I was back in time to load my car to go target shooting. I had gotten everything ready yesterday so today was mostly just moving stuff into my car and after picking up Alex at the train. The weather was getting progressively warmer which meant we did not have to wear heavy clothes and we had a good time talking on the ride up. Once we arrived it was obvious we both needed boots, the previous rains had made things soupy. We were well prepared so that did not cause a problem. Our shooting buddy Sal arrived soon after with his wife who did not shoot. We had a lot of fun first with Sal's Shotgun and then my rifle. After we cleaned up to make sure we left no shotgun or rifle casings we said goodbye to Sal and his wife and headed home. Once there, Alex borrowed Wendy's car to go see friends and then met us at Ira and Eve's house for their annual Cedar after we picked up my Mom. This holiday of Passover is the story of the Jew's enslavement in ancient Egypt and their eventual emancipation. There were many of the same faces there as have been for years and the some of the "kids" were now having kids and the circle of life continued. After a fun service and wonderful meal I took my Mom home, Wendy drove her car home and Alex took an Uber back to Manhattan. It has been a very eventful weekend. I am tired and very grateful for a very fine time.

**4/10/17**

**2:52pm EST - My Office, NJ**

More Than Two Things At Once

My wife and I went to a wedding over the past weekend. It was one of the nicest we have ever attended. A string quartet played during the service and the cocktail hour. There were four players involved led by an extremely competent violinist. They were near us and playing very complex pieces by Mozart. I had played classical clarinet from the 4th grade through my first year

of college and although I was not fantastic, I knew good players when I saw them. I mentioned to Wendy that a competent musician, especially those at the level of this quartet, could not only play the music on the page but they could also simultaneously watch whomever was leading to make sure they stayed in the correct tempo. Additionally, if they knew the music well enough, then they could go onto “automatic pilot” by which they could play perfectly, watch the leader and also have an almost “out of body experience” and be watching what was happening in the room. However, in order to do that they had to be exactly in the moment with the rest of the group, all playing as one. It is the ultimate in being part of a team and I would imagine the same thing happens in high level sports or anywhere else which competent people are moving together as one unit.

The difference with most individuals who try this however is that in order to be able to do two or even three things at once, you have to master the primary task first. Preparation is the key to everything and doing any “job” halfway means that you automatically lose the potential to multiply your effectiveness by doing multiple tasks at the same time. Training yourself to do anything, so it becomes second nature, means that you can move what is happening “now” to a different part of your brain leaving space for the next activity to happen at the same time. You can’t fake this because your mind will not allow you do everything you want, at the level you desire, unless you earn the right to get there. There is no substitute for doing the actual work and the results of not doing it are easy to spot, the incompetent practitioner who attempts this ends up with the results they deserve. Being ill-prepared is incredibly obvious when doing anything in front of an audience. If your ego is bigger than your talent and you have not adequately prepared then your reduced performance will create a dam that the rest of their team cannot get over.

**4/11/17**

**4:00pm EST - My Office, NJ**

I have been working on trying to secure a contract and insurance for a medical part that we have been working on for quite a while. The liability factor could be huge and we won’t go forward unless we are covered. Even though we can make the part I want the risk mitigated and that means lot of attorney fees not to mention insurance premiums. If the customer is not ready to pay for the insurance and get us the security we need, then we will stop. Elsewhere Kayla is starting summer school at Berkley, near where she lives. It should be good for not only taking a business course but also meeting a lot of new people.

The world is in its usual state of craziness with Syrian President Assad’s use of chemical weapons and President Trump’s bombing of his airfield. The Russians are screaming we should not have done it. The only good thing I can see out of all of it is that President Trump is seen as even more unpredictable than before and hopefully that can be used to our advantage.



**4/11/17**

**8:56pm EST - My House, NJ**

I got a message to call back a man I had known for a while. He worked at one of our biggest customers, an auditor who had come to our facility a few years ago, with his team, and they tore apart our systems as I requested. He found the holes and after we plugged them, we were more efficient, had less waste and he made us better, for which I was always grateful. Many people hate auditors, I however do not. If they are competent, they can make you better and then you will make more money, create less pollution and be more competitive. He was one of the best and when I got the note to call him back on a special number, I wondered what was up. As soon as I heard his voice I knew something was wrong. His company had recently taken over another and there was an overlap in personnel. He was one of the people let go in the downsizing. He sounded, as you would expect, heartbroken and wondering how he was going to take care of his family. He had called me for help and happily I knew one of the top auditors from the company that does our ISO 9001 and 14001 Registrations. As soon he sends me his resume, I will forward it with my heartiest endorsement and hopefully something good will come from it. At least it gives him some hope at a lousy time and I am glad I could help with at least a little possible betterment for the future. I have been in our family company for forty years and have obviously never been downsized or fired. I am however, fully cognizant of my responsibility to my people. When I have to lay people off the responsibility is mine, it is my failure for not securing enough business to keep them working. I hope we can help this man, he wants to work, he is a very good employee. As most of us do, he defines himself by his job and not having one must be like trapped in an earthquake and not being able to find solid ground.

**4/12/17**

**3:16pm EST - My Office, NJ**

I did not sleep well last night, something was up and I did not know what. When I woke up, there was an email from Malaysia. I might have to go there next month, if happens the results could be very positive

I went back to Dr. Browne's office today. He is an excellent dentist and has a great team. He put the permanent inlay on my tooth.

I am bored, I know that sounds ridiculous but I know the signs and decided that I was going to make a sales trip to Massachusetts next month.

**4/13/17**

**11:04am EST - My Office, NJ**

In some ways passing a company from generation to generation is simple. The older generation trains the younger and after a period of time they either have what it takes or they don't to whatever degree is deemed beneficial to all. Of course the inherent pitfalls are huge with the knowledge, experience and good and bad habits of the older generation, being transmitted to whatever

degree the younger generation is able and willing to handle them. Visions of what the company is and could be are often in direct conflict, as was with my Dad and me. The next hardest part is when a company with all of the inherent problems of a system in place that reflects the vision of the people in power being transferred to someone with a potentially different view. The larger the company the more the responsibilities, the more people involved the higher the responsibilities, pressure and expectations of what can happen. In any business the changeover, in the best of circumstances should take between 5-10 years so that the various business cycles of boom and bust are understood, dealt with and hopefully capitalized upon. The potential for trouble is huge with the actual experience of the older generation seen through their prejudiced eyes versus the theory of the young about what should be, what is fair, whatever that means, and the expectations of what they should do. What I do know in our situation is that our company is following my vision. I am planning for us to expand a lot in the next few years. To do that, we have to rejuvenate a new building, move and double our sales in order to pay for it. That also means doubling our staff, moving into new product areas and getting new customers. It is a lot of pressure, all put on myself and my team, by me. There is no one else to place the responsibility, this move is my idea, my people are behind us but the risk is all due to me. It has been that way for over 3 decades, my father hated the way I took chances and that I was never satisfied with what we had. I cannot help the fact that I have a passion for our company and drive to build. I will not sit back and watch and wait because if I do, then the chances will be gone and I will end up wishing what could have been and that is not an option.

**4/13/17**

### **4:02pm EST - My Office, NJ**

I had a phone conference before with a company that helps take care of software problems with old telecom equipment. The original equipment, made 30-40 years ago, was never supposed to last, but since it was built so well people have stayed with it. Many of those who created, modified and built it have either retired or died. There is a market to keep it going and this company does that. However with the Cloud and other advancement the life of this equipment is now nearing an end and there is a new combined opportunity for keeping the equipment operating as well migrating it to a new system. That was the reason for the meeting, setting up a group of companies that could do this all of this that we would control. With that ability we could seek out the potential buyers in the marketplace and I am now waiting for a list of potential targets. If we can't get the proposal to the right people or the need does not exist than all I have done is wasted is some time. A relatively inexpensive way to determine if we should put hard resources into it. The other people in the meeting were not thrilled with the way I took over. I am not shy and I am happy to do the hard work, which is finding the customers and identifying if there is money to be made but I have to be in control. I will make it easy for them, even if they do not like my direct approach. On the other hand, since we would be leading

this group it is better I exert my dominance now so everyone knows where they stand. If they don't want someone forceful in command, namely me, than I cannot deal with them. I am happy to take the responsibility as long as I have the power to go with it.

**4/14/17**

**2:16pm EST - My Office, NJ**

Part of my job is not glamorous. For instance, after I decided to go on a sales trip next month to Massachusetts, I have spent a good part of this day going through all of our contacts. A lot of them have moved which means they have to be tracked to see if they landed in new companies, usually I can do that through LinkedIn. Many stay local so there is also the chance to visit them on this next trip. For those who are still in their same positions I will normally email them that I will be in the area and check if they can see me.

It is a very tedious but highly necessary process because it keeps our database current and gives me the chance to go after current and new potential customers. In this case I am the best one to do this because I have the experience to see the potential, in most cases and where to put our time. Of course me asking does not mean people will automatically agree to see us so I have to contact a lot of "potential targets" to fill up the time slots available.

I did go out for lunch, which is unusual, but since it is Good Friday, it is actually a good day to do it. I met my friend Susan who is President of a high end jewelry company, our spouses are also friends so it raised no eyebrows. We spoke about family, business, politics and President Trump came up. She has definite opinions is smart and tough, the kind of person I like to be around.

**4/15/17**

**6:22pm EST - My House, NJ**

I have been a salesman for most of my life and it always intrigues me when a supplier cuts their services and delivery and tries to make it sound like they are doing me a favor. In this case I went to get some eyeglasses at one of our local malls. I had just been there a few weeks before to get some others and as promised, they were ready in an hour, and I was very happy. After I ordered two more pairs today, I was told that I was going to "benefit" from their new system. All of their eyeglasses would now be made in Atlanta and mine would not be ready for at least a week. They said that was not a problem however because the glasses would now be of a better quality than before. In reality what this meant was that I had been getting a lower grade product, would not have my new glasses for at least a week and they expected me to be happy about it. When I asked if there was a discount for making me wait and they said no I started laughing at the salesman. He gave me a knowing look and we both knew he had been told to "sell" this ridiculous notion to the customers. The reality was that by getting rid of the in-house services I calculated that for their 2500 North American stores, figuring three opticians per store at seventy thou-

sand dollar salary each that, even with their new center in Georgia, they would still be saving 150 million dollars a year. Since I was already there I went ahead with the purchase but in the future I will go elsewhere.

After my time in the eyeglass store I went into the Mall. There was a rumor that it is not doing well and there were plans in the next few years to convert it to something else. As I walked past the various stores and downstairs looking for the restroom I remember back to 1983 right before I met Wendy. It was Christmas time and there was a booth with a really cute girl. I went up to introduce myself, shyness was rarely a problem for me, and in order to not put her on the spot I gave her my business card in case she wanted to go out. After I got back to the office, my Dad told me she had called. I said to him that she was really pretty and he said she sounded that way on the phone, yes, you can tell from a voice. Regardless we went out a few times, it was fun but did not go anywhere and, just as well, as I met Wendy shortly thereafter. It was fun to reminisce as I walked along the corridor, so much has happened in the ensuing thirty plus years, much of it good. As always I count my blessings, remember how fortunate I am in the road I chose to travel.

**4/16/17**

### **5:56pm EST - My House, NJ; Our Porch**

It is the middle of April and it is 83 degrees F, a very warm, beautiful day. Last night we had dinner with the Levey's. I have known Jerry for more than forty years and Laurie for more than fifty, obviously very old and good friends. Wendy got to know them before we were married and they have also been close since that time. Jerry is in his family's printing business and we share a lot of common experiences over time. We both had very strong father's who taught us a lot. We also have children in the business who are both in sales, again which bring up a lot of common situations, experiences and have led us both on simpler paths.

Whenever we get together the conversation usually "goes deep" in that we talk about family relationships and how we handle them. It is not amazing that the problems are similar and it is always good getting another opinion. When we spoke about our fathers I immediately started feeling that the structure I have created in my mind to focus on the positive and less on the negative began to break down. As we continued to relate our experiences over the years of how we were treated or in some cases mistreated, I found myself getting more and more upset. As I have written and only found our recently, my Father did not want me in the family business. He did however teach me about our business, industry and the world economy as a whole. His best advice centered around handling relationships. As the years passed I followed his advice some of the time until by the time he left the company I generally did the opposite. It was all up to me, I was in charge before I was thirty years old and the longer we worked together the better I was able to process what worked and what didn't. As far as my Dad's legacy is concerned I now try to focus on the good things, besides the business, that he taught me, like the love of the outdoors and mu-

sic. In the end I got a tremendous amount of help from him both directly and indirectly, as did Jerry with his father. The conclusion was that we both had to focus on the positive that came out even from the negative, because in the end, what we did with the information defined who we are as bosses, dad's, friends and mentors. It is easy to focus on the negative and blame others. However the only way to soar, have a positive passion for what we do and continually boost up others so that we can all rise together, is to remember what we were taught and use it for positive results.

It is very calm out here on the porch. As I was watering my garden before it looked like rain. It has just started and the sound of it is very pleasant playing off the trees and our roof. I love it out here, it is peaceful and calm. I have gotten my edited book back from Erin, I will probably go through it one more time before giving it to Alexis to go to galleys. We should be on press by the end of May which means we can launch by early June, a major component of our yearly marketing and branding.

North Korea tried to launch some type of missile today but it exploded right after launch. President Trump said he will attack if they go nuclear, I have no idea what will happen. By the way Mr. Trump has now reversed his stand on many of the issues that got him elected. In other words he lied. I am sure he will spin it differently but his constituents believe him anyway so it does not matter. If the democrats cannot find a candidate that I can vote for, than once again, people like me will not vote and he will probably win re-election. A very disturbing thought but could very easily happen.

**4/18/17**

**4:14pm EST - My Office, NJ**

Edgar Cayce lived in the early part of the last century and was famous worldwide for his ability to go into a trance and access ancient libraries of past lives and events. Through them he was able to give information to people about their health, how to better their situations and their past lives. One of the areas I have been reading about recently is that everything in the universe is directed by vibrational patterns and these vibrations are universally attuned to each other. We are all part of a common life force. I find his work fascinating and also read about the importance of various types of colors, auras and how different types of stones/gems can adversely or benefit our daily lives. Many discount it as hogwash but since I believe that energy never diminishes but simply changes form and that people move from life to life, his work speaks to me. I find it comforting to believe that there is an afterlife, that trying to better myself in this life will count towards working toward good things in my next one. He also discussed how people move in groups and we that have been with our current families before in other lifetimes. This can offer some explanation of why we get along with some people automatically and others not. Obviously it can take a lifetime of study and I don't spend a huge amount of time on it but again, it makes a lot of it makes sense to me and I like to read and think about it.

I was watching a television program yesterday where a just-married couple from a few centuries ago had their wrists slightly cut and then bound together so their marriage began with a blood oath. When I was young I had a best friend, his name was Steve and we used to be together all the time. I remember once after seeing a movie where two friends became blood brothers that we decided to do the same thing but instead of blood we squished together some blackberries and used the purple juice as a replacement. It is funny what you remember from when you were a little kid. He became a professional musician and moved to California a long time ago. We were born only twelve hours apart and every year, no matter where we are, we still mark the occasion with emails to each other. It is amazing that we have known each other so long.

I spent the great bulk of my life in the present and planning for the future. I love the path I am on and our quest to get bigger keeps my focus on getting us into position to capitalize on the next few decades. The people on our various teams are sometimes not as adventurous as I am regarding “what can be.” For me, staying the same or going slowly is dull, boring and my goal is to have as much productive fun as possible with the eye towards where we can go.

**4/19/17**

**10:17am EST - My Office, NJ**

I know this sounds strange but more than a decade ago when I first thought that my Dad was dying, I wrote a eulogy for him. As it turned out he did not die. I decided that I should also write farewells for my in-laws and my Mom, both so they could see what I thought of them and also they could okay what I wrote. They were a bit unsettled that I did it, but knowing me as they did, they focused on the good things I said. Most were happy with what I wrote even though they knew it could change over time. As it turned out my amazing In-laws both passed first and then my Dad which has left my Mom. What I originally wrote about her no longer fits because in the last 16 months since my Dad died I have learned of things my Mom did that I did not know before. I don't know why I woke up this morning thinking about it and I hope it is not a precursor to something happening soon but I thought I should start from scratch with the new knowledge I had. I am not sure if I will show this to her, she already knows.

### **Eulogy for my Mom**

Many of you knew my Mom as a quiet, strong willed person who was quick to smile, hated controversy and was happy being in the shadow of my Dad. Here are some things you probably did not know and what she taught me.

I was 10 years old, had been playing ball and sprained my finger. When I told her about it she put a splint on it and I then proceeded to go out and do the same thing. When I came back and started to complain that it hurt she said I had two choices. I could either get sympathy and not play until my finger healed or I could be quiet and do as I wanted. The internalized lesson was that I could either be pitied for being a wimp or respected for playing in pain. It

is a lesson I have never forgotten which was deal with the pain, respect meant everything and sympathy was for saps.

Fast forward to high school. I called her to ask for a ride home and was talking to someone else at the same time. She immediately knew I was asking for a favor and not even willing to focus on her for the few moments we spoke. She let me know when she picked me up that if I ever expected to get a ride or a favor of any type from her, or anyone else, then the least I could do was to focus my attention on the person I was asking. In other words shut up and focus on what I was doing if I expected to get the result I hoped for. Another lesson I never forgot.

I got out of college with no job prospects in my chosen profession of broadcasting. In desperation I then decided to become a salesman and I was scared to death. My father offered me a job, which I thought was really great of him. The only thing was that I found out recently he did not want me in the family business and my mother forced him. Move forward a few years and my mother decided I wasn't working hard enough so she again forced my father to put me on straight commission. I was angry with her for a while but soon realized that being in charge of my own destiny, by having my own customers, gave me the freedom to soar. It also gave me the position to be at parity with my father and eventually overtake him. She knew that the only way for me to be successful was to force me into the deep end of the water to prove to everyone else and myself what I could do. She also knew it was the only way to be able to handle my father. The independence it gave me and the incredible confidence enabled me to do what I wanted. She gave me the path to freedom.

Moving forward again during the last 10 years my Dad was alive. My father was incredibly difficult and my Mom took the brunt of it. However, the the financial independence they had, a direct result of her forcing me onto straight commission and the resulting booming of our company gave them an easy retirement. But in addition to the money, the power it gave me, enable me to act as her champion regarding my father, as she had done for me.

Fast forward again, I was talking about inventing with my Mom. I had asked her and my dad in the past who used to invent in our family. There was no-one like me, no one who acted as I did or even had the same facial expressions. Neither my father or mother ever said there was anyone and let me figure I was a fluke of nature. That was right up until the moment I was talking about a new product and I saw my Mom's face. She had the same expression that I did when I was trying to figure out a problem. Then it hit me. I was just like my Mom. I had gotten my ability to invent and view life from different angles, from her. I asked her why she had kept it a secret. She said it would have made my father upset that I could do something he could not and I had gotten it from her, she did not want the hassles. Her main purpose was to try and not have conflict and did everything possible to avoid it except when it came to protecting us kids. So from that moment on we had continually more things to talk about and had a lot of very pleasant times talking about new inventions

and how to make them better. She had an amazing mind and never got the chance to use it but she was really happy that she protected and watched over me, regarding my Dad, so it could develop in me. I, like my siblings, were her legacy. I believe a good parent is supposed to love, protect, teach their children and put them into position to soar, my Mom was a great example.

**4/20/17**

**3:45pm EST - My Office, NJ**

Wendy left for California this morning to see her good friend Diane. She will be there until Sunday. We will miss each other as I will be leaving for Mexico when she is traveling back home. That meant that I would be here alone for the next few days but was planning nothing "crazy." Tonight I may go pick up some new eyeglasses and get my dinner, as I said nothing to make the headlines.

Bill O'Reilly was fired from FOX Television News, my wife and daughter are both pleased. Our new Industrial Design Intern Ariel is supposed to call me tomorrow to set-up when she will start for the summer. I have wanted to have such a person onboard for a while figuring it will add an additional "arrow to our quiver" of capabilities. I hope she works out well.

More work today on getting calls for my and Mike the Driver's sales trip to Massachusetts next month. It gives me an excuse to email a great amount of people with our latest company presentation so we are getting a huge benefit and will stay in their minds even if we don't go see them in person.

**4/21/17**

**2:55pm EST - My Office, NJ**

I try not to go looking for fights or trouble. In fact, I will do whatever I can to avoid them, which includes doing my best to plan in advance as much as possible to avoid hassles. That being said there are times in everyone's life when they are sucked into a vortex in which they have no control. Our country is the greatest in the world, I truly believe that in terms of personal freedom, the chance to pursue hopes, dreams, improve myself and go for the highest success possible. America is a wonderful place filled with great people but, and you knew there would be a but, our legal system has evolved over the past thirty years to become a cesspool filled with parasites who suck off the blood of those of us who work hard for a living. They use our legal system to drag people into frivolous lawsuits with the idea it will cost less to settle them than go through the long drawn out, incredibly stressful and expensive process of litigation. The only good thing about this horrible journey is that once you have been through it the first time you get a general idea of what can happen and it gives you time to create a battery of defensive and offensive weapons to use as needed. It also means that along the way, if you are fortunate, you find the right type of legal people who can help you with the process. I found out today that I may be involved in just such a situation. If so I will be the victim of collateral damage,



dragged in simply because of who I am and nothing to do with my honesty, competency and the fact I did nothing wrong. That however does not mean anything, as I know from before, and have therefore called my secret weapon. The attorney I chose, who has been with us for over five decades is not young, in fact he is on the older side and against the current, wrong idea that anyone old is incompetent. He is incredibly sharp, experienced, smart, tactical and knows exactly what I want to accomplish which is to get out of this situation. I just finished talking to him and already feel a lot better knowing he will have my back. I did not ask for this fight but if it happens, like everything else I do in life, I want to be ready.

**4/23/17**

**9:03am EST- Newark Liberty Airport; Elizabeth, NJ**

Wendy has been having a good time in California which meant yesterday I was again on my own. Besides missing her and spending extra time checking things because of my obsessive-compulsive disorder everything else was normal. I was up at 6:30am. Exercised in our basement, road my bike outside and then, since it was Saturday, went to see Uncle Dave. His mood had brightened from last week whereas mine is now in the "slogging" mode to get through a lot of stuff going on the like the new move, business slowing down and the potential legal action against me. It was raining on and off yesterday afternoon so I did not buy or put in any new flowers. I did do a slight repair on one of my bikes which made me feel good that I could do it. I checked my ticket for this morning and found out that my aisle seat had been switched without my permission to a window which would have driven my claustrophobia crazy. I quickly called Marina, my travel agent who got me on an earlier flight with an aisle seat but it cost me more money. Rather frustrating that an airline can do anything they want. Obviously I am not pleased but it is part of the price of traveling for work and one that I am okay to pay, besides it will help keep my competitors from wanting to go through it so it actually benefits me that way. Because of the earlier flight, I did some of my workout for today, last night and was up at 3:30am, exercised in our basement, then rode outside as the dawn turned to sunlight. The clouds were beautiful and the sunrise turned to a cobalt blue sky which was magnificent. It was totally worth the effort to get up besides the mental benefit of the workout. Mike the Driver brought me here, I got my tickets and was through security quickly, efficiently and I am now sitting in the lounge. I generally like United Airlines and will continue to fly them a lot. They are the not the only airline who has changed my seat without asking or notifying me, I guess it is a standard practice which I hope is ended with all of them soon.

**4/23/17**

**2:15pm CST - George Bush Airport; Houston, TX**

The flight here was excellent and we arrived on time. I walked over to this

terminal which was a good “stretch of the legs” however my body ached more than usual and I am not sure why. Kay should be landing in less than an hour and I texted her to meet me here so we could then find something to eat. I can't wait to see her. Wendy should be in the air by now going home. I am supposedly doing the final edit on last year's book but I keep finding stuff to change.

**4/23/17**

**5:39pm CST - George Bush Airport; Houston, TX**

Kay came to the lounge shortly after 3:00pm, it was wonderful to see and we spent time there until it was off to the gate and then onboard. I am really tired so maybe a nap is in order, also some more editing.

**4/23/17**

**9:53pm CST**

**Intercontinental Hotel; Guadalajara, Mexico**

The flight in was a little late and bumpy due to a bunch of storms. My suitcase was back a few rows and I ran to get it right after we landed. I had it on top of my shoulders to try and not hit anyone but in the process I accidentally smacked a woman. I apologized but felt terrible about it. Once in customs my bag was checked because I reported the samples and food I was carrying. I thought it better to be honest then maybe caught with undeclared goods. The official was very nice and we were not delayed long. Once out in the main hall our ride was waiting. On our way we called Wendy. Her cold was worse but she was now home so she sounded very happy. She had a great time with her friend Diane. Time for me to get ready to go to sleep, I emailed with Paulina and she will pick us up at 8:45am. It is good to be back in Guadalajara.

**4/24/17**

**2:52pm CST - Chili's Restaurant; Guadalajara, Mexico**

I got to sleep at 11:00pm last night and was up at 4:00am, it was not enough nor a great sleep but I got, exercised and felt much better. I met for Kay for breakfast, she also felt better and we then met Paulina to start our day. She drove us to one of the main Flextronics facilities and we had a series of meetings which centered on us getting more business through combining the work of other suppliers and offering cost reductions based on bulk sales. It would be good for our customer and us. By the time we finished, we were all hungry and definitely ready for lunch. This restaurant is strategically placed near our next customer, Sanmina and we will leave for there soon. Paulina, as usual, has been doing a great job here and the combination of her, Kay and me makes for, I hope, a powerful presentation of why people should deal with us and give us more. By the way the food was good, I really like guacamole. Amazingly no-one has asked me about President Trump so far, just as well as I don't have more insights than anyone else.

**4/24/17**

**5:33pm CST**

**In Guadalajara on our way to Starbucks**

The afternoon was crazy with seeing lots of people who have a lot of business that we want. Offering price reductions and our increased product lines are a great selling plan and we will see if they go for it. We are in our way back to the hotel but stopping at Starbucks first. We still have to try and get a file from a customer to give a rush price for tomorrow, the day is not over yet.

**4/25/17**

**1:47pm CST**

**A Sushi Restaurant with Paulina and Kayla**

I got six hours of sleep last night which was badly needed and I felt good after my workout. Paulina picked us up after breakfast and it was off to a different Flextronics location. We met with multiple buyers and planners, the chances for more business is good. We simply have to keep going after them, over time, so we stay in their minds long enough so they will try us. The theory is that once they order the first time and like the experience, they will keep coming back. The weather has been gorgeous which makes walking to the sales calls, from the car, very pleasant. From there it was to two different Jabil locations where we have been quoting but no business yet, as I said a process of repetition to finally break through, sometimes it never happens other times it is fast, you never know.

We are now at an outside sushi restaurant. The salad and avocado appetizers I ordered were excellent but had a big spice kick and my mouth is still burning. I hope it is the worst of my problems as so far, it has been a very fun day. US stock markets are on their way up on the news that the "Border Wall" may not happen in Mexico. There may also be a tax relief program that will happen, nothing, as usual, the President keeps saying one thing and doing another. Staying the same is probably the best we can hope for since I have no idea what the world situation actually is. We got recommendations to visit some design sites this morning from one of the people we saw at Flextronics. That is excellent news and Kay and I will go to Dallas, Paulina and Kay will go to Tijuana and probably Paulina and Kay will go to Milpitas. We have a lot of momentum from our trip and we have to keep it going, especially if times are going to get tougher. We need to push for more business now so they get used to flowing it to us.

**4/25/17**

**5:47pm CST**

**Intercontinental Hotel; Guadalajara, Mexico**

Our first call this afternoon was to Plexus. The main buyer there was in charge of all of North America for most of the commodities we sell. He was

interested in us becoming a “Preferred Supplier” which means agreeing to extended pay terms, rebates and other stipulations. They have a huge potential for more business. Afterwards it was over to Carestream. I had visited their up-state New York location with Ben and Allan from IJX a few years ago and they got the account. However Carestream group here wants to control their own labels and not go through China so we are working out a way for IJ Mexico to buy in bulk from IJX in China and sell small quantities to various Carestream locations in South America. I have already emailed Allan and Sophy to start getting the pricing together. Afterwards Paulina dropped us off here. Kayla is going out with her, her fiancé and I think, one or two other people for dinner. I am planning a calm evening by myself, will call Wendy soon, exercise, eat and go to sleep early. Paulina is doing a great job and I am very happy that she and Kayla looks like they will become an incredible selling team.

**4/26/17**

**9:06am CST**

### **In route to Houston**

Before I exercised last night I called Wendy. She is still suffering from a bad cold but it seems to be winding down so I am hopeful it will not reduce her enjoyment for our upcoming trip to North Carolina on Friday. After dinner I went to the lounge and had a diet soda with ice and lime, it was excellent and gave me a chance to start winding down from the day. The two days of sales calls had gone really well and we have the chance for a lot more business therefore I was very pleased. There is a lot of follow-up work to do so that our visit is still fresh in everyone's minds but Paulina and I am on it so I am hoping to maximize our results. I was up at 3:00am, worked out in my room and Kay and I got to the airport in plenty of time. After a problem with one of my passes to get into a lounge, we got it straightened out and spent the time constructively working on the new IJUS corporate materials brochure.

**4/26/17**

**11:55am CST - George Bush Airport; Houston, TX**

### **United Airlines Lounge**

The flight here was excellent and on time. I told the flight attendant in our section he was doing a really good job and judging by the smile he was not told that too often. I always like to brighten people's day when possible and I am glad it made a small difference there. You never know what will happen when traveling. My wonderful, honest daughter Kayla had a banana left over from her breakfast and could not decide whether to throw it away or bring it through Customs. Eventually, we go to there and she declared she had it which created all types of excitement and ended with her being whisked away to a separate area so the piece of fruit could be thrown away. I, of course, asked where they were taking her and I was instructed to keep going, which I did and then was supposed to meet her outside of the baggage area. I arrived and she

wasn't there. I waited and starting getting very nervous for about ten minutes and then she came through the door, turns out she had been waiting for me on the other side. She said the Customs people had been very nice but she would never do that again. My heart rate starting to go back to normal as we proceeded to security and right before I was to be scanned the woman in front of me said she had a back brace. After she went through the scanner it showed it was something else and upon being searched, turned out to be a money belt with various valuables inside. I don't know what happened to her as Kayla and I sped past but it was a lot of stuff to happen for a twenty minute time span. We then came here and I will leave Kayla soon for my flight to New Jersey, I will get some food along the way. She is going back home to San Francisco and this would normally be a sad parting but I will see her next Thursday so it is not too bad. I will miss her a lot anyway.

**4/26/17**

**12:47pm CST - George Bush Airport; Houston, TX**

I am on the plane and will be trying to do some work but that is quickly going to come to an end because I am really tired. I bought a salad which looks good and I will eat it as soon as we are airborne.

**4/27/17**

**3:55pm EST - My Office, NJ**

We arrived early last night, an excellent flight, thank you United Airlines and I was home before 7:00pm. Wendy was feeling a little better from her severe cold, we had a quick, peaceful dinner, I unpacked, was asleep early and was up at my usual 4:15am and after exercising in my basement went out for a bike ride. it was glorious to be out in the fresh air and I thoroughly enjoyed it. I spent the day in the office catching up, doing sales and lots of paperwork. I had only been out three days but a lot happened while I was gone. I checked with Underwriter's Laboratories about the anti-counter fitting Project. The man I was told was in charge wrote to me the other man I had been dealing with was in charge. In other words we were nowhere and I left word with both if they wanted to do anything to let me know. I will give it until May 8th, will most likely hear nothing and will declare the project dead. It is time to move on. The day I can't accept defeat is the day I stop trying which is the day I either retire or die, that path is simple and I will follow it.

President Trump has declared NAFTA is okay and it will stay in force, his Mexican border wall is delayed, his new tax proposal has been launched, I do not know whether the tax provisions are good for us or not. Oh yes, and the government may shut down on Friday and I do not know if that means we will be stuck in South Carolina because it may affect the airlines. Life is not dull, I love it.

**4/28/17**

**6:09am EST - Newark Liberty Airport; Elizabeth, NJ**

Last night was crazy with packing for today and also speaking with our attorney regarding a family legal matter. Over time I have come to the conclusion that all families are dysfunctional. They all have members who are: more successful, work harder, think they have been treated unfairly, work less, feel entitled, are jealous, work their asses off to prove their worth and many a mix depending on the day, you get the idea. Regardless when one generation dies and the next one divided up what is left there are always problems, not just the money itself but the emotional baggage held over for years that comes up during the final "accounting." I am now in that process and through no fault of my own, have already ended up in a legal mess, which I am continuing to do everything possible to avoid. As time goes on, the results of the behavior of what is left of my family continues to compound itself. In other words, I and they become more of what we are genetically programmed be. If they are nice they get nicer, if they are mean they get meaner and if they are greedy and act like blood suckers then that will also get worse.

I got to sleep later than usual but was up at 3:00am. I was determined to go biking and even though there was fog, I was out in the dark and it was wonderful. I had my bike lights on so I felt safe and I tore through my regular course because I was on a time deadline. I got back tired but extremely happy. Mike the Driver picked us up. We were through security quickly and we are now waiting at the gate.

**4/28/17**

**10:42pm EST - The Dewberry Hotel; Charleston, SC**

The flight here was on time. I got word that the medical project we were working on is not going through. So it goes, I can never count on anything until a job is produced, shipped and paid for.

We took a taxi from the airport to this hotel and the driver was a very colorful man who told us about how he met his wife, she had called his number by mistake many years ago, they started dating and got married. He has a plethora of grandchildren and loves his life, a very pleasant accounting that was nice to hear. You never know what you will get when booking hotels online but this one turned out to be perfect for our needs and we after dropping off our luggage we walked to the central market area. It was crowded with people, vendors, cars and lot of horse-drawn carriage tours. After a quick lunch we took one of those through parts of this very old and pretty town. It was pleasant, hot and we enjoyed the breeze. The tour guide told us about a huge conflict going on between the carriage owners and the human rights activists regarding the horses. They seemed very well treated and we were told that if they were not in the tour industry they would have ended up as dog food. When they got too old for work, they were retired to live peaceably on farms so I don't see the problem but of course I don't live here.

Afterwards Wendy did some shopping while I sat with an iced tea and then we came back here where I took a very long and enjoyable nap. Later on when we went to a restaurant called Magnolia where I had one of the best meals ever which included trout and vegetables. I am planning to go to sleep soon. This is a lovely city with very nice people.

**4/29/17**

**1:35pm EST - The Dewberry Hotel; Charleston, SC**

After working out in the gym this morning I met Wendy for breakfast. I had hoped for a buffet but alas there was none and the menu was not set-up for someone with my dietary restrictions. Then I got an idea, called the waiter over and asked him to go to the chef for an "estimate" to give me nine scrambled eggs which was all I wanted. The price was over \$20.00 but we were already there and running low on time so I agreed. Wendy and I decided to look for another place for tomorrow. After eating we walked down to the Harbor and boarded a big boat bound for Fort Sumter. It is located right in the center of the big waterway going into Charleston so it was easy to see why both the North and the South wanted control of it during the Civil War. The takeover by the Confederacy of that facility was swift, the Union commander, a colonel named Anderson had less than one hundred men nor was it fully stocked with cannons. He ran out of supplies of all types, eventually surrendered and he with his men was permitted to go back to the North. During the war the Union eventually re-took the island but it took a long time. It was an interesting place, it must have been extremely hot in the summer.

We got back to shore before noon, went for some iced tea and then found a really good restaurant for lunch. We will probably have breakfast there tomorrow. We stopped at the farmers market nearby and I left Wendy there to spend more time, my back and leg have been hurting and I am now sitting with a bag of ice in a chair which feels really good. The Advil I took is also working well.

**4/29/17**

**9:43pm EST - The Dewberry Hotel; Charleston, SC**

I decided to go back to the marina where we took the boat ride to Fort Sumter this morning. We had seen an antique sail boat in the harbor and I went to see how close I could get. It turned out that I was able to get up right next to her. She was beautiful, sleek and had wonderful lines. I bet she really moved under full sail. On the way back, as I was walking, I heard something lightly clanging behind me. As it got louder I started to get a little nervous, I am never comfortable with not knowing what is going on in my surroundings and finally as it seem right behind me I turned and saw a beautiful woman about thirty years old right next to me wearing a lot of jewelry. I mentioned that I was from New Jersey and we, or at least me tended to be careful with unknown sounds especially behind me. She smiled and said she used to live in Philadelphia and had the same view, which was why she moved back to Charleston. I

then mentioned I had worked in Philadelphia, as a news intern at a television station and we chatted for a few minutes while walking. I then turned off to another street and came here. I love the world and the people in it. It is great to know that you can meet someone new at any moment which keeps life alive and moving forward. Wendy and I went to another restaurant she had found, it was also excellent and we had a very pleasant dinner. She is showing some definite talent in taking photos. On the way back here she asked a small group who were trying to photograph themselves if she could help. She composed a beautiful picture with them, a church behind them and a beautiful sky at dusk. We then watched a little television and I am hoping to be asleep soon.

**4/30/17**

**11:14am EST - Magnolia Plantation; Charleston, SC**

I got eight hours of wonderful sleep last night. Once up, I exercised in my room and then went down to the hotel gym. I stayed there for about an hour went upstairs, changed and met Wendy for breakfast. We decided to go into a nearby hotel for brunch and turned out well, the food was good. I tried the Grits, Wendy used to eat it as a baby and liked it but it had butter so I ate almost none.

The grounds are amazing and we were greeted by a peacock on the way in. They must need hundreds in staff and the up-keep must be extremely challenging. We decide to go on a tour of the main house and I lasted about 10 minutes before my back pain became too much to handle. As per previous agreement, Wendy stayed on the tour and I am out sitting on the veranda. It is extremely pleasant and my back feels better as long as I am sitting or moving quickly. I am glad that we are going on an earlier flight tomorrow and I am hoping the Chiropractor can see me. There is a nice breeze out here, the fragrance of the various flora and fauna very pleasant and the occasional call of a peacock adds a very exotic flavor to the scenery.

**4/31/17**

**8:08pm EST - The Dewberry Hotel; Charleston, SC**

After Wendy finished with the house tour we went on a tram ride through the grounds. It used to be a rice plantation and the bogs were still set-up although no longer in use. There was a great amount of wildlife and we even saw three small alligators which was really cool. That also meant there was no way were we're getting off the tram. Once done we Ubered back here and I went for a walk down to the harbour, like yesterday, and this time there were two antique wooden masted schooners docked so I got to look at both.



# MAY

**5/2/17**

**4:24pm EST - My Office, NJ**

Wendy and I were up at 4:00am yesterday, to the airport and through security with plenty of time to spare. I was extremely happy that she had agreed to come back on an earlier flight and we landed early at 8:00am. We were home quickly via Mike the Driver and I then spent the balance of the morning unpacking, answering email, exercising in our basement and then going out for a glorious bike ride. After lunch I went to the plant store, one of my favorite destinations, bought some of their newly acquired Geraniums in various very pretty colors, came home and planted them. It was then off to the Chiropractor and the yelp I gave it when he adjusted my back was pretty high on the pain meter but I felt much better after it was done. I went to buy Chinese food for dinner and then had a peaceful night home with Wendy. In retrospect we had a very nice time, we liked Charleston and it is time to plan for something new, whenever we get a block of time, to go.

I was up at my regular time this morning but after my exercises downstairs it was raining, good for my plants, so I did four walking laps around our block instead of bike. As was normal for a day back in the office, after being away, it has been crazy not only for business but also for various legal matters that are in process. Two of the three big projects I had been working on all died. So it goes. The third project regarding refurbishing and upgrading telecom equipment is still alive and I have a meeting on that tomorrow. It is rare for these huge projects to go ahead, some do, which is enough to grow our business. Kayla and I are working on the new company brochure. It will be awesome and filled with all types of samples. It was requested by a customer in Mexico and we plan to make it one of our main selling tools.

**5/3/17**

**3:23pm EST - My Office, NJ**

## **“Keep Trying”**

Most of you know that I love to write. I am currently working on my 16th self-published book and it is always a joy to put my thoughts down, not to mention a mental release, a chance to crystallize my thoughts and work out problems. It was with that in mind that I write this. Also, I was being pushed forward by a sense of “pay back” for help I received when I was a teenager. I had a mentor I never met, his name was Jean Shepherd, a former radio personality from the 1960’s, who sent back a short story I had written and he wrote back with the words “Keep Trying” which I am looking at it as I write this. He helped me change my life with those two words and I resolved to do the same for others. With a publishing friend of mine whose family runs a group of lo-

cal newspapers, we put together the idea of a town sponsored literary project where anyone, from students to current and former residents could submit all types of written articles, stories, plays etc. with the chance of getting published in a special monthly edition of their local town newspaper.

We first went to my hometown and spoke to the Superintendent of Schools whose name I will not mention because he led us to believe that he loved the idea, would go ahead and then left us hanging for over a month. He then backed out without a reason, leaving us with nothing and the end of the school year closing in. We then chose another local school district and contacted their Superintendent, again I will not mention his name. He too said he loved the idea and set up a meeting with two of his top lieutenants, My friend David and I arrived early only to be kept waiting outside his office and then we left. His secretary called to find out why we would not wait since he was busy, that we should have been patient for however long he kept us waiting.

I run a multinational corporation with teams that span three continents and twelve time zones. David runs a multitude of newspapers running under tight deadlines going to thousands of people and if we could be there on time then the Superintendent should have been on time at his own office. But I guess that was too much to ask of him. As you can probably tell I am fed up with the local school systems, especially the superintendents and it reminds me of why, in my early twenties I could not wait to get out of school, permanently and never return.

These superintendents who supposedly want the best for their school systems have once again proven my theory of the incompetence of those in academia and why they are there instead of out in the “real world” where they would be eaten alive by people like David and me. I am sure there are competent educators out there, I just don’t seem to have contact with them and as of now I have no plans to look for any more. The literary initiative is dead, those we could have helped will have to go unaided, the internships we would have offered will go unfilled and the good work of my mentor will not be passed on. A pity for all of us but especially the kids who would have had the chance to be told to “keep trying” which might have launched them on a new trajectory in life like it did for me.

But! My editors were not happy with the way this worked out and they challenged me to come up with a more positive solution. After a moment's resistance I decided they were right and it was time to attack. Therefore I will submit the following proposal to my friend David and see if he goes for it. The time has passed to “ask for permission” from those who have the title but not the soul to do what is right. David already has the vehicle to make this work, his newspapers cover multiple townships and thousands of people so it is time to take this directly to the public. It will be their chance to soar and they can deal directly with the newspaper, without judgement from others. I will ask David, and help pay for as needed. It will take time to build this up but since we are not in a rush, a few months will not matter

**5/4/17**

**4:41pm EST - My Office, NJ**

It was beautiful biking outside this morning. My garden is looking beautiful and I love the incredible colors. The lilac bushes my kids bought me last year are starting to bloom, the fragrance from them will be amazing. It has been a day of pricing and sending out many emails to see if people want to see me in Massachusetts towards the end of this month. It is very tedious sending email after email but the only way to correctly cover a geographical area so it has to be done. Tomorrow I will start on our Dallas trip.

Kayla just came in from California.

**5/5/17**

**1:56pm EST - My Office, NJ**

Kayla was in the office today getting ready for a 3D Printing trade show which begins Sunday. There is a lot of preparation to be done and she is in charge of everything. The business is out there we have to keep pushing to get it. Lots of rain here, should be good for most of the vegetation.

**5/6/17**

**9:51pm EST - My House, NJ**

Dear Dad,

I had tea today with my good friend David. You came up. I have been going through waves since you passed about a year and half ago. Every time I think I have made peace with you I find out something else you did that I consider unfair and it throws me back into the “negative” regarding you. David theorized I was looking for the bad so I could keep up our competition and continue to be on top even though you have been gone for a while. I on other hand do not believe that, I simply want to get you in a place in my brain where I can remember the good more than the negative and stop spending energy on it. But then I find out something else you did that drives me nuts and the aftermath still causes trouble. You put my wonderful brother in charge of your finances after you died. Unfortunately they were not in good shape, paperwork-wise, which has caused him a huge amount of time and worry that could have been avoided by better preparation from you. You also trained me in matters like these and by forcing Ira to do it you put an unnecessary burden on him including dealing with lawyers and accountants. You have made me suffer watching him go through it and I have offered to take it over. But he wanted to do as you wished and will not let me help him which means you had once again caused grief for the both of us.

You used to say you should never try and control things from the grave yet that is exactly what you have done. I realize that you did not particularly like or respect me, felt I was a competitor, never wanted me in the business. You also never wanted me or my siblings to do better than you and then never liked

how I grew the company against your wishes. But in the end, why did you have to take this out on my brother, one of the nicest people in the world by putting this burden on him that I could have taken care of much faster and easier? Was that your final shot at me to have to watch him go through this knowing that you did it just to make things more difficult? David was wrong, I am not looking for things to be wrong with you, I am trying to close the book so I can focus on what good things you did but the landmines you have laid keep going off, hurting the people I care about and keep ripping open the wounds I want to heal. As I have said before I have learned things about you since you passed that I would not have believed possible while we were working together. I had rose colored glasses on, did not want to incite your wrath and was blinded by my duty, I felt, as your son. Obviously that did not seem to go both ways and as I said before I hope this is the last bad stuff I hear about. Your finances will be mostly fixed within the next few months. Maybe then I can finally finish this process, put you in your proper place in my life, remember the good and push back the bad into the recesses of my mind. I can then move on to continue with the fantastic life I have been so blessed to have.

My friend David has a heart of gold, he could not conceive or admit out loud that you could or would do something like this to your wife and kids. That is one reason I like him. In this case however he is blinded to your potential for both very good and very bad. I was not looking for the negative in you, it found me.

Your Younger Son

**5/7/17**

**8:59pm EST - My House, NJ**

Hi David,

I rarely write to you directly since we can and do speak openly often. You are one of my best friends and have a direct and positive influence on me. Your suggestions, regarding me making changes in my life, are often meant with my emotional rage. Usually after a few hours of reflection, that emotion switches to introspection and sometime even life change. As per my entry from yesterday your suggestion that perhaps I was looking for negative reasons to continue judging my father so we would not come to a final reconciliation generated extreme anger from within my soul. I was upset that you could even think that, let alone verbalize it to me. Your thought that I was delaying giving him his due for the good things he did because I was selfishly holding onto the hurt he inflicted, was hard to take. I had lunch today with my Mom and brother. We talked about my Dad, both the good and the bad. Unfortunately there are probably more bad things to find out about and all I can do is wait. Closure will have to wait until everything is known, not a very happy prospect but the reality of our situation.

That is one of the reasons, in retrospect, it has been so difficult, I have

not been able to finish it. You may think that it is a journey that can never be completed but I disagree. Within a few months all of the legal problems and issues he left behind will be mostly settled, plus other actions that affected me adversely, will hopefully be known. By then I don't think there will be any more landmines around and I can finally make true peace with my Dad and push him to the back area of my brain where he belongs. At this point I am not specifically looking for the good or bad. I am searching for everything that is possible to find out so it is all on the table and I can deal with it once and for all. The path is almost completed, by the end of the summer the healing should be able to begin for real and actually finish what needs to be done.

Regards,  
Andrew

It has been an excellent weekend with biking yesterday and today. Kayla has been home for a few days and left with some of our guys for a 3D Printing trade show in Pittsburgh, PA. I had lunch with my Mom and brother to celebrate Mother's Day a week early because I don't like crowds in restaurants on those types of holidays. Both seem good and we had a pleasant time. I am happy to report that it has been about four months since I threw out my back and a lot of progress has been made. When not traveling, I have been at the Chiropractor three days a week and with the change to my exercises, thanks-you Roy my physical therapist, my back feels better and stronger. I am hoping to be back to 150 pounds of traction this week and will keep building myself up so that the chance of a relapse are reduced.

**5/8/17**

**2:55pm EST - My Office, NJ**

It turned colder here in New Jersey, when I started out biking it was 41 degrees F with a mostly cobalt blue sky, it was magnificent riding. I edited our updated ISO Quality manual Mike had written and distributed copies to our managers for them to review and get ready for our formal interior audit. I had been working on Kay and my trip to Texas getting appointments and found out that one of our big customers shut-down a facility. This was not good news but the people had spread to other companies so we have the chance to follow them for new business. I have the feeling that the economy is slowing down which is unsettling but it also gives us the chance to increase market share which is the course we will take. Kay, Mike and Kevin are at the 3D Printing show in Pittsburgh, PA. Today was set aside for the participants to get their booths ready and talk amongst themselves. In my view this is probably the most valuable part of the whole show since it gives our team a chance to talk to distributors of our product, see new advances and make new alliances.

**5/9/17**

**2:57pm EST - My Office, NJ**

Our new laser is having some issues so I have also been trying to find a contact for help at the manufacturer. If their customer-service system was at a high level, this would not be needed but I will got to the president of their company if necessary to get some attention. The chances of us buying another product from them is becoming increasingly slim. It is a good lesson for us to always remember, rapid response when any questions or problems come up is a huge plus and one of the best ways to get more business. One hour later, after repeated harassment we got the right people to contact.

**5/10/17**

**1:18pm EST - My Office, NJ**

### **Spare set of clothes?**

I had a dream early this morning.

It was not pleasant in that I was naked.

It was even more unpleasant that I was naked and riding a bicycle.

It then turned bad when I was naked, riding a bicycle, and it was very cold

But then it got worse when when I was naked, riding a bicycle, it was very cold, and people were watching me.

But the ultimate was when I was naked, riding a bicycle, it was very cold out, people were watching me, and I was late for a meeting.

Being late drives me truly crazy. So I began my day and happily that has been by far the worst part so far. I know that dreams can display what is going on in your subconscious mind and in my case it is not a very deep analysis. Between the massive marketing effort, our manufacturing expansion, Kayla's new office in California and the upcoming potential move to a new site that will double our size, it is no wonder I am having bizarre dreams. I have been in this situation before, the dreams will occur frequently. It is simply my mind's way to processes stress and to work on potential solutions for multiple types of conflict scenarios. I don't like to be in compromising positions, looking bad, weak or indecisive, no-one does. In my case however, I do an extraordinary amounts of planning to try and stay in a planned action mode so that the pathways we take are based on a predetermined plan and not luck. In that mode I am happy to accept the results. Not being ready is a journey I do not enjoy and hence it plays out in my dreams to help keep me motivated and on target to stay in position to try and get the best of any situation possible. It helps when I am awake to remember all of this but in the midst of a dream when it all seems so real it is not helpful. Maybe I should start sleeping with an extra set of clothes?

**5/11/17**

**4:13pm EST - My Office, NJ**

I went to my urologist this morning. Dr. Seidman is awesome and my report was good so I left dancing on air. Always great to get positive reports from my medical team and the whole thing starts over in about five months. It is a consistent rotation that usually takes about seven months to ensure that everything is okay, I am taking care of my body “maintenance” and to make any changes needed. I push my body to the limit with my schedule and I owe it myself to keep in the best shape possible which will also maximize my energy and do the best I can for my mind, body and soul. I am no saint, I don’t get enough sleep, I worry more than I probably should and have determined that it is better to adapt to the OCD, ADD, germ phobia and other stuff rather than medicate myself. Drugs might make life a little calmer but the potential for a huge reduction in energy and creativity is not worth the risk.

The last two days have been spent in pricing, the upgrades for our ISO systems, getting appointments for my next trip to Texas, working on new projects and happily doing whatever is needed. Even when I am doing repetitive, relatively boring work I generally don’t mind and it is the price I happily pay for the more exciting parts of my job. After four months, after I really messed up my back a second time, I am back to where I was before regarding the weight level of traction. I am hopeful that my new regimen will help protect me against future problems.

President Trump fired the head of the FBI, James Comey a few days ago, there are rumors that our Governor Christie might get the job. I am sure his Lieutenant Governor hopes it happens so she can govern for a while before she runs herself.

**5/12/17**

**9:34pm EST - My House, NJ**

I have an interesting situation. My wonderful wife views the world differently than I do. It is one reason we work so well together. She is perpetually rational in her linear way of thinking being able to see direct cause and effects scenarios. I am more concept and creative based with my thought soaring to the potential of what could be as opposed the hard facts that need to be considered before acting. Here is the problem. Ever since President Trump has been elected, my wife has been extremely negative about him, his people and our country as a whole regarding current paths towards restrictions on immigration, reduction in overall human rights, the retreat of our government from health and environmental initiatives and the constant pounding of all media as immoral and fake. I do not see things as nearly as bleakly as she does and in fact she is now actually talking about getting a place outside the US to stay either for vacations, part or full time depending on how things go here. The thought of leaving the US is not in my consciousness however, she has historically had a very good feel as to what is coming. If she is so convinced an exit strategy is

needed than I have decided to take it to the next level for us, our family and our people here in the US. That means starting to scout out possible areas where we can all move to on a temporary or permanent basis where we can work and live in peace and freedom. As I said, even considering this a few months ago would have seemed absurd, but again my wife is not usually wrong so I will do some groundwork, in case of real trouble, so that we can move quickly. The simplest thing for business would be to have a backup plan to move to Mexico since we already have a company there. The next easiest would be Canada, both should be reasonably “doable” so I guess I will start there. It is an unsettling idea but the best way to alleviate fear is to have a plan ready in case the trouble actually happens.

**5/13/17**

**1:38pm EST - My House, NJ**

There is a big storm here in progress which meant a lot of rain starting early this morning which also meant no bike riding outside. I woke up before my Saturday alarms thinking about the new back disc invention I have been working on and a lot of the engineering became clear to me in my semi-state of sleep and I kept emailing myself to make sure I would not forget. The rain gave me a chance to use the bike I have mounted on rollers on our porch. It was very pleasant editing last year's journal to the sound of the falling rain and then watching various shows on Netflix. After getting cleaned up, I went to pick up Kayla at the train station where I then gave her my car for some errands. She dropped me near the bike store to buy a new seat for one of my bicycles, which I realized later, I was not competent to put on, and would have to bring the bike in anyway. I then walked to the nearby Dunkin' Donuts to meet Uncle Dave for tea and then it got really interesting. As was normal when we meet on Saturday's our discussion was mostly about business and relationships related to them. I have been suggesting that he branch out in real estate to create deals covering areas where he has a true passion. Today I gave an example of a local university that I believe is near bankruptcy. I put in a call to Dayn myself-fence trainer who used to work there to get an update but he was teaching a class. I figured that in order to try and save themselves from dissolution they might want to either sub-contract or outright sell their sports facility to an outside buyer who would then run it for them and pay fees so they would save on overhead and also make money. I also brought up Kayla's old softball coach who had opened up a sport facility nearby and I thought he might be interested in franchising his operation, run this new possible facility or be involved in some way. David has always loved sports and had a passion for all types and since he knew investors it had potential. David did not like my idea and then began giving reasons why it would not work, when who should walk in, but Kayla's old coach. David also knew him so I invited him to sit down and I pitched him the idea which was easy since I had no involvement and could push without worry. As it turned out he had thought about doing the same thing in years past and was interested. I think David's head was spinning at this point and on the way



back my house, he was nice enough to give me a ride since Kay had my car, he gave me a list of reasons why it would not work and why he had no passion for creating concepts of what could be but only got excited at the chance for an actual closing of a deal. The problem with that however is that if you are only involved at the end then the chance to create the big, high-profit deals had already passed. I believe that the person who has the vision to create something from nothing will often fail but on a percentage basis would get the chance to win big. But that is me and David has his own thoughts.

By the time lunch was finished, I had already emailed and texted with John the Chiropractor and my guys for a Monday afternoon meeting on the new back disc project. My idea is to injection mold a replacement disk and covering to be inserted inside a back vertebrae. For those of us with extreme disc degeneration and pain this might be an alternative to full back surgery.

David kept saying to me that a huge project might just be waiting for me and I can't see it, he has a good feel for that kind of thing, hopefully he is right and I will be watching for it. As per yesterday, I put a call into my niece Rachel who went to school in Canada. She knows the Montreal area well and if Wendy and I are going to get a place outside the US then I want it to be within driving distance, on a lake and preferably an apartment or condominium so we don't have any outside upkeep. We could use it to get away on vacations, might be nice for our kids and relatives, we will see.

**5/14/17**

**6:50pm EST - My House, NJ**

It was Mother's Day here in the US, a traditional time to take a moment and appreciate your mother, which I do, and take her out for a meal which Ira and I did last week. We also got her flowers, and in my case also checked on Wendy because her wonderful Mother, who I loved dearly passed a while ago and we all still miss her a lot. Wendy went out for brunch with Barbara, Jessica, Myrna and Kayla and they all had a good time. I also brought in Thai food in for dinner, at Wendy's request, so I think all is good. Meanwhile, I was up at 6:30am, exercised inside then went biking outside. One of my bikes is having a gear switching problem so after I got back I took her to the shop, after getting food for Kayla for flight tonight home to California. While at the bike store I got a call from Ben in China following up in an email he had sent me. There needs to be an emergency meeting of the Ideal Jacobs (Malaysia) Berhad Corporation Board of Directors and I have to be there which means I leave a week from this Wednesday, my travel agent Marina has already been notified to set-up the flights. Most likely I will fly out on a Wednesday, get to KL on Thursday, leave Saturday and with the time difference still get home the same day. I will know more tomorrow. I don't mind going but it does mean I have to cancel my trip to Massachusetts a week from tomorrow.

It was then off to the plant store where I bought a bunch of geraniums which look great in our garden. Mike the Driver came over to get Kay for the airport, it is always sad to see her go. Later, Elana stopped by to drop off some

baked goodies for me and chatted with both Wendy and I. I got the before mentioned Thai food, dinner was very pleasant and I am hoping that Wendy and I relax here for the rest of the evening.

**5/15/17**

**6:28pm EST**

It has been an excellent day so far. I exercised inside and then rode outside, it was beautiful. Then it was into the office and Ariel, our new Industrial Design Intern was already there. She is quick, intelligent and seemed to fit right in with the fast pace craziness of our office. I was able to finish most of the annual audit for our revised ISO-9001,14001 and OSHA systems and we should be ready for our outside auditor coming on Monday. I was working in various trips with Marina and it looks like my rush trip to Malaysian is mostly scheduled, I canceled the trip to Massachusetts next week and am already working on a new one for Kay and me to Mexico. In addition to pricing and other tasks we had a team meeting regarding the new medical back disc project. It looks like our idea for an artificial disc may be possible and Jack and Ariel will be working on it throughout the next few weeks with input from the rest of us. It is always thrilling to be working on something new. It was there when "it" hit me. Since Wendy already wanted to have a getaway place in Canada and we have already been working with designers and attorneys in Canada that we should launch this venture there. It all seemed to fit. I was reminded about what Uncle Dave said about something being right in front of me, doing this project development and testing should be much faster, cheaper and easier in Canada and then we can migrate it elsewhere. Definitely something to think about. After I went to my Chiropractor, John's adjustments are always helpful, I came home to a tranquil dinner with Wendy and then I puttered in my garden.

**5/16/17**

**3:45pm EST - My Office, NJ**

The weather is turning warmer but amazingly, on my morning bike rides. I am still wearing thermal underwear, wool socks and heavy boots in addition to my usual biking clothes and it is the middle of May. It is supposed to get warmer, maybe tomorrow I can ride with less, it is not a problem just an interesting climatic observation. We have been working on the new synthetic disc for people with bad backs, the ideas from our team are innovative and I may expand the group to include my dentists because I want to use an "inlay" procedure he did on my tooth for the vertebrae.

There has been a big, global attack on computers using malware for ransom. It is chilling to think what can be done from anywhere in the world and I can only hope that our IT Guru Don will continue to protect us. Reporters keeps on attacking President Trump trying to pin wrongdoing on him and so far he continues to deflect them. He is amazing in his ability to handle or ignore the media whether he is innocent or guilty, right or wrong his talent is

undeniable. Our accountant Gary was in today, things are well except that with all of the expansion our overhead has increased more than I thought. We also talked about my continued plans for growth and how we view what is happening with the world. It is amazing how everything global now directly affects all of us and ignoring events outside the US is a very bad idea.

**5/17/17**

### **2:58pm EST - My Office, NJ**

It looks like I might luck out and still be able to bring my iPad for the trip starting next Tuesday, there is no ban yet in effect. Ben called me from China and I will be extremely busy once I land in KL.

President Trump allegedly tried to influence the former FBI Director James Comey to drop an investigation and the media is calling for him to be impeached. First of all that is unlikely, second of all, even if he is impeached, it does not mean he will leave office. If all that happens even if he did leave office that leaves us with the highly conservative Mike Pence and I doubt whether 60% of the country would like that. Kayla is currently waiting on the line in Tijuana, Mexico to get back into the US. She met Paulina there who is now at the airport there and waiting go home. Kayla is due home in San Francisco tonight. Tomorrow starts the MakerFare trade show, where she is running our booth. I anticipate she will need a day or two off next week to recuperate. We have been working on the production of our Flex Plate part which is used with BuildTak. We need to make it more efficient and faster so when the bigger orders come in we are ready. Our team loves to cost reduce products so that I am anticipating great results.

**5/18/17**

### **1:55pm EST**

#### **Let's Put Our Backs Into It!**

I am always amazed at what sparks innovation. Often, for me it is a problem that presents itself that directly affects my mind, body or soul. I have had a bad back for the last four years and it was so bad that I gave up playing tennis. After a long term rehabilitation of my back with exercises, strength training and a general fitness regimen I thought I was okay. In fact at the beginning of this year I felt so good I was emailing my friends that I could start fly fishing again after a thirty year hiatus, not due to my back, it was a family issue but that is a different story. Regardless it was the beginning of January and suddenly my back went out again and this time it was so severe I had to go to the hospital. As it turned out after numerous tests, I had been strengthening my upper back but not my lower and the three lowest discs were in various states of trouble. I started rehab again and after a lot of exercising, I am just about back to where I was at the beginning of the year and feeling good. One of the problems with having disc issues is that there are very few actual "cures" available. In fact,

most of the surgical remedies will create an eventual decline in mobility which I would not accept which also meant that I would accept a relatively high level of intermittent pain before going under the knife.

However, as I thought about it, and in speaking with my excellent chiropractor John, I came to the conclusion that we could build a new disc system that would not only mimic the original but not contribute to the eventual decline of the spine as a whole. How could we do this you might ask? Are we doctors, degreed engineers or professionals of any kind? My standard answer is no we are better. Our team comes from a group of highly experienced, practical people who are used to finding solutions made out of metal, plastic, adhesive and gaskets for whatever problems come along. The great advantage we have is that we don't know what can't be done therefore we are not afraid to try and fail. Since I would directly benefit from something like this, as well as many of our team members over fifty years old, we are all keen on finding a workable solution that will enable all of us to keeping working longer and also with less pain. That combined with my chiropractor's knowledge of the body and his unorthodox skills plus the additional professional people we will bring on with specific mechanical expertise, I think a have a decent chance of finding a solution.

Why would we do something like this outside of our normal product lines? Why spend the money and time? First of all it is fun, the passion that innovation creates permeates our entire company. Secondly it broadens our abilities to create and make products and lastly because if it does actually work it is a whole new business for us. I am happy to put in the time and money regardless of success or failure because in almost all cases, doing projects like these, moves us towards others and over time a percentage will yield success in multiple areas of life. After all what could be better than that, spending our times finding solutions that helps everyone and making money while doing it?

**5/20/17**

**10:19pm EST - My House, NJ**

Yesterday night Wendy and I went to Vinnie's wedding. He had been married for a long time and after a bitter divorce we all, including him, thought he would never do it again but a few months ago he told me he was marrying his long term friend and recently turned girlfriend named Joyce. We traveled down the "Jersey Shore" for the wedding, near where Vinnie and Joyce lived and it turned out to be a really great time. Joyce is wonderful and a fantastic match for Vinnie. They seemed made for each other. Seated at our table was Die Master Dave and Mike Valentine from our office, with their lovely spouses plus two brothers who owned a company that we do business with and their significant others. The people were a very interesting mixture from the music and business world and the band was made up of good friends of Vinnie, who also played the keyboard and his accordion for a few numbers. It was one of those really nice evenings where everything we went well and everyone had a great time.

We kept sending photos to Kayla who was at the 3D Printing Show on San

Francisco, she is very fond of Vinnie, and we were home before midnight. I slept later than usual but not soundly, the pressure of the new building, moving, spending a lot more money, and leaving for Malaysia this week has been affecting my mind and body but the bulk of everything is excellent so a little less sleep and an upset digestive tract is okay. I worked out in our basement then went biking. It was not as warm but still very pleasant and in the afternoon, after doing some packing I had tea with Uncle Dave. It was pleasant, there were no disagreements and my plans for the future are getting clearer. We had dinner tonight with our dear friends the Greens and had a very pleasant time.

**5/21/17**

**7:18am EST - My House, NJ**

Last night I finally got some sleep which felt great. I was up early, exercised inside and then biked outside. The weather was cool and beautiful. I then picked up Alex and after stopping off here, to finish loading the car, we went at my shooting club. Alex loves it there and today he shot the best ever. He was using my Bar Mitzvah shotgun I got from my grandfather and he was exploding the clay pigeons out of the air. After we ran out of ammunition for that gun, we went to the pistol range and also had a good time there. Alex declared he like shotgun shooting the best of all, just like me. After we got back I cleaned the guns and am now waiting for Alex to get back with the Chinese food we ordered for dinner. President Trump is in Saudi Arabia declaring he made deals to get a lot of Americans jobs, Mrs. Trump did not look very happy.

**5/23/17**

**6:16pm EST- JFK Airport; Queens, NY**

**Swiss Air Lounge**

I went to see my Chiropractor yesterday not only for treatment but to show him our progress on the disc invention. He loved it, had a few minor changes and came up with the same name as we did for it "The Ideal Disc." Afterwards it was back home to dinner with Wendy and a calm evening. Most of my packing for today's trip was already done. I was up at my usual time, 4:15am worked out in our basement and then went for a nice bike ride. There had been fog that was clearing as I rode. The news reports kept coming in regarding another terrorist attack, this time in England at a rock concert with a lot of young people killed and wounded. It is very sad and adds additional worry to not only my trip but Wendy and her friends, they leave for France this Saturday. My time at the office was very well spent, we had a meeting on the medical disc project, Jack was there as well as Mike, Vinnie and Ariel. We are making good progress and the initial patent search should be ready for our new patent attorney by the end of this week. The attorney, named David, used to work at AT&T and both Jack and I knew him from there. He needs less than two weeks to do the search so I am hopeful we will know soon if the project has potential.

I also did some editing on last years book, I am closing in on getting it ready to go to galley proofs, Ariel and Rich are working on the cover. I left before noon for home, spent some time with Wendy and then went for a walk. I then made and gathered my food supplies got cleaned up, said goodbye to Wendy which is always tough and Mike the Driver had me here in two hours. That was longer than usual but it was rush hour. I was through security quickly, one of my bags was searched and I am now in the lounge for ninety minutes. I will eat one of my turkey burgers and do some editing. I look forward to being in the air.

**5/24/17**

### **3:09am German Time**

While still on the ground I realized that the zipper to my pants had broken. Obviously this was a problem but I had an extra pair in my suitcase so as soon as I got on board I changed and everything was fine. I related the incident to Wendy who suggested I use a lot of napkins to try be keep this pair clean since, all I have otherwise, is my suit. As always her practical advice will come in handy. We were texting right up until we left, I miss her but as things normally go, my mind will soon turn to the journey ahead, especially since she will be leaving herself on Saturday to France to have her own adventure. Prime Minister May of the U.K. has her country on the highest security alert possible, they believe more attacks like the one in Birmingham are coming. I hope she is wrong.

I am on Singapore Air, this is a fantastic airline, I have flown it before and we go to Frankfurt first then onward to Singapore and finally to Malaysia. We have a little over 6 1/2 hours to go for this first leg.

**5/24/17**

### **10:30am German Time**

### **Frankfurt Airport Lufthansa Lounge**

The flight over was excellent and early. I got very little sleep which is fine since I want to try on the next leg, as much as possible, to convert over to Malaysia time.

**5/24/17**

### **7:09pm Singapore Time**

### **In flight - 11:13 minutes to go**

I am sitting next to a young man named Eugene. He is a fascinating 22 year old who goes to college in Pennsylvania but is Singaporean by birth and is on his way back there for the summer. It is rare that someone his age introduces himself to me while traveling, normally I am the one to initiates conversation. He is a business major, is extremely personable and I have already offered him an Internship for next summer. Lunch should be over in less than two hours.

Right after that I am going to try and sleep and if that happens it should radically help me to convert over to Asia time. While in Frankfurt I got an email from Ben who is still in China. He is setting up a meeting for me for the afternoon or evening after I land so some sleep on this flight would be a very good thing. I have finished the editing for the last section of last year's journal now all I have to do is incorporate the handwritten changes onto the actual file and then I am done. I have no WiFi connection on this flight which is usually a sign for me to stop working, so I will.

**5/25/17**

**6:18am Singapore Time**

**Singapore Air Lounge**

The flight over was very good, My combined sleep so far is seven hours so I should be good to function in my meeting later today. I spoke to Wendy, she is well and texted to Kay, Alex and my son Ben. For the first time, I asked our guys to have a note on all my emails that I was away from the office in case there was a delay in my answering. As it turned out the message was sent out to a few hundred people instead of just to responses to incoming emails but I have cleaned out my email and everything seems okay. I really like being in Asia. It has a vibrant feel to it and besides being exotic, I definitely know that I am not in North America or Europe. My next decision is whether to shave now or wait for my hotel. Since it will probably make me feel better I will do that next. The food in this lounge is excellent and I have already eaten more than enough to get me to Malaysia as long as I am not delayed.

**5/26/17**

**2:51am Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

We were a little delayed coming into KL but it made no difference because I got through customs very quickly, had a very fast taxi driver and was still at the hotel by noon. Once settled into my room I exercised there and then went downstairs to the gym. I had a call scheduled with one of the Ideal Jacobs (Malaysia) Corporation Berhad advisors so I was back in my room within the hour but that got pushed to later in the evening so I went back down to the gym and stayed on the treadmill until I could not last any longer. After getting cleaned up and a badly needed one hour nap my meeting got delayed again and was now going to be for dinner so I went to the lounge and began imputing my final edits into the fourth quarter of last year's journal. Within forty-five minutes I was too tired to continue so it was back here to rest before going down to the lobby to meet the advisor and go to dinner here. The primary reason I am here is because I am running a board of directors Meeting later today to determine whether we are going ahead with a new partnership. If the board agrees that this in the best interest of our stockholders then a big plan will be set in motion for major changes for our Ideal Jacobs (Malaysia) Corporation

Berhad which will include within the next 15 months for me to no longer be chairman or affiliated with the company. I believe this is in the best interest of everyone, including me, and I am hoping that the proposal put forth today will be satisfactory to all. Ben is on his way to Hong Kong and will call in by phone. Chen is not feeling well so I will go to see him at his home this morning but he to will not be at the meeting. All positive signs point to making this change but again, it will all depend on the formal proposal.

**5/26/17**

**10:43am Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

I got through my workout which meant I was done for the day exercise-wise which was excellent. It was then to the lounge for a large breakfasts but no smoked salmon because it would have made me thirsty and I was not sure how much time I would be spending in traffic. A friend of Ben named KH picked me up, he was also a long time friend of Chen, the man we were going to see. We traveled for 45 minutes against the flow of traffic, traveling away from Kuala Lumpur, into the suburbs. We came to a gated community, KH told me later that most communities were fenced in the area to help ward off crime, and then we came to Chen's house. When he came out to greet us I was pleasantly surprised as I heard he was not feeling well but he did not look bad. We stayed for less than an hour talking about business, politics, President Trump, the Board meeting and life in general. He is going to Skype into the meeting so he will be available if we need him. I am very happy he will be available for questions, he is competent and has worked very hard to help us prosper. Since I had heard he was not feeling well I tried to think of something to bring him and settled on some of Elana's oatmeal muffins. He seemed happy to get them, I hope he enjoys them. The trip back here was pleasant and I thanked KH for the lift, I will see him later at the meeting. It seems that my roll this afternoon will be one of making sure that our Board members are given a thorough explanation of the potential partner coming in and have the opportunity to ask any questions and make sure they are satisfied with the answers. We have to make sure that whatever happens that the stockholders overall, are better off than they were before. It should be a very interesting meeting.

Prescient Trump is in Europe. While at a NATO meeting he told the bulk of the countries there that they had to spend more on their defense and that the US was not going to make up for them not spending enough to take care of themselves. Although his manner of speaking might not have been pleasant the overall message was correct and I hope they got the message.

**5/26/17**

**11:44am Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

My journal book from last year is now edited and sent to Rich and Alexis



to go to galleys.

I am not sure if I already wrote the introduction and forward, if not I can do that next week. It is good to be done!

**5/26/17**

**7:30pm Malaysian Time**

**Intercontinental Hotel Kuala Lumpur Pool Area**

One of our guys was supposed to pick me up at 2:00pm to go to the Board Meeting but he got waylaid in a meeting so I took a taxi. The driver was competent therefore he is coming tomorrow morning to pick me up and take me to the airport. Once in the meeting the main discussion was about the possible new partner and if that project was okay. We agreed preliminarily that it was and more information should start arriving next week. The actual Board Meeting went quickly, we agreed to move forward. If all works out well there will be major changes for our company in the next few months.

**5/27/17**

**11:51am Malaysia Time**

**KL International Airport, Cathy Pacific Lounge**

**A Fine Line**

I was in the hotel lounge last Friday night in Malaysia when a young man came up to me. I had been in a meeting with two other people who had just left and he introduced himself. He was very aggressive, said his name was David, had been listening to our conversation and had identified me as someone who might be able to help get him a job. Obviously I was suspicious of anyone who was listening in to what we were saying but even so I was impressed with his audacity that he would approach me. I am highly aggressive myself and I try to reward behavior that pushes forward so after he told me his goal was employment and he asked me a few questions about our company I emailed him my contact information and told him to send me his resume. I was up at 5:00am this morning to exercise before setting out to come home to New Jersey when I got an email from David. Turns out he had been in our website was watching our documentary and wanted to meet this morning before I left to see if I could find a place for him and not push him off someone else. At this point his aggressiveness was starting to become an irritation and I wrote back that instead of being in purchasing, as he was in his last position, he should consider sales. He replied he would consider it but then he wanted a position in Thailand. At this point his aggressiveness had become intrusive and I then replied we had nothing for him there and cut off the conversation. The point was that his pushiness had worked well for him at the beginning. He had identified me as a target, asked for help which originally I was willing to do but then kept pushing until his aggressiveness started to border on stalking and he lost his chance. Aggressiveness is a good trait but it has to be used sparingly.

Eventually anyone, even me will grow tired of being pushed and all of the good that had been achieved evaporated in a second. Unfortunately the only way to stop before it is too much is experience. You need to make the mistakes of both not going far enough and not succeeding and going too far and blowing yourself out of the water. It takes time, practice and realizing when you have wrecked your chances and it is really bad journey because the second you have gone too far you often know and it is too late to fix. David got the opening but pushed too far too fast. He has potential to do well if he can harness his ability to push but know when to let up, it is a very fine line and many people never stop crossing it.

**5/27/17**

**2:05pm Hong Kong Time**

**In flight to Hong Kong**

I got eight hours of badly needed sleep last night. Was up at 5:00am, answered my email, exercised, ate and was on the road to the airport at 10:05am. The rise was uneventful as was check-in and getting through security and passport control. Our flight however was delayed but I am still hoping to make my connection. Worst case I will overnight in Hong Kong, it is one of my favorite cities and as long as I can get the same flight time tomorrow and a room at my favorite hotel it would not be so bad but obviously not my first choice which is to get home today. I have a headache, am jet lagged but still very happy, the trip has gone well. The seeds we planted yesterday can have mean major changes for us within the next year.

**5/27/17**

**6:40pm Hong Kong Time**

**On the plane for JFK**

We were delayed coming out of KL so I was apprehensive that I might not get on this flight. As soon as we landed and deplaned I started trotting and got to the security area quickly. I was delayed there because I had a small scissor in my case, which I should have known from past experience, would be stopped and sure enough it was confiscated. Still walking very quickly I got to the gate, they were already boarding and walked right on. It was closer than I liked and next time, in a similar situation, I will resolve to give myself more time. I am quickly getting to the point in most trips where I can't think therefore I will do some editing on this year's journal and than do nothing. It was great to finish the edit on last year's journal, it is one of the highlights of the writing process for me. The first is of course the actual writing which I highly enjoy, the second is finishing the first one or two sets of edits depending on who else is checking it, the third is getting the cover finalized, the forth is dedicating and thanking people for their efforts and finally, the first group of signing for those in my family and our teams.

**5/27/17**

**3:49pm EST**

**In Flight - 6:07 hours to go**

I have had very little sleep which I suppose is not terrible because by the time I get home I should be able to somewhat go back on local time. Still it will have meant I am up for almost thirty hours topped off by the lack of sleep since Tuesday which means that I will be screwed up for a while and multiple naps for the next few days. Wendy should be getting ready to go to the airport soon and I am sure is very excited. She has been looking forward to this trip for months so I hope she has a great time. It will be a little strange because I will come home to an empty house and it will stay that way for another nine days while she is in France.

We should find out within the next few weeks if the proposal from the new partner is formally agreed to by our Board, then there will be a lot of informational exchanges between them and us, and then more with the Malaysian government.

**5/27/17**

**5:06pm EST**

**In Flight - 4:48 hours to go**

I am on my way back from a quick trip to Malaysia. Since it takes between 25- 30 hours one way, depending on whether there are one or two stops there is usually lots of time for me to write, think and work. I was only on the ground for about 48 hours in Kuala Lumpur but during that time President Trump was a constant subject of conversation. Their questions all centered on whether he simply changed his mind a lot or was purposely changing course as part of an overall strategy to keep the world off balance. If he is open to new and different ideas and is intelligently viewing the landscape, to see what is best for the US, then as he gets settled into his new job a new overall, consistent strategy should emerge. However if he does not want to seem too consistent, so that other leaders won't see him as predictable, and therefore more vulnerable to his future actions being telegraphed in advance, he is definitely accomplishing that. However taking that path with our allies is making them increasingly unsettled and could push them to make alliances without the US which, in the end, would diminish our power and prestige in the world and that would not be good.

He has said he will always go for the best deal possible. While this might result in more jobs for the US he is already going back to the old ways of doing things like dealing a lot with Saudi Arabia and challenging Iran regarding their nuclear policies. Is he right? I do not know, but it is different than the path of President Obama, who I did not consider to be a superior president. Change is not bad if done for the right reasons but enhancing President Trump's personal wealth and his friends is not a valid basis for making foreign policy.

President Trump does seem not care what anyone else thinks. He does

whatever he wants when he wants to. I am hoping that as time goes, by he will surround himself with some good people who will steer him in positive directions. There are also a bunch of other advisors that he should get rid of immediately. Should he stop blaming the press for every bad thing that happens to him, the answer is an obvious yes. Should he stop tweeting at 2:00am? The answer again is a resounding yes.

The world was expecting him to act as a businessman. He is however running the government exactly like he ran his companies along with all of the bad traits and habits that people lived with when he dealt in the private sector. Private business is not the government. He has some good areas, we all have to hope the good will outweigh the bad, the people around him will serve him well, he will get along with world leaders and use his non-consistency for the betterment of all. A lot of people are calling for Mr. Trump to be impeached which is highly unlikely. Remember, if he is impeached Mike Pence becomes president. He is consistent and has an extremely conservative point of view, has a majority in the House of Representatives and the Senate and he could get all the legislation passed that many liberals and progressives don't want. Be careful what you wish for, let things settle down with the President and let's hope he grows into the jobs.

**5/28/17**

**9:43pm EST - My House, NJ**

We landed early last night and my driver for the night, Aziz, courtesy of Elana, was on time and got me back before midnight. It was wonderful to be home albeit a little lonely with Wendy gone. I was asleep by 2:00am, up at 9:00am and done working-out by 1:00pm. I was pretty tired after that and do not do much for the rest of the day except have tea with Elana, go food shopping and update Ben and Kay on my trip. They both sounded excellent. I am tired and am hoping I can go to sleep soon and get back on New Jersey time as quickly as possible.

**5/29/17**

**4:35pm EST - My House, NJ**

**Memorial Day**

I slept for ten hours last night, was up by 8:00am, exercised, in between speaking with my son Alex, who is good my friend Jim Jensen, also doing well and anxious to hear how my first try at fly fishing goes this Wednesday. It was raining so I worked out inside then went to a local Dick's Sporting Goods Store to pickup a large supply of "clay pigeon targets" for when we go shotgun shooting. My Mom was not around so I went to the plant store, bought a lot of flowers and planted them in the slightly, drizzling, cool, afternoon air. It was wonderful to be outside and the flowers will look great after they have had a few days to acclimate. I texted my sister to go see her but she did not respond and shortly thereafter jet-lag hit and I had to lie down for a while. Soon I will

go to the food store, pharmacy and then “Smashburger” to get my dinner.

Memorial Day makes me think of my Dad who was a World War II Veteran. The sacrifices he and everyone in his generation made, were truly magnificent, not only those who directly served like my father, but the whole country who backed their efforts to the hilt. That type of total dedication is rare, amazing and I hope will not have to be done again because it would mean a huge disaster of some type has occurred. It was one of the things that I admire most about my Dad. He did not hesitate, he volunteered, did what was needed and then was fortunate to come home in one piece. There were many like him and without them we would not be here, a somber reminder for anytime we take things for granted.

**5/30/17**

### **2:25pm EST - My Office, NJ**

It was great to get back to the office and my structured routine. I got an email from one of our pressman who had been out for a few weeks and wrote me that he, nor his wife were coming back to work. We had anticipated this for a while so it was not a shock and by the end of this week we should be re-set with all of our people to cover what they used to do. No-one is irreplaceable including me, something we all have to remember.

**5/31/17**

### **6:52pm EST - My House, NJ**

I took the day off today. A rare thing for me but I had wanted to go fishing with my brother for the following reasons:

1. I love my brother and cherish any time I have with him.
2. It gave me the chance to see if my back could handle fly fishing.
3. It also gave us a chance to talk about our father with him and one of the great things he did for us which was create a love for all things outdoors

The day started off rainy but by the time I got to Ira's house it had started to clear up. We journeyed along the same roads we had taken as boys, with my Dad, remembering various diners, restaurants and other buildings that were either still there, under different names or long gone. Once we got near the Delaware River blue sky was abounding and as we made our way we found a road that lead directly to the water. I put on all the necessary equipment to wade into the river plus set-up my fly rod and reel, for the first time, at that spot, in decades. We made our way down a steep embankment and when we got to the river it was magical. The water was crystal clear, clean and cold. There was a duck and her babies swimming in front of us and as we made our way along the edge and into the water a few things occurred to both of us. First, how absolutely gorgeous the scenery was, second how close it was to where we lived, just an hour from my brother's house and in an incredible fluke of luck how this area had stayed as virgin land. Back in the 1960's, all of this area was

supposed to become a water reservoir, the people who lived here were evicted and the land designated as state controlled. While the project was abandoned, the State never resold the properties so it remained a wonderland of natural habitat sparsely visited by hunters, fisherman, walkers and others. The third thing was that we had gotten older, my brother was now sixty-six, me, sixty-one and the steep banks of the river, which meant nothing to us as kids, were now still navigable but were tougher to go up and down than before. Once on the river bank my brother started out in front using his fly rod like a pro with the line arching and going directly where he aimed it. I, on the other hand, not having been on open water for decades showed some evident signs of a rusted technique but it came back reasonably soon. We had been after "shad" fish that were almost like salmon but the migration up the river had apparently ended before we got there so we did not catch anything. I did find out that wading through the current and then standing still while fishing did hurt my back which meant that if I fished again, which I plan on, I would have to go to a "spinning" rod and fish differently. That was fine since I could still be out there. After we got back up the embankment and to the car we made our way home after having lunch, stopping at a fruit stand and visiting my shooting club, my brother had never seen it. It was relaxing to the point of being joyous and we promised each other we would do it again and not wait another twenty years.

# JUNE

6/1/17

12:44pm EST - My Office, NJ

It is my work anniversary. Forty years ago today, 6/1/77. I started with our company. I had accelerated through college with the life goal of becoming a broadcaster and when that dream failed to materialize, I decided to become a salesman. My Dad offered me a job, however I found out within the last year that my Mom forced him to do it. Thus began a life journey that was in some ways markedly different, and others exactly as planned.

## MY ORIGINAL PLAN

1. Become a newscaster for CBS Television News  
**Results:** Failed but which led me into the family business which has expanded from just my Dad and me to various Ideal Jacobs companies worldwide over three continents, five countries with over 240 global employees
2. Get married, have 3 kids, live in Short Hills NJ  
**Results:** I have been married for 32 years to a wonderful woman, have three great kids and live in Short Hills, NJ
3. To be in a profession and job which I loved that pushed me to be my best in mind, body and soul.  
**Results:** Who would have thought that the printing business was where I found my passion for sales, business and life in general. It has given me the platform to soar in any areas I chose.
4. To be surrounded by people I loved and respected  
**Results:** Yes, and I couldn't be happier and more fortunate.
5. To be able to make things better on a global basis  
**Results:** I have come to the conclusion that as much as I love life and being in motion, my sphere of influence is relatively small and instead of trying to change the world I now concentrate on those around me where I can actually make a positive difference.
6. To be the best husband, father and son I could possibly be  
**Results:** I am the best father and husband I can be. As for being a good son you will have to ask my parents. I was trained as "hatchet man" by my father to do all of the nasty, bad jobs everyone else tries to avoid, like firing people. It changed my personality, whether I am better or worse is for others to decide. I am happy with what I have become.

7. To be able to do mostly what I wanted, when I wanted to do it  
**Results:** Since I love to work most of what I want is business related and the more I do the more we all benefit therefore everyone tries to support me, even with my really crazy ideas.
8. To keep building at whatever I was doing, and make it better  
**Results:** That is a work in progress. If you told me when I was twenty-one years old that I would fail at broadcasting but the rest of the above happened I hope I would have had the good sense to agree that I was incredibly fortunate. I never forget to count my blessings and anniversaries like these make me stop for a moment, realize all that has happened, looked back at all of the people who had done really good things for me even when they did not know it and resolve to work harder and smarter to give others the same chances I have had.

**6/2/17**

**2:40pm EST - My Office, NJ**

Times of flux, like we have now in our press area personnel, are opportunities which can give the chance for the cream to rise to the top. Unfortunately, sometimes it is not the people you hope or expect to step up and others surprise you. That is all part of the process and happily we are deep enough in talent to be able to handle anything. As a boss however, I find it continually fascinating how some people look at a situation and try to take advantage and others who excel to lead.

I heard from Wendy for a few minutes this morning, she is enjoying the trip with her friends. The longer she is away the easier it gets to move into a new routine, but I miss her.

Vinnie is an accordion player, has been since his youth. He always says it was about the most uncool instrument you play when he was young. Now he is in demand with various musical groups and he is playing a few songs tonight at a concert at the Garden States Arts Center with a former member of the "Rascals" singing group from the 1960's. This is a big deal, there will be over 5000 people in the audience.

President Trump fulfilled a campaign promise and took the US out of the Global Climate Agreement. He said he is open to going back in under better terms. He also told NATO they should be spending a lot more on their own defense and they are not. Our country has, for too long joined into agreements that were not benefiting our country as a whole and our business in particular. I may not love the man but I am not unhappy that someone is finally fighting to get us a better deal on the global stage.

US oil frackers are back in production and forcing the price of oil down. They are having a direct affect on global prices and also mean that the OPEC initiative to try and stabilize old prices, so they can make more money, is being undercut. Good to see the US can still compete.



**6/3/17**

**5:41am EST - My House, NJ**

**Message to all employees**

Good day everyone.

The new database system that we have been working on for the past three years is scheduled to be rolled out this summer. The purpose of our new system is to be able to see exactly what we are spending, where and how we can forecast what we will need. We can then maximize the productivity of all of our operations and our employees. In other words utilize everyone to the best of their abilities and combine them with the new power of our software system so we can make the best products in the shortest amount of time with, the least amount of waste, pollution and the smallest amount of effort. This means that everyone's job will be reviewed and is going to go through additional training over the summer as the new system is implemented.

The only way we can determine if we are doing better is if we can time the various operations, tasks and the people involved in every section so we can see if we are improving as they are repeated. Our new database will predict how long tasks should take in pre-press, production, quality control and shipping and it will then monitor whether it is actually happening and where things need to be change to make things better. This new system has to be up, running and working well so it can implement it immediately.

This is going to mean changes, small at first but everyone is going to have to participate to work more efficiently both within their immediate sections and our organization as a whole which make us more competitive as a company.

We are in an extremely competitive business, If we stay the same we will die. Our only choice is to become better and that is why implementing this new system. Thank you in advance for your support, change is good, it will give you the chance to show us what you are capable of so you can move ahead faster.

Just so we are clear however, full participation in this effort is not an option. Things will not stay the same, the old ways will no longer be good enough and like the ISO system, non-compliance will be grounds for termination. We have thrived globally over the past 97 years, we plan to continue for decades to come and to do that we need to lay the groundwork now, therefore please show us what you can do. Managers will begin meetings this week as to how this new system will be gradually implemented and they will contact you by next week with what is expected and when.

As in the past with my grandfather and father we are again at a turning point in our company. We are a really good, efficient operation with fantastic people who all care about doing their best but we have to become great to stay competitive globally and we have to do it now. Thanks for everything you have done and will do.

Regards,  
Andrew

**6/3/17**

**3:01pm EST - My Barber; Livingston, NJ**

As you could tell from last entry I did not sleep well last night and was a bit agitated even after my workout. But by the time I met Uncle Dave for tea and we spoke for thirty minutes, I began to calm down and my level of stress had reduced dramatically. By the time we parted I was once again thinking clearly about where we as a company should be heading. When I got home Mike called me. He got my message, agreed with everything I said and the direction forward. We will meet Monday morning to go over what we would say for the Pizza Day Lunch celebration where this new program will be announced. He would then go from section to section within our company over the next few weeks, tear apart our systems, look for waste and better efficiency and we will rebuild everything from there getting ready for our proposed move in eighteen months. Kayla called me after that and, as always, also had a good take on what was happening and where we should be going, again in alignment with Mike, so we are all in the same page. From there I did some errands, got my lunch from “Smash Burger”, then got my special water compressor unit attached it to our house and attacked the front walkway. Every year I clean between the various stones and then refill the area with clean sand. I got through the first pass and will do it again either today or tomorrow.

**6/5/17**

**2:43pm EST - My Office, NJ**

I heard back from our new patent attorney David. I have known him since his days at A&T but have not seen him for at least two decades. He ran a patent search on our Replacement Disc invention and found “prior art” which meant our idea had been patented before therefore that project is dead. So it goes, the good news is that if we need to prove to the Planning Board of the town where our new building is located that we do Research and Development, part of the zoning requirements, ideas like this invention will hopefully help convince them. Wendy is due into Newark Airport within the hour from France, Cliff will pick she and Barbara up. I will see her after the Chiropractor and pick up dinner, I am sure she will be tired from both traveling and jet lag.

**6/6/17**

**3:45pm EST - My Office, NJ**

More meetings regarding personnel and also with our IT Guru Don. We need to get our new database in sooner rather than later and he is working on giving us a price to be in the office here for a straight month full-time. I have come to an interesting position. Kayla, Alexis and our various sales people have taken over most of the day to day sales follow-ups and marketing so that as of now, I have nothing definite I have to do before I leave this Saturday. I have two books that have not been published yet and need final edits. The best use of my time is probably to finish them so they can then go to galley's and

then online even though I don't plan for them to be formally printed.

**6/7/17**

**2:32pm EST - My Office, NJ**

Whenever we put in a piece of equipment for a new area, like the original plastic cutting laser, I generally figure it will take a year before business starts coming in regularly. It takes that much time to advertise and show enough samples to various customers before it catches hold. We have that now with our new machine shop. The potential is huge and we have been heavily advertising its capabilities, and will continue to do so, but I think it will be at least another year before business is booming there. I started editing my book about selling. I want to have it "out there" so Alexis is checking the advertising rates for various online magazines that cater to sales and will offer a digital-only version probably in time for the holidays. Amazingly I am looking forward to being back on the road already.

Alex has a full time job and benefits! We are all very happy for him and it looks like a very good fit. I am becoming increasingly non-hopeful that Mr. Trump can pass any tax reduction legislation, highly unfortunate which means probably the opposite will happen, at least on the state level, unless another Republican is elected here.

**6/8/17**

**1:18pm EST - My Office, NJ**

I checked on the part for one of my bicycles last night and it sounds like it could be another week before she is repaired and back to normal. Happily I have another one and I rode her this morning. It was chilly at the beginning but very pleasant and I had a really good time. It was then here to the office and a meeting mid-morning with our VP's and managers. Pizza Day, as usual was a hit as was my talk beforehand. We have an amazing crew and they want us to be successful not only to help keep their jobs and increase their compensation but also as security for the future. Many have been with us a long time and hope to stay with us for decades more, I would like that also. Jacobs (Malaysia) Corporation Berhad stock is rising which makes it a little harder to go to sleep knowing that the main movement will be while I am sleeping. It is up about 30% over last week. If it goes high enough and we can cash out it should make a big dent in the cost of the new building. But that will take time and we will probably have to go into debt with the bank first since that will most likely be needed before the money in Asia is available. The mailing showing off our new machine shop is going out, as is the announcement of our television show on YouTube. We have officially entered the Streamy Awards which are put on by YouTube and are much like any other awards program except that, in this case, if you meet the requirements for content and length, then anyone can enter who can afford the fee. We actually submitted both in the documentary and television series categories and in our this case, it is actually true, that just to

be nominated would be an extreme and unexpected honor. I am probably in the oldest 1% of those who have entered and it would be really interesting attending the award program surrounded by people who are forty years younger. Still I believe we submitted a quality product and will be quite interested to see if the judges agree. In the meantime we are currently notifying all of our contacts that the first three thirty minute television shows are on our YouTube channel. It is a very cool medium and the freedom it allows, to do anything, is both liberating and inspiring.

At this moment I have 10,684 connections on LinkedIn and have posted eight-eight (check number) articles. I am getting an expanded book on sales ready for a digital launching in sales-related and other magazines next month and my usual, yearly journal will be going to press sometime in July. We have two more television programs to launch in August and are in the midst of a mailing highlighting our new machine shop capabilities. We also have a monthly newsletter that goes out globally and we send out a mailing in November with our latest calendar.

Related, continual waves of branding are crucial to keeping us in the minds of our customers and prospects. The effects of not doing it would happen quickly and be profound. No company can survive without new sales but everyone has to find their own way to get there. Since we can never be positive what works I have always figured that multiple pathways were best way to go.

**6/9/17**

**1:51pm EST - My Office, NJ**

The bad news. My back is definitely not great and I start traveling tomorrow. The good news is that I believe the reason is due to changes in the various Ideal Jacobs companies worldwide which could lead to great things. Therefore, I have no choice but to accept the pain and keep going, which I will do. I am due to see my chiropractor later today and will see if there is anything extra I could be doing to help mitigate the pain. I am on Advil and ice packs but my guess is that I will have to see it through until the stress reduces. Another good part is that I just came up with a new idea for an invention that will keep ice pack in position along the spine for people with aches like me. Ariel, our student industrial designer will be working on it while I am away next week.

**6/10/17**

**3:58pm EST - JFK Airport Lounge; Queens, NY**

I was up before 6:00am, worked out in our basement and after a quick breakfast went biking. The weather was in the mid-70'sF very pleasant and I had a great time. I iced my back while I finished packing and had a very pleasant lunch with Wendy. It turned out I gave Mike the Driver the wrong day but happily when I checked on what time he would arrive we quickly found out the problem and he was able to make it anyway. Traffic here was heavy and I am now going to have to figure two hours to get here instead of the previous

90 minutes. As I checked into Finnish Airways the strap on my heavy-duty tote bag broke and I could not fix it so I will be utilizing just the handles for the balance of the trip. I had heard that security was now really scrutinizing heavily packed laptop bags and even though I took out the electronics on the security line, I still got searched. For the future I have the choice of packing it less tightly or risking the search. Since I need to carry everything I have, I will have to risk it. I texted Wendy, she sounded good and was looking forward to seeing our good friends the Greens tonight. They are going to a restored estate with gardens, which is now a non-profit organization, where we have donated and are going to see a Jazz concert on their lawn. Wendy and I did it last year, it was very nice and I am sorry I won't be there. However, I need to be where I am and I have no problems with my schedule so I am off to Finland.

**6/10/17**

**5:22pm EST - JFK Airport, On The Plane; Queens, NY**

As is normal my homesickness has begun to recede to focus on the adventures ahead. I love my life at home and I love the journey of the road. I am a very fortunate man.

**6/11/17**

**6:24am Finnish Time**

Dear Grandfather,

It has been a while since I last wrote to you. I thought of you while I was in the airport in New York before and how it must have been for you when you first came over from Romania as a small boy who did not know the language with a sick father, very little money and hoping that the United States really did have streets paved with gold. Of course there is no way I could ever really imagine what you experienced but as I have grown older the huge amount you accomplished becomes all that much more amazing to me. You have been gone for more than twenty-five years but I sometimes feel your presence and know you are with me, especially when I am out on the road.

I am on my way to Finland, I have a sales call there tomorrow than go immediately on to Shanghai and then Malaysia. Life in sales in particular, and business in general, has not changed a great deal since your time. The basics are the same, find customers, treat them like gold, do business, find more customers, lose customers over time, handle problems and grow as productively and profitably as possible. When I was being trained by your son (my father) we used to have discussions about whether a company had to grow or risk death. Again as the years have passed I am convinced that if you are not moving up than you will eventually be passed, acquired or put out of business by someone who is. A company can only survive if it has sales and a profitable income flow. That prerequisite has always been and most probably will stay the same because all sales are based on relationships, business is conducted through them and people will always have to deal with each other in some form, sooner or later.

You would be amazed at the technological advances since you were out on the road. Smartphones, the Internet, the Cloud all can make doing business faster and easier but again, I can't tell you how many times, when there is a problem, that personal contact either on the phone or in person is the best path. When there is time personal contact, belly to belly as your son would say, will never will go out of fashion because in the end, me being happily willing to go to Finland for one sales call says it all. Nothing beats one to one contact and never will.

Your great-granddaughter Kayla is doing very well. She is in charge of our new San Francisco office and does not yet know how good and capable she is. As time goes in she will understand the true talents that lie within her and I believe she has the capability to pass all of us. As we both know it is a long learning curve especially with the business now global with multiple teams spread out across the world. I hope you are as proud as I am, of what we have accomplished our people are amazing. We are looking to expand here in the US in the next two years. I hope wherever you are is pleasant and gives you the chance to utilize your amazing capabilities. I am in awe of the journey and the chances you took and forever thankful for starting our company.

Love,  
Andrew

**6/11/17**

### **9:22am Finish Time - Helsinki Airport Lounge**

I never know what will get me into airline lounges so I tend to carry as many credit cards and airline passes as I can. In this case it was my Priority Club, which I almost never use, but was very glad to have it with me.

Our flight was early and once I figured it out, which line to stand in, I got through Passport Control quickly. I have more than three hours until I fly out therefore, I will stay here for a while. Since the strap broke on my carrying case and it is really heavy I started looking for a new one but the airline shops here all start at \$500.00 and that is way more than I am willing to spend. Worst case it will be my adventure later today, in addition to looking for my dinner in the next town, to find a replacement, and if not I will consider it weight lifting exercise and continue onward.

UK Prime Minister Theresa May lost in her bid to get a bigger majority in her government and now has to try and workout a minority coalition which historically have not done well. President Trump is in a name calling contest with the former head of the FBI. Once again he is making us like idiots in front of the world, I can only imagine the questions I will get over the next few days.

North Korea continues to rattle their swords with more tests of increasingly powerful rockets. If they continue I think they may get a surprise from our President. Like George Bush going into Iraq I don't think Mr. Trump will hesitate to attack and if that happens, and here I am not sure he would be wrong, then countries will have to take sides and we will see who truly stands where.

It is early Sunday morning and there are very few people here in this

lounge, it is very nice and quiet. More editing on my book about sales.

**6/11/17**

**1:13pm Finish Time**

**In flight to Oulu, Finland**

My time in Helsinki went smoothly and was productive, this flight is on time so far and I slept for a good part of it. A nap later will definitely be in order as will trying to go to sleep early. The weather looks good for walking later.

**6/11/17**

**7:45pm Finish Time - Lapland Hotel; Oulu, Finland**

We arrived in time, Got my checked suitcase and my local driver, Teemu was there to get me. He was the same man we had last time, he owns the Car Service company and as we made our way to a local supermarket we caught up on what had happened since last summer when Kayla and I were last here. The supermarket was a blast with all type of exotic local food and I ended up buying some already cooked Norwegian Salmon, baked chicken, Coleslaw, bananas and cherries. Teemu then showed me where the town met the ocean, I had asked him about it, and he then dropped me at my hotel. It was a beautiful day here, and will probably stay light about twenty-two hours so I went out walking three different times until I was too tired to do anymore. I also stretched for a while inside my room. Once back from the third walk I called Wendy. All was well there and they had a great time at the jazz concert last night and even met another couple we knew, so they all sat together. All told I have probably had about four hours of sleep since yesterday so I am going to go rest now and hope for six more hours which should mean I can function. There is a lot of sunlight outside, good I don't have to have a very dark room to sleep.

**6/12/17**

**12:35pm Finish Time - Oulu Airport**

I got almost eight hours of badly needed sleep last night and was up at 4:00am to do my in-room exercises. From there it was outside for a walk through town to the Baltic Sea and the local park, taking pictures along the way to send back home. After an excellent breakfast it was over to Nokia. As it turned out the person I was scheduled to see was just becoming in charge of the label and other areas, where we could help. Another person came in, also involved in the same areas of business so it turned out to be an excellent, highly relevant and timely meeting. I am going to see their counterparts in China and India on Wednesday and there are already new areas to talk them about so I am really glad I came. Afterwards Teemu took me back to the supermarket for provisions, then it was here where I changed and just checked in for my flight and got through security. I have some time before we board so I will do some more editing.

**6/12/17**

**11:00pm China Time**

**In flight; 7:45 hours to Shanghai**

The flight to Helsinki was excellent which included an empty seat next to me. Once on the ground, it took a while to get through passport control and my gate but well worth the effort. I was texting and emailing with Wendy, Alex, Ben, Kayla and Ira and all seemed well. I am tired but feeling good, I just ate the two bananas I bought in Oulu but still have plenty of food in my reserves.

**6/13/17**

**5:29pm China Time**

**Intercontinental Hotel Shanghai**

The flight here was great and arrived early. Rina, from IJ Suzhou and her driver were waiting for me and we went to a Starbucks both for an iced tea for me and a hot drink for Rina. We Americans seem to use a lot more ice than people in most countries, another thing that sets us apart. While there, I also changed which felt great to be in clean clothes and we went to our first sales call. The company was Coriant and the buyer was very interested in our additional capabilities besides label and die-cut products. I had brought along some examples of our new product lines and equipment as well as our ability to make parts of products called sub-assemblies or even the whole thing. The call went well and we will send him more information as soon as I get back to the States. From there it was to APC Corporation which turned out to be with one buyer and three engineers. They had some in-depth questions regarding how we would handle some of their past requirements and when I explained what we could do they were enthused that they had access to our new capabilities and our extensive R&D department. If they buy our products, we usually do not charge for our research or testing because that often gets us into new products areas and we then own the technology so it is well worth the effort and expense. They again were very happy to hear about our increased capabilities in New Jersey and worldwide so I am hopeful Rina will get a chance at more business. She then dropped me off here so I could exercise and clean up to get ready for the last call of the day.

Since I had left home last Saturday, about sixty hours ago, I have not had more than fifteen hours of sleep, which is nowhere near enough and sleep deprivation plus the double jet lag of going to Europe first and then here, is showing its effects. I have to be careful because when I get into this state, I talk too much and my temper can flare from small stuff that would not normally bother me. I will endeavor to keep myself in control and have scheduled a lot of time tonight to rest and I really hope that happens.

Rina picked me up and we went to KeyTronic and saw the manager, who I had met a few years ago and two of his buyers. Like us, they also have locations in the US and Mexico and the same discussion ensued about how we could



help with production problems that come up, cost reductions and combining various parts to make assemblies to help save them manufacturing time. She then dropped me off here, I went to the gym and alternated between the treadmill and the stationary bike. My back is a bit sore and I did not push too hard. The food and iced tea here in the lounge is good, not to mention the spectacular view from the 24th floor.

**6/14/17**

**9:40am China Time**

**Intercontinental Hotel Shanghai**

After a quick, good dinner last night I took the ice I got from Room Service and treated my back which felt great. I was asleep by 8:00pm and with a few bathroom and work breaks I was up at 5:00am got 8 1/2 hours of sleep. I was hungry, had an apple and some pretzels before working-out in my room and then it was down to the gym for the treadmill. I went up to the lounge and reserved a car for the airport tonight and then ate a huge breakfast. Once back to my room I called Wendy. Life at home is good and peaceful. It has been very warm there but the weather should get cooler later in the week. I also spoke to Kayla, she and her friends are off to see the movie "Wonder Woman" and I am glad I got her before she left. Her business course is going well. She just had her mid-term exam, but I don't think she will be doing this again for a while, especially since it meant she could not go on the road with me to Finland and China. I have less than an hour before Rina picks me up so I will edit, clean up my room, as usual it looks like a hurricane went through it, amazing since I am so fastidious at home and work, and then get dressed.

**6/14/17**

**6:55pm China Time**

**Intercontinental Hotel Shanghai Lounge**

Rina and I got to Nokia and a few things became evident right away. I knew something was up because there were three levels of purchasing people there besides the engineer in charge of our product lines. The fact that I had just come from Finland to see their people was all positive and the discussion that followed was fascinating. The segments of their company that we primarily dealt with were declining and they wanted us to be in their new areas. They had chosen some prime suppliers who they wanted to deal with and our primary competitors would be from Italy and China. Since we had no quality or delivery issues that left one area which was, of course, price. While I was not particularly worried about the Italian vendors the Chinese supplies were a big concern. There was little chance that IJUS would be able to compete with them directly so at that point I made a unilateral decision and told the buyer, engineer and Rina that from now on all of their pricing would come directly from IJX. They have their Chinese suppliers and I have a weapon of our own and will challenge anyone to beat IJX for price, delivery and service so the

battle lines are drawn and it is now up to Allan, Rina and Sophy. They took us to the Executive Dining Room for lunch, it was very pleasant.

I am not surprised they are using their Chinese suppliers, I am very glad that Ben and I figured this scenario would happen a decade ago so we have the infrastructure in place to be competitive and go after more. The people at Nokia are ecstatic because now they will get everything they wanted and we should also get the business.

When I got back here I emailed Allan, his and our teams regarding what happened and did more paperwork, some of which can't be completed until Rich gets back to me. It was then back to the room to start packing, exercise, ice my lower back and then take a bath. I just had a snack and am not hungry so I will probably wait until dinner on the plane. I have been texting with Wendy, it is twelve hours earlier at home and she wrote that it rained a little last night so our garden was watered. I sent her a picture of the Shanghai sunset, it is gorgeous. Ideal Jacobs (Malaysia) Berhad stock hit .445 today.

**6/15/17**

**1:21am China Time**

I did not do much for the rest of the afternoon except pack, clean-up and take a nap. The hotel driver had me to the airport in plenty of time and then this happened:

### **Watching Over Me**

For anyone who knows me I can be described as an extremely detailed oriented man, bordering on obsessive. However, when traveling for work I have found that "stuff" happens.

For instance I am in China on my way to Malaysia. I was in the business class line for Malaysia Air and I could tell that the woman at the check-in counter was having trouble with my ticket. It turned out that I had incorrectly booked it a day later than I was supposed to. Keep in mind it was 11:30pm and the airport was already winding down for the night. The very nice woman called her supervisor and they were checking if they could switch my ticket. Meanwhile I texted Marina my travel agent and she was able to change the ticket in under five minutes. It still had to be validated but the supervisor had already come over to help and within a few minutes all was done and I was on my way to my gate. Yes, I have incredible people around me, which I constantly tell them, but when strangers also immediately help I feel truly fortunate. Fast forward to right after security. I had to put my wallet in a separate bin and after I got through the security machine I picked up my stuff but forgot my wallet. A very nice man behind me picked up the container and called me to come get it. Again potential disaster was diverted by the goodness of a stranger. I thanked him as I did the ticket counter people and Marina and whether you call it luck or the good works of God, as I do, I am now sitting, waiting for my plane with everything being fine. No matter how careful anyone is, once jet lag and sleep deprivation have set-in the ability to monitor everything begins to evaporate

away. The only way to be totally sure everything is covered is not to go, in my case I will continue to be as careful as possible but am comforted with the idea that if things go wrong someone is watching over me.

**6/15/17**

**5:44am Malaysia Time - In flight to Kuala Lumpur  
Somewhere over the The South China Sea**

We are running a little late but it really doesn't matter since I don't have a connection. I slept about an hour which means I have once again screwed up my sleep schedule and I know that it is going to take a while to get back to normal once I get home. It is very calm up here, everyone but me seems to asleep, I will try again soon. I spoke to Rich before this flight. The rumor is that there is going to be a big layoff at Nokia in NJ. There are also layoffs in Nokia Finland, I found out earlier in the week. Our former biggest customer is transitioning to a software company and the only chance we have of keeping the business is to put their mass run parts through IJX which we are doing because they can produce products cheaper than IJUS. The bad news is that the business will not go to the US, the good news is that we have a chance to get a lot more for IJX and since we are, a major stockholder in that publicly held company, it benefits us all. It is a common tale, a customer starts small, grows to be huge and eventually, sometimes taking decades, reduces and eventually goes away. That is why it is so important to always be selling, marketing and branding because we have to keep replacing business and get more to grow. I feel badly for the many of the Nokia people who will lose their jobs, some will find new ones and be possible business contacts for us, others will not and will have to change their career tracks or retire. Being in a big company used to mean you had a job for life, that has changed and job security is no longer there. Of course, without that stability, the chances for employee loyalty is greatly reduced, which is why I am much happier with our situation. The only time is is not an advantage is when we have to layoff people because of a lack of business and that means cutting actual people for me as opposed to just bodies for big corporations. It is another reason I push so hard for new sales and retaining what we have, the thought of layoffs is incredibly painful, I have done it before and have no urge to go through it again, ever.

**6/15/17**

**8:09pm Malaysian Time  
Intercontinental Hotel Lounge**

We arrived a little late which did not matter, I got my suitcase, a fast taxi driver got me here in time to get a great breakfast. While in the lounge, Ben came in and we had one of the usual face to face meetings that have occurred throughout our time together. By that I meant we covered a huge amount in a very short time and within twenty minutes we were on the same page and proceeding forward. I then went to my room, exercised there, at least I tried as

much as possible, I only got a few hours of sleep last night, again, and I was really tired but forced myself through it and then down to the gym for the treadmill and stationary bicycle. Once I was done I went to a local supermarket for food and realized that I was probably getting a sick, lots of people have been coughing around me this trip, and I had better take care of myself for the rest of the day. Once back I took a very long nap and came up here for some fruit, hot tea with honey and water. I saw Ben again, we are set for tomorrow morning's stockholders' meeting. I have been working and emailing, it is time to stop, go back to my room and eat the food I bought this afternoon. This week has been crazy but a lot has been accomplished and I am having fun.

**6/16/17**

**11:11am Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

I woke up at 3:05am and had two choices, the first was go back to sleep until 4:30 the second was to check my email because IJUS was still open and if there was a problem I could still deal with it. I decided on the second option and glad I did because I got a notice from Marina. It turned out that my flights were cancelled and she rebooked me through Hong Kong. I was calm since I could still get home but I answered all of the other email and by then I was awake. I therefore exercised in my room then went down to the gym and after cleaning up, called Wendy. She was fine, missing me as I was her and anxious for me to get back. Breakfast was excellent, fast and I got the list of possible shareholder questions printed by our staff so I would be ready for the meeting. I was back in my room in plenty of time to get dressed. I met Ben and Allan downstairs and we were at another hotel with plenty of time to spare. It is always good to speak to our board members in person and getting there early gave us a chance to not only do that but also go over the script for the meeting. This is our 8th annual stockholders' meeting so I have done this a bunch of times but take nothing for granted. If I do a poor job of running the meeting or someone asks a questions we are not prepared to answer it looks really bad therefore Ben and I both want to be ready. I started the meeting at exactly at 9:00am and we were through the bulk of it within fifteen minutes. There was a break to tabulate the shareholders answers for various questions and once that was done we completed everything by 10:00am. Ben and I were then photographed and interviewed by a local newspaper. Back at the hotel I said goodbye to him and Allan. I will probably need to return within another two months, if the project goes forward. Ben is putting a lot of work in on it so I hope it goes through because it will also benefit all of our shareholders. Since I am done earlier than expected I texted Marina to see if I could get out earlier, she is checking. Regardless I will go back to my room and start packing.

**6/16/17**

**4:40pm Malaysia Time**

**Singapore Airlines Lounge**

Marina could not find an earlier flight therefore I did some editing, went swimming, the pool was delightful, packed and got cleaned up. My taxi driver from yesterday had car problems but sent his friend, who was early, which I liked, and got me here in plenty of time. I just got an email from Ben, work on the new project continues. It is good to be starting home.

**6/16/17**

**9:40pm Singapore Time**

**Singapore Airport Lounge**

The flight here was swift and on time, it took me a while to find the transfer desk to get my next set of tickets but I did it and then came to this lounge. I am getting tired but will do some editing.

**6/17/17**

**12:06am Singapore Time**

When I was little I used to worry about school. I was a lousy student who did not try hard and my grades showed it. That resulted in not the better solution of me working harder, but instead my anxiety level rising. This showed especially on Sunday nights, knowing that Monday morning was coming and I was going to a place I did not like and where I did not do well. While I laid awake listening to my wind-up alarm clock go tick-tick-tick which seemingly got louder as the night wore on and the phosphorescent hand dials become brighter and brighter, I worried about whether I could function if I was up all night. I learned early that I could and also that almost always, even when I had a bad night, I rarely had two or more in a row, until the beginning of this year. When I hurt my back in January, I had never been in pain like before, and I admit that the Opioid medication allowed me to get some sleep. But the side effects were way too harsh to continue using them and after a few days I stopped in favor of over the counter anti-inflammatory pills and natural herbs which, while taking the edge off, did not have the same bad side effects and I was able to go back to work. Unfortunately, the pain would still get worse at night and even with the continual ice packs, I had a cooler at the head of my bed, and the electrical stim unit which sent electrical pulses through my back deadening the pain, the best I could hope for over a month's time was 3-4 hours a night. As it was going on I wondered what would happen because of the cumulated lack of sleep. As it turned out, as far as I could tell, nothing bad happened. When my condition improved and I went back to my normal sleep patterns everything seemed okay.

Interestingly I have learned over time that for me, sleep can be another weapon for business. It works this way. I am normally very consistent with the way I deal with people and situations. I rarely get extremely upset, yell, or ver-

bally attack and for this to happen something has to be really wrong. However, when I get sleep deprived I know that my personality changes. The less I get the more unpredictable I become. I also get angry and emotional much faster and when slighted in any way, I attack much sooner than normal. In other words my extremely disciplined interior structure begins to break down and I become much more unpredictable. While this might sound bad, and a reason not to do it, I had found the opposite. If I know I will be traveling and going into meetings that potentially will have bad consequences I will sleep deprive myself on purpose knowing that the reactions I give, while not "normal", will still be true and real in the moment. That unpredictability throws people off and will often give me the advantage in negotiations where I had none before. Granted it might not be the healthiest thing to do but since sleep is often not possible in regular amounts when traveling anyway, especially outside the US, it is better to use a potential positive than try and pretend it is not here. The trip here was the same. I left New Jersey almost 120 hours ago. I have had a grand total of about 28 hours of sleep. That is less than 5 hours a night and not enough. The meetings I had all went well but the edge was there if I needed it and in this case, happily I did not.

Besides, people know I do this and they are amazed I can still function, another advantage for me. Not having enough sleep over the long road is not good but there are benefits in the short term and knowing yourself, especially in sales and generally in life, regarding what you will do in as many situations as possible, is always a plus. I don't recommend not sleeping but if it, or something like it is happening there are benefits that you might not be considering.

**6/17/17**

**7:21am Hong Kong Time**

**Cathay Pacific Lounge**

The flight here to Singapore was good and early. Unfortunately I slept very little but the next flight is fifteen hours and I am hoping to sleep some of it. Kayla texted me that Amazon bought Whole Foods. I joked that we would soon be able to have food delivered by drone to the hotels we are staying at while on the road. This is a nice lounge but my gate is a not close so I will head out soon to find it. I also texted with Wendy, Ben and Alex, they are all well, a very good thing.

**6/17/17**

**8:07am EST**

**4:52 hours to go - Approaching the US West Coast**

This flight has been excellent so far and we are running a little ahead of schedule. I got some sleep and feel pretty good. In retrospect I loved the efficient results of the overnight flights to Finland, China and Malaysia and as long as the severe lack of sleep did not cause any negative results I will figure doing it again. I emailed with Ben before I left and it looks like I need

to be back in KL the end of next month. That is fine as long as I am back for Wendy's birthday but it does throw a wrench into Kayla and my plans to go to multiple points in Canada that week. Maybe we can go for three or four days afterwards, before Wendy and I go to Colorado to see Ben and Kate. It is a little crazy but I do like it that way. Ben sent me a schedule for the absorption of the new company for Ideal Jacobs (Malaysia) Corporation Berhad. If it goes according to plan there will be big changes in Asia by Thanksgiving. In the meantime we will continue, as normal, looking for additional product lines, selling everywhere and everything possible. It is obvious both from this trip and what I have seen in the last year that the price pressure on our current lines will continue and we have to keep branching out to find new "sweet spots" in the marketplace. It is a never ending search and we are on it.

**6/18/17**

### **4:29pm EST - My House, NJ**

We landed 15 minutes early, thank you Cathy Pacific, and then it took awhile to get my suitcase. The luggage area was crazy but efficient and I rejoiced when my suitcase came out. We hit traffic on the way from Long Island but I was back by 3:30pm. It was great to see Wendy and be home. I exercised in our basement and was sleep early. After ten hours of sleep I worked out in our basement. My son Ben called during that time to wish me a happy Father's Day and we spoke for a while. He is doing well in coding school and things are good, always great news to hear. I then went out for a bike ride. When I left last week on my trip the weather was like late spring, when I got up this morning it was summer. I biked in 80 degree F and combined with the fact I had not ridden in a week and jet-lag it was a challenging ride but I was very glad I did it. After cleaning up, I picked up Alex from the train to celebrate Father's Day and he bought me lunch at a local deli as per my request and we ate on our porch. We talked about his new job which he really liked, our family and business, he is always interested in what is going on. He then spent some time with Wendy and I took him back to the train. I really appreciated him coming all the way out here, I love him a lot. I then spoke to Kay, she was home in California and studying for her course. As per previous comments she is ready to be done with school and only has two more weeks. She is great otherwise, really likes California, her apartment and is liking her job more as time passes. I could not ask for more, all of our kids are happy, doing well, as is my wife, so I am a very fortunate man and know it.

I then went to the flower store, got twelve small pots of flowers and planted them. I keep saying that is it for a while, maybe yes and maybe no.

Since President Trump was elected, Wendy has been keeping up much more with the news and is concerned that there might be a recession if his policies fail. She was concerned about us expanding into the new building and asked if I had considered the possibility of a downturn. As a paranoid, optimist I told her that I had considered it, and will keep doing so. I did not tell her that one would come sooner or later no matter who was president and if we

played it safe now it would cost us big time later. I realize that I am planning to spend a huge amount of money and expand to twice our size. I believe the timing is good and will go ahead unless we are actually stopped by something.

**6/19/17**

**8:51pm EST - My House, NJ**

It was a good day back at work until I saw the notification by one of our suppliers that there was going to be a nationwide shortage of polycarbonate. This is the material for many of our labels and it sent us into a flurry to see how much we would be affected. If we could not get material we cannot go to press which is a huge deal. I left the office for the Chiropractor in deep thought as to what we could do. There are alternate materials but we would need to get Underwriter's Laboratories approval which would take time and money. Still it was a good safeguard to be considered. I just got an email from Eileen who checked and the shortage does not seem like it will now affect us however we have been sufficiently warned for the future of what could happen and I plan to put in additional safeguards in case of trouble.

**6/20/17**

**4:30pm EST - My Office, NJ**

The weather was perfect for riding this morning and I had a great bike ride. It was then into the office and lots of paperwork which does not bother me. Part of that was working on Kay and my trip to Texas on Monday. Two of our appointments had cancelled so I am scrambling to fill the slots. As soon as the schedule is mostly solid I will contact my Uncle Allan and see if we can stop in and see him. Mike, Vinnie and I went to see Conrad, an old friend and a supplier who owns his own engraving company. We needed some help with our new machining center regarding engraving some aluminum samples and he was very helpful. He is also part of my plan for the future as we will have extra space in the new building and I plan to invite some small companies, who have highly unusual capabilities, to come with us at very reduced rents. The hope is that we can work together and if it goes really well we can then talk about having them formally join us. I want to be able to make virtually anything and the expertise in some single company operators can be irretrievable once they go so I would like access to learn from them before they retire.

Crude oil is now below \$44.00 per barrel which is amazing. It is a benefit to the US, both with our energy capabilities and the lessened effects of blackmail for those who would use our oil needs as a weapon against us.

**6/21/17**

**2:56pm EST - My Office, NJ**

I have not slept well the last two nights. Probably a combination of allergies and jet-lag. Today has been spent in paperwork, marketing and inventing. We are working on a "body ice-pack" design for those who have pains on their



bodies where it is hard to keep an ice pack in position. Our intern Ariel is working on that with some good preliminary results. The cover for my new book is almost done as are the galleys so we are almost ready to go to press. Sales for this month are good, always a fantastic thing.

There was a special Congressional Election in Georgia and once again the polls were 100% wrong. The Republican candidate won again. It seems that the polls only go in the direction that the media want them to follow, which is the reason I don't listen to them anymore.

**6/22/17**

**7:42pm EST - My House, NJ**

I finally sleep last night and woke up this morning ready for the world. Unfortunately I thought we had made a mistake in a disclosure for Ideal Jacobs (Malaysia) Corporation Berhad which caused me great angst until I got an email from Mike clarifying we are okay. It was a beautiful day to ride outside and my bicycle was picked up later picked up by the bike store and returned with the new gear system installed. I spoke to Kayla numerous times, she is coming home tonight and I can't wait to see her tomorrow. Our trip to Texas on Monday is almost fully scheduled. Our main polycarbonate supplier was in today to reassure us they they will keep us supplied even if the anticipated shortage, because of a processing plant shut-down, gets worse. It was very welcomed news and we all felt much better afterwards. I got a call from my landlord. Unfortunately the deal to buy the new building has fallen through. He wants to try again but this time with my company as the lead instead of his. Since I wanted to learn about real estate this was not a problem.

**6/24/17**

Yesterday was a good day spent in final preparation for the trip this Monday and getting leads for Kayla for her trip back to a Dallas in a few weeks. Vinnie and I spoke about re-organizing some areas in the plant. Then I spoke to Mike and we fleshed out the plan more which included putting Die Master Dave in charge of our new machine shop and giving him some extra help to do the laser work.

Sometimes it is better to lead by letting everyone give their input, come to a consensus and move forward and other times it is better to be autocratic, make the decision myself and move forward. The secret to being a good leader is trying to figure out which avenue is best for which situation. The only "correct" answers are those that work out reasonably well and if that happens an acceptable amount of the time than I am doing it right. As I have said none of our people are slaves, if they don't like what I am doing then they don't have to stay but since I am usually willing to listen to their points of view, even if I don't agree with them, just being heard and their opinions considered, goes a long way.

I was up early to exercise and since it was raining I biked in our basement

and then on our porch, it was very pleasant. Then I picked up my Mom and took her to the eye doctor. She had cataract surgery yesterday on one eye and this was the follow-up. I was happy to see a very well run office, not a long waiting time, and the doctor was pleasant and efficient. Her eye was not healing as fast as he would have liked so he changed her medicine and she will come back on Wednesday, she already has a ride set up. We then went to lunch which was very pleasant. When I told her about the problem with the new building she said she had seen another one in a nearby town that would be good. She has a good eye for things like that and if the current building falls through I will plan to go see the one she mentioned. I also gave her my Ideal Jacobs team T-shirt, since finding out that she played such a more major role in helping me when I started in our family business, much more than I knew, she deserved it. She was happy to get it and said she would wear it. After dropping her off, I came back here and then went biking. It was a pleasant ride, the weather was hot but the humidity low. I was very happy I got through the workout since I had already done one this morning. After cleaning up for the second time I got the bulk of my stuff ready for Monday's trip and we are going out soon to see our friends Abbi and Laura for dinner. Kayla is going to a Grateful Dead concert with various members of Cliff's family, she has been looking forward to it for weeks.

**6/25/17**

**8:46pm EST - My House, NJ**

I know it might sound crazy but since I am getting up really early tomorrow and we have a full day planned, after we get to Dallas, I wanted to double up in my exercise so I would be able to get a "pass" from a heavy workout tomorrow. Therefore yesterday and today I added an extra bike ride and my body feels wonderful, not only with the knowledge I should have no guilt tomorrow but I got through the extra rides and only feel tired, a bit sore but not hurt. Of course that does not mean I will get to sleep tonight, usually problematic the night before traveling so we shall see. It was Cliff's 65th birthday party today and it was a fun celebration. He showed me his senior citizen's card and although it gives a lot of great discounts it was still a bit disconcerting for him to receive it. Toward the end his brother, Andrew asked if I could take home his mother known as Grandma Myrna, even though we are not directly related, she has been a central figure in our married lives from the very beginning. It was at her house where I met Jeff, Bunny and the various kids, in-laws and other relatives which would become a big part of our lives. Myrna is a very strong willed woman, always has been and always will be. As we drove to her place she mentioned how much she missed her husband Norman who had passed within the last two years. I asked her if she believed in reincarnation, she said no, she just wanted to be with Norman again and she seemed to have no fear of death. She looked at me and told me I had come a long way and she proud of me and that meant a lot. Relatives are supposed to be proud of their immediate relatives and it is even better when they tell them. But when someone outside that circle says it, especially when there was no obligation to do so,

that is a big deal. When I dropped her off she smiled, thanked me and she said she really liked her apartment but it was lonely. It was sad on the one hand that she was alone for this time but it was also encouraging that her whole force of will was geared to what would be coming, a better time with her husband. I got the feeling that she thought everything would be okay. I felt encouraged by her faith and then went home.

A lot has been happening in the last few weeks, changes are coming and I am not sure what God has in store for me, our family and our teams . I am very open to a new journey and usually thrive on it, especially when the thunderbolt strikes me and things become clear as to why stuff has been happening. My mind has been focused a lot on where we would be located on the future. As Wendy said maybe this new building was not the right one, maybe we should stay where we are but we need to will stay open to see what develops and keep working hard until it does.

**6/26/17**

**6:13am EST - Newark Liberty Airport ; Newark, NJ**

**On board, ready to take off soon**

Amazingly I was able to get some sleep last night, about four hours and I was up at 2:00am. I stretched and exercised a little in the basement and then got dressed for traveling. If it is a long flight I will normally not be in a suit but since we are landing and going right to work in Dallas I had my tie on but placed my jacket in my suitcase. I run the risk of wrinkles but it beats worrying that I will leave it somewhere. I had originally asked Kay if she wanted me to wake her up at 3:30 and she declined so I said I would check on her at 3:50 but I checked her room and thought she was up so I did not knock. Five minutes later I decided I had better check and happily I did because she was sound asleep. I awakened her loudly, she sprang up immediately and said she will be ready in five minutes. I went downstairs for my final checkout and met Mike the Driver on our driveway. Kayla was down in four minutes, apparently the tone in my voice was highly motivating, and we were off in good time. On the way through security, Kayla got stopped because she forgot that her water bottle was full and she wanted to keep it so she went back out and through security again. I waited for her calmly as she has done for me before and we were soon in the sitting area.

The advantage to being first or almost first on line for the plane is that you get first shot at the overhead cargo space and once you are in your seat normally it is yours. With almost every flight there is always a game with all the passengers to see who will gets in line first. Since I have no problem leading, it is often me and was so in this case. Kay's hope for this flight, besides obviously getting there safely and on-time was to get a pillow and a blanket. She now has two blankets, I gave her mine, but no pillows were available, however since she is already asleep I think she is happy. Of course we had the preliminary discussion of whether to wake her for breakfast. Normally she always says no

at first and then changes her mind later so I am just going to wake her up when the time comes. I think that I will stop asking for the future and just do it to make things simpler. I however have the bulk of my breakfast with me, six hard boiled eggs, so I am in good shape. Time to keep editing my book on selling.

**6/26/17**

**11:23am CST - My Uncle Allan's Complex; Dallas, TX**

We landed early, a wonderful flight and after we got Kayla's suitcase our driver for the day, Amelio took us to a Starbucks in Dallas to meet a former Flextronics employee who is now working for Season Group, a contract manufacturer owned by a Hong Kong company. He had been in China last week and the jet lag was evident but he was fighting it valiantly. His company has plants in North America and Asia. After going through what we do there appears to be a potential to do business. Kayla is getting really good at sales calls, not that I worried before, she can obviously handle them alone, therefore she will do more.

**6/26/17**

**4:27pm CST - On our way to Dallas**

Lunch with my Uncle and his friend Dorothy was very pleasant. He had been in the hospital and a rehabilitation facility a few months ago but seemed reasonably okay. They were glad to see us as we were them and we had a nice time catching up on family. From there we went to see an old friend at Tellabs. He is a mechanical engineer and has been with them a long time. He was really pleased to meet Kayla, he knows her from my books and was happy to learn about our new capabilities. Then it was onward to Sanmina where we saw two people I had not seen in years who had also been reading about my daughter. This happens all over the world. We walk into a meeting and people are very excited to actually meet her in person.

The last call was at Flextronics with a man who was now in charge of taking care of whatever mechanical issues come up in a variety of projects. Obviously this was a "golden" contact for us since we do a lot of fast, small jobs needed quickly. He was not only interested in what we were doing but also introduced us to a bunch of other people who might need us.

We are on our way to Whole Foods to pick up dinner and then to the hotel. I have been awake a long time and I am hoping to get to sleep early. I may exercise a little but since I did extra workouts the last two days and some this morning, it will not be much.

**6/27/17**

**11:54am CST - Smashburger; Plano, TX**

I was asleep before 10:00pm last night and was up at 3:45am. I worked out in my hotel room and then went downstairs to the gym. It was one of those rare moments where everyone was my age, there was not loud music or television,

everyone was into themselves, it was quiet, serene and wonderfully tranquil. After a huge breakfast with Kala we were on the road again and the first stop was to CommScope, a good customer. Nick, an engineer gave us an excellent tour of everything they did. He may need gaskets. It turned out he was born in Ukraine and knew all about the Carpathian Mountains in Romania where my grandfather was born. Life has so many connections, it is wonderful.

From there it was to another CommScope facility to an engineer who needs some special EMI shielding and other labels. There is a potential for a lot of business and then we went through the other new areas and when we finished we spoke about his upcoming trip to Colorado with his sons, it sounds like it will be a blast.

**6/27/17**

### **7:24pm CST - On the plane**

The last sales call was with a former Flextronics engineer who had moved to a new company. They make special surveillance cameras, are doing very well and we have the chance for business. And so ended our calls and we then went to the airport. As it turned out a thunderstorm came through and there were delays. Still that gave Kay and me some more time together so that turned out to be a good thing. By now she should be already in the air to California and I will hopefully be airborne within 30 minutes. I am not complaining, if there was going to be a delay now was the time to have it happen and I am sleeping late tomorrow anyway. It has been an excellent trip, Kay is showing great progress in her selling and overall business abilities and I look forward to getting home.

**6/28/17**

### **2:32pm EST - My Porch, NJ**

We ended up being about 75 minutes late but it was a pleasant flight and Mike the Driver had me home by 12:30am. I was asleep by 2:00am but not before working on some additional parts of the new Ideal Ice Suit project. Ariel has been working on a prototype and I have been giving it a lot of thought. Some people like crossword puzzles, other chess, in my case it is inventions and engineering ways to make things work or be produced more efficiently. It is a great challenge and a lot of fun. While I can't operate machinery myself, I do have the ability to create and design which has been very helpful throughout my career. I was up before 8:00am, tired and not in the greatest of shape but felt much better after exercising in our basement. Throughout my workout and then on my ride I was stopping to check and answer email, texting and even made one phone call. It was not a problem and I was happy to be able to keep up when not in the office. I spoke to Kay, she got home about the same time I did last night and she is studying for her final exam. She and I both have follow-ups to do from our trip, a lot of potential good stuff happened and I want to make sure we go after every lead.

President Trump's medical program to replace the Affordable Care Act appears to be in jeopardy. I am sure the negotiations will be ongoing and intensive. His travel ban was partially approved by the Supreme Court so that will go into temporary affect and is something I definitely do not support . Elsewhere Mr. Trump continues to act like a spoiled child and when not getting his way goes into tantrums on Twitter. He keeps talking about his victories but I am not seeing them. He has not proven he can work with anyone ,nor negotiate well, nor even speak to the bulk of our allies in other countries in a constructive, positive way. If his constituency wanted someone like Mr. Putin I think they should be very happy. I for one, am not.

**6/29/17**

**3:50pm EST - My Office, NJ**

**1 out of 10**

Inventing is both the most wonderful and frustrating of worlds. Each time I get an idea that I think is the greatest concept since sliced bread we start working on it and over time, sometimes costing large amount of money, we come up with nothing. However, even when the idea does not work, I look at it that is brings us along the road to something else. Of course when we determine that the idea has failed I have a momentary dread and then move forward. I have been truly blessed in that I rarely second guess myself and after I make a decision that is it and if it doesn't work out I am okay with it, although sometimes that process can take a few days. Needless to say this can be both an exhilarating or frustrating experience for our people depending if they agree or not with what we are pursuing. I/we normally invent things that will directly affect myself or our people and a month ago we were working on an artificial disc for people with bad backs like me. That idea turned out to have been mostly thought of by other people, we did patent searches, therefore we gave that one up and are already working on another. Will this new one work? Who knows and in many ways it doesn't matter. The mere fact of going after the unknown and utilizing our brains in ways not done before give fantastic benefits to everyone involved. To believe that we can up with original idea and then actually produce it is the ultimate in creativity. The opportunity to produce an actual product from what is in your mind is a capability few people have access to. Our teams love to be part of the process. With that in mind we are now working on something new, of course I can't tell you what yet but trust me if it works it will be awesome. Of course I think that about all of our ideas so you never know. I always remember that 1 out of 10 ideas produce something directly worthwhile, that one idea however, is often enough to propel us forward to new product lines and the ability to do things that our customers will need. The journey can be as rewarding as the final product and in the process of inventing, the very path that we take, creates a passion and exhilaration that is worth a fortune to everyone involved.

It was very tough getting up this morning, in fact I needed the fifth of my five alarms which is rare but is the reason I have so many. My workout inside went well and I had a great bike ride, the weather was a beautiful 65 Degrees F. It has been a really good day with catching up from my trip and getting a lot done. We hired Mike the Driver's sister this week and she has been doing well and a new man David today who is a color matching specialist. As always, I am both extremely happy to bring new people on while also concerned that we can keep them busy. Part of my, and all of our sales peoples responsibility is to continually increase the incoming orders. It is a never ending source of continual concern and a huge part of our jobs. The livelihood of teams is directly dependent on us, a reality I never forget.

**6/30/17**

**6:38pm EST - My House, NJ**

Usually the day before a holiday is on the laid back side with people taking a vacation day and things are quiet. Such was a good description of today with a lot of positive energy going on but still the anticipation of the Fourth of July Holiday. I got a lot of paperwork and pricing done, some editing on the "Mechanics of Selling", an overall very pleasant day that was highlighted by my trip to the Chiropractor. I showed him the new design for the Ideal Ice Suit garment which had been worked on today by Ariel and he liked the idea. As soon as the new material comes in next week we can make our next prototype. Kayla is in her way to see her friend Alyssa in Oregon and due back home on Tuesday. She and I made plans today to go on a business trip to Canada next month. Alex has been very busy with his new job. Ben likes computer coding school. All three seem happy and well.

# JULY

**7/1/17**

**1:59pm EST - My House, NJ**

It is the Fourth of July Holiday weekend here in the US. My wonderful wife decided, me happily agreeing, that we should do "stuff" and today we went to the Thomas Edison Museum which is very conveniently located less than fifteen minutes away by car. It contains his laboratories, machine shops and library which was also his main office. Curiously enough he had a bed there to take naps during long days of inventing which happened frequently. The entire complex was steeped in his energy and the feeling of innovation and the ability to do anything virtually seeped out of the various rooms and buildings. It gave me the feeling that anything was possible and since our company has the same type of people and equipment as he did, to create any invention, then we also have no limitations. Once done, Wendy and I went to lunch, we find it easy and pleasant to be around each other. That is a very good thing since we have been married for thirty-two years. We now back here until I leave to have tea with Uncle Dave. It is very peaceful on our porch and the sound of water dripping is everywhere since it rained a little while ago. Some type of animal attacked a portion of my flowers so that probably means a trip to the plant store in the few days. It is not an unusual thing to have this happen and I knew the chances of attack where there when I planted them, part of the circle of life.

**7/1/17**

**9:49pm EST - My House, NJ**

## **Fireflies Frolicking**

Every year I look forward to the short time when fireflies or lightning bugs come out for a short time at dusk to mate. It is usually around the Fourth of July and it turns out I am not the only one waiting, since my brother-in-law Cliff mentioned at his birthday dinner tonight that he had seen some the last two days. Wendy is also a big fan and we have been watching but seen nothing yet. Before I took my bath and checked I did not see any, dusk was fast approaching and then right afterwards she told me to get dressed as they were outside. We went to sit on our front stoop for the show. There were not a lot but we had a lot of joy sitting there watching the occasional bug light come on and off and trying to figure out where they would go. It was a wonderful ending to a very good day and one that continually reminds me how fortunate I am.

**7/2/17**

**9:26pm EST - My House, NJ**

It was another very fine day today-holiday weekend day two. I was up at 6:30am, exercised inside then road outside. It was hot but not too bad and it



was an excellent bike ride. Afterward cleaning up, I went out and got provisions for dinner tonight with my Mom and then went home and had lunch. After some editing on my book about sales, Wendy and I went to see the movie “Wonder Woman”. We had not been to the cinema in a long time and it was a very pleasant experience. The movie was good and afterwards we stopped off at home to pick up the food I had bought before and went to my Mom's house. Once there, as per our pre-arrangement, we video chatted with my Uncle Allen and his friend Dorothy. Mom had not seen her brother in a long time so it was great they could chat and see each other. After that I found out that the copier we had purchased for my Mom had no scanning capability, which we were told it did, by the store. It was annoying, because I had rushed to get her this one, but worst case, if the scanning is needed, we will simply order another one. Then we had a most pleasant dinner, spoke about family and traveling, Wendy and I then came home. After my bath we went back outside on our stoop and the lightning bugs were again dancing and lighting themselves up which was really fun to watch. I look forward to sleep soon.

**7/3/17**

**9:34pm EST - My House, NJ**

The holiday weekend continued with day three. After exercising and biking this morning, Wendy and I went up to my shooting club. We both shot pistols and even though we were not out there long we had a very good time. Afterwards I had tea with Ira, it had been a while and gave us a chance to catch up. He is well, as is his family, and is leaving for vacation to Lake Placid, NY, one of his favorite destinations, tomorrow. It was then to the plant store and back here, I will put them in their new homes tomorrow. We then had dinner with our good friends the Greens. They are very nice people and dinner was fun. I finished editing my book on sales. Now it goes to Ariel and Alexis for the final edits, add the foreword from John Herrmann and we can then decide if I want to go through it one more time or have it made into galleys for the eBook and or printing. It is always a great feeling to get a book to this stage of production, the finish is getting closer.

**7/4/17**

**4:48pm EST - My House, NJ**

Holiday weekend day number four, after a great workout this morning, Wendy and I went to a local park and walked around the water reservoir. Interestingly enough this area had been barred to the public all of the time I was growing up. It was in my hometown and only recently, thanks to a forward-thinking public official, transformed to become a multi-use facility which everyone can now enjoy. Afterwards, we had lunch and then went to the store for supplies. Once back here I planted the flowers and two bushes I bought yesterday, then fed, watered and put repellent on them with the hope they would be okay for the next few weeks from various “critters”. As is usual I probably

overdid it a little and my back is sore.

It is the Fourth of July and Wendy and I will have a barbecue together, no party tonight and go to sleep our usual time since tomorrow is back to the normal work week I love. We have had an excellent time together these last four days but I am looking forward to getting back to my regular schedule. We heard from all of our children and all are well. I also heard back from my friends David, Jerry and Lou. They were all nice enough to agree to be interviewed by Kayla and me for my book about selling and all would like to see the final product before it goes to artwork. I am excited to hear their comments, they should be getting the completed book after the final edits later this month. Time to start the grill for dinner.

**7/5/17**

**8:48pm EST - My House, NJ**

My mother's maiden name is Henig. From that side is a condition called the "Henig Stomach". Basically it means various types of gastric distress of that occur, usually infrequently over time. I have had it all my life, a condition probably brought on by excessive worrying when I was younger. Interestingly over time, as my responsibilities have increased, my overall stress levels have decreased to the point that when "an event" seldom occurs like it is now, I have come to the understanding that it is a forecaster of something big going on. Whether it is positive or negative is not predetermined only that in some part of the world with our various teams, someone or something is in the process of doing something that is going to affect us. Since we are in a potential huge new deal in Asia, I would normally assume it was something there but I got the news yesterday that Paulina, the very able head of our Mexico distribution center, is pregnant and due the end of this year. She has everything well planned however so I don't think my stomach is reacting to that. As I wrote, we are in the midst of working out bringing on a huge new partner to Ideal Jacobs (Malaysia) Corporation Berhad in Malaysia and negotiations could well be going on as I write this but I am not directly involved. Actually I am waiting for word from Ben in China as to when to fly to KL to head a board meeting about this very topic. It will be my responsibility to make sure it is a good deal for all of the stockholders and if so, make sure that our Board is okay with the plan and have all the information we need to make a good decision. It is hard to know that a lot of negotiations are going on without me but that is the price I pay for being located on the other side of the world and twelve hours behind. I have absolute trust in Ben and our team but as Chairman I still have to view everything with the point of view of making sure it is the best deal possible and whether to ask the Board to move forward. I will never know what is actually happening minute to minute, but my stomach is an early warning system so I am anticipating getting some news within the next few days.

**7/6/17**

**3:56pm EST - My Office, NJ**

**Is anybody there?**

I write and I write and I write more. The question asked frequently is why? Family members and friends either say out loud or at least wonder is anyone really reading my work? The books and various newsletters, does anyone care about what I have to say, where I go and what I do? The answer is yes even though it doesn't matter because writing fulfills a huge need within me to express myself. But I can confirm that it does because, as my daughter Kayla and I travel around North America, Mexico, Europe and Asia people are constantly asking her personal questions that could only been generated from my books. In fact they feel like they know her through me which is fantastic. My purpose in writing, besides my joy in the process itself, is to tell people about our work and personal lives. I now this is direct opposition with the idea that you should not share personal information with the world. I however have found the more I write the closer we get to people everywhere. Not that it happened over a few months but over the years people have gotten to know us and besides the obvious branding advantages for our company, it has given us a bridge to people where none existed before.

Obviously I am careful about what I write about and nothing too personal but I find it very rewarding that when we travel, the question asked often is "when is my next book coming out?" People love to be a part of them and they are really happy when they are mentioned and are part of the "process." I have also found that, contrary to common opinion, I am okay with telling people when things don't work out, when I made a bad decision, when a new product fails, when a new invention does not catch on. People are attracted to others who can admit they have made mistakes, have problems and are human. They are much more apt to trust someone like me, who they know is not perfect and is forthright about admitting I made a mistake and then strive to fix it rather than someone who is never wrong. The answer to my initial question is yes, people are listening, more all the time and even if they weren't I would keep writing anyway.

**7/7/17**

**2:55pm EST - My Office, NJ**

I know in my head that it takes time to bring in new equipment, get it up and running efficiently, our people trained and have enough support materials to take care of the basics of what is needed. I know the reality, especially in emerging technology that it takes time but my "gut" wants to sell everything before it is ready. "It" wants to take market share and is incredibly impatient to attack to see if my feeling, that this equipment or process would be of use, is either correct or I have failed. The issue is that the problems of production and raw material always come up at the worst times which just happened. Our new

Fiber Optic laser runs on compressed gas. We had a rush job due out today and we just ran out and there is no way we can get anymore this afternoon. Did I think we had enough? Of course we did, but we estimated since we had not run metal this thick before. The thicker the metal, the more gas it takes to cut, it makes perfect sense but we did not take it into account. It is a highly frustrating part of the learning process which always happens at the worst time. We will get through this by running partial quantities which is however, very inefficient. We are paying our dues and that is what I am keeping in mind. This is not the best way to run a job but much better than delivering late so I am happy we can get it done at all. I love this business, the new production areas, and the chance to take, what I see in my brain, and have it turn into reality. However, with every step there are risks and the potential to disappoint a customer no matter how well we plan. I assuage my mind figuring we do more to try and be careful than the vast majority of companies out there and we will continue to push everyone to the wall to keep things moving. To stop growing and taking chances is the first step to stagnation, obsolescent and death. Besides all the fun is moving forward so onward we go.

I checked the weather forecast this morning and it called for rain by 6:00am so I changed my routine and rode my bike outside in the predawn air before working out in our basement. It was beautiful outside and a good idea because the rain began shortly thereafter.

**7/8/17**

### **12:05pm EST - Doctor's Office; Livingston, NJ**

While out biking I sometimes see a sight-impaired woman going from her apartment to the supermarket two blocks away. I marvel at her self-sufficiency and have even, on occasion, said a quick hello. This morning however was different. She was trying to cross the street to be on the same side as her apartment and she was having trouble with the traffic light. I could see something was wrong so I asked if I could help and she gratefully agreed saying she was vision impaired and had been trying to cross for the last five minutes. I said not to worry, I would help and if anyone got hit by a car it will be me first and she laughed at my joke. We exchanged names, the light then turned green for us and we walked across. At the other side I said goodbye, as did she, and we both went on our ways. I was filled with admiration for this woman who could navigate successfully around her neighborhood, under such difficult circumstances while keeping such a happy view on life. As I road homeward I was thankful I could see also resolved that when I saw Chris again I would not be a stranger and she had someone watching out for her.

**7/9/17**

### **5:19pm EST - Smashburger; East Hanover, NJ**

I was up early to take Mom back to the Eye Doctor and the side effects from her cataract surgery were much reduced and she was able to go home

without the patch. She was very happy and after I dropped her off I went back home, worked out in our basement and then went riding. It was a beautiful day and I got back home calmer and happier from having burned a lot of calories. After cleaning up and lunch I went to see my brother and we had iced teas and enjoyed vivid conversation regarding our family, current and past events, how his future retirement plans were going and my quest for additional work space. From there it was back home, Wendy arrived soon after from Manhattan, she and Alex had gone to a fashion museum and lunch. I cut flowers for our inside small display, did some paperwork and I am here to pick up dinner. I am ready for a calm evening.

**7/9/17**

**6:28pm EST - My House, NJ**

Dear Dad,

It has been a while since we talked. You have been gone for more than eighteen months.

I was on my way to pick up Mom early this morning, she had cataract surgery last Friday and yesterday the eye doctor saw a problem, treated it but wanted to see her again today. Ira and Irene both put in a lot of effort helping to take care of her and I am always happy to pitch in where needed so I did both, yesterday and today's visit. As I rounded the corner to your apartment complex I saw a buck deer with antlers and he was slowly crossing the road. He was looking at me in a very strange way and I got the feeling it was you. As you know I believe in reincarnation, past lives and lots of other things so the thought of you within the deer was not particularly strange or scary. It actually made me think that you were there to check on her to make sure that we were doing our jobs as dutiful children and making sure she was okay without you. I am happy to report to you that the doctor said she was much better. As for how is Mom is doing overall, although she misses you, we have created a positive wall of support around her. You would be proud of my siblings, they have done everything possible, as I have also tried, to make sure she is well taken care of and as happy as possible. She seems good, is still feisty and wants things done a certain way and is actually a joy to be around. Since you passed we spend a lot more time with her and all of our relationships have blossomed to new heights where they were never before, sorry but it has been a big benefit of you not being here. I only saw you for a few seconds Dad, if that was you, you looked good, I mean for a deer you seemed strong, healthy and full if life. I hope your travels, whether it was you or not, are peaceful and full of good times but in any case do not worry, your children are doing what you would have wanted and the best part is we would have done it on our own anyway.

Safe travels,  
Andrew

**7/11/17**

**3:37pm EST - My Office, NJ**

We have been working on a new invention tentatively called the Ideal Ice Suit. Progress has been good. We bought a Martial Arts Gi or suit whose top is made of very heavy canvas. Ariel originally made the first version out of spandex but it does not have enough bulk to be able to keep the various ice packs in positions so I figured the heavy canvas Judo suit would be better. As it turned out the idea was a little too good and the canvas was so heavy the overall bulk of the suit made it hard to utilize. I did however try the first prototype, even took a nap in it and the ice packs did stay in position and worked well. Therefore, I ordered another Gi but this time 1/2 the thickness for the top half. We should have it, along with some pre-made pockets, to hold the ice-packs, that Rich had seen within the next few day.

Bike riding during this week has been excellent and quiet since schools are closed for the summer along with the bulk of the usual traffic. The weather is typical for this time of year, which is hot and humid but nothing unusual and it is a very good time of year. I got word this morning from Ben in China that I will probably be needed in Malaysia next week.

We are in the midst of our first big metal job here at IJUS and of course, with any new area, problems come up. We will need some additional equipment and continually make sure that we have enough compressed gas on hand. I am very proud of our team they are always ready to rise to the challenges that come from anything innovative.

**7/12/17**

**7:52pm EST - My House, NJ**

Today was spent in working on various trips and appointments for Canada, Denver and also the big meeting in Malaysia. I spent a lot of time reading the proposal for the company who wants to come into Ideal Jacobs (Malaysia) Corporation Behad, as a partner, in addition to speaking to Ben this morning. I will chair the Board Meeting in person, Ben and Chen will attend via Skype. As of now I will get there on Monday, the meeting is on Tuesday and if all goes well maybe signing some of the agreements on Wednesday before I leave on Thursday.

While at the Chiropractor, we spoke about the advancements in the ice suit which is now a hot/cold suit. On the way back home I got a message to call my landlord. The building we wanted to partner with our landlord was no longer available. He said however, that the company next to us had suddenly gone out of business and wondered if we wanted their 7000 square feet. This would probably solve our space problem for the next years and I said yes. I called Mike who was ecstatic about the potential expansion here, emailed Vinnie and spoke to Wendy and Kay who were all very excited at the prospect. If this happens, it will save us a fortune in moving and equipment costs and should make our immediate expansion plans relatively cheap and easy. It is very exciting and

I am looking forward seeing the new area.

**7/13/17**

**3:30pm EST - My Office, NJ**

I was up at my regular time, exercised in our basement and biking was highly pleasant. It gave me a chance to think about the new space potential and by the time I got into the office, I was bristling with plans and so were our people. I put in a call to my landlord to get a floor plan of the new space but so far no word back from him. he sounded like he was going crazy yesterday so I will try and contact him again tomorrow. Today, like yesterday, has been spent in reviewing a lot of the documents for Tuesday's Board Meeting and I still have a long way to go.

Vinnie has a new granddaughter named Lia Rose Santoro, mother, daughter and son are all doing well. As always the birth of a child is a truly amazing thing and we wish them all the best in the world. We have our summer picnic today where we had a cookout and people brought in various types of food and beverages, it was a grand time. Wendy also attended which was especially good since this was the anniversary of her Mom's passing and anything to keep her mind off that was excellent.

The term for our Governor, Chris Christie is winding down and he is looking for a new job. Unfortunately, over the holiday weekend he closed down all of the State Parks and Beaches in a budget showdown and he was photographed going to the Jersey Shore on a private beach, when a lot of other people could not, and has rightfully taken a lot of heat for it. I am starting to get some negative feelings about where things may be headed for the global economy. Wendy advised we stop hiring people, she usually has a very good feel for this sort of thing and I am inclined to agree with her except under special situations.

**7/14/17**

**1:57pm EST - My Office, NJ**

One of the advantages of having some "older" people in the office, including me, is that most of us have back problems. I saw Gladis hobbling a bit and turned out her back was very sore so she tried the new ice jacket and liked it. The next edition of this new product should be ready by the time I get back. It was a crazy morning, since it was supposed to rain as soon as I got up, I biked outside first. It was misty and dark but a very pleasant ride during which I got a phone call from Ben in China. It turned out we have been told to attend a meeting with Bursa, they run the Malaysian Stock Exchange on Monday. I was supposed to land at 12:35 on Monday and the appointment for Bursa was at 2:00pm. I then texted Marina, our Travel Agent in California who answered me immediately, she is wonderful, switched my flights and I am now set to arrive on Sunday night. I am now leaving early tomorrow morning. It was hectic at the office making final arrangements and clearing my desk but it all seemed fine.

**7/15/17**

**8:33am EST - JFK Airport; Queens, NJ**

### **American Airlines Lounge**

The Chiropractor went well yesterday, Dr. Capriglione is excited about the Ideal Ice/Heat Suit, the next version should be ready by the time I return. Back home I had a lovely dinner with my wonderful wife and the finished packing. I also cut some flowers from our garden for an inside house display and I was asleep before 9:30pm. I decided last night I would not bike outside, it was supposed to rain and added that to riding in the dark, the chances for a crash or mechanical issue were too great to risk. I got up at 2:00am, worked-out in our basement, got cleaned up, kissed Wendy goodbye, always hard to leave her, and Mike the Driver had me here in good time. I was speeding through security when my computer bag got pulled out for a search. It was behind a bunch of others so there was a wait but once in front of the airport security guard it turned out it was because of my iPad. I was under the assumption they were okay not to take out of my bag but the bigger size, of the one we recently bought, apparently tripped an alarm. So it goes, I was then on my way here and will go to the gate soon.

**7/15/17**

**12:11am Hong Kong Time**

### **In Flight - 13 hours to go**

Besides eating, napping and watching part of a movie I have been editing my book about selling. Ariel gave me her changes before I left and they have been useful. It is obvious that I took some things for granted when I wrote it, like printing and sales terminology that most people would not know. I also had missed some grammar and spelling errors and came to the quick conclusion that Ariel does not like compound sentences. The majority of her edits were to break down my sentences to shorter versions. I however, do not speak like that, and since I want this book to be like I am talking to someone, we will stick with what I have already done. Regardless her time was well spent, she has proven her worth in multiple areas and I am very glad she is our intern.

I have a meeting with the Malaysian Stock Exchange Commission on Monday which is the reason I moved up this trip. Ben said there is nothing wrong they just wanted to go over our plan but he cannot get to Malaysia in time and will not be there. My worry however is that I understand the basics and have gone over the bulk of the paperwork but I don't want to say anything that will cause problems. I am not sure if I am alone from our side or we will have our lawyers and accountants. There could be five or more regulators on the other side so you can see my concern. That is one reason why I scheduled a meeting with our CFO Chen before this meeting. He is not feeling well but I will go to his house for some preparation and background as to what I can expect. After that I have a meeting with our adviser Mr. Ku who can help do the same thing. I am hopeful that by the afternoon meeting I will be as prepared



as possible. Besides it shows respect for the regulators that the Chairman, me, changed my plans to come to see them in person. If Ben is correct and this is simply a matter of protocol then there is nothing to be concerned about but I always worry.

**7/16/17**

**5:11am Hong Kong Time**

**In Flight - 4330 miles to go**

Dear Dad,

I hope all is well. I have been working on my book *The Mechanics of Selling; The Best of Me and the Best Salesmen I Know*. Whenever I think and write about sales you obviously come up. The basics you taught me both by what you said and what you did, gave me the foundation for the life I have now. Writing about the beginning of my career, going out on sales calls with you and then alone, learning about business itself and our company in particular seemed like a monumental task. As I train your granddaughter, it seems equally huge now. There is so much to learn and a lot of what is relevant changes from person to person and company to company. The variables in all situations and parts of our business, often making decisions and judgements with only part of the needed information available, make it so daunting but also equally challenging.

This book helped her when she first started so I decided to formally publish it to codify what grandfather, you and I created to become our system. It has been fun to go back and remember the good and tough times, learning how to sell and the various printing processes. In addition you taught me how to run business and where and when the world affects our company. But the overall, overriding priority was and still is, learning to deal with people. Relationships are everything, not just in business but everywhere and the better we can handle those, the more successful we became. A reality that I continually reinforce with Kayla. It doesn't matter whether we are talking about family, business or friends, they are all the same thing. Learning to interact with people in a positive way so that everyone benefits, most of the time, is the ultimate goal because that means everyone wins.

I chose three people for Kayla and I to interview for the book. You knew them and they definitely remember you. The first was David Williams, the son of your best friend who was also in the printing business. David switched, very successfully, to a career in real estate about a decade ago and he is still the best "Cold Caller" I have ever met. He has incredible success knocking on doors with no appointments and getting business. The second interview was with Lou Beckerman, you were one of his first customers when he opened his own insurance company. He has done extremely well, his son is also in his business and Lou also built his sales from scratch, knocking on doors. The last was with Jerry Levey, he is a third generation paper and printing supplier for us and his son is also in their business. He is bright, articulate, loves to sell, built his own

customers from scratch and runs a big company. We are all roughly the same age, grew up selling together and it is an honor to know them. They have a lot of good advice and I am sure you would agree with almost everything they said.

Being able to sell is a universal brotherhood, only open to those who are able to create something from nothing. It does not matter if you graduated from college, it doesn't even matter if you got through high school. You can be any religion, come from any country, you just have to be able to sell. Part of the reason for my book is to help those who want to try sales. For those who can do it, my advice will hopefully allow them to avoid some of the mistakes I made, move faster than I did and make more money, earlier. However an even bigger reason is to dissuade those who should not be salesmen from spending endless years of frustration because they should not have tried it in the first place. The vast majority of people can not sell, should not be in it and are wasting their time when they should be doing something else.

I dedicated the book to you Dad, you taught me so much and for that I will be forever grateful.

Love,

Andrew

**7/16/17**

**4:56pm Hong Kong Time**

**In flight to Malaysia**

We arrived early from JFK. I got five hours of sleep which was not enough and hence I am extremely tired. Once landed and through security I went to the Cathay Pacific lounge where the food was excellent and it was good to have a chance to get cleaned up. I am not sure if I will get any more work done but I got one good piece of news. LC from our Malaysian office will be with me at the government meeting tomorrow so I won't be in it alone.

**7/17/17**

**9:02am Malaysian Time**

**Outside of Kuala Lumpur in a taxi**

We arrived in KL last night and after getting through Immigration, getting my luggage, getting a ride to my hotel and checking in it was already after 10:00pm. I had planned to eat, exercise and go to sleep. I emailed Ben, he is in Malaysia, that I had arrived and he reminded me I needed to see our adviser Mr. Ku, whom I have known a long time. When I called him, it turned out he was working late on a project and was passing by my hotel. We agreed he would stop in for a quick meeting. Keep in mind it was now almost 11:00pm local time, I had traveled twenty-eight hours to get here and was now going to a meeting. But I had already eaten and my energy had been restored so I felt pretty good. The upstairs lounge was closing so I met Mr. Ku at the cafe in the lobby. We then had an extremely interesting and beneficial meeting regarding the planned inclusion of another company into Ideal Jacobs (Malaysia) Corpo-

ration Berhad and some background about what the meeting with Bursa today would be like today. I had been concerned that I did not have enough information but after that meeting I felt much more prepared which included the fact that multiple people from our side would attend. We ended about midnight, time seemed to have stopped anyway and it did not feel late but with the time changes and jet lag I was not feeling a lot of anything. I went back to my room, ate some more, exercised, took a badly needed shower and got three and half hours of sleep. I was up at 4:20am, saw that Kayla had arrived in Dallas for her sales meetings tomorrow and all was well. I tried to text Wendy good morning but something weird happened with my iPhone. It was like someone else was typing the messages and I realized something was very wrong. I emailed Don our IT Guru and Mike to check if we had been hacked, with no sleep I was paranoid it was someone from various governments watching us. It turned out to be simply a phone malfunction, I called Wendy to disregard the email I sent about my fears of a cyber-attack. After finishing my workout in my room, it was down to the gym and the treadmill which was very pleasant. Feeling much better after exercising, another shower and a huge breakfast I am now on my way to see Chen, the Ideal Jacobs (Malaysia) Corporation CFO both to see him both as a friend and also prepare for the Bursa meeting happening later today.

**7/17/17**

**7:36pm Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

Seeing Chen was very beneficial regarding preparation for the meeting and also a little sad because he did not look well. However, we were very happy to see each other and I am very glad I went. I was back to the hotel by lunchtime.

The meeting with the government went well. By the time it started we actually had a total of five people from our side and there were two government regulators. It was their jobs to determine if our proposal could go through and what changes were needed. Both were obviously very experienced, capable and intelligent. They highlighted what they expected from us and what had to be done. After we finished, our side retired to downstairs to the coffee shop to talk strategy regarding what had to be changed and then LC brought me back here. After a badly needed nap and various update emails to Ben and Chen I went downstairs for a swim, the weather and water were fantastic.

**7/18/17**

**11:56am Malaysian Time**

I had dinner with Hing, a long time friend and member of our Board of Directors. It was good catching up and also strategizing from today's board meeting as to the potential concerns and questions for our other Board Members. I got six hours of badly needed sleep and after exercising, talking to

Wendy and Kay, she is on her way back from a Texas sales trip, and a huge breakfast, I went to work. That consisted of spending hours reading through the updated documentation for today's board meeting. I like to be prepared especially since I am running it. I support the plan to bring in a new partner. If our Board Members agree then the meeting should go swiftly and easily, if not there will be a lot of discussion. The meeting starts at 2:30pm and I am going over by taxi, it should only take 15 minutes but in Kuala Lumpur you never know because of traffic, so that I will leave here at 1:30pm.

**7/18/17**

**5:39pm Malaysian Time**

**Intercontinental Hotel Kuala Lumpur**

The Board Meeting was successful in that we got the approvals needed to keep the project moving on schedule. There were requests for additional information which will be coming in the next few days along with more documents. We decided to have another Board Meeting next week to finalize everything. Ben and Chen will attend that meeting in person, I plan to do so via Skype.

I am constantly put into situations where I have to make decisions and don't have enough information to make good choices. It just occurred to me however, that I was thinking about it from the wrong perspective. I am being used as a conduit. There are always various groups of people who can't talk directly to each other. The only way they can work together is through someone else. In my case this is happening more frequently the higher I go up. In negotiations someone like me is needed to keep things moving. Yes I will often make mistakes because I am not told what is totally going on, which is incredibly frustrating, but it doesn't matter, since I am willing to risk looking like an idiot and having people tell me I screwed up. If I wasn't then nothing could happen quickly which was often much worse than nothing happening at all.

**7/20/17**

**7:42am Malaysian Time**

**Kuala Lumpur Airport**

Yesterday after getting the news that everything was okay from Ben, regarding the new project, my mood brightened considerably and after a huge breakfast. It was then off to find food for today's travel and I went to a nearby Mall where I had been before and bought enough for yesterday's lunch, dinner and today's adventure. I then got lost going out of the Mall, I was really tired and lost my bearings. A man gave me directions, he told me had an accident and his leg was bad and he was trying to get cash to get a plane ticket back to the US. I gave him some money and then went into the hot, outside air and found my way back to the hotel. Once there I exercised in my room, took a much needed nap, did some work and then went up to the Hotel Lounge. I had been invited to a reception and I mostly spoke to the Lounge Manager who I had known from previous visits. She suggested that I try a national Malaysia

iced desert. Knowing how my lovely wife likes me to try new things I took a picture of the ingredients and sent it to her. She was very proud of me. The desert itself was okay but I will probably not have it again. While talking to the Manager and some of her people I told her what I did for a living and also my focus on relationships. I also told her that when my wife and I went into a new group of people, I would sometimes look someone for her to talk to and go up and introduce myself. The manager told me to prove I could do it. I was not in the mood to mingle but there was one man nearby and she pointed to him so I went up, introduced myself and then introduced him to the other people there. It turned out he worked for an oil and gas company, a very big industry in a Malaysia. He was supervising the drilling of a natural gas well as we spoke and he was monitoring the progress on his Smartphone. He was from Texas, Kayla just been there, and he had a son living in New Jersey. It is a very small world. After fifteen minutes I got tired, said good night to everyone and went back to my room. Once there I ate dinner and was in bed by 8:15pm figuring I would get a good night's sleep. But I got a text an hour later which I had to answer and then two phone calls around midnight so I was then awake. Figuring I should use the time wisely I went down to the gym and after a shower in my room edited my book on sales. I used the same taxi driver from Monday who was excellent in getting me here in good time this morning. I am about to go through the gate security now.

Additional note ten minutes later: As I was going through security, I discovered a pocket in my new carry-on case. The only problem was it was not a pocket but an open sleeve so I could slide it over the handle onto my laptop case for easy transport. The problem was my wallet and passport had fallen to the ground. Once again, fantastic people came to my aid and two different people pointed out my fallen passport and wallet and saved me from disaster. I love this world!!!

**7/20/17**

**10:56am Hong Kong Time**

**In Flight - Less than two hours to go**

As is normal during a trip like this, sleep deprivation and jet-lag are entering the final phases which means I will pass out at indiscriminate times and my dreams will be incredibly vivid, intense, full of color and often involve sound and sometimes music. Most of the time it is very pleasant so it is not something I fear. I got an email a few days ago from Ariel with a picture of the second generation Ideal ice/heat jacket. It looked good and I asked that it be tested while I was gone. Regardless I will order ice/heat packs when I get home, I just wrote an email to remind myself, and we will begin full testing next week. If it looks promising, we will redesign the jacket to make it as easy to use as possible, and prototype it again. I am building this for me and also others in our company and family with severely messed up backs, Sciatica, shoulders and elbow problems etc. therefore there should be plenty of people who want to try it.

Production of it, once the final design is done, should be reasonably simple, we can do it either in China or Mexico, I am figuring four basics sizes, to cover the bulk of women and men and people will be able to buy the jacket itself, which is actually a vest, with additional zippered arms and neck attachments and later we will offer pants. We will open a new division for it like BuildTak and maybe put Alexis in charge of the marketing. Since I am planning to set-up a distribution network of Chiropractors, Physical Therapists and Pain Management practitioners the trick will be getting core members of each who will then be commissioned to contact and supply to others. It will kind of be like a multi-level marketing group but with a small amount of products, everything will be simple and easy to operate and we can make sure everyone is fairly treated. I have no idea how far this can go but it would be a fun adventure. Of course we will have to finance it, always a continuing concern. If we get an additional 7000 square feet from the people who are moving out of our current building it will be a big help for our expansion plans. If by any chance the president gets his proposed tax reduction plan through then all the better for getting bigger. Suddenly I feel a tidal wave of tiredness coming towards me, I wonder what dream is in store for me this time?

**7/20/17**

**2:12pm Hong Kong Time**

**Cathay Pacific Lounge; Hong Kong Airport**

We landed early, good flight and I did get a nap although I do not remember what I dreamt. I was through security quickly and got here with no trouble. It is a nice lounge so it is easy to hang out here, I have 2 1/2 hours before I leave for my next flight. In the meantime, I ordered some hot/cold reusable packs from amazon.com for the Vest project and saw that Senator John McCain has been diagnosed with a brain tumor. Very bad news and I hope he is okay. When you say someone is a Great American it often does not fit, but in his case it does.

**7/20/17**

**4:57pm EST - In Flight**

**4:42 Hours To Go**

I got 6 hours of sleep which is good enough to get me home and able to sleep tonight. I have done a lot of editing on my book on selling and after I finish, will run it through spell/grammar check and then make the final decision of whether it is done enough to send to my interviewees for their perusal. As with my other books, I am quickly getting to the point where I don't want to do any more work on it but I believe it has worth so we will continue until it is done. The next question is whether we keep it a digital book or print copies. I am inclined to do both but am open to suggestions from my key people involved. The advantage of the printed book is that people can make written notes as they go. There was no WiFi on this flight, which I am not complaining

about it, it makes for a much more peaceful voyage. Back to editing.

**7/21/17**

**9:27pm EST - My House, NJ**

I got my luggage after we landed last night. Mike the Driver was there and I was home before 10:30pm. It was great to see Wendy and after cleaning up I was asleep before 1:00am. Up at 8:30 this morning did my exercises in between answering email and then went out for a bike ride. It was already in the high 80-degree F but it was very enjoyable and I felt great. Once back home it was more phone calls, emails and after cleaning up and lunch I went to the Chiropractor for a much-needed adjustment. Dr. Capriglione is very excited to see version 2.0 of the cold/heat Vest and I plan some in-office testing next week. I am tired and hope to go to sleep soon, it has been a very good day. There is nothing like being way to remind me how great it is here. Since I also like it on the road it is a very good two-way street.

**7/22/17**

**4:06pm EST - My House, NJ**

I did not sleep well last night. I missed my window of opportunity around 9:00pm and was up until almost midnight. I got up at 6:30, I need to get back to a regular sleep schedule as quickly as possible. After working out in our basement I road outside, it was hot and I was tired but it was a very good ride. I then had tea with David. We discussed Real Estate and life and then it was back here. I finished my final edit for the “Mechanics of Selling” and sent it to Ariel for a final check, then it will go to Alexis to send out the manuscript for okay by John, David, Lou and Jerry. After their okay/modifications it will go to galleys. We will then then make the final decision about where and how to market it. Sean Spicer resigned yesterday as the White House Spokesman.

**7/23/17**

I was up early, exercised then brought lunch over to my Mom. We had a very pleasant time talking about business and family. I had mentioned how I had been extremely happy with the financial training I had gotten from my Dad especially in relation to the meeting with the Stock Exchange earlier this week in Malaysia. I always try and think of good things regarding him.

Wendy and I had a talk today about our kids and whether I was expecting too much of them. I said I was hoping for great things as opposed to expecting. I want them to live life at the far end of their capabilities. To keep pushing until they have maxed out so they can really see how far they could go. That philosophy, Wendy pointed out, may not be relevant or fair and that I should be happy if they are happy. My reply was, how can they be truly happy if they have not reached their fullest potential. As you can see we have a difference of opinion regarding expectations and in this case she may be closer to what is better for our kids which is the real issue. I grew up in an environment where my Dad worked because he had to, he did not particularly love nor have a pas-

sion for most of it. To me it seemed rational that if you were going to spend the bulk of your life doing something, then you should have the best time possible. In the end, he was happy with his career as I have been, so far, with mine, therefore both of us were right. I think that my wife was right, I should give my kids the option to find that out for themselves and although I try not to be judgmental and I will redouble my efforts to make sure I don't and give my opinions only when asked.

**7/24/17**

### **8:42pm EST - My House, NJ**

I had a very fortunate start to my day. After exercising, it looked like I would be rained out but I took the chance and was able to bike in between various rain storms. It was wonderful to be outside. It was also good to be back in the office after my trip to Malaysia last week and I got a lot done. My book on selling is now with our 3 interviewees plus John who wrote the foreword. They have until August 22nd for any changes. We are continuing our work on my next book that stemmed from our documentary and television shows. The cover for my latest journal book, courtesy of Rich, is now at the printer. Kayla was in today so there were various planning and marketing meetings, going over pricing and we also interviewed a new intern who will be trifled next week. I emailed David the Publisher and there were a few entries submitted for the writing project. He asked me to submit an article that would appear in our local newspaper in Maplewood, here is what I came up with.

### **From New Jersey to Malaysia and Back**

My name is Andrew Jacobs and I was born in nearby West Orange. I went to West Orange High School, which is now Seton Hall Prep. I then went to the University of Delaware and graduated with a degree in Speech Communications with the plan to take over Walter Cronkite's spot on the CBS Evening News. My broadcasting career ended before it started. I was not able to get a job and when faced with that reality, I realized I was trained for nothing. I then decided to become a salesman and took the first offer I got, which was from my Dad. In 1977 when I started, it was just he and I. The secretary left because she did not like me, and in the beginning he was not particularly pleased with having me there. I later found out my mother forced him to hire me. I started to learn the family printing business that my grandfather had started in 1921. I realized quickly that I knew even less about printing and business than I thought I did, but I was highly aggressive and I loved to write.

I had started writing short stories when I was in High School and found that it helped me to arrange my thinking, plan and be able to workout a pathway to wherever I wanted to go. This continued throughout college and beyond. Learning to sell was a lot like dating and in my experience, since everything is about relationships anyway, simply "living and getting along" was a good way to learn how to sell and make money. Time passed, our company grew, my father retired and I kept writing which offered additional benefits because it



forced me to learn structure, discipline and thinking in logical sequences.

It got to the point today were I was publishing a yearly journal of my life adventures dealing with our customers, suppliers and friends all over the world. People began to take notice and it became a major branding device for our company. Being able to write has given me the ability to organize my thoughts, express myself, plus figure out how I could improve everywhere. As our business stretched from New Jersey, across the country, and onward to Europe and Asia, writing kept me centered about what was really important. It helped me to determine whether the pathways I had chosen were good for the future. Besides the obvious advantages in business of being able to communicate, it forced introspection and the resulting insights helped me figure out why and who I am. That process helped me to analyze what other people thought and needed. To write, is to force myself to think about how things work and why they failed. There is no faking it when it is just my computer and me. The truth is always staring me back in the face and the reality check, good and bad is always available. I know that most people hate this process, they don't like thinking about themselves, in an introspective way or planning for the future. However, the incredible advantages of being able to write has put me into situations around the world that would never have happened had I not been able to plot a course to follow.

Our various companies now employ almost 250 people globally. We have locations in five countries covering three continents including a manufacturing plant right here in Maplewood. I am the first Jewish-American to be a CEO of a publicly traded corporation in Malaysia. When I travel on business I can't wait to get back home, and when I am home I am always looking forward to going back out into the world. There are no limitations except those I impose on myself. My ability to think and plan comes directly from my ability to write. It is not theory, the reality is that it has helped make me successful and can do the same for you. Writing does not have to be a chore, a hardship or something you were simply forced to do when you were a kid. You have the power within you to change your life at any time; sometimes you simply need a plan on how to start. All you have to do is pick up a pen, turn on your smartphone or open your computer and start writing. The world is waiting for people who will move forward, you can't act if you can't think. You can think if you don't try and sometimes the first step is simply to write down where you are and where you want to go. Then the fun part begins as you get to decide where you go next.

**7/25/17**

**4:45pm EST - My Office, NJ**

A bunch of us went over to see the new space today, there was some concern because even though it is about 7000 square feet, it is badly broken up with offices and we wanted primarily one big room. No worries as per our landlord, because demolition is easier, faster and cheaper than construction. We need to confirm the height of the ceiling and if they are as high as it looks we will want it. I do not have an exact idea of what we will do with this new

areas except I know we are way too crowded here and it is stopping our growth. Therefore, we either take this space, move, send more business outside the US or stay as we are which means our eventually death because if we stop growing we will die. Kay is in the office this week which means a lot of marketing and planning for the next 6 months as well as pricing and other activities which are much easier done when she is here in person. Besides I love having her around.

**7/26/17**

**1:54pm EST - My Office, NJ**

### **The Ironies of Life**

Life never ceases to amaze me. When my brother was in his early teens he had crooked teeth and got braces. Like everyone who has ever had a mouthful of metal they are uncomfortable. After a while, his teeth straightened out and he decided he had enough. He took a hammer and screwdriver and took off his own braces. To say that my parents were shocked and not pleased was to put it mildly and it was asymptomatic of my brother because he was not a “rebel” anywhere else. But in this case, enough was enough. Time passed, my sister and I also got braces and neither she nor I had any thought about doing the same thing. I even played clarinet through the whole process which utilized a mouthpiece that tended to increase the mouth cuts caused by the metal caps and wires. Amazingly the idea of not practicing or even giving up the instrument did not really occur to me because I was good at it and enjoyed playing. Fast forward when my brother entered college. He originally wanted to be a doctor but then switched to dentistry, which he has been practicing for more than forty years. I guess you can’t ask anything more of any professional, he practiced on himself before anyone else.

**7/27/17**

**3:41pm EST - My Office, NJ**

About eighteen months ago, Kayla got the chance at huge piece of business with a big telephone company. It involved a plastic part that was able to display a 4-sided hologram that any Smartphone could generate. It was very cool, so much so that I actually utilized the part to make a Valentine video for Wendy. We thought the project was long dead but the initiator came back a few days ago asking for more samples. The odds are extremely remote that they will buy huge amounts because they are not cheap but we never know. We have the samples and envelopes printed, Kayla is packing them now and a memo with multiple pricing options. We have been trying to figure out how best to present this project and it is my feeling that this customer will not want to spend a few million dollars outright. Therefore, we will offer the option of them advertising these Holographic Viewers on their website either for money or free. If that happens, we could then fill the orders as they came in and get paid as we go. Again we never know, so Kay will bring in everything and see

what the customer wants to do.

Work on our two new projects continues with our Industrial Design Intern Ariel. The first is a new tool kit for 3D Printing printers. The initial prototype was awesome and I want to get it into the market for the holiday season so both Kayla, it is her idea, and I are pushing to move ahead. Also in the works is the new heat/ice Vest which is going into version three. It is looking good and actually seems to help my back so we are modifying and trying different materials to see what works best.

It is the summer and things seem to be slowing down which should not surprise me but I always hope it does not happen.

**7/29/17**

**1:40pm EST - Our House, NJ**

Yesterday was a crazy day mixture of pricing, making sure Kay had everything ready for her big sales call, she did and it went well, and working on new inventions. The latest ice/heat Vest prototype that Ariel made was excellent. She wanted to use neoprene as opposed to my canvas idea and she convinced me of its worth with this latest prototype. I am wearing it as I write this and it is very cold, the packs are staying in the correct position and I thought of an additional upgrade this morning. Since not everyone will need packs throughout the entire garment whether it be a full shirt or pants, there will be gaps that will reduce the level of compression from the pack to the person's body. I thought of using inflatable bladders to take up that space and have ordered some sample materials in to try and make some. We can put Velcro on them to see if they help filling out the garments and if so we can offer them as part of the product. I think we are quickly getting close to a patentable idea and once we get another version or two done I will send it to one of our patent attorneys for review. I went to the Chiropractor yesterday afternoon and he tried it on and really liked the idea. I think we have something here.

It was a nice, quiet evening at home with Wendy, up early this morning, exercised, biked and then met Uncle Dave. We were talking about Real Estate and business in general, I think the global economy is going to slow down, he does not think so. He is always looking for new markets.

It is very pleasant out here in the porch, the Vest is very cold and I just took out one of the packs and put the remaining one lower in the vest to go over where my back is actually sore. The fact that it stays where it is supposed to be and I don't have to hold it in place, is very helpful.

President Trump fired his Chief of Staff Reince Priebus and hired the former head of Homeland Security and Marine General John Kelly on his place. As is usual with this administration I have no idea if that is good or bad, probably a mixture of both.

**7/30/17**

**8:48pm EST - My House, NJ**

Today is Wendy's 58th Birthday. Actually the celebration began last night going into Manhattan for dinner at the Peking Duck House where we, of course, had Peking duck as well as other excellent food. Alex and Kayla joined us and it was a wonderful celebration. This morning Kay and Wendy were up very early. Kay had purchased tickets for a huge hot air balloon celebration and they were one of the first people there that day to get a ride. Actually, they were tethered but they were up pretty high and both said they would consider going on an actual trip, something I would not consider unless highly pressured. They went to other activities and were back early this afternoon to rest. I, in the meantime, had exercised early and went for a bike ride. When I got back, I realized my cell phone had fallen out of my pocket. I jumped into my car and retraced my route. I went to where I had phoned Kay and Wendy and did not see it. Finally, I went along one other part of my route and amazingly I saw it lying on the ground. It was fine, functioning well and made the rest of my day all the more pleasant. From there, I went to see my mom and then my brother. They are both well and then it was on to the plant store, because, can you really ever have enough flowers??? There was an end of the season sale where I bought some annuals at a very good price. After I planted them and since it was Wendy's birthday, she could not decide on Thai or pizza for dinner, I got both, and we will eat whatever is left over tomorrow. She said had a great birthday which was my intention so I was very pleased. Ben also called to wish Wendy a Happy Birthday. We are going to see him next weekend.

**7/31/17**

**2:50pm EST - My Office, NJ**

While on my ride this morning, the weather was gorgeous, I was about to pass a busy intersection. Normally I stop and wait for the traffic light and as it was changing I started to move. Something stopped me which was very good because a car did not slow down and went right through a red light. I was a little shaken, but more rejoicing in my good fortune, and I determined that it was a good start for the day. Once here Jack Dispenza was in to discuss a new venture to create specialized airplane containers for Lithium Batteries. If there is a market and our system works we will go after it.

# AUGUST

**8/1/17**

## **3:55pm EST - My Office, NJ**

If all goes well the Ideal Ice/Heat Vest will have its first outside marketing test tomorrow. Our tester is the brother of one of our people and works as a Corrections Officer. They spend a lot of time in tough weather conditions so that our Vest should be excellent for them in the summer and keep them warm in the winter.

We are working on a new brochure that will have samples of almost everything we do, a customer in Mexico requested it. We have decided to make it the new mainstay of our advertising and need to have one hundred units ready by September.

My new book "Change in an Ideal World" is on press and should be ready later this month. Then we start signing and shipping, probably at least three thousand copies out within ten weeks.

The latest White House Communications Director Anthony Scaramucci was fired after ten days, no replacement yet. The President still does not appear to be in control. North Korea says it can now send nuclear missiles to anywhere in the United States. However our country just successfully tested a new anti-missile defense weapon. I hope it works. Venezuela appears to be heading towards a dictatorship. Mike's wife and family are from there and we are checking to see if we can help them to emigrate here.

**8/2/17**

## **1:10pm EST - My Office, NJ**

I know that probably 19 out of 20 of my ideas don't work but the numerous ones that don't pan out often lead to new product lines and inventions, with that in mind I continue to press our people forward.

For the Ice/Heat Vest we are going to attack two different market segments to see if there is any

1. Corrections offices
2. People with bad backs and sciatica problems

The same basic design can probably be used for all and as of tomorrow, Ariel will have the first prototype. If it works we we can use as the basis to build other sizes.

**8/3/17**

## **2:56pm EST - My Office, NJ**

### **What do do next time**

I got a text from my brother yesterday afternoon that my Mom was in the Emergency Room for a possible heart attack. She is in her late 80's and in rea-

sonably good health. It did not sound dire, we had been through similar events in the past. Right before I left, I got a call from Ira asking me to bring food for them, they had been at the hospital for a while. I then figured if she was hungry, things were definitely not that bad. I got the food and after I arrived at the hospital, she did not look great, but not awful, my brother left. Shortly thereafter she was admitted into the ER and then my sister arrived. My siblings and I are like a well oiled machine when it comes to stuff like this and we are all very conscientious about taking care of my mother. My sister works in the medical field and got things moving faster because she knew some of the medical staff. After she was checked it turned out that nothing was nothing wrong, I then left and my sister took my Mom home as soon as she was discharged. Obviously it was upsetting but she seemed okay which is the main thing. I just spoke to her and she sounds fine but I asked her to think about the future and if/when this happens again whether she wants to go the the hospital immediately, later or not at all. It is not an automatic decision because she hates it there and if something is not really wrong, in which case she does not have to go, or really bad, whether she wants to be at home for the time she has left. As I said to my Mom, the decision is not mine, or my siblings, it is hers. She gets to decide whether to go at all and I am a little worried about how my brother and sister will react to this. I know they want her to live as long as possible but if that means numerous hospital stays under arduous conditions with a general decaying of her quality of life then we will have a major disagreement. In the end it doesn't matter what we think, she decides what happens with her life, that is the way it should be.

**8/4/17**

**1:55pm EST - My Office, NJ**

I heard from Kay, the traveling has caught up with her and today is being spent doing very little, she starts work again tomorrow, Saturday and then flies home on Sunday. She is working hard and making a lot of progress.

I am currently wearing the Ice/Heat Vest, from now on just called the Vest. It feels very snug, supportive and the compression of the neoprene material and straps is pushing the ice into my back to maximize the cold. We did the first version of the information flyer with photos so the patent attorney can decide if a search is worthwhile. Mike suggested that I start wearing it for the next week to see how it feels long-term, if I have room in my suitcase I will bring it with me to Colorado. Elsewhere things are good, a bunch of our people are out for vacation and the general vibe is pleasant and moving forward. I am a very fortunate man.

**8/5/17**

**8:26am MST - In flight to Denver**

There is always a "huge" decision to make when I am going to catch a morning flight. If I am going to be picked up at 5 or 6:00am then, depend-

ing on the weather, there is a chance that I can go for a bike ride before I leave. That meant that last night I started to monitor the weather. I was up at 2:45am and by 3:00am the prediction was an 80% chance of thunderstorms by 4:00am. While I am a generally a man who will take chances, getting caught outside with lightning bolts, in the dark, was not my idea of a good time. Therefore I chose the intelligent alternative and exercised in our basement. Hopefully I can get a walk later. The thunder storms did come and I was glad I did not go. Mike the Driver took us to the airport. Getting through security was swift, I had pre-printed our boarding passes, we had TSA pre-check clearance and Wendy and I spent some time in the lounge before going to the gate. A curious thing happened there. Normally there are lines set up for the various groups boarding but there was an unusual configuration where there was an extra alleyway created which caused an amazing amount of confusion. The problem was ridiculous and unnecessary but so goes life and we all dealt with it with good humor. The flight thus far has been peaceful and Wendy and I are looking forward to landing within an hour.

After being in our business for over forty years, I have come to rely on my "gut" acting in accordance with my brain, to sift through huge amounts of data that create trigger points in the marketplace and the world. When something "clicks" they are historically, indicators of something big to come. Case in point. Kayla was after a new account the other day, she had the chance for an order for a very difficult part that was needed quickly. When we gave the price the buyer said that he could get it in China for a lot less. He asked if our China team could price it and of course we said fine and passed it on but that was not the issue. We have all seen that Chinese companies have been coming here to the US to directly compete with manufacturers here. Since our company is based on short-run, very difficult products, often for new projects, we are generally not greatly impacted because most Chinese companies go for long run, inexpensive jobs that have long deliveries. The fact that we were being "attacked" on our turf for jobs that I did not think they were capable of challenging us, was a shock and a warning. I immediately decided that a change in our marketing strategy was necessary.

We had started to become more consumer based with our BuildTak line of 3D Peripheral printing products. It should amount to between 15-20% of our volume this year. It is much less prone to outside competition because they are built from our technology and intellectual property. I decided we needed to bring that amount of consumer based products up to 40% by the end of 2019 and to do that we will need more ideas. I spoke to Mike about this and he agreed with the acceleration in this area and he will devote more of his time to more BuildTak product development and marketing as soon as the new database is installed later this year. From my side the first idea will be to develop and market the "Vest." Mike suggested that I start the testing myself and yesterday I began wearing it for a few hours. I thought it was great as did John, my Chiropactor, who I showed it to later when I went for my usual treatment. Patent protection would definitely help.

**8/6/17**

**11:27 MST - JW Marriott Hotel; Denver, CO**

We landed early yesterday, found our ride and arrived here before 11:30am. Our rooms were ready early, always a very good thing and after we got settled Ben and Kate came over. We then had a very pleasant lunch. Ben's software Coding course is going well but Kate does not like her new job at a Defense Company and maybe changing soon. Lunch was good, excellent Gluten Free bread and then went to another place for tea. But as we were going to the next store I spotted an antique Gun Shop, something you almost never see in New Jersey, and we stopped in. If it wasn't so difficult to ship guns back to my home state I might have bought one but instead just browsed for a few minutes and thoroughly enjoyed myself. The others were with me so I did not linger long and then it was off for tea and cakes for the others, which was all very good. We then went back to Ben and Kate's house to both see it and also meet their cat Eddie. Their house is pretty, well laid out with a garden filled with ripening vegetables. Eddie was a treat, even though I am allergic to felines, being around him for an hour did not cause a problem. We had some pleasant time to talk and then it was off to a delicious dinner, I had trout and a non-dairy, corn-based couscous, which was excellent. By the time we got back and I was ready to go to sleep it was 9:00pm local time and I happily slept until 5:00am. I then worked out in my room and wore the Vest. It is not flexible enough to wear while exercising but very good for pre and post workouts. I then met Ben for a very hearty breakfast. Our conversation continued from yesterday regarding where our family business was and where we needed to go. There are major changes coming for us. Ben was very interested in how we came up with new products, how they were developed and, since his focus is currently on software, how we handled those requirements. I explained that, with our continual adding on of equipment, I wanted to become a one-stop shop so that any entrepreneur could come to us with an idea and we could build it. If it worked out we would sponsor them and in exchange for getting part-interest in their company, create the prototypes, alpha and beta test parts and be able to help launch the new product. Ben suggested we added the ability to produce software, I said we did not have the right person for it but before we finished we both thought that it was something he might be able to do in the future. Ben has changed a lot in the last year, especially since taking this course. He is much more focused, competitive and wants to challenge himself against the best. His attitude is one of the ability and confidence to do anything and, as his father, I think it is great. Once back here Kayla called me. The birthday party for the YouTuber she was invited to turned out to be a small, family affair which meant she got a chance to really talk to everyone. He loved his BuildTak presents and I told her how great it was that it turned out this way as opposed to being mobbed by too many people. She is at the airport, trying to get an earlier flight back home. Wendy and I then went out for iced tea which was very pleasant. She then went to the nearby mall and I went to Whole Foods to, amongst other supplies, get more plastic bags so that I could continue to test



the Vest with ice from the hotel.

**8/7/17**

**3:53pm EST - JW Marriott Hotel; Denver, CO**

After Wendy and I had breakfast this morning, she and Ben went to visit Boulder. They took a tour of a tea company there, had lunch and very pleasant time. I had worked out earlier and did some work while continuing testing on the Vest. I have a list of modifications and ordered a sewing machine for the office which should be there by Thursday. That way we can make our own prototypes and modifications right away. I just have to make sure someone there can use the machine. I went to Whole Foods, got a sandwich and grapes for tomorrow's flight, took a nap and watched some shows on Netflix. Wendy is taking a nap and the kids are due back here in less than two hours. Since we are leaving early tomorrow I had planned to get up really early to workout. But since I have some extra time now I will go on the treadmill so I don't have to do it in the morning.

**8/8/17**

**6:29am Mountain Time**

**United Airlines Lounge, Denver Airport; Denver, Co**

After the treadmill and cleaning up last night, Wendy, Ben, Kate and I had a pleasant dinner. We spoke about life, Halloween, Kate and I are big fans, Wendy and Ben not so much. I was up at 3:00am local time, worked out in my room, cleaned up, finished packing and Wendy and I got here in good time. She is very easy to travel with. I look forward to being "wheels up" and getting home.

**8/8/17**

**8:15pm EST - My House, NJ**

We arrived back at Newark/Liberty Airport early but there was a problem with the walk ramp. They could not get it close enough to the plane exit. At one point I saw the captain half way out of his seat through his side window talking to the engineers on the deck. I had never seen that before, always something new. Mike the Driver was there to get us and we were home in time for me to go biking which was wonderful. Afterwards I went through our garden to take out the flowers that had or were close to dying. It now looks great, especially with the bountiful rain we had yesterday. Once back and cleaned up, I went to Trader Joe's for supplies and then Smashburger to get food. Wendy and I then a quiet, peaceful dinner, she also made Coleslaw from scratch, it was very good and French Fries.

More than 16.5 million shares of Ideal Jacobs (Malaysia) Corporation Berhad stock was traded yesterday. That is more than 10% of the outstanding shares and the price dropped almost 6%. I have no idea why that happened.

**8/9/17**

**1:46pm EST - My Office, NJ**

Our accountant Gary was in. He has been with us since the end of the last century, to make sure we stay within the rules, pay our taxes and also as an advisor as to whatever we are doing wherever in the world. He likes doing business with us, not just because of our people but the challenges we are facing for all of our new areas. While Gary and I were at lunch, some of our guys went with Tim the Electrician and our landlord Cary to see the new space in our building. We are concerned that there may not be enough electrical power there which was proved out during their visit, we may have to bring in more.

It is good to be back in the office and my regular routine. There was a slight tinge of fall in the air as I rode my bike outside this morning. I heard from Ben in China this morning. Plans for the big changes in Malaysia are moving forward, we should know by next Friday if they will proceed on schedule.

**8/10/17**

**3:16pm EST - My Office, NJ**

After my ride this morning I moved a bunch of my plants away from the house and deck in preparation for the outside house cleaning. Every few years the algae builds up with a greenish tinge and needs to be spray washed. The men arrived, we went over everything and they will also clean our shed which has never been done before. I am hoping to be dazzled when I get home.

I am feeling much better about our global financial situation since we re-did, as of yesterday, how we calculate our profit and costs with everything except Asia. With the appropriate costs being spread to the various locations we will get a much truer picture of what is going on. I am very happy to report that we are doing well here in the US, as are our distribution centers in Mexico and Belgium. Kayla's presence in California is being felt locally as well as globally and she is a strong presence in our increased business and profits. More work on our new space, both on insuring we have enough electrical power and also figuring out what needs to be ordered. It is a fun process for all of us but is also causing some conflict concerning who moves where and what equipment goes with them. We will work it out.

Our new patent attorney was in today. He will do patent searches for the new BuildTak Tool kit and the Vest. It is a lot of work but if they can be protected it should help safeguard our Intellectual property and then we can move them outside the US.

President Trump is playing "Chicken" with North Korea. They have never met a leader who is so hard to read. Maybe that is one advantage we have with him.

**8/10/17**

**8:37pm EDT My House, NJ**

When my wonderful wife was pregnant with our first child thirty-two years

ago we decided it was time to join a synagogue. After ruling out a bunch out for various reasons I went to a Friday night service at one located in nearby Maplewood. It was venerable institution, had been around a long time and seemed like a suitable place. The people there were pleasant and everything seemed well when a very strange thing happened. I was looking at the Remembrance plaques on the walls and suddenly saw my grandparents names. Later, after checking with my Dad I found out that they had belonged to this temple a generation ago. I took it as a "sign" my wife agreed and we joined. Strangely when I went back afterwards I could not find the plaques again until years later but that is another story. After being members for a while I was invited to be an usher and within 2 years I was running their group for the annual High Holidays that occurred every fall. As it turned out I was "naturally selected" to be a head usher. I liked to organize teams, I enjoyed being in charge and responsible for large groups of congregants. Most importantly I was able to find other ushers, who like me, who could not sit through a whole service, needed to be up walking around, liked talking to people and were happy to do double duty for security. The years passed and every late summer I would check the previous years Usher List and start making my calls. My crew was loyal and were always happy to serve but they liked the personal touch of me calling or at least emailing each one. Over time our group coalesced into a superb team of which I used to brag, could handle the usher duties at Giants Stadium. After three decades it was time to go to a different Temple. Things change everywhere, religious institutions are no different. As we were making selection for a new Synagogue I mentioned I might usher and my wife got extremely angry with me. For the past thirty years I had not sat with her for any services. I was always working, although sometimes she ushered with me, she spent the vast majority of those holidays alone. I had never thought of that unintended consequence of what I was doing. I had greatly impacted her all those years but it never crossed my mind. Suffice to say, I was filled with regret and guilt and when we did join another temple I sat with her and have no intention of ever ushering again. But it taught me a great lesson which was that even though I was doing a very good deed I was still ignoring someone who meant a great deal to me. Just because I did something good did not give me the right to not live up to my other commitments. It opened my eyes, better late than never, to try and view the full impact of my actions with everyone concerned. It is good I can still learn new things but too bad it took this long to figure it out.

**8/11/17**

**7:18pm EST - My House, NJ**

It was an easy, good day today. More work on the equipment for the new space as well as laying it out to make sure we had room. We also had to ensure the electrical capacity and that will mean petitions to our local power company for two new power lines. To do that we have to give them all of the requirements from the proposed equipment including the new press we do not have yet. I hope to have all of that ready by Monday afternoon.

Ariel, our excellent intern ended her stay with us today. She spent most of it with Alexis working on the next version of the Vest and now Alexis will take over the sewing duties with help from Gladis. We plan to have five more prototypes done over the next two weeks. Then we can send them to people for testing to see what else needs to be changed. I wrote her an excellent recommendation along with the renewed offer to come back and work for us. She would be a very positive addition here.

**8/12/17**

**10:11pm EST - The Berkshires, MA**

Dear Dad,

I saw another great example of the art of selling and this time it was not even with people. We were up in the Berkshires Mountains in Massachusetts last weekend. Right after we arrived at his beautiful house, my friend Jerry turned to me and said he had an adventure planned. He had been Beekeeping for the last few years both here and in New Jersey and he wanted to show me his Beehive station. After we got dressed in the appropriate attire and the jokes about where we could and could not get stung, we headed out to his hive. It was surrounded by a small electrified fence because of the incident that had happened earlier this summer. A bear had attacked his aviary and after he repaired everything but the animal came back again and virtually destroyed his hive and scattered his bees. He created a new one with bees from his New Jersey location but surrounded it with an electrified fence to ward off another attack. So far his defensive measures had worked. Once he turned off the force field he instructed me on how to use the hand-pumped smoke machine. As he opened the hive I was to pump smoke onto the insects. Once they sensed the fumes they would immediately go back into their hive, gather as much honey as they could and fly to a safe spot because the smoke is a warning that danger is imminent. My directions were simple. No quick movements, don't act or look scared and be calm. The calmer I was the safer for both of us. Jerry carefully and lovingly, he really cares for his bees, took off the various levels of the hive, as I sprayed them with smoke, to inspect how the insects were doing and whether honey was being created. Amazingly, with the hive being created only a few weeks ago, things were not bad and it was fascinating seeing the various stages of honey creation in progress. All the while bees were flying around us and only one landed on me but I stayed serene, as did Jerry, and we did not get stung. Jerry had a relationship with his bees. He kept them protected, barring any more bear attacks, and treated them well. He made sure they had food and in return he had a wonderful hobby where he could relax and even got honey when everything worked out correctly. Like any other selling relationship, the first thing was to figure out what the buyer needed, even if they did not know themselves. Like I always told your granddaughter Kayla, give them what they want first and then we get a chance to get what we want. Amazingly it works everywhere, all the time, under universal conditions. Jerry put back the various levels of the hive, closed the fence, put the force field back on and we were

done. It was fascinating to watch tens of thousands of bees all working together in a common path but it was equally amazing to see how man and nature can work together towards a common goal that benefits everyone involved, a truly wonderful working relationship.

Regards,  
Andrew

**8/13/17**

### **4:14pm EST - My House, NJ**

I never know when a new experience will happen which is why I try to stay open all the time. Wendy and I were up to see our good friends the Levey's and had a wonderful time. Besides the fact that I had known Laurie since the third grade and Jerry since High School. Jerry is the third generation in his family's printing business, like me, so we had a great deal in common.

This morning, before breakfast, I suggested that we go bike riding, since he had mentioned it yesterday. I did not bring my bicycle with me, because I was not sure we would use it. He thought it was a great idea. We stayed mostly on the regular paved roads but before going off-road he stopped and told me to look toward a distant field. In it was a herd of sheep being guided by two herding dogs. It was a wonderment to watch because the dogs spent the majority of their time playing with each other but every minute or two, stopped to move the sheep. It was an amazing sight because with seemingly no effort, the dogs would not only have a blast but do their jobs. On the way back we saw that the sheep were calmly in their pen and the dog's work was done for that moment. It is a true example of loving your job, doing it at a superlative level, all at the same time. Work does not have to be drudgery. I love my job about 90% of the time. It is sad that more people can't have a passion for what they do but maybe if they realized that it was possible, like with me and the sheep dogs, more would go for that goal.

The ride home to New Jersey was uneventful except we got lost twice and hit some traffic, even so, we made good time. Afterwards, I went riding again and puttered in my garden, it was a very fun weekend.

**8/14/17**

### **2:20pm EST - My Office, NJ**

#### **From the Opposite Side**

One of the worst things that can happen to any corporation is to have an employee who not only steals from the company itself but also poisons the relationships with many of their customers. We recently found out that this was the situation with one of our equipment suppliers and to make matters worse, the long term warranties this person sold us, were fraudulent. I knew we always had the option to sue. I also knew that the damage was rampant throughout their company and that this overall disaster was so bad that they might not

come through it. They emailed us this morning that, although the man worked for them, the contracts were fakes and they would not honor them. They said that if we wanted to criminally go after their former employee, we could do so with their blessing but he had already been arrested. There was no advantage to me or our company in suing them since it would cost us a lot of money and probably force them out of business. Although highly annoying, the best avenue for us was simply to pay for the new warranties. I also figured that the owner at this point, had so much “battle fatigue” that if I called up yelling and threatening him he would have simply said go ahead and start litigation. Therefore I went the opposite route. I called him and commiserate with his plight. I told him I understood the horrible situation he was in. I wanted a solution where everyone did not get burned too badly. I therefore asked him to figure out what kind of discount he could give us on new extended warranties for our two machines thereby not only agreeing we would stay customers but also we would share some of the fallout from his problem. As I expected he was overjoyed with the positive response and promised to figure out the best deal possible and get back to us. I could feel the weight being lifted off his shoulders by me trying to get along as opposed to using a big stick on his head. Sometimes you can’t push people any further and I was hopeful that I judged the situation correctly and we will come out much better than any other approach. Regardless if we don’t like his deal, we always have the option to buy the warranties and new equipment from someone else and then take him to court. I have often found that behaving in the opposite way that people expect often yields good results. Besides I like coming in from an unusual direction, it helps keeps the other side on their toes and they normally never forget us.

**8/15/17**

**4:25pm EST - My House, NJ**

I left work early, got to the chiropractor and then home early so that I could ride a second time. The reason being that I was getting up at 3:15am so Mike the Driver and I could leave by 4:15am to go down to Maryland for sales calls. There was rain on the way which slowed us down a little but we were there about 8:00am. Unfortunately, I had been emailing an old friend who worked at this company but mistakenly to his old address, so he did not answer me. When I arrived I also found out he was at another location but it did not matter because he was not there. My meeting was scheduled for 9:00am. I met with two buyers, people I had never met before and as always, it was good to meet in person. They had no idea about our new product areas and we therefore had a chance for new business. I was there less than fifteen minutes and many people would consider it not worth the trip. The answer was positively yes because only with personal contact can you leave a lasting impression and it is a code I, like my father and grandfather have always followed. I tried to call my friend again before we left but he was still not there. There was more rain on the way back and it took us about four hours. Once back, as planned, I stayed home, worked-out and answered emails. Even though I wasn't driv-

ing I am still tired which is normal and tomorrow morning I have to be up at 2:00am for a 3:00am Board Meeting. I live an unusual life, which I love but almost no-one else would want it which is also a great situation for me.

**8/16/17**

**12:21pm EST - My Office, NJ**

Both my wife and my daughter spoke to me about the rise of hate groups in the world and those especially against us, meaning Jews. Unfortunately, it is nothing new. Certain groups throughout the ages have been discriminated against for various reasons. In our case it is because we are seen as power hungry, money grabbing and dishonest. Regardless of how hard we work, what good works we do or how well we treat others when it comes down to it for some, a Jew is a Jew and the less of us there are the better. Prejudice is something that goes very deep within many people and most never even realize it is there. That is until an event, usually a hardship, some type of disrespect or simple jealousy against those who have more money, work harder and are willing to do what is needed to keep moving forward, come out in the open. I am the last to say that we, as a whole, are a nice group of easy going people. We are not. We are pushy, capitalistic, aggressive and are happy to compete on all levels to get what we want. We are never satisfied with what we have, are constantly comparing ourselves to others and using that as jet fuel to excel. This all means that we have been and will always be the subject of ridicule and hate by others.

Will we ever change? The answer is no. Will they ever change? Again unfortunately the answer is no. We are primal animals at heart and when anything takes us out of our extremely limited zones of civility we quickly revert back to the DNA that forms us. The only answer is for us to become as strong and influential as possible with as many groups around the world. We have to safeguard our existence, especially when tough times come for the majority. Lack of motivation has never been a problem for us and for the reasons above, never will be.

**8/16/17**

**6:59pm EST - My House, NJ**

I was up at 2:00am for the 3:00am Board Meeting and it was tough waking up. I started exercising in the basement waiting for it to begin. It turned out that I was not needed until after 4:00pm and it was over within forty-five minutes. The acquisition and spin off of various companies is going well and we hope to announce by next week that we will formally go before the Malaysian Securities Commission to move forward. I finished exercising and went back to bed for an hour. Ben then called me from Malaysia with an update and then I went biking.

Meanwhile work on the Vest continued. The potential markets for it are expanding and I am anxious to hear from the patent attorney as to whether we

have a chance for protection. Meanwhile since my back was hurting anyway I wore my Vest a good part of the day. It felt great. I then went to the Chiropractor and his receptionist also wore it for a while and really liked it. I am very excited about the potential for this project and the next step is getting in a plastic zipper so we can make the prototype for corrections offices because they have to be able to go through metal detectors.

**8/17/17**

**3:47pm EST - My Office, NJ**

For some reason our backyard has been getting a lot of water lately. It is disturbing because if there is a broken pipe somewhere it will only get worse. I am concerned that the house above us, which is elevated on a hill might have been doing construction and which could have altered the natural water springs that run between our properties. I went up to the street above us to try and figure out which house it was, it was not easy to figure out, when I saw an old friend walking his dogs. Turns out that he and his wife are moving to Brooklyn and his house goes on the market tomorrow. We will be sorry to see them go, they are very nice people. He asked me what I was wearing, I had on my Vest, not only to keep testing but also keep my body temperature down after working out. It turned out that he also had a bad back and enthusiastically agreed wear one for evaluation. He also pointed out the house, that was directly on top of mine regarding the water issue, so I resolved to go back another time, they were not home, and speak to them. Once in the office, I was only there for a short time before leaving for Dr. Browne my fantastic dentist. It was time for my semi-annual check-up and once there I had the annual competition with Cindy, his hygienist, to see which of us was better at plaque control. Actually it is no contest, no one can beat her, but she did say my hygiene was excellent which was always great to hear. I did however have a filling that needed to be replaced which I will take care of as soon as I can get an appointment. I also needed to have a gum graft to help recover some teeth to protect them over time. The last time I had that procedure was more than thirty years ago and it was awful. Dr. Browne however, put my mind at ease, and told me the procedure had been upgraded numerous times since then and it was a much easier, faster and less painful procedure. They had a great periodontist who happened to be in the next town over from me, even closer than Dr. Browne. Later I called their office and set-up a consultation later this month. I try to get things done as quickly as possible especially before I go traveling. Bad things can happen and the level of available care outside the US will probably not be the same as here.

Lou Beckerman's son Michael came in to discuss the Vest. He was personable, competent and will be back to us next week as to how we were going to cover ourselves if we go ahead and launch this project. I started work on the Alpha test questionnaire for all of the formal participants. We were also working on cloth envelopes that hold the ice packs. They now have full velcro behind them which means they no longer fall off of the Vest after you stick them on. There was a condensation problem but we used a plastic sheet blocker and



that seems to have worked. I texted my friend/Physical Therapist about the Vest and he wants to see it. He is retiring soon from the hospital system where he works and could be an excellent distributor and spokesman.

**8/18/17**

### **3:23pm EST - My Office, NJ**

I was up my regular time and checked the weather right away. Rain had been predicted last night and I was hoping it would push off so I could ride outside. That did happen so after I got ready and kissed Wendy goodbye, she as going to San Francisco to see Kayla, off I went. The rain began a short time after I got back so that worked out perfectly. I surveyed my backyard to try and figure out where the water was coming from. It is hard to tell but there has been rain today and more predicted for tonight so I hope we do not have a flooding issue. If the problem is from the house above us I hope they figure out how to solve the problem quickly before water goes into our basement.

Once cleaned up and in the office it has been a good day, still working on Kay and my trip to Canada next week as well as the Vest. Judging from what we are seeing advertised it looks like our Vest design is unique so that I am hopeful, not only for Patent Protection but also a a good sized potential global market. After lunch I put hot packs into the Vest, it felt great and will probably feel really good when someone is sore either from muscle aches or a cold.

It will be weird going home tonight to an empty house. I heard from Wendy a little while ago. She texted that her flight had been delayed an hour at Newark but she had landed in San Francisco. Kay should be at the airport now picking her up. Wendy is away until Monday, I plan to be very busy over this weekend so I should not be have too much open time to be sad that she is gone.

There was a terrorists attack in Barcelona Spain, there was one earlier in the week in Charlottesville, VA. The use of cars and trucks as weapons is expanding and very hard to anticipate or prevent. As I write this there was another attack, this time, not with a vehicle, in Finland. Steve Banning will be out of the White House tomorrow.

**8/20/17**

### **6:37pm EST - My House, NJ**

It always take some time to adjust to being alone here and this weekend was no different. Wendy is a very positive force in my life in many areas and having her gone for even a short time, only reinforces that reality. She called Friday night and we spoke for a few minutes, she is good and having fun with Kayla. I was up before 6:30am yesterday, did my exercises, and then went outside to ride my bike. I could not understand why it was taking so much energy until I got the idea to check my back tire. Something was wrong and my braking system was staying active thereby creating a permanent resistance which slowed me down. I then pedaled to the local bicycle store where they figured out the problem and fixed it. However once completed I was behind schedule,

besides being tired, and really had to push to get home to then change and be in time to see my friend David. He is well, business is good, always nice to hear, and we spoke about marketing the new Vest. As always he has some interesting ideas, some of which I may use. Afterwards it was back here for lunch and then I mostly packed for my trip to Canada tomorrow. I got a text from Ira inviting me to dinner with Eve and our Mom. Turns out Lisa had mentioned to him that Wendy was in California and he knew I was alone, so I gratefully accepted. On my way out the driveway, I left a Vest for my physical therapist/friend Roy. I wanted his opinion as to its worth. Dinner was very pleasant and talk ranged from family to politics. My brother, Eve, Mom and me don't get a chance to socialize often and we had a good time. Once back here I called Roy about the Vest, he did not realize that we had invented it. He liked it a lot and since he is retiring from his position at a local hospital, he might be interested in helping to market it. This was very good news. I did not sleep well last night and was up at 5:15am. I did my exercises in the basement then went riding but took my faster bike because I realized I had screwed up on the time and had less than I had figured to get back here, eat and get Alex at the Train Station. It all worked out well however, and after I picked him up we headed to our shooting club, once there we set up the clay pigeon launcher and Alex proceeded to start blasting targets out of the sky. I have never seen him shoot so well and it continued after our friend Sal arrived with his wife. We had great fun, Sal was very impressed with Alex's marksmanship, as was I. We then went to the rifle range less than fifty yards away. Sal had brought one of his rifles and Alex had a blast hitting the target. From there it was back home and then Alex and I went over the design for the Vest. I wanted him to get it ready both from a design and manufacturing standpoint and he agreed. He went back to Manhattan with one of the prototypes. I am very excited that he will be in at the initial design stage, his talent is unlimited and I feel it could make the difference between selling a few hundred and thousands of Vests. After that I went to the Pharmacy, two food stores and by the time I got back here any thought I had of going to the plant store was gone, I was too tired. Instead, I puttered around our garden, did some watering and also notice our backyard is still "soupy" so I hope the Water Man's back is better this week so he can come give us his opinion about the problem. I grilled a whole bunch of turkey burgers both for my dinner and later lunches, ate dinner, I actually had three cheese burgers plus other stuff. I have done "check-out" for the night which means the doors are locked, the alarm is on and I am going to attempt to go to sleep early. I texted with a Wendy, she seemed very good and I look forward to her return tomorrow.

The entertainer Jerry Lewis died. I remember him most for his Labor Day television marathons to help raise money for Muscular Dystrophy. He was an incredibly talented man who obviously gave a lot back. I hope his next journey is positive and interesting. Ideal Jacobs (Malaysia) Corporation Berhad announced the acquisition on Friday of Widad Group and the selling off of IJX. It happened after the market closed. I am curious to see what our stock does on Monday. There are still two weeks to go before the Independent Advisor signs

off on the deal and it goes to Bursa for review. It is all very exciting but I have no idea what will happen.

**8/21/17**

**6:24pm EST - My House, NJ**

It shows you what I don't know. I figured that our stock would go up since the agreement was announced last Friday. Instead it went down more than 10%. So much for trying to figure out what people will do. Regardless, I did not sell or buy any shares anyway so it was just interesting. Kayla is due to land in Toronto in about an hour and I am being picked up at 3:45am tomorrow to start there myself. I also did some pricing and more work on the Vest. That project is coming along nicely, with Alex onboard to start sending some design suggestions soon. We went to see the new space again with and Mike, Vinnie and Dave all agreed it was a good spot for us. Everyone concurred to take everything down to the studs, not save any rooms and we would simply build whatever we needed afterwards. Cary and Tim the electrician are checking with the Power Company to see what can be done to get us more amps. Right afterwards I left, picked up dinner for Wendy and I, and then went for another bike ride, my second of the day since I will be traveling tomorrow. It was a pleasant excursion in 84 degree F heat and I was trying not to look directly into the sun because it was at the tail end of a total solar eclipse. I exercised a little more once back here, prepared my food for tomorrow's trip, got a text from Wendy that she landed and as soon as she arrives we will eat dinner. It will be good to see her, I missed her. President Trump is going to talk about Afghanistan tonight on television. He wants to change directions, I am not sure in which way. I won't listen tonight and will hear about it tomorrow.

**8/22/17**

**5:45am EST - Newark Liberty Airport; Elizabeth, NJ**

I was up at 2:00am to exercise and Mike The Driver picked me up at 3:45. Due to the excellent work of my travel agent Marina, I was already checked-in with a printed boarding pass and carry on luggage. I was able to bypass the check-in counter. I am pretty tired. I may be in for a nap soon.

**8/22/17**

**1:27pm EST - In A Car In Toronto**

Our flight was early and I got through Canadian Immigration quickly. Our driver for the day picked me up and brought me to Kay's hotel. She looked good and it was great to see her. We had a meeting with Don, a man I have known for about twenty years. He is a mechanical engineer/industrial designer and the first thing we discussed was him designing the biometric device for the Vest. He has some experience in this area so if the patent attorney agrees we have some viable areas for protection, we will move forward with a full design through Alex, Ben and Don. We then discussed the medical device he asked

us to cost reduce about 18 months ago for a company where he used to work. We successfully made the part manufacturable but we could not work with the incredibly difficult people involved. I offered to put him on commission for any sales if he could act as an intermediary between us and them. He is interested and will get back to us. From there it was over to Celestica, a big customer for IJX. We met there with a supply chain manager, showed him all our new areas and he was interested in doing more business. When I asked him if he had a bad back and he said yes, he put the Vest on, I am trying to bring one to all sales calls, and immediately liked the results. We are adding him to our alpha test group starting in about a month and I am excited to see his results. I tried to get two more sales calls, the timing was too tight to try it in advance, both did not work out but I did talk to one buyer which is a good thing. Kay and I then went to lunch for Sushi and in a few minutes we will go to our last stop and then to the airport.

**8/22/17**

### **4:58pm EST - Toronto Airport, Canada**

The last call was to an industrial designer named Yuri who I had known from his previous job. His new company makes medical products and he was very interested in our membrane switch capabilities as well as the Vest. He thought it had huge appeal and potential. It is really great to hear the positive response on our invention so far. One more flight today, this one to Ottawa then done for the day.

**8/23/17**

### **2:44pm EST - Driving Somewhere In Ottawa**

I got about seven hours of badly needed sleep, was up at 4:50am and was done with my exercises and the treadmill by 7:35. I met Kay for breakfast, she had jet lag and was looking forward to going on vacation this weekend. I found out that our driver for the day was Ellie, we have been with him before and he was excellent. Our first stop was to Viavi Solutions where IJX does a lot of business. We have visited here before to help support their efforts and the call went well. The customers have a need for a specialized type of "dead front" label that will have graphics show when it is backlit otherwise it will be a solid color. IJX had already made one set of prototypes but they need to make another and as soon as we get a drawing we will forward it on to them so they can make additional samples. The next stop was downstairs at Lumentum. The engineer there was very happy with the information about our new machine shop and, like the people upstairs, found our new 3D Printing and Vest very interesting. After lunch we went to Ciena and met with two engineers I had known for decades. They also like our new innovations and it was a very pleasant meeting. I have found that happens a lot. When we make the effort to go see people the reception is usually positive, the people pleasant and the chances for expanded business much higher, than would have been otherwise.

We just left Metal Systems, the owner there is a designer who has helped us in various situations by giving us a chance for new and continued business. We had never met in person before, good we did it this time. We are now on our way to Whole Foods to pick up dinner and if it does not rain, Kay and I plan to take a walk. I found out that I need to be back in Malaysia the first week of October, hopefully we will have other stops and Kay can come with me.

**8/23/17**

**6:17pm EST - Crowne Plaza Hotel; Ottawa, Canada**

After we got our food and got back here Kay and I went down by the nearby river. We called my Mom to say hello, she was very happy to hear from us, and then we walked for a while. Ottawa is a very pretty, old city with beautiful architecture and we had a pleasant walking and talking. Kay and I travel together well, make each other laugh a lot and like each other's company. It is a rare blessing to be able to watch my daughter mature before my eyes and already show the amazing business ability she has. She has unlimited potential and is already a formidable force of nature and a huge asset for our company. She is also a very good person and it is an honor to be her father. Over time our global customers will stop asking why my sons are not in the business, although they are wonderful, she was the one destined to be there.

**8/24/17**

**9:29am - Starbucks; Ottawa, Canada**

I got enough sleep to function last night and was up at 3:30am, did my workout and met Kay for breakfast. We both looked tired but that is expected and once we were on the road with Ellie, our fantastic driver, we were both ready for action. The first call was to a Flextronics Design Center. We met with two engineers and both were interested in our machine shop, new 3D related products and doing more business, a very good call.

**8/24/17**

**1:45pm - Trans Canada Highway To Montreal**

Our second stop was to Sanmina and we met with two engineers there. We do a lot of business with their company in Mexico, as we do with Flextronics. Kayla and I have known both of these engineers for a while. They were interested in our machine shop and fast prototypes, a market I figured would be useful to all of customers, and I am glad it seems to be true. One of the engineers also had made a prototype to create a caliper extender. It looks like a great idea. When we get back I will check to see if it is already in the market place and if not see if we can make them in New Jersey and then sell them.

Our last stop was to Energate. They do business with IJX and it was the first time that we had been there. We went over the products IJX was supplying and then a gasket application for which a jig or tool was needed to help make the assembly faster and easier. I believe that we can do that and we will start

when I return. We are now on our way to Montreal. It is a beautiful day here in Canada.

**8/25/17**

**1:28pm EST- Montreal Airport, Canada**

We arrived at the Intercontinental hotel before 3:00pm yesterday which meant we beat the traffic which was excellent. Once checked-in Kay and I went for a walk to a local supermarket. I got plenty of food for my dinner and once we got back I gave some to Kay for later, even though she was planning to eat at the hotel. You never know if the food there will be good so it is always important to have a backup. I spent the rest of the evening relaxing, as I was very tired and after talking to Wendy I went to sleep early. I was up at 4:25am, my usual time and after a good workout met Kay for breakfast. I could tell that she was feeling better since she was eating more and the turned out to be the case. Afterwards we met downstairs and our driver Carmen was waiting for us. We went to Axis Lighting and met with the head of purchasing and one of the engineers. It was good we came since we actually got to see where our labels were being used and could handle the necessary changes much better than just by phone. Once done it was here to the airport and after hanging out for a while I said goodbye to Kay which was never easy. She still has about 4 1/2 hours before her flight leaves, but it is direct to San Francisco so that is very good. I am onboard the plane. It has been a good trip both to see Kay and for business. We meet again in less than two weeks in Houston to go to Guadalajara.

People seem to be very happy with our new Machine Shop as well as our partial migration to producing finished products. The more we branch out into unusual areas the better the chances for new pieces of profitable business.

**8/25/17**

**9:03pm EST - My House, NJ**

I got home, and after I greeted my lovely wife, I went to check our backyard. We have had a sudden problem with flooding and I was anxious to see if it has improved. Unfortunately, it was now soupy and I grabbed a shovel to see if I could locate the water source. We have a hill behind us that rises three streets above us and we have known since we moved in that there were natural springs running underneath all of us. The water was coming from half-way up our property which meant it would be impossible to locate because it could be starting three streets above us. I had already checked with the neighbors directly behind us and they had not had any construction done or changes of any kind. If someone was building a new house way up above us there as no way to prove it was their fault so we were on our own. I contacted Kevin, the "Water Guy" I had gotten from Nick our gardener. I was hoping he will come by this weekend to figure out a game plan. I then called Nick, who was on vacation and asked him to join in on the effort because I believe we are going to have to build a trench across my backyard that would outflow to our front

lawn. He agreed that was probably the best answer since there is no way to stop water that keeps coming and also cautioned we would have to spread it across my lawn so it would be soaked in before reaching the street. That is where we are. I am hoping Kevin calls this weekend and if not, Nick and I will figure out what to do. Action of some kind is needed soon because a heavy, lasting rain could easily flood my basement and that would be a real mess. At least now as have a way to move forward and I always feel better when a path is in place.

**8/26/17**

### **9:36pm EST - My House, NJ**

I got nine hours of sleep last night which was excellent and was up at 6:30am. I had been formulating a plan to take care of the water in our backyard which included a trench going horizontally across our backyard that would then be piped down to the sewer which I thought was either in or right next to our property. I hoped that gravity could handle the flow and if not we have to have the water moved by a sump pump. I also hoped that Kevin, also known as the

water guy, would come later today. I then exercised downstairs and biked outside after breakfast. The weather was perfect, 62 degrees F, blue sky and I rode quickly through my route. On the way back, I went across the streets above my house. I was looking for new construction that could have upset the balance regarding the flow of water down the hill towards our house. As I got to the second street above us, I saw a huge, new house with massive big stone walls that was recently erected. The whole area was excavated and it must have gone very deep. Unfortunately there was no way I would be able to prove their construction caused the water on my property but at least my theory was correct. After my ride I got cleaned up, had lunch and then went to buy some fall flowers. The ones I had planted in the spring were beginning to die and it was time to start replacing them. I went to the store, bought a bunch of very pretty plants, much to Wendy's chagrin, I did not know what they were called and went back our house. I then planted them and while doing so I got a call from the Kevin that he would be here within the hour. He was true to his word and as soon as he arrived I had him put in a Vest because his back was giving him real trouble. I had told him about our project the first time we spoke and he was anxious to try it. He has been getting pain reducing shots for the last two weeks and I could tell by the way he moved he was in a lot of discomfort, just like I was. As soon as he put on the vest with the ice packs in place he immediately felt better. In fact, Kevin never took it off as we were going through his plan about what to do. As it turned out he agreed with my idea of the trench and after speaking with Wendy we told him to get us a written estimate so we could then get him a deposit and he could get the needed permit from our town. He also mentioned I had to talk to our neighbor and let them know our plans. After he left I finished planting, the new flowers look great, then went next door and left a message regarding our plans and to let us know if there were any issues with the planned repairs. Since our street has water on it from

the runoff, which would freeze in the winter, it is to everyone's benefit to get the problem fixed now. After I got cleaned up I went to get supplies and then dinner, it has been a peaceful, pleasant evening. I am very happy to be home and may buy some more plants tomorrow.

**8/27/17**

**8:27pm EST - My House, NJ**

I slept late for me, 7:00AM this morning. After exercising and biking, I then went to the plant store. I got more flowers, our front and back yards looks really good, and then it was out to lunch with Wendy. After that I went to see my Mom, she looks good and we FaceTimed with her brother, my Uncle Al and his girlfriend Dorothy it was very pleasant. Afterwards, Mom and I reminisce for a while, it was fun to talk about old times. It was then back home where I then put anti-varmint solution on my new plants and watered them. I spoke to my son Ben, he is doing great in his Computer Coding course, he finishes the end of next month and then he will look for a job. Kayla called, she was on her way to Oregon to go see her friend Alyssa she sounded very excited. It has been a quiet and peaceful day.

**8/28/17**

**2:55pm EST - My Office, NJ**

I was up at 2:30am this morning. It was not easy but that was and always is irrelevant. I went down to my basement and started working out. There was a 3:30am Board Meeting scheduled and when I did not hear anything I thought they were delayed. Ben called me from Malaysia saying they had tried to Skype me in. After checking, I realized that I was logged out of Skype because of a recently purchased iPad and iPhone and I did not have the passwords. I then decided to drive here so that I could do it from my desktop. But this time it was after 4:00am and as I headed there I got a call from LC that they would simply have Ben, Chen and I on a cell phone call and do it that way. Happily it worked and I was able to do my part of the meeting in my driveway which finished by 4:30am. From there it was back in the basement to finish my exercises and then out in the dark to bike. I put on one of my strong biking lights which lit my way well and as the dawn progressed I had a wonderful ride in the cool, dry, pre-autumn air. Once back I got cleaned up and then went to see my new Periodontist. I got him from Dr. Browne, and liked him, he was competent, as was his staff and ran a very good operation. After getting checked he concluded that I needed a minor procedure to help secure two of my teeth and I scheduled it for September 12th.

Once done I rewarded my efforts of the morning by getting an iced tea and went to my office. It was great to be back after being gone most of last week in Canada. There was a lot to catch up on, it has been an excellent day and sales for this month have been good. I spoke to Alex who will be sending sketches for the new Vest later this week, plus will help me to learn how to



manufacture it. The Houston area is still being pummeled by Hurricane Harvey. There are estimates that in some areas will get forty inches or more of rain and flooding is already widespread. Kayla is camping in Oregon with Alyssa, I don't expect to hear from her until the weekend and hope she is having a blast. People are already talking about the Presidential Race for 2020. Amazing how early it is starting.

**8/29/17**

**3:16pm EST - My Office, NJ**

As was normal after getting up at 2:30am yesterday it was tough getting up today but I did it and went through my normal exercises and bike ride. I went to the office for a short time then it was to Dr. Browne's to get a filling replaced. This is of note because I realized that the sound of the dental drill really bothered me in both in its pitch and intensity I resolved to try and do something about it. After discussing it with him and later Jack Dispenza, we are going to work on trying to make some type of "collar" for the drill while in operation to try and cut down on the overall disturbance.

We should hear from Igor's Mom tomorrow regarding how quickly she can convert ten of the vests we bought into our new design. I am hoping they will be ready for Monday so we can hand out more for the Alpha test. Meanwhile the new IJ US Brochure is now printed and the assembly has begun. It looks awesome, the best looking promotional piece yet, but it will take a huge amount of hand work to get all the samples mounted. We plan to hire one of the guys who used to work next door, as a part-timer, to help with this and launching my new book. Everything has to be ready then as I am leaving on Tuesday for Mexico, go through Houston, I hope it is open, because of the flooding, and then to Guadalajara. Speaking of Mexico I also started getting other samples ready. We are giving a presentation to a large group of engineers and most people like that, are tactile based and like to touch things so I want to make sure they have stuff to handle. Great news, my new book "Change in an Ideal World" will be ready to distribute on Friday so that I can take some with me to Mexico. By the time I get back a week later, the envelopes should be ready to start the mass mailing.

**8/30/17**

**4:37pm EST - My Office, NJ**

We now have all of the changes ready to go for next book "The Mechanics of Selling." Since I am not planning for this to have a wide distribution, I am having Alexis check prices for only 1000 and 2500 books. it will be great to finally have this done, I do not plan on doing it again, anyone who wants to know how I sell can now have it in writing. I started on my next trip to Europe with printing out our contacts and emailing Igor in Belgium to coordinate who we should see. At this point Kayla is going to go with me to India and Asia in November and for now, December she will be off the road.

Jack Dispenza was in and we discussed my idea for a dentist drill muffler as well as a special material that we can use to make containers in airplanes that will not only put out any fires within them but will also reduce any explosions to virtually no damage. If we can do it would be a game changer for the airline industry. The amounts of rain currently falling in Texas is unprecedented and causing incredible hardships and expense. We donated some more money to the Red Cross to help them. George Bush International airport, where Kayla and I hope to meet on Tuesday is due to re-open today.

**8/31/17**

**3:15pm EST - My Office, NJ**

Our water man is supposed to be over to the house today. I will much better when the trench construction is done and the water, that could threaten our house, is diverted to the storm sewer. “Mama” Lebre finished sewing the first Vest and it looks awesome. With a slight modification that will be ready tomorrow, I will bring it with me to Mexico. More work on my upcoming trip to Europe, Igor will probably meet me there from Belgium, right now it will include, Hungary, Romania and maybe Germany.

# SEPTEMBER

**9/1/17**

**9:38am EST - My Office, NJ**

## **Each Time is Different**

When Hurricane Katrina hit in 2005 there were numerous reasons why the infrastructure disaster occurred and why the effects were so long lasting. Besides the problem with the levees not holding and the immense flooding, there was no real framework available that could support the needed food, shelter and support needed immediately afterwards and for the long term. I was in charge of my Temple's relief efforts and we filled a large container with supplies and sent it down there hoping it would do some good. Fast forward to last week when Hurricane Harvey attacked the Houston Area. One of my friends emailed me wondering if I was going to set-up another container shipment to help the people in Texas. Since Katrina, I have changed Temple memberships twice but I emailed the President of our new Synagogue to see if there would be interest if we tried this again. He turned out to be very enthusiastic, as were the entire leadership of the congregation and we started the preparations to mobilize but it turned out that Harvey was a very different storm than Katrina. Houston, unlike New Orleans, was one of the biggest cities in the United States. It has a vast infrastructure already in place to store and bring in food, clothing and building materials to get everything up and running as soon as the flood waters receded. They did not need a thousand container trucks coming in because they had no-place to offload them quickly, efficiently and safely. Therefore, they instead asked that we send money in the form of gift cards so that people could decide themselves what they needed. Since the Houston area supply chain was extremely strong they could get everything locally. This not only meant that the area would not be choked with massive amount of extra trucks but also the money could get their faster and be put into use immediately. No single solution works for everything. What was a great humanitarian effort 12 years ago would have most likely, caused more trouble than good. In this case, money really was the answer and it was great that we could get that effort started right away without losing time.

**9/2/17**

**2:33pm EST - Special Cuts Hair Salon; Livingston, NJ**

Yesterday was very busy for a day starting a long weekend, which is unusual, but a good thing. I was doing a lot of paperwork when the shipment of my new book "The Ideal Change" arrived. It looked fantastic and I started signing them immediately. It is always very rewarding to actually hold the first copy, but then reality sets in and I realize that it is the start of signing at least three thousand more and it needs to be done as quickly as possible. I will do it

in earnest when I get back from Mexico. It was then over to my Chiropractor who loved the new edition of the Vest and I felt much better after his treatments. I stopped to pick up my dinner since Wendy was eating with her good friend Diane who is visiting from California. Once home and after dinner I began packing for Tuesday and by the time Wendy got home I was done for the evening. It was a good night's sleep and my in-house exercises and outdoor riding went well. The weather was on the cool side and very pleasant for biking. Once back and after lunch with Wendy, I got my car washed, picked up my travel itinerary from the office, went to the money machine for cash, dropped off some clothes that we were donating and got Wendy and I iced teas. Once I am done here it is off to get gas and then home. It has been a very productive day, a nap sounds like a really good idea.

**9/2/17**

**8:28pm EDT- My House, NJ**

He who keeps the records defines what is history. When I was growing up I always used to hear people say that the history books tell the story of what really happened. But by definition their writers decided what was "true." The person who writes down what happens, even more so than the photographer or voice recorder, is the one given the sacred duty and privilege to define what occurred, what should be remembered, who did what to whom and what lasting results would be credited or not to those involved. Think about it, unless directly experiences virtually everything we learn has been viewed, defined, thought of, created by or manipulated by someone else. Unless we directly witness an event then we are relying on someone else to tell us the "truth" about what happened. A long time ago, my Dad was reading one of my books and told me he did not remember a certain event the same way. I said that was fine but that my version, the one written down and codified for that past event would be the only record. I did not say that what he thought did not matter, but because he did not write them down, his version of life and the facts were lost. On more than one occasion I urged him to do, but he did not get much done before he passed. Therefore, since mine was the only record it became "history." I don't take this legacy for granted, I have understood for years that since I am the only one writing events down that there is no-one who can or will, especially as times passes, disagree with me. It becomes a huge responsibility to try and see things as real as possible and define my place within them. I do not write with the idea of defending my positions or seeming to be infallible in my wisdom. On the contrary, I write about the ideas that did not sell, the products that no one wanted, the mistakes that I made, with the idea that people will believe and trust me much more if I show that I am "human." Very few individuals learn from success, most like me, learned from repeated, modified attempts at attaining various levels of success across the many roads of life. Anyone who sets himself up as a "wise man" or infallible guide, who only gives fantastic advice and blames any false steps on others, is someone not worth following. I write, as I think, as I live and that is usually at a very fast speed filled

with passionate ideas of what can be. I often make mistakes but that is part of the process of growth and change. I know that true success, common sense and innovation cannot come without being wrong about a lot of things at first and then figuring out what to change and trying again. No one likes to look like a fool, stupid or inexperienced. No one likes being ridiculed, made fun of or bullied. But the process of moving upward, the chance to attain whatever dreams are important, have to be based on a foundation of solutions made to never ending changes. The better you can handle that process, will define who you are, where you are heading and how people will remember what you did. I understand why most people don't keep journals and especially why they don't talk about things that did not work. It is hard to keep admitting that you made mistakes, as for me however, part of the price I pay for the privilege of "keeping the record" is that I have to continually show what went wrong so that others can hopefully avoid them and to keep me honest. In many cases I decide what is important, what gets to be remembered and that responsibility means I have to be toughest on me and it has to stay that way.

**9/5/17**

**5:07am EST- Newark Liberty Airport; Elizabeth, NJ**

It was an excellent Labor Day weekend holiday and I mostly relaxed, exercised and spend time with Wendy. We went to Adina's second birthday party which was very nice. Rachel's family looks wonderful and their new house is going to be undergoing a major expansion very soon. My brother and Eve were also there, always good to see them as well as my mom and some other friends and relatives. I was introduced to a young woman who is starting at Rutgers University this week majoring in biomedical engineering. I discussed the chance for an internship and she was very thankful for the opportunity. She was understandingly nervous about starting college and I hope it went well. Kayla had been away camping with her friend Allyssa for most of the week and we spoke to her yesterday. She had a great time and was happy that I did not switch her flights to arrive earlier in Mexico. I had changed mine, both because I was worried about the flooding in Houston and also possible delays because of the Labor Day Holiday.

North Korea keeps launching more nuclear tipped missiles, so far nothing anyone has done has stopped them. I think that China is using it as a smoke-screen so they can continue to take over parts of the South China Sea while everyone else is focused elsewhere. I believe they will intercede before any actual disaster but then again maybe not. These are scary times with scary leaders in charge of too many very scary weapons.

**9/5/17**

**8:31am EST - In Flight To Texas**

We took off in time but midway through this flight they put out a call for doctors or medical personnel. It looks like someone has problem with their

Diabetes and people have been clustering in that area since it happened. That person got stabilized and then someone else had a problem. Fortunately there was oxygen on board to help them.

**9/5/17**

**4:23pm CST**

**Intercontinental Hotel; Guadalajara, Mexico**

The plane landed in Dallas early and happily the two people stricken were able to walk off on their own power. The next gate was close by which gave me a chance to check my email and talk with Kay. I got an email from our patent Attorney Mike regarding both the Vest and Kayla's 3D Printing tool kit. The Vest may not be patentable but still has a chance. I will work on that. The better news is that the 3D Printing Tool was probably patentable and I was happy to email Kay that we planned to go ahead with it. The attorney also emailed our Mike regarding the potential BuildTak Patent and that also is moving along.

On the flight here I met a salesman named Brahim and we spoke almost the whole way here. He has the potential to sell products and I think he might be good for our BuildTak and new Vest lines, so I invited him here to meet Paulina to see what she thinks of him. I plan to be finished early with that meeting, get dinner and be ready to go to sleep but will try and hold off until Kay arrives.

**9/5/17**

**6:11pm CST**

**Intercontinental Hotel; Guadalajara, Mexico**

I saw Paulina in the lobby, she looks great and due to deliver her baby in November. She says she feels great which is awesome, then Brahim came in and after we spoke for a while. We went over our BuildTak products and then the Vest. His interest obviously was more towards the Vest which is fine with me, Paulina also thought it was awesome. I will work out a business plan for him and send a non-disclosure agreement so that he can be involved with the development. I think the business plan would be simple. Since he has no money to start his own company we could either put him on as a commissioned salesman or he can start his own company, get orders and he can pay us after he gets paid. In effect we would finance him. He would also need a marketing budget but that could be worked out.

**9/6/17**

**1:32pm CST**

**Applebee's Restaurant; Guadalajara Mexico**

I went to sleep at 7:30pm last night and was up at 3:15am. Worked out and then went down to the gym. It was very peaceful there until a man came in and turned on the television so loudly that, even after I asked him to turn it down, I could not stand the noise and left. It was great to meet Kay for breakfast, she

had not slept much for the past few days and looked really tired but she was psyched for the day. Paulina picked us up at 8:10am and our first stop was to Flextronics where we had multiple visits. They went well, everyone loved Kay's new 3D Printing Tool and also our new Vest. In fact multiple people signed up for the Alpha test and we will have new samples made when I get back. From there it was over to Plexus where we just became a Preferred Supplier. The first meeting was with a buyer who used to be at Sanmina. They are localizing a lot of new business here, from the US, and we are supposed to get a chance at it. The next appointment was in front of a group who was having lunch so we made it a quick presentation but hopefully they will remember us. People are loving our new brochure and I have already emailed with Rich to get more done and sent to Paulina right away. We are now at lunch which is good because we are all hungry.

**9/7/17**

**9:43pm CST**

### **Intercontinental Hotel; Guadalajara, Mexico**

Yesterday afternoon was spent in one large meeting with various buyers for Flextronics. I gave our company history then Kay and I split between talking about our various product lines including the new tool kit and Vest. Questions came afterwards and it was a good meeting. From there it was back here, Kay and I had dinner and then we spoke to Wendy, it had rained a lot and the new trench in our back yard seemed to be working, very good news. I was up at 4:15am, worked out in my room then did laps around this floor. It turned out to be a good place with no noise as opposed to the normal gym situation downstairs. After breakfast Kay, Paulina and I went to Sanmina, another big customer here and met with various groups and all seemed happy with us and like our new products. After Sanmina, it was back to Flextronics and a meeting with a group from 3M. They are one of the biggest and best adhesive manufacturers in the world. However they are not easy to deal with, cannot be pushed and sometimes have large minimum order buys. The meeting was setup by one of the Flex planners to try and get us designated as a "Converter." That designation would hopefully mean we would get lower prices, faster deliveries and smaller minimum order quantities. The 3M team said they would liaison with their US group to try and make it happen. If it does it will be a very good deal for us so we will pursue it vigorously from our end. After that it was over to two different Nypro locations. We just started doing business with them and again the chance for more business seemed good. From there it was back here, I said goodbye to Paulina, she is doing a great job and then Kay and I went to the lounge. We stayed there for a while talking about life then I went off to exercise and she went to her room. She, Paulina and her fiancé were going out for Tacos for dinner. I walked some more around my floor then went swimming, the water was beautiful. I had a quick dinner, did some packing and now it is time to sleep.

**9/8/17**

**4:35am CST - Guadalajara Airport**

I got less than four hours of sleep, obviously not enough but I am hoping for multiple naps on the way home. I had the same driver coming here as I had when I arrived, a very nice man and we had a pleasant trip. I have been working on the Vest patent application.

**9/9/17**

**3:19pm EST - My House, NJ**

The plane ride from Dallas to Newark was early and a very nice trip. I sat next to a writer and former military officer. As usual I tried and guess what he did for work, but in this case I was getting conflicting cues. Turns out he was in military intelligence for a while which explained why I was having such a tough time translating the signals he was giving off. His reference points will help me in the future, when I meet more people in his line of work. Once landed it turned out I had not updated Mike the Driver on my arrival time so he was not there. Although, I was very tired I took it as a sign that I should figure something else. I took the logical route and went to the Taxi area. I was in a cab, piloted by a man named "Willie" in under five minutes which meant I now had an alternative way to get home if the challenge happened again. It was great to get back and after greeting my wonderful wife, I surveyed the work that had been done by Kevin the Water Man. His job was to create a trenching system to funnel off the newly arriving water from the hill in our backyard. It was a tough job but it appeared that his work there was successful. His next goal was to fix the flooding problem at the bottom of our driveway.

It has not been a cheap project but if all of the problems are fixed I will feel much better. We need to get through hurricane season and during the winter, stop the icing issue. I went to sleep early and was up at 6:30am, did my exercises and then I went biking. It was a beautiful, cool morning and I enjoyed my ride. Once back I went for tea with Uncle Dave who mentioned that my temper was a little shorter than usual which forced immediate introspection on my part and me calming down. We had a nice chat and then it was back here. After Wendy returned, I went to my office and did some paperwork. While there I also picked up the newspaper that David the Publisher left for me. It has the first printing of the Writer's Literary Collective and it was very good. I think it will be published once per month for a while and I look forward to him getting more submissions and expanding the effort to include all of the towns where he published. I am wearing Vest, it feels really good and it was very gratifying to see how many people in Mexico wanted to be involved with the "Alpha" test. I have already ordered more vests and buckles.

My son Ben called this morning. He has a chance at a very big job and if he gets to the next level for interviewing it will be in Manhattan. If that happens, we should get the chance to see him which will be great. Hurricane Irma is now hitting the coast of Florida after ravaging many islands along the way.



Millions of people have been told to evacuate and it looks like it will be a real mess. I hope the best for them. There are two more hurricanes right behind it so the danger will continue for a while.

**9/10/17**

**4:02pm EST - My House, NJ**

My Mom took Wendy and me to dinner last night. There was no agenda, just to have a nice meal, which was what happened. We were back home before 8:00pm but I had trouble falling asleep. That could have been the effects of the one hour time change from Mexico. In the afternoon I went to have tea with Ira. He is well and while there, a man came up to us who I then recognized as a former talent agent for a singer that we had featured on one of the WOR Ideal Businessman Radio shows. He is representing a new singer, gave my brother and I CD's and after listening to her in my car, speculated she might be good to help us with future advertising.

I thought about buying some plants and putting them in but until the construction is over it seemed pointless. I could have also sprayed the flowers we still have, with anti-varmint solution but I was tired and ended up doing nothing until dinner. It has been a very nice weekend, it was beautiful out there on the porch, I was looking forward to being back at work, I was and am a very fortunate man.

**9/11/17**

**2:16pm EST - My Office, NJ**

Today is the 16th Anniversary of the attack on the Twin Towers, the Pentagon and the third component that was foiled by the incredibly brave people but who all tragically died when their plane crashed. All stark reminders of what has been and will be, from now on. There are numerous remembrances going on, a very sad state of affairs. It has been a day of catching up, planning for the new move, buying equipment and signing books. Alex's vest sketches look great, we are making changes, hopefully finalized by the end of this week.

**9/12/17**

**5:00pm EST - My House, NJ**

Since I was due at the Periodontist early tomorrow morning I set my alarms for 3:15am figuring that I would have time to get up and do my normal routine, including bike. Unfortunately, the cold I had made both sleeps less successful and exercising more difficult but I did it anyway in the time period necessary. The Doctor, as I figured, was highly organized, efficient, swift, congenial, caring and from what I could tell, did an extremely good job. I got there at 8:00am and was not out until almost 10:00am, he did a lot of work with multiple Novocain shots and by the time I left I was sore but still in good shape. I ended up going to the pharmacy to get the anti-infection pills, as well as some painkillers which I hope I do not need. While there I also got a flu

shot. Meanwhile, my cold had made my voice go very low which more than one person said was not a bad “sound” for me. I got a lot of work done, signed some books and even ate lunch, trying very hard to stay away from the front part of my mouth where the gum work was done. Finally by 4:00pm I was tired and left for here. I spoke to Kay for the second time, on my way home. She was getting everything ready so she could be away for ten days starting next week. She sometimes feels guilty for doing non-work tasks during “work time” but I gently reminded her that not only did I do the same thing but it is the only way for salesman to function well.

She can either let things slide at home, which brings on momentous mental strife or make the decision that the 70-80 weeks on the road force the need to utilize the other work time to take care of the tasks that need completing. It is a different way to live than almost everyone else and takes time to be mentally okay with the requirements. We answer to a different set of parameters and requirements and therefore we only have to answer to ourselves and the marketplaces. It is simple to assess our success rate, if business is good we are doing it right and if not, we have to modify our actions to get back to the plus side. It takes constant monitoring and is extremely tiring but that is part of our responsibilities and why, very few people want or can do our jobs.

I was going to negotiate with my periodontist regarding whether I could ride my bike tomorrow morning. He did say to take off twenty-four but I decided not to bike anyway not only because of my mouth but also my cold. One slip on my bike and I could go onto the asphalt, at a high enough speed, which could cause major damage, it is not worth the risk. I will walk tomorrow instead. A quick note here for anyone thinking about having gum surgery. If you have a cold don't do it, the combined effects make you feel really lousy, and definitely don't get a Flu shot at the same time.

I went over to our next door neighbor last to give her an update of what was happening since our new drainage system, while on our land, borders hers. She was very understanding, had water problems of her own and was okay if we have to take down a big, beautiful tree on our property because of the evacuation piping going through part of it. I will be very unhappy to lose it but it is next to a lot of high electrical wires, for various houses and I want to make sure everyone is as safe as possible. I will call our tree man to check it in a few weeks. Meanwhile, Hurricane Irma has been downgraded to a tropical depression and we may just get rain here for the next few days.

**9/14/17**

**3:47pm EST - My Office, NJ**

My cold symptoms mostly went away and combined with the new cough syrup allowed me to get a good night's sleep. So good in fact that I decided to sleep an extra hour which felt great. I went biking, another good sign I was feeling better and when I got back home the water guys were digging a trench across our front lawn to set-up the electrical wiring for the new sump-pump. The amount of water coming out of the spring underneath our lawn is stag-

gering. It must be a couple of gallons per hour so we have to deal with it before things start freezing. After numerous calls between our water man and electrician, I think we have a good plan and all should be completed by next week. I will be very glad to have this done. I have felt very good all day and had lunch with Barry, our former promotional consultant. He is doing well and really liked the Vest. Meanwhile the list for the alpha test continues to grow with a person from upstairs, through our landlord who came down to sign on. I hope the Vest helps her. I did not promise that it would fix her back only that it would hopefully alleviate some pain. We should know soon. My son Alex says he should have revised drawings for us ready by Sunday night, they will be used for the next set of tests.

**9/14/17**

**8:27pm EST - My House, NJ**

Dear Dad,

Some lessons I learned early other shave taken decades. When I was younger, up until my mid-40's I had incredible amounts of energy. I take no credit for most of it, it was handed down to me genetically by you, mom, others and by some degree, amazingly good luck. That enabled me, along with living a pretty clean lifestyle, to work long hours, be at home with my family, exercise and generally have a fantastic time without a lot of sleep. While I never took it for granted I see now that I was not as understanding I could have been, when people got sick, got older, generally slowed down or did not have the same capacity or passion to work as me. I used to have very hard and fast rules about people being in on time. and if they were late, even by a few minutes, they usually did not last long. Over time however, and as our company grew, I stopped having the ability, nor the wish, to monitor what everyone was doing all the time. Time management, replaced my insistence on rigid structure, and if some of our employees were a little bit late for work, I lived with it, especially if we paid them by the hour. Management was and is still held to a stricter code but even there, I was not as hard as I used to be. The same goes with being more understanding about being sick, taking care of relatives and all of the other "stuff" that increases as time goes on. Can someone sixty years old work as hard as someone who is thirty? Generally not, but can they work smarter, more efficiently and be more productive which is the reason why I cherish everyone who works for us. It was good that when I began my career it was just you and me. Over those four decades it has given me the chance to see, not only how I have changed, but what I can reasonably expect from others. If I was twenty-five years old and running our company now I would have all types of unreal expectations and within a few months probably very few employees left. Time has given me a lot more patience, most of the time, and the ability to see past the initial impression as to what is possible in both myself and our people. Part of my job is to give your granddaughter a similar outlook much

sooner. Therefore when she is ready to take over she can be both, more understanding and reasonable than I was. I am also hoping that she will also be able to utilize people in the best ways possible, reduce their inabilities and maximize what they can contribute. In that way she is not only helping the both of us but everyone we employ. As with everything else it is a long road, I continue to make mistakes, so will she, as both you and grandfather did. It is the only way to keep moving forward, learning as we go.

I hope you are well wherever you are, the golf, fishing and hunting are good and you are surrounded by people who have your best interest at heart. Don't worry, Mom is fine, my siblings and our spouses have created a tight ring of safety and security around her, but as before, she is more than competent to stand on her own.

Love,  
Andrew

**9/15/17**

**6:55pm EST - My House, NJ**

I was up at 4:00am because of a busy day planned. I did my exercises in our basement and then it was outside to ride. It was amazing how much fifteen earlier minutes made regarding how dark it was and I was glad I had my front and back bike lights working. While on the road, I surprised a hawk that was sitting on the ground, probably eating something it had caught. A little later, I scared a raccoon that was trying to cross the street, he scampered up a nearby tree and did not seem too bothered. Once back here I changed, loaded my car and it was down south twenty miles to meet my friend and dentist Kevin to go target shooting. It is always amazing where shooting clubs are located because they can be near relatively, populated areas but often camouflaged so no-one knows they are there.

His club was well laid out with various areas for different types of shooting. He had brought with him some pistols and a rifle, I had two pistols and the rifle that Wendy had gotten for me as a present. It was a replicate of the repeating rifle used on the old Rifleman TV series. We set-up the targets, Kevin went through the safety rules of the club and we began to have fun. As I figured, he was an extremely accurate shot and since there was no way I could compete with him we simply had a really good time. About 90 minutes later I left, he stayed to practice, he has a few tournaments coming up, I told you he was really good, and on the way out I saw a small flock of Turkeys. I made it home in good time, cleaned my rifle, got cleaned up, had lunch, saw Wendy which was an unusual work day treat, and it was on to the office. I was only there for about two hours but it was packed with lots of paperwork, pricing and also speaking to one of our attorney's about patents for two of our products. One was Kayla's 3D Printing Tool which we will delay until we are sure we can produce it economically.

The other was the Vest. He will be back to us next week with more information. We now have multiple people in our office testing the it and the reports

back have been positive enough that we are continuing our plans for outside testing and development. Once done I went to the Chiropractor and after my treatments I spoke to Kay on the way home and she is doing well. She is back here next week and I can't wait to see her.

I was watching television with Wendy, the evening news and there was a spokesman for the President talking about something and I was pretty sure he was lying. I have been in sales for over forty years and have concentrated a huge amount of time on "reading" people to the extent that I consider myself pretty good at it. I can usually tell what a person generally does for a living, detect when people are lying, being evasive or are inherently evil. It is a skill I was born with that I have tried to develop and it can be really upsetting to see people directly lying to others but I can't prove it. The good thing is it is an early warning system for me to avoid those people whenever possible and is highly useful in all types of negotiations.

**9/16/17**

### **3:03pm EST - Millburn NJ**

It is Saturday. I was early to exercise and go biking because Wendy and I were going to Irene and David's synagogue for a ceremony for Rebecca and her fiancé Gavin. It is a very old Jewish tradition to celebrate an upcoming wedding this way and it was part of a Saturday morning service which also had a Bar Mitzvah. The young man throughout that ceremony was very poised and did an excellent job. The Rabbinical blessing for Rebecca and Gavin also went well. Afterwards Mom, Eve, Wendy and I joined the luncheon which was filled with a lot of people and very good food. After we left, Wendy went for an appointment and I am now waiting for Uncle Dave. I left a message for Kevin the Water Man. His truck was in trouble yesterday but I told him he needed to be done by this Friday both because I am tired of the mess and all of the continual water still flowing into our street. I was also highly concerned because a hurricane may be heading this way.

I am tired, a predictable result of both the bad Cold and the gum surgery from earlier this week. I have to go to China in early November and also Malaysia and I am hoping I can combine the two trips together. I won't know for a while which will not keep me calm but there is nothing that I can do about it.

**9/16/17**

### **8:50pm EST - My House, NJ**

We are in the process of sending out my latest book "The Ideal Change." Since we are talking about signing more than 3000 books it is obviously going to take a while but we started a few weeks again and are making good progress. I never know what the response will be. Sometime people email a thank-you other times they will relate to something I wrote, both are gratifying to receive. The bulk of them fly out into the universe and their recipients will rarely give feedback unless of course, Kayla or I happen to visit them in which case they

will often mention it. The most asked question I get is “how do I find time to write with my crazy schedule?” The answer is that I love being busy and to write. Since I also always have editing to do that means when I am not writing I am doing that. Either way it is a very productive way to spend my time especially when traveling. Lastly the actual process of writing keeps me company, especially when I am away. Traveling alone I am rarely out past 7:00pm at night, spend a lot of time in airports and traveling in cars, which can get lonely. It helps to keep me on schedule, structured and out of potential trouble. It will probably take another six weeks to get all the books signed and out but that is fine, I am already halfway done with my new one and as long as people seem to like receiving them I will keep going. They also have the extra bonus of being great branding for our company so I will happily keep doing it. However, even if it had no other benefits than a way for me to express myself, clarify my thinking and keep a record of what has happened than that is more than enough benefit for me. There are now three more hurricanes making their way towards the United States. One may affect us next week. The last two have left huge swaths of destructions throughout our hemisphere and full recovery will take years. There was another terrorist attack in the London subway system, people did not die because the bomb did not go totally off.

**9/17/17**

### **3:02pm EST - My House, NJ Our Porch**

I have enough confidence in the Vest to start writing the commercials. Our primary target market will be people with bad backs and specifically for those 50 years old and over. There are two Manhattan Radio and one Television Station that cater to that demographic so we will try and buy time from them. We would create our own sixty second commercials and run three or four times per night probably three days a week to start. I have emailed all of the stations for their rates, I look forward to their responses. I think that the commercials should be testimonials by me since I had the original idea and also bring in various specialists like John my chiropractor and Roy my physical therapist. It sounds like a lot of fun and there is no time like the present so here is my first attempt. More will be added over time. We will start with radio.

Hi! My name is Andrew Jacobs and through a lifetime of very heavy exercise, including tennis and martial arts, I had really messed up my back. A few years ago I had a bad episode, recovery took months. After building up my back with heavy core workouts and thinking I was fine I had a worse episode that left me on the floor unable to move. After getting out of the hospital I went on a quest to find an answer that did not depend on heavy drugs or surgery. From that search came an invention that we call the “Vest.” It is a simple but effective back garment that, when loaded with ice or heat packs, has brought my pain levels down so that I could function. Will it cure you? No. Will it reduce the pain severity? It did for me. Can it be re-used daily? I have been doing

it as needed. This product has been test worn by me and I wanted to offer it to you. Please go to our website [www.swaddlepax.com](http://www.swaddlepax.com) . Click on the video to see what this is about. If your back hurts, this may help and if not, return it in good condition within thirty days of purchase and we will fully refund your money. Please remember all of us with bad backs are trying to avoid opioids and surgery. The “Ideal Vest” helped me to do that and I hope it can do the same for you. Please give it a try and contact us [www.swaddlepax.com](http://www.swaddlepax.com) and remember to contact your health care professional before using this or any type of self treatment.

**9/18/17**

### **2:18pm EST - My Office NJ**

My gum is healing from the surgery, I am feeling better and have been able to go faster when bike riding. This morning was the best yet and I am about 95% back to where I was.

There are riots occurring St. Louis, people are upset about a law enforcement officer not being charged for shooting a citizen. I am not in favor of either far right or far left factions, extremists of any type are not good and I hope the trouble is ended soon. That is the reason I would like to be governed by people in the middle. I am not naive enough to think I will “like” any politician or their politics all the time, I would prefer to have people who vote for the majority of the best for most of our citizens, I guess the problem is that any “middle” has to be defined and it is always a moving target.

Our new brochure is getting a very positive response but each one takes a lot of time to finish so we are having trouble keeping up with the demand. Therefore, we will have two people spend at least half of their time on it as soon as we replenish all of the individual parts for assembly. They will also be working on packaging my book, there is a lot of marketing going on. Igor's mother continues making more prototypes vests which will then be packaged and sent out for the alpha test. My son Alex's new design is being reviewed now and when finalized he will have a pattern created. Once that is done, we will have new prototypes made for the beta Test marketing. Advertising and branding is critical for any new product line and we, especially me, are spending a lot of time and resources to do it right.

**9/19/17**

### **9:10am EST - CVS Pharmacy; Millburn NJ**

I was looking at the gum surgery area in mouth from last week and I saw something white. When I woke up it was covering a bigger area and I freaked out. I did my exercises, biked and called the Periodontist for an appointment as soon as I got out of the shower. His staff told me to come right over and I was in his chair a short time later. It turned out it was nothing major but to be safe, he gave me some new antibiotics. I am here to that pick up and some other medication. My periodontist is fantastic and I feel much better. Once I leave here it

is back to the office to sign more books, they are about 990 to go before we run out again. I am hoping that the final shipment of 4000 books will be ready next week. We will use some of those and the balance will be for inventory. Meanwhile we are now totally out of room at our plant in New Jersey but the new space should be available by December so we will have to get along until then.

**9/19/17**

**3:45pm EST - My Office, NJ**

It has been a day of pricing, signing a lot more books, marketing and personnel discussions. As is normal we have people moving up, those where staying at their current level and unfortunately those who are not doing as well as expected. If their behavior does not change quickly it will not be good for them. Our team is a highly cohesive unit and they do not look kindly on those who do not excel at their jobs and continually want more. As our company move forward and higher so does our staff and they don't want anything standing in the way of job security and continued prosperity. Alexis is starting to package the first edition vests with the documentation to be in the alpha test and the survey. It is all very exciting!

**9/20/17**

**7:41pm EST - My House, NJ**

I spent a lot of the day signing books and also in meeting with it landlord, electrician, power company, architect, Vinnie and Mike regarding our new space. It will give us about 40% more area and, as usual, the need for more electrical power is paramount in the discussion. I think we can get what we require so I plan to go forward with the lease. I went to the Chiropractor and his back was not feeling well so I offered him my vest, the original prototype to wear for a few days. He called me a little while ago to say how much he loved it and the response from his patients were positive. The main concern is that it looks like a bullet-proof vest but once we go with Alex's new designs and change the color I don't think that will be a problem.

Multiple hurricanes and earthquakes are causing disaster conditions throughout and near North America. As Wendy says it is like Mother Nature is not happy and telling us to make changes. Many people have been killed, infrastructure, businesses and homes destroyed and many people without electric power. Our President's disingenuous tweets that he loves the people of Mexico City is as insulting to them as it is to us. His lack of government assistance has spurred many of us to send aid as individual citizens. I have authorized Paulina to send money to help the people of Mexico City. The people that Mr. Trump keeps bashing, the Mexican and Chinese are not only those we deal and work with but are our friends. The more he lashes out at them the harder it is for the rest of us to try and keep the lines of communication open and our relationships positive. The damage he is inflicting will be long lasting, pervasive and our response to him, which will drive him crazy, will be to forget him as soon



and as completely as possible.

**9/21/17**

### **9:06pm EST - My House, NJ**

Today marks the Jewish New Year, actually it started last night and continues through tomorrow night. Wendy and I went to our new Temple. Ironically it was the same Synagogue that my parents belonged to before I was born. We got there very early because I was worried about parking but my fears were unfounded and we got a great spot. Our friends Laurie and Jerry met us there, we have a tradition of sitting with them and then having lunch. It was a very pleasant service and when the Rabbi put out an appeal to help refugees from other countries Wendy turned to me and I agreed we should offer to employ someone, of course after we interviewed them first. Once done at the service we went back home, checked on the crew working on the water problems at our house, they were making substantial progress, and then met the Levey's for lunch. They are very good people, close friends and it was as usual, pleasant spending time with them. We talked about family and business and afterwards we came back here where I finished my workout from this morning. I had split it into two shifts so I would not have to get up earlier than usual, which was Wendy's idea, she is very practical and smart. Then we went to Barbara and Cliff's for Rosh Hashanah dinner. Besides their family and ours there was also their friends, and ours, Marie and Roy. Roy is a physical therapist who had helped me with new exercises the last time I had a bad episode. As it turned out, his back was now in bad shape because he had slept in some chairs during their two day stay at a Florida Shelter during the last hurricane. Although he had seen the vest before, now he needs one and will get it this weekend. If it works for him I feel confident that he and his wife, a retired nurse, will want to get involved with the marketing. I then took Myrna home, she is very nice and one of the benefits I got when I married Wendy.

The latest Hurricane to hit Puerto Rico knocked out more of their power and Nilda from our office has not been able to check on her relatives. We are ready to send help if they need it, I hope they are okay.

**9/22/17**

### **4:37pm EST - My House, NJ**

I was up at 6:15am and exercised in our basement which was stopped once to say good morning to Kayla, Wendy was taking her to the office for a 3D Printing trade show in Manhattan, and then again when my friend Roy came over. He was picking up a vest and as soon as he put it on, I had preloaded it with ice packs, the smile I was hoping for appeared and he seemed to like it a lot. He left promising to show it to his boss and clients, he is a physical therapist. I then went for ride and it was glorious weather. Once back I had tea with Uncle Dave. We talked about business but the main things on my mind was making the final decision about more space, staying the same or moving. Also

discussed was the marketing for the Vest. After lunch I went over to my Mom's and she loved the Vest a very good sign.

I then went to the plant store and called to check on Roy. It turns out he loved the vest, his Boss really liked it also as did his clients and when we were ready to market it they wanted to talk. I said we would get him the next version for the final Beta test and he was happy to be involved. I then visited with Elana, she also was testing the Vest, she generally liked it but had some changes. Then it was back here to plant the flowers I purchased and they knew look gorgeous. I like planting and love looking at them. I heard from Kay, she had left this morning with a splitting headache but was better now. The 3D Printing show was going well and her team was doing a good job. She is going to be very tired by the time she gets home. Elsewhere President Trump and the heads of North Korea and Iran are in a name-calling contest which would be ridiculous if it wasn't really scary. There was a big earthquake aftershocks in Mexico City, a very scary situation.

**9/23/17**

**7:34pm EST - My House, NJ**

To Mike, Vinnie and Kayla

Regarding: Space

Hi everyone,

First of all thanks for your input on our future growth plans last Thursday. Our course, for the next five years and beyond is being set now and it has occupied a great deal of my thinking. First a few preliminary thoughts.

1. I am not willing to take on more debt than we currently have
2. We cannot afford to buy all or part of a building at this time
3. If the stock deal does go ahead in Asia I am very willing to pay off our debt, buy additional machinery, and expand our product lines
4. If anything happens to IJX we need to be prepared to take over the long run manufacturing ourselves which will include a clean room if still required.
5. If business goes bad we must be ready to reduce our staff

Therefore we have the following options:

- A. Stay as we are, utilize a second shift if needed and hold off a few years to buy our own building
- B. Move to new space which will cost half million dollars
- C. Take on the additional space, put in the necessary electrical power and then wait until we can afford to expand whether from internal profits or the money from the stock sale goes through

It is my “gut feeling” that if we do Option A, then even with a second shift, we will be confining ourselves to the size we are now. Like a big fish in a small bowl, and we will not get any bigger. We started growing as soon as we put in the new machine shop and expanded our product lines but limited space and power will stop us from more growth.

If we are going to go into more machine shop production, we are going to need backup machines. We cannot do that in our current space.

Since we will not put any huge investment into the new space until we have the money, we are risking about \$500,000.00 of additional overhead. I know it seems like a lot of money but I believe it is not an unreasonable insurance policy to safeguard our ability to grow quickly, efficiently and give us the freedom to go into any area we choose. Our company and the marketplace is changing a lot. We need the next five years to figure out where we are going. This seems to me to be both the safest and best way to grow and hedge our bets at the same time.

Thank-you all again for your input. I did, will continue and will always listen to you all but the final decision rests with me and we are going ahead with the new space.

Regards,  
Andy

**9/24/17**

**2:07pm EST - My House, NJ**

I just sent the email above to Kayla, Mike and Vinnie. I had discussed the options with Wendy over lunch today and she agreed with my plan. Her support was all I needed, we shall see what comes with my decision. I will speak to our landlord on Tuesday. Vinnie is right however, we have no guarantees that once we get all the machinery up and running that we won't have complaints from the people upstairs, but that is a risk I will to deal with later, no plan is perfect, we will do the best that we can. I was up my usual weekend time this morning and after exercising for a while took Kayla to the office. She met three of our guys there, the same team as yesterday and they are ow at the 3D Printing show in Queens, NY. Yesterday went well but was very hot so they are bringing water and food. It was beautiful riding on my bike but the “space” issue has been weighing on me and now that I have made the decision I hope that my stomach will calm down.

**9/24/17**

**8:47pm EST - My House, NJ**

Alex sent me the revised drawing for the Vest and it is awesome. Wendy and Kayla both liked it a lot. It is out for review to others but I already told Alex to get the pattern made so we can go to the beta test. It is very exciting to see this coming together. I heard back from Kay and Mike regarding the new leased space. Both understand and agree with my reasoning, I will see Vinnie

tomorrow and the landlord on Tuesday.

President Trump has started a conflict with professional sport players who refuse to stand for the National Anthem. I happen to disagree with the Supreme Court and think that Flag Burning should be against the law. I also think that not standing for the National Anthem is a blatant insult to those who fought and died for our country. I would not attend a sporting event if there were players who did not stand. I think this total lack of respect from both the far right and far left are equally as bad and I would like everyone to move towards the middle. Obviously that does not seem to be happening but I will continue to advocate for the old adage “treat others as you would want to be treated”. How nice it would be if we all did that.

President Trump added Venezuela and North Korea to his travel ban list. This would not normally affect me unless Mike’s wife’s family wants to emigrate from Venezuela and then we could not help them. The 3D Printing show is now over in New York. Attendance was less than last year, we may need to recalibrate our marketing if less people show up at these events. Meanwhile Kayla and Mike are on their way to Europe for another show, this time in Birmingham, England.

**9/25/17**

**2:20pm EST - My Office, NJ**

On my way out the door this morning I saw the Water Man who promptly told me they would not be finished today, as promised, but hopefully tomorrow. My patience is wearing thin but I will hold on a while longer. I texted with Nick our gardener who will come over tomorrow to discuss how to fix all of the scars left from the water construction.

**9/26/17**

**3:55pm EST - My Office, NJ**

I went to the periodontist this morning hoping all of my stitches would come out. Unfortunately, some did but some did not and they will stay for another 2 1/2 weeks. My mouth is healing well and I will just have to live with some more recuperation time. I brought Vinnie to our house to check out the water construction and he liked what they did. I highly value his opinion so that was great news. I spoke to Cary our landlord and we agreed on the basic terms for us to take over the additional 7100 square feet. It should be finalized within a few weeks, we have a mid-December occupancy date. I heard from Mike and Kay in England. The 3D Printing trade show is going well but it is time for Mike to transition out of most of the shows and Kayla to take over everything. I called Conrad, one of our outside metal part suppliers. I have known him for more than three decades and I am hoping we can work out terms where he comes to work with us and eventually takes over head of our new Machine Shop Department. We need someone with a lot of experience and he is the best.

**9/27/17**

**9:32am EST - My Office, NJ**

### **What Doesn't Work?**

As with every other owner I am never sure of what works and what doesn't regarding marketing and advertising. Magazines, Radio, TV companies are always happy to give metrics of how many readers and viewers they have but they have no idea what actually works except that, the more you advertise, generally the more "stuff" you sell. However, we are not a Fortune 500 sized company and the advertising/marketing budget is coming directly out of our profits. Therefore trying to get the biggest "bang for the buck" is always critical. In our case we have tended to put our main thrust into two major mailings per year. One is my book, no-one throws out an autographed book because it could be worth something someday, and our calendar which people like to keep on their desks. Both keep our name and brand in front of our customers and prospects continually, at least that is our goal and with that in mind we have also been featuring articles on LinkedIn. The question is, of course, does anybody care? These articles have been running mostly weekly for more than a year and to date, the responses have been few, although the replies have been nice to receive. I have 11,228 LinkedIn connections, my last post got twenty-eight views. Therefore as you can see it is not worth the effort and building it up over time has not worked. Therefore I submitted my last entry and will do no more. Not everything works, in fact most things don't, part of life in the global marketplace.

**9/27/17**

**3:18am EST - My Office, NJ**

I heard from Kayla in England, the show is going well and they finish up tomorrow. We are having a good month in sales which always makes me happy. We are also getting more request for prices for products made by our new machine ship, a very good trend. The Water Man should be almost completed at our house but his clean-up procedures have been lacking and I have to make a tour of inspection when I get home. The drive to repeal Obamacare has failed again and will probably not be challenged in the future because the rules for its demise are going to increase dramatically in the number of Congressional yes votes needed. Our government released a new income tax plan, I am not sure if it is good or not, time will tell.

**9/28/17**

**3:46pm EST - My Office, NJ**

Dear Dad,

I had another "life moment" today. We do annual written reviews where everyone in our company reviewed themselves first, are then graded by their

managers and those documents are then used for salary increases, bonuses and warnings. I was working on mine, yes I do one every year, everyone has room to improve, and I realized that there was a huge gap in my planning. While I frequently talk about the future with everyone, the realization is that our top people manufacturing employees are all almost sixty years or older. They all want to stay for as long as possible but there is a definite end time in sight. No one wants to acknowledge this and it was tough for me too. To be a good boss I have to consider what happens when I am gone and unless there is an unbroken chain of command there could be a crisis. That is one reason I pursued Kayla for so long, not just because I thought it would be great for her but also to help the company continue when I am leave. That realization spread to our other positions today and I spoke with Vinnie and Die Master Dave to be on the look for apprentices who they could train over the next decade, and yes it will take that long, as they slow down and retire. That means that all three of us will be training our eventual replacements which is not an easy concept but extremely necessary. I gave both Vinnie and Dave 1-2 years to find the right person, I will help as well everyone else here, it will be a process and not an easy one. No one likes to think they are getting old, are replaceable or will die but the time has come for all of us to realize that it will happen and the best thing we can do is insure that the transition would be as painless, good natured and easy as possible. I remember when you left the company we were ready to move forward and the transition went incredibly well, I owe it to Kayla and our teams to do the same.

Regards,  
Andrew

**9/30/17**

**11:26pm EST - My House, NJ**

We sent out the balance of the Vests for the alpha test. Now we wait for the results. Meanwhile Alex is working in the revised design. I signed over 400 books yesterday which hurt my back and was part of the reason I was looking forward to seeing my Chiropractor. Unfortunately, I forget he was closed so I instead went for a haircut. Last night started the Yom Kippur Holiday which marks a period of self-reflection, asking for forgiveness and trying to do better. Wendy and I went to services this morning. Our new Rabbi is fantastic, likes to smile, which is very pleasant and runs a very good and on-time service. Both Wendy and I are very happy to be members and looking forward to being there for a while.

I know that I always say I exercise virtually every day when I am not traveling but I realized that I also don't exercise on Yom Kippur so I wanted to admit my mistake. I will spend the rest of the day not doing much until I pick-up my Mom to come over for the traditional breakfast meal. Our gardener Nick and his crew are outside during the reconstruction to make our property look like it did pre-water problems.

# OCTOBER

**10/1/17**

**5:09pm EST - WoodLoch Resort; Hawley, PA**

Amazing it is the last quarter of the year.

I slept until 6:15am and went biking. I was ready to leave before 9:30am, on schedule as was Wendy and we're on our way here. About two hours later, and a stop at Dunkin' Donuts, we arrived. This is a beautiful, peaceful resort and I really like it. After lunch, Wendy and I were talking about the Vest and she had mentioned that since it was an atypical Ideal Jacobs product, that she had wanted to sell and market through our investment LLC or create a new company. I wasn't big on the idea of spreading out our resources to set up a new company for development, sales, production and marketing but I said I would think about it. Ponder on it I did until a lightning bolt from God hit me. Our LLC is called BAK for our kids Ben, Alex and Kayla. It also is an alternative spelling for BACK and I realized that it was a sign and meant to be. I immediately emailed Alex to change the initial design on the next prototype, he loved the "play on words" and I felt great with the new plan. After I finished my walk, I went over to the pond and saw Wendy by the archery area. She had just shot a Bull's Eye and was very happy and suggested I give a try. After a few attempts, I got one also and then stopped not wanting to push my luck. Wendy then left for an exercise class and I went for a ride on a kayak. It was very pleasant and while on the water, I got a text from Kay that she had landed in San Francisco, always great to hear. After finishing on the water, it was back here to my room. I got the two ice packs I had asked the front desk to freeze and I am now wearing the Vest I brought to soothe my now, aching back. I am sitting on the small deck outside our back door, the sun is starting to go down, there is a rock formation nearby and the sound of the rushing water going over it is very pleasant and calming.

**10/1/17**

**10:01pm EST - WoodLoch Resort; Hawley, PA**

One of the things I really like about this place is there is unlimited food. I had two different salads at dinner, two entrees and three scoops of sorbet for dessert. Then Wendy and I went outside to look at the many stars in the sky plus a very vibrant looking moon, it was all very nice.

**10/2/17**

**8:26am EST - WoodLoch Resort; Hawley, PA**

I got some sad news this morning. Chen, the CFO of Ideal Jacobs (Malaysia) Corporation Berhad was very sick and not expected to last much longer. Ben emailed me this morning, I emailed him back and asked if there will be a

funeral. I would like to attend if possible. In the past Chen and I had not always gotten along but over the last few years we have grown much closer to where I can now call him a friend, as well as a valued colleague. I will miss him and hope I can pay my respects when the time comes.

I have been emailing with Mike about the implementing of our new database. Some of our team members had complaints that they had no input to the process and I wanted to make sure that from this point on, everyone would be involved. This is a major change for our company and everyone will have to embrace it. This new system, I hope, will enable us to be much more efficient, save money, process many more orders without extra personnel and overall be a “game changer for our company. But with big change comes reticence from the people involved and I want the amount of stress and reluctance reduced to the lowest levels possible as quickly as possible.

**10/2/17**

**4:34pm EST - WoodLoch Resort; Hawley, PA**

Kayla is coming home and called me this morning. She sounded tired and jet-lagged but otherwise excellent. I think she is really starting to enjoy her job which fills me with delight both as her boss but especially as her Dad.

After numerous emails back and forth with Mike, we now have a good path forward to making sure that all of our team is inclusive regarding their input for the new database. Since it is set to be started in tandem with our current system on 1/1/18, we do not have a lot of time but we are going to push to make sure the launch date stays on track.

So far the general “buzz” on the Vest is amazing. I was wearing it yesterday and today, it worked well. It would be nice to both help a lot of people and have a blockbuster product but we have a long way to go before any of that can happen.

**10/2/17**

**4:50pm EST - WoodLoch Resort; Hawley, PA**

It has been a really fun day. After working out in my room, I went for a walk outside along the nature trail that goes by their beautiful garden, which is also an apéry which holds multiple bee hives. It is very peaceful and quiet here, there are hammocks laid out along the nature trail for people to take naps and I felt badly that I momentarily disturbed someone while walking with my playing of a Joel Osteen sermon. I continued onward silently and went to go to the dock to look at the water and the surrounding wooded scenery. This whole resort is laid out to be peaceful and instill calm.

After lunch I went kayaking again. This time it was three times around the small pond, the weather was beautiful and warm. I had on my Vest loaded with ice, my back had been sore and it felt great, not to mention providing support while paddling. From there, I sat by the outside fire and then went inside and swam in the pool, the water was warm. It was then to the indoor hot tub



area which made my aching back feel even better, then back here to relax until dinner.

**10/3/17**

### **4:19pm EST - My House, NJ**

After a very pleasant and tasty dinner, last night Wendy and I watched some of the Jerry Seinfeld special on Netflix. It was very good and funny but we're both tired and went to sleep early. I was up at 6:00am, exercised in my room and after breakfast went for a walk and kayaking one last time. We're on the road by 10:30am, stopped for lunch along the way and was home by 1:00PM. I went biking afterwards, the weather was gorgeous and it was wonderful to be home. The workmen seem to have completed the lawn repair and replanting but it is very dry. I just ordered two sprinklers from amazon.com to hopefully get here by tomorrow so I can start watering the newly placed grass seed. It is wonderful to be back home, I look forward to tomorrow. I just saw President Trump on television in Puerto Rico. The destruction from the hurricane was almost total and he was throwing single rolls of paper towels to individuals and making a mockery of their dire situation. It was a sadistic and sad performance and we, as Americans looked like idiots. Repairing our image is going to take a long time once. I am still waiting to hear from Nilda who had relatives there, on the best way to send help.

**10/4/17**

### **3:17pm EST - My Office, NJ**

#### **Its Evaluation Time**

While the coming of Autumn may mean many things to others, here at Ideal Jacobs Corp it means the time for individual evaluations and reviews. Each year, everyone, including me, gets a form asking for information about the good things they did, why negative things occurred and how we went about fixing them. We also encourage suggestions about personal improvement and how the company to do better. I am highly interested regarding how our people view themselves, their worth and their requests and justification for more compensation. However, I am more concerned with how well they are fitting into our company, where we feel we can do better as a team and where we can and should be going in the future. No-one has all the answers and any leader who ignores the requests, opinions and thoughts for the future, from his people is pre-dooming himself and the company to eventual failure.

Sometimes, I am surprised when the evaluations come in. What people think they are worth is occasionally much different than the opinions of me and their managers. This gives us cause to reflect both, who is right and whether that person is still a good fit for our company. Our team is filled with highly aggressive members who want our company to excel knowing they will share in the good times. Anyone who doesn't work their hardest and smartest doesn't

last long. It is also very interesting to go over the evaluations of our managers and VP's. Their insights into things I miss, suggestions for new products and processes and thoughts about what should be different, give me fuel for review and new movement.

Then it comes to me. Yes, I am evaluated also, this year by our VP of Operations and my daughter Kayla. My focus is on how our company can do better, faster, be more profitable. Since I am at the top and have the direct responsibility for everything, this falls directly on my shoulders. My evaluation this year will center on our need to have a secondary set of personal in place for when our senior staff eventually retires, including me. Each of us needs to have someone in training for at least ten years in order to take over fully. It is not only hard to find the right people but tougher for all of us to accept that one day we will need to step aside. I have Kayla already in training for me, she is part of a trio of personal who can decide when it is time for me to retire if I don't decide myself. No-one is irreplaceable and the first and worst blunder any leader can make is figuring they are the only ones who can do their job.

Evaluations are good in many ways but one of the best is seeing who can step up, who needs support and who can help with building our organization over the next three decades.

**10/5/17**

### **6:22pm EST - My House, NJ**

I heard back from LC when I woke up. Chen's Memorial Service will occur before I could get there. I am saddened not to attend but we will have trees planted in his memory in Israel. I will miss him. Ben is looking for a new CFO to take his place.

Today Conrad, a man I have known him for almost forty years, came in to talk. We wanted him to come on board as a part-time employee because of his incredible knowledge about engraving and machinery of all types. Mike, Vinnie and I had lunch with him and he had toured our plant. The more we talked, the more we were more convinced he would be a good fit. Therefore, he will begin with us one day a week starting next Wednesday to see if we can all work together.

I bought two sprinklers and have them hooked up and running at home. It has been very dry and the new grass seed is not getting enough moisture to germinate. I am hoping to help with that process.

**10/6/17**

### **3:16pm EST - My Office, NJ**

It has been a crazy, fast paced day. I finished writing my company evaluation, read Kay's and have a bunch of others to go over during the weekend. We start on reviews next week. More work on the Vest, the logo is being worked on by multiple people, I am glad it is generating so much enthusiasm. A woman from upstairs came down with her test evaluation. She said it helped, which

was the main thing, but she would not wear it in public because she did not like the way it looked. She also said it tended to ride upward on her back when she sat down, we are trying to figure out a solution for that problem.

With the advertising of the new machine shop we are getting more requests for unusual parts, exactly what I had hoped for, now we have to increase that stream of inquiries into a flood. We are doing financial tax planning for the end of the year figuring out what we will owe, which, with the President's new tax plan, is almost impossible. I do not want to be caught short and spend money we do not have.

With the latest horrific events in Las Vegas I am now at the point, that when I wake up in the morning I check the news to see if we, as a country, are now in more trouble than we were the night before. Hardly an atmosphere of calm but that is the President we have and we live in his world.

**10/7/17**

**2:18pm EST - My Mom's Apartment; West Orange, NJ**

Dear Dad,

I called Mom before and she did not sound great but since I was coming over anyway, I figured everything was okay. I tried to call her back a few minutes later to see if she wanted an Iced Tea but she did not answer. Then Irene called me saying that Mom was not feeling well and may have to go to the hospital. I got to her place a little while later, she was nauseous and dizzy, the same as last time when we took her to the hospital. They did not find anything wrong with her then and she did not want to go again nor did I force her. After talking with her for a few minutes, I suggested that she take a nap and she is now asleep. I called Irene and told her to go to Manhattan for Rebecca's engagement party, I called Ira to stay home and that I would get back to everyone, including Wendy, in a little while. Figuring this might happen and I could be here a while, I brought a lot of work with me so I can use the time constructively and also keep my mind off this potential bad situation. It was a little disheartening as I came over, I had the same feeling in the pit of my stomach that I had when you started getting sicker and going to the hospital more often. The threat of eventual, impending doom surrounded me but I was and am hopeful this was not going to be an ending but just another bump along the road. We will stay with her.

Regards,  
Andrew

**10/7/17**

**5:53pm EST - My House, NJ**

When she woke up she felt much better. It turned out she had taken some cold medicine and had a bad reaction from it. By the time I left she looked normal and I felt great. I then went to my favorite store which had a full regalia of Autumn Plants. I bought a bunch for here, as well as a Pumpkin and Iris for the

office. In addition I purchased two large flower pots for our house, because as I always say, can you ever have enough flower pots? My answer always no. There was a great weight lifted off my siblings and I since my Mom looked okay.

**10/8/17**

**11:30, EST - My House, NJ**

Dear Dad,

It is unfortunate I have to write to you on this subject but the time has come. I was over at Mom's yesterday and she did not look good when I got there. After I suggested she take a nap, she seemed fine later but today Irene called me to say she had the same dizziness and nausea as yesterday and she was going over. I called again and both she and Ira were there waiting for the doctor to call back. Here is the issue. Mom wants to die at home. Both my brother and sister, care deeply for her, as I do, and want to extend her life as long as possible. But none of us want to see her suffer in a hospital full of tubes and dying there. The question then becomes creating a game plan where everyone knows what is expected and we can do as she wants. Irene just called me to say she and Ira were leaving, the doctor had not called yet, but there was an aide with her for the rest of the day. She mentioned that she and Ira thought that Mom should have someone there at least part of every day. Wendy had already urged me to do the same thing so we were all on the same page. We all want Mom to be as happy as possible for as long as possible and to do we have to have a plan. That way if, and when the situation comes up again like yesterday and today, we already know what procedure to follow. Your wife is no wimp, she will do as she pleases but in the end we all have to agree on a structure that will function well and that will begin this week. You don't have to worry Dad, all three of us are on the same page, going in the same direction with the same end results in mind. It is an honor and pleasure having siblings whose end results are the same as mine, which is the best life for Mom for as long as she is with us.

Regards,

Andrew

**10/9/17**

**4:40pm EST - Spinal Rehabilitation Center, Roseland, NJ**

Today started the company evaluations and they began with me reviewing Mike and then Vinnie. Both are doing excellent jobs and afterwards we had a joint meeting discussing our company's future plans, how to handle our employees more efficiently and the upcoming expansion.

Review time is always stressful but today was an excellent start and we will spend most of tomorrow doing more.

I am at my chiropractor and John's mother, the wife of my former high School Band Director told me that her husband really liked the Vest and was using it a lot. He had one comment about moving one of the waists straps to

a lower position and I suggested he try crossing the straps so we will see if that helps in creating more of a “cage of support” around his stomach. The alpha test is yielding excellent data and will be used for the next version that Alex is currently designing. Whether the Vest “sells” or not we will need more sales for our company so it is always a constant requirement for me.

The database project had changed direction and will now be using a commercially available system as opposed to custom software which is fine with me. Mike guarantees it will be ready for a beta testing by the first of the year.

**10/10/17**

**7:49pm EST - My House, NJ**

The review process continued today and, as always, it was a difficult but highly necessary process. Some of our team members have done exceptionally well, others not so good and with the reviews came some position changes and responsibilities. We are a multi-cultural, highly eclectic group and our members have various traits and capabilities that make them invaluable. We will continually move forward to find the best places for them. Some work better alone or and with small teams and it is up to me to insure they continually work in their best environments. It is a constant challenge but generally goes well. One major note, I have given up my assistant Alexis. She has done a very good job but is being promoted to the Art Department so I will make spread out her former duties to other people and am confident it will be fine. We still have the people in shipping to review tomorrow, as well as Kayla.

Grass is starting to grow in the repaired areas for our home “Water Project” a very welcomed site especially where it encroached on our neighbor’s lawn.

**10/11/17**

**2:13pm EST - My Office, NJ**

We finished the reviews this morning. Done for another year! Now all we have to do is pay the bonuses and the pay increases. There has been a bunch of re-arrangements of people and tasks so that will take some time to get into a new flow. Rich is on vacation which means a lot of quoting for me while he is gone which is fine as it keeps me in the mix for new products and possible business.

**10/12/17**

**2:48pm EST - My Office, NJ**

I went to see my periodontist Dr. Weiss today, gave him a copy of my new book which he really liked and got my results. He was highly pleased with the healing process, said everything looked really good and I won’t have to come back for six months. I was extremely happy with the work he did, his staff, his overall organization and I would highly recommend them to everyone.

Conrad was in yesterday for his first day of helping with our machine

shop. As we all hoped, he had an excellent day and the amount of great suggestions have already increased our efficiency and capabilities. He is with us one day a week for now and hopefully more later.

President Trump says he is trying to either greatly alter or “gut” the NAFTA Agreement. He is messing around with things that are running well and should be left alone. We have a location in Mexico as well as other countries and he is making conducting business much harder.

**10/13/17**

**9:24pm EST - My House, NJ**

I spoke to Mike the patent attorney for an update. He is making progress on the Vest Provisional Patent Application and as per his instructions. There are some other Patents already out there that could have some bearing on us so, I have authorized Mike to see if they want to sell or assign their rights to us for a price. I anticipate some negotiations to follow if we file in the US. I don't think we need them but it is always better to be careful. All of the preparations for tomorrow's trip are ready.

I spoke to Kayla. Forest fires are within an hour of her apartment in San Francisco. Although there is no danger from the actual flames, the secondary smoke is very bad and starting to affect her. She will probably have to leave the area for the weekend. She will also check for an air filter for her place. There are fires in multiple places there, very scary to see them on television.

Our landscaper Nick was here tonight. He picked up a check for the work he did to replant after the water project was completed. We discussed additional repair work but that won't happen until the spring.

**10/14/17**

**5:20pm EST - JFK Airport; Queens, NY**

It is Saturday, I was up at 6:15am, worked out in our basement then went out for a ride. It was very pleasant. Then back home, cleaned up and went to lunch with Wendy. Since I am traveling tonight, I thought that would be nice to spend some time together. That turned out to be a good assumption and it was a very pleasant. We spoke about family, relationships and afterwards it was back home. I then went biking again, had a good time and came home very tired which was what I wanted. After getting cleaned up again, I finished packing and then relaxed with Wendy until Aziz the Driver picked me up. As always it was sad to leave my wonderful wife but it is good to go and always better to come home so I take nothing for granted. Aziz took the Verrazano Bridge which was a different route for me and we got here in under seventy minutes which is very fast. I ended up getting here before the Lufthansa check-in area which was opened so I have thirty-four minutes to edit before starting to the process.

I spoke to Nick our landscaper last night. He is going to move my pots from around the driveway as soon as the flowers in them are done so they

won't be destroyed if he hits them. The grass seed he put down after the water repairs is looking good so I am hopeful the construction will mostly be invisible by next month.

**10/14/17**

**7:30pm EST - JFK Airport; Queens, NY**

**Lufthansa Lounge**

I got my tickets, everything was fine and then I went through the security line. My laptop bag was separated for re-checking and it turns out it sparked an alarm for explosives. According to the people there, that could be from anything including, fruit, food or too many containers of medications all of which were in my bag. After being pulled aside and thoroughly, and I mean thoroughly searched by two guards and numerous checking of my gear through the explosives tester, they let me go through. Apparently they have tightened up the security procedures again and now, not only do I have to pull out my iPad, but also any food or medications and still risk be body searched again. It was a highly unpleasant experience and one I will do a lot to avoid in the future. This probably means I will not be able to do carry-on through this airport again, hopefully Newark will be a little easier. I am all for security but that last encounter was pretty invasive and upsetting.

**10/15/17**

**9:20am German Time**

**Flying over Ireland 1:37 hours to go**

Although the experience at the security gate at JFK was lousy, my time at the Lufthansa Lounge was very nice, the people were great and the food was excellent. Once onboard, this plane I had a big decision to make. Okay, maybe not a big decision but a choice. I dropped about four pounds since my gum surgery and I was having a great time with my pants being a bit loose and was I hoping to keep it that way for a while. Since being a "chubby" child, I have always been paranoid about my weight and monitoring it constantly to stay within a certain range. Regardless, I was really good about watching what I ate yesterday, except for the three servings of nuts felt great until I got here. I knew they would be servicing a very good meal but I wasn't hungry. In the "old days" I would have eaten it anyway. Instead I decided to go to sleep. This flight is six hours and forty minutes long to Frankfurt. It looks like I got four hours of sleep which is fantastic because that, with some naps, is enough to keep me functional for today and help me to transition to local time. It may not sound like a big deal but believe me it is.

One of the reasons I have a suitcase underneath this plane is to carry one of the Vests with a set of the ice/heat packs which cannot be in carry-on. I want to show it both to our customers in Europe and also Igor because he will be the prime salesman. He has done a great job with the BuildTak line and I hope to get him excited about the Vest because it too could bring in a lot of

sales. When he finds out it could be a possible blockbuster and mean a major change in his life I think he will get excited. The second reason for bringing the Vest is for me so that I can wear it. It is amazing to me how well it works and I normally have one close by to me at all times in case of trouble.

It is time to start working on the marketing brochure for the Vest. The copy below will change obviously over time.

Hi there! You with the bad back. Yes I am talking to you!

If you have spent your life heavily exercising like me, have a work or sports-related injury or simply are feeling the accumulated wear and tear of daily life then, there is a good chance that you have a sore back. In my case I have strained, torn and herniated many of the discs in my middle and lower back which will never get much better. After the second major “episode” that occurred within the last year I was on the floor of my bedroom, withering in pain, unable to find any position where the agony would stop.

Does this sound familiar to you?

After a trip to the hospital emergency room and an influx of very heavy pain medication, I vowed to find a better way that did not include Opioid medication, surgery or a major curtailment of my lifestyle. I realized that, during the worst of the pain, the only time I felt better was after an incredibly hot bath and then swaddling myself in a very tight towel. The compression and support of the cloth seemed to reduce the pain level. That gave me an idea which began to germinate as I slowly recovered. What if we could build a vest that would be able to compress my back and at the same time target cold or hot packs in exactly the affected areas? One of the problems with using ice/heat packs is keeping them in the right place for a specific period of time. Through testing variations of materials and construction designs we came up with the Vest. I have to confess one of the best parts of the process was testing the various designs personally to actually see how well they worked. Every time I put on the prototype, a smile would come to my face because of the combination of the overall compression plus the targeted benefits of having the straps lock in the ice or heat packs in exactly the right position. Relief, for me, was and continues to be immediate.

Will this devise cure you back problem? Absolutely not

Will it help? It did for me.

This is not a cure, but it may help you to function better on a daily basis.

I am not a doctor, rather an inventor with the passion to take my future into my own hands. This product was tested by me, works for me and I hope it will do the same for you. If you are not completely satisfied then please send it back in the original package within 30 days of purchase, we will refund your money and pay for the shipping.

Thank-you

Andrew Jacobs



**10/15/17**

**6:21pm Hungary Time**

**In flight to Budapest**

My time waiting for my next flight in Frankfurt was excellent, calm and with very good food.

I boarded this flight to find out the incorrect seat was posted on my ticket. I think that they switched to a smaller plane with less business class seats.

I still got to stay up front but my suitcase is not stored near me which means I may have to wait until the plane empties before I can get it. So it goes. I have a bag under the plane anyway so I am not going anywhere as soon as we land. There is a beautiful sunset in progress, home seems very far away. I look forward to getting a walk outside later on.

**10/16/17**

**8:53am Hungary Time**

**On the road to Alsózsolca, Hungary**

We landed an hour late which was fine since I did not have a connecting flight. I got my bag and was picked up by Daniel, our driver for the next three days. He whisked me to the Hotel Corinthia where Igor had already checked in. I was pretty tired but exercised a little anyway to try and make sure I could sleep. I then ate the six hard boiled eggs from home along with the grapes, pretzels and some of Elana's cookies. It was an excellent meal and after I took a badly needed shower, I went to sleep. I got 5 1/2 hours which, considering the time change, was excellent and was up at 4:00am. I spoke to Wendy since it was only just past 10:00pm her time last night. She had spent part of the day volunteering at a local gathering for kids and had a good time. I exercised in my room and then went down to the hotel gym. It was wonderful in that the machines were good, the place was clean and I was alone for the first half hour. Once finished I changed to have breakfast and met Igor on his way downstairs so we ate together. It was good to catch up, he and his family are well, business for IJ Europe is good and I started talking about the Vest. It turned out that he had been to an osteopath for a neck issue and she is very well connected in the Belgium health community and might be a perfect person to help market our invention. I then got changed and met Igor in the main lobby. Daniel was waiting for us and now we are on our way to our first sales call.

**10/16/17**

**11:28am Hungary Time**

**On the way to Tatabánya, Hungary**

We stopped at a local supermarket before our sales call. I had the idea that we could use a bag of frozen vegetable in place of the usual ice packs for the Vest. If the idea worked, we could do that everywhere we traveled, which would make things much easier, since the US airlines prohibit them with carry-

on luggage. As Igor and I walked into the market complex, it became immediately apparent that we, meaning me, stood out as definitely a foreigner. It is not an unusual thing to happen as I travel but I do try to be careful because it does increase the chances of being a crime target. It was rather comical as Igor and I walked along the frozen food dispensers trying to figure out which type of frozen food would be best. We immediately ruled out anything that, when melting, could leak and stain the vest which meant no meat and nothing that would not lie flat like corn on the cob. We settled on a mixture of carrots and peas figuring they were dense and would hold the cold for as long as possible. Later at the customer's we "loaded" the pouches with the vegetables and went inside. We did a lot of business with Sanmina globally and Igor did a nice amount of business with this location. The buyer was a pleasant man, he gave us his background and talked about new areas where we could do business. We then gave him our new brochure. Earlier that day, Igor asked me why we had not done the brochure years ago. My answer was that a customer from Flextronics demanded it. We had hesitated previously because we knew it would take a lot of work to design and assemble, plus be very expensive. However once we finished, the resulting brochure was amazing and I was indeed sorry we had not done it a long time ago. After showing all of our samples and talking in general we showed him the Vest. He was intrigued, liked the design and even tried it on. If nothing else he will remember us for that which was part of the reason we made it. Branding and staying in the memory of our customers is critical and there are always multiple avenues to achieve that goal. We will continue to do as many as possible at the same time.

We have about two and quarter hours until our next meeting. We will stop along the way. By the way the frozen vegetables worked, we plan to use the idea again.

**10/16/17**

**3:39pm Hungary Time**

**In Route to Budapest**

The meeting at another Sanmina location went well. There were three buyers and Igor was already doing business with them. They really liked our brochure, hearing about our new capabilities, Kayla's 3D printing tool and the new Vest. They were very nice and it is a pleasure doing business with them. I really enjoy meeting people from around the world. The similarities and differences are fascinating and my general feeling continues that most people are good, want to do positive things and are happy to treat others as they wish to be treated themselves.

**10/17/17**

**9:43am Hungary Time**

**In Route to Romania**

We stopped at a shopping mall on the way back to our hotel where I

picked up fruit and my dinner, Igor decided he will get something later. We ended up in traffic but we were back to the hotel by 5:00pm. Igor and I split up for the evening and after going out for a quick walk, I got really tired and ended up on the hotel downstairs couch and called Kayla. We had not spoken for a few days so it was great to catch up. After that, I went up to my room, I locked the door and was in for the evening. The food I got was excellent and I was asleep by 8:15pm. I was up at 3:30am, called Wendy, she was well, then exercised in my room and went downstairs to the gym, it was very pleasant. After Igor and I had breakfast, we talked more about business and marketing and then we checked out. I would come back to this hotel since it was very nice and Daniel took us to our first call which was at NCR. The buyer was interesting in that he wanted to get away from technology as much as possible but, he just had his second child so I am not sure he can financially “go off the grid”. He has a dream and I hope one day he and his family can achieve it.

**10/17/17**

### **12:16pm Romania Time**

As we approached the border crossing from Hungary to Romania, I hoped it would not be a big deal. After getting searched at JFK a few days ago, I was still a little wary of public officials and sure enough the line we were on suddenly stopped. After waiting about fifteen minutes, which seemed like a lot longer, my trepidation level was rising, the line began to move again and we were up to the security window. They asked for our identification and the car license, I wasn't really nervous but a little concerned. Happily they waved us through and we zoomed onward towards Timisoara, our destination. However, we needed to make a restroom stop and the first one that came up was simply for gas and a toilet. As we got out of the car, middle eastern music was loudly playing over the outside sound system and there were a lot of very interesting looking people hanging around. My interior security alarm however was not going off so we walked over to a man outside who appeared to be the custodian of the restrooms. In many cases, you have to pay money to use the facilities but our driver Daniel said it was a voluntary fee so I gave the man two Romanian Dollars which was about .50US and he happily waved us through. Once back out, we were quickly on our way but the combination of the music and the people gave the place quite an ambiance.

**10/17/17**

### **8:40pm Hungary Time**

#### **Hotel Timisoara**

We made it here at a very good time so Igor, our driver Daniel and I had a leisurely lunch at a place we stopped for gas. I had my last two, nut spread and jam sandwiches on gluten-free bread I had brought from home, Igor bought a sandwich and Daniel just had coffee. It was a laid back moment where we talked about business, family and Igor's future, maybe the part about planning

Igor's life was not so peaceful for him but it was all pleasant. From there, we made a sales call on Kimball Corporation who deals with IJX and then we can back to town. We went to our hotel and as we walked in the lobby, it was very warm, it had been a very hot day, highly unusual for this time of year and I wanted to be sure our rooms were air-conditioned. When I asked the staff, they said that there was air-conditioning but it had been turned off for the season. Taking this as a sign we had Daniel drive us back to the center of town and after trying to get into the other hotels, I remembered this one, where we had stayed before. They had two rooms and although their air-conditioning was also turned off, I believed that was the case everywhere, the building itself seemed bathed in shade and I made the decision to switch. Once in our rooms, Igor decided to remain and answer emails and I went out for a walk and to find food. I had wanted some more chicken shawarma but the Turkish Restaurant I knew was closed for renovations and I could not find the other one suggested by the hotel staff. Walking around I remembered another restaurant from a previous trip, went there and ordered two different types of salads and two orders of grilled trout. I also stopped off to get some decaffeinated tea on the way back and then had a feast in my room, by myself, watching the new Star Trek series on Netflix. I had gotten my ice packs frozen at the downstairs bar, they were very nice, and as I write this I have the vest lying behind me providing some welcome cooling since my room is still warm. I have two open windows and I am hoping the bugs don't come in and that it gets cooler soon.

**10/18/17**

**12:49pm Romania Time**

**Timisoara Airport, Romania**

I eventually got to sleep last night, was up at 4:00am, not enough rest, exercised in my room and then attempted to get into the gym downstairs. Apparently, someone in the recent past had gotten in before it opened and then tried to sue the hotel because he "fell". Therefore, no-one could get in without an attendant. Deciding to improvise, I worked out a route from the main lobby, up some stairs, around various places and then outside to cool off and repeated it, or variations thereof, until my workout time was over. Once dressed, I picked up Igor and we had breakfast. Daniel picked us up and got us to Nokia in plenty of time. Once inside we met with two people, one person in charge of our main commodity which was labels and the other her supervisor. They were both very nice and we spoke about our company background, their history as buyers and the upcoming meeting in China which included one of them. It was a good meeting, we were out in under an hour and back to the hotel. I then packed, checked us out and I was off to a local Mall to buy food. I found out something very interesting about food in general and Igor in particular. He commented more than once on the fact that I liked the Middle Eastern cooked chicken known as shawarma. He thought I was crazy eating something that was slow cooking over time. He had never eaten it nor planned to try. On the

other hand he was eating processed red meats and pork like sausages, all types of cheese, wheat based bread, all the kinds of things I tried to stay away from. That was what he was brought up on. Therefore, the lesson is that whatever you were used to as a child will not only greatly influence what you eat but your opinions about others who eat them. I grew up eating huge amounts of red meat, dairy products, breads and wheat based cakes therefore you can change but it has to be an active pathway or you are being fed by someone and following their views on food. In the end, I doubt whether Igor will ever change to my diet which is totally fine, it is much easier for him to find food to eat anywhere. But I am still happy with the chicken and other food I have in my luggage in case there is nothing I can eat in the plane.

Once we got to the airport, we said goodbye to Daniel, Igor and I separated because we were on different sides of this airport. It was good to see him and the next trip, I hope, will be centered on marketing, selling the Vest and setting up distribution channels through Europe.

Going through security my laptop bag again gave out an alarm for explosives. A very frustrating occurrence but this time it did not mean a complete pat-down of my body. I have already emailed myself a note to thoroughly clean it after I get home. This is a nice lounge, it was very warm but I asked the nice attendant to put on the air conditioning, judging by the fact that few people seem to use it here in Timisoara, it was very good of her to put it on. I have about another fifteen minutes here before I got to the gate.

**10/18/17**

**1:43pm EST - In Route To NJ**

6:10 to go, we are just starting on our way across the Atlantic Ocean 3,010 miles to Newark. We actually left Timisoara early, thank-you Lufthansa Airlines, arrived early which gave me the chance to get to my gate without a great deal of stress. Except for the fact that I had to go through security again and I started sweating at the idea that my laptop bag might set-off another bomb alert. This time however I mentioned to the security people of the last two false readings trying to head off trouble but it turned out my bag was okay.

I will generally keep to myself when flying but the young man who sat next to me caught my attention by the way he was dressed, I figured he was a successful, high end computer “coding” guy. But then, I looked at him again and I realized I recognized him. I was sitting next to a guy I had seen in three movies and then came the conundrum of whether I should say anything. Always one to rise to a challenge, I asked him if he was the guy I thought he was. Turned out he was and a long conversation ensued. He had been in other movies but usually played dark characters therefore he said that people were sometimes afraid to talk to him. However, the three I saw were all positive and he was very good in them which I told him. We have great conversation covering both our careers, families and love of writing. He is working on producing his own movie and said he would let me know when it comes out because I want to see it. He also is going to tell his girlfriend about the Vest, she has some back issues

and it might help her.

But the time had come to get back to work so I began editing.

**10/19/17**

**3:56pm EST - My Office, NJ**

We landed early, my luggage came out quickly and Aziz the Driver got me home in good time. It was great to get there and see Wendy. I ate, unpacked, was able to sleep and got up at my regular 4:15am time. I did my usual workout inside, it was now dark when I biked at this time of year so I had both my front and rear lights on. After I got cleaned up, it was here to the office where I had a fantastic day of catching up, getting a lot done and working on personnel and other issues. The new Vest logo is still in work but the two current variations are looking really good. More vest prototypes are shipping out today and the response has been very favorable. Sales for this month are good so far, always a wonderful thing and I am going to leave soon because, although the jet lag has not been bad, I don't want to push myself too hard.

**10/19/17**

**6:31pm EST - My House, NJ**

Dear Dad,

I got an email from my friend John Rudder today. You never met him but his comments on my writing reflect back to you. John wrote that he really liked my last book, especially the letters I wrote to you and he even documented his favorite entries. He went on to talk about his Dad, which was one of the reasons that I started to write to you. From it, people knew that you and I did not have a perfect relationship and if I could write about my continuing journey to find peace then maybe they could start on their own paths. Wendy had already mentioned they were her favorite entries and my team had previously liked them also. Therefore, in the end, even though you have passed, you and I are still linked together. The good part of that is that I have been increasingly able to see the good things you did, extract positive lessons from the negative actions you took and overall raise my level of regard towards you. It is sometimes painful to do this as it often stems from something that triggers negative memories of what happened between us. When I first began in the business and our relationship was much easier, I could talk to you freely about what happened during any particular day, how people reacted and how you and grandfather handled various situations, which in most cases, continued to happen again and again over time. The more successful I got, the more difficult it became between us because of the competitive relationship we had. Eventually, at the end I found joy and safety in cutting you off from any information because you would use it against me. Besides, you hated not being in the loop of life and I knew it. I also knew you highly disliked when I ignored your advice and even worse stopped asking for it and negated it when you offered it without my asking. I realize now, as time has passed that I too was no "bed of roses" for

you either. I was obstinate, highly motivated to create a big company, against your wishes and which you actively fought and in general wanted a different life than you chose. It could have been much easier between us, had we been able to bridge our differences we would have been a formidable team but that was not meant to be. People like to read what I write to you because they see themselves in the same position as me, full of frustration and disbelief that the best potential outcome could never happen because you would not permit it. But Dad, maybe the best lesson you could have taught me was the one that I created for myself. That was that I will not fight Kayla the way you fought me. I will not sacrifice our relationship as father and daughter as you did with me. I have learned, over time, what is really important and being her Dad and having her proud of me is much bigger than whether she is in the company or not. It was really difficult for me to find out that, after forty years had passed, that you never wanted me in the company and that Mom forced you to do it. It created a whole new set of scars that are just beginning to heal but they will and I will use that pain to continually reinforce what is important. In the end you got what you wanted, you made a lot of money from my efforts so my debt to you for hiring me, when you did not want to, and all of the training is fully paid back and more. I know you did your best and I know that there was a period of years where it did work out well but, it did not last long. Our time together continually reinforced my belief that we, as a company and I could go much further. You did not want to put in the time, commitment and willingness to work as hard and as long as I did and therefore, you were my guidepost as to how much further I could go. It is therefore totally understandable that the best writing that comes out of me directly evolves from my continuing quest to find the best in you, focus on that, define the worst and do the opposite. I will always remember that your last good piece of advice that I listened to, was that you can only do the best you can. The conflict with you, has helped to forge me into the person I am and I hope to become. The relationship between you and me is not the only road possible to help a child reach their true potential. I am a Dad first, a boss second but both journeys, towards their highest levels, do not have to be divergent. The sages were wrong when they say once someone is gone, you can never make peace with them. You and I continue towards finding areas that will bridge us together and that is going to take some more time. Thank-you for being a continual reminder to force myself to do better and enjoy the journey.

I hope you are well wherever you are.

Love,

Andrew

**10/21/17**

**9:04pm EST - My House, NJ**

This last trip was excellent regarding the time changes. I was able to adjust to local times well and sleep each night. Jet lag hit last night while I was taking a bath. I made it to my bed and was asleep before 9:00pm. Results from time

changes can sometimes not be immediate but they always hit eventually and mine is now in full swing. I had a very good, normal day but I was really tired and a bit cranky. I am going to sleep very soon. If all goes well, I will be over it by this Wednesday and then I leave to Asia on Saturday. The general rule is one day recovery for each hour lost or gained. I believe in that rule.

I started to take the dying flowers out of my pots tonight. By the time I get back from Asia, all will be gone and I will replant some, as per Wendy's wishes, with winter cabbages. It should start to cool down a lot over the next few weeks.

**10/22/17**

**1:09am EST - My House, NJ**

We went to a wedding tonight. A daughter of one of Wendy's tennis partners. Both she and her husband are wonderful people and it was a beautiful affair. As standard procedure, I now carry ear plugs to most functions because my hearing is becoming more sensitive over time and it actually hurts therefore, as always, it is better to be prepared. Ben and Kate broke up. I wish her the best but I think they are better off going their separate ways. Ben loves his new job as a software "coder."

**10/22/17**

**4:34pm EST - My House, NJ**

Because of getting in late last night, I slept in until 7:15am this morning. Otherwise my routine was normal regarding exercising. I went to see my Mom after lunch, she was well and looking forward to Rebecca's Wedding next month. I saw my brother, he is looking good and mentioned again how much he loves being a grandfather. I worked on additions for the Vest Provisional Patent. The initial effort looks good.

**10/23/17**

**3:03pm EST - My Office, NJ**

Jet lag is a strange experience. You never know if it will be bad as the trip is occurring, the second night after you get back, multiple nights or a weird variation of all of the above. Normally my stomach gets upset from the various environments, changes of water, food and etc. Another traveling variable and that one hit this morning. I thought I was sick until I realized it was trip related and after forcing myself to keep eating and a quick nap because I could not keep my eyes open with a headache, I was better. Hopefully, the main reaction is now done and I can look forward to doing it all again this Saturday when I leave for China. Is it worth it? Of course it is, that is not even a question or a consideration, it is part of my job and another example of "natural selection" because if I, and others like me, are willing to do this than the others who won't are left out of the game. My back is sore, I have the Vest on, it works well, I am very glad I have it. Others here in our office are doing the same thing, it is very gratifying as the inventor to see them using it.



**10/23/17**

**4:47pm EST - Roseland Spinal Center; Roseland, NJ**

I have always wanted control over my life. Whether it be in business, relationship, keeping my body in the best shape possible or dealing with adversarial conditions. I have also found that people like to be on the side of those trying to fix a condition that affects one of our team or the world as a whole. That is why the Vest project is so important from multiple perspectives. On a personal level it is enabling me to help control my back pain, keeping me from resorting to Opioids and surgery. For my team it is the same thing and it is a joy to see our people wearing them as needed, not all the time but when their pain levels become a problem. It is the same thing with marketing the Vest to others. Yes, the money could be amazing but spreading the benefits will give us a huge amount of satisfaction by giving people back more control over their lives. I believe we are truly doing a good thing and it is great to be on this road whether it is adopted by many people or not.

**10/24/17**

**8:33pm EST - My House, NJ**

My check-up with Dr. Mesnard went well which is always great news. He even liked the Vest idea and wished us luck with the implementation. Once I got home, I checked our water systems and both appeared to be working well. I had a peaceful evening with my wonderful wife.

**10/25/17**

**5:14pm EST - Special Cuts; Livingston, NJ**

It has been an excellent day, a lot got done including work on the Vest. We now have a logo, thanks to Jennifer and Mike.

We are considering various types of new machinery for IJUS to expand our product lines, depending on how much money is available over the next few months. Kayla sounds like she has a cold, hopefully she can get rid of it before she leave for China on Saturday. We are still waiting for the final version of the lease for our new space, hopefully it is in before Friday so I can sign it, therefore demolition can begin while I am away next week.

**10/25/17**

**8:29pm EST - My House, NJ**

Dear Dad,

When I was growing up and you were still in business with Uncle Leonard, you had a printing plant in Manhattan. I used to love going there, not just to see the city itself but your operation with the printing presses, bindery and all the energy that seem to permeate every inch of it. I never forgot the feel of being there even after you broke up with your brother, moved to New Jersey and became a printing broker again, like you were with grandfather. When I came

into the business in 1977, you had already been in New Jersey for six years. You never wanted to go back to Manhattan to work and never wanted another plant. In my case, being brought up in the printing business as a broker, meaning we did not have our own plant, had many advantages. I had to learn all types of printing processes, equipment and their capabilities. With that knowledge and your help I was able to learn to mix and match technologies, create new ways of doing things and generally use my brain to make us both money. As time went on however the urge to have a plant of my own blossomed and to your credit you never tried to stop me, in fact you thought it was a good idea. It was something I always wanted to do and you said I should try, but you wanted no part of it. In the end it did not matter, you retired in the early 1990's and by early 2000 I had decided we would build a plant.

Having our own manufacturing site has been mostly great and I was reminded of you over the past few days. We are expanding by about 40% which means we will need more equipment and people, the increase in overhead will be substantial. Expansion was the last thing you wanted but I have to think there was a time in your life, with your brother, when you liked having the plant.

I am at the point now, where I am supposed to sign the new lease this week, my stomach, as expected, is starting to jump. We are already hiring more people and the new leased space is not cheap. On the other hand not growing is not an option, at least not for me. You used to say a company did not have to grow to be successful, however your own experience did not prove that out. Had we not expanded into new areas and grown I am not sure if we would have survived. Owning a plant is not for the faint of heart, but having someone else make decisions that directly affect me, is a much worse path to travel. I know in my mind that this expansion is not a choice, it is a necessity. I also know that were you still alive, you would look at me with those doubting eyes and tell me it is not the way you would do it. However, you were a very intelligent man and you were able to gauge the environment well. You could be right this time and we could be heading into a brick wall. I don't see that we have a choice. If you are watching however take solace, as I do, that the training you gave me, especially in being able to think outside the box, has enabled us to get where we are and the chance to soar where I want to go.

Thanks,  
Andrew

**10/26/17**

**1:48pm EST - My Office, NJ**

We did the final walkthrough for the new space this morning. Reality is setting in and my stomach is starting to churn. With that, it is time to start to work out the marketing plan for the Vest. Mike and I had a meeting this morning and agreed that once Alex's new design is finalized we will make 100 units of various sizes, give them to our chiropractor, physical therapist and pain management contacts and run the beta test. If the results are positive then, go forward with the marketing through those three groups.

Now begins the structure to market. Obviously when people order through our website the flow is simple. The order comes in, it is processed and invoiced.

However, when going through distributor networks it is a bit more complicated. We have to figure out a way where everyone in the selling chain benefits and we still make money. There are various models and we will endeavor to review them all to see what works for us. Most probably it will be a hybrid version of multiple types. We will learn as we go. Like with everything else. I am sure we will make mistakes.

President Trump just declared the US Opioid Addiction Epidemic a public health emergency. That is great news on all fronts and since our Vests are set-up to hopefully reduce the pain that can push people into addiction, we might be able to help this problem.

As it turns out, we can't use BAKVEST for the copyright because BAK is considered descriptive since it is a derivation of back. We have been looking for alternative names, it is not an easy process.

David the publisher came in today, the Literary Collective is still running but losing steam. We need to find a way not only to get more authors and subscribers which is an interesting challenge but, we are on it.

**10/27/17**

**2:26pm EST - My Office, NJ**

Hi David, (the Publisher)

Once again congrats about being a grandfather!

I have been thinking about your circulation, the average age of your customers and wondering what could be done to change the business equation.

I looked at the paper you dropped off yesterday. It was well written and of interest, especially to people fifty years old and over.

However, your demographic is aging and in order to try and bring in younger readers, who are not prone to buying or reading newspapers, a fresh approach might be in order.

I look to local libraries as an inspiration. While the overall reading of actual books may have decreased, they have created 3D printing centers which draw in people of all ages. While 3D printing has nothing to do with books, it is an excellent conduit to reach a group that would otherwise be lost and once they are inside the libraries they are much more prone to utilize the other resources.

Currently for you:

- An advertiser runs an ad
- That ad either generates sales or not
- The ad is run again, changed and run again or discontinued

In other words there is no continuing relationship created between the advertiser, your newspaper, and the reader. Since you already endorse political candidates, get revenue from various groups and companies I don't think there

can be a conflict of interest in what I will be suggesting.

Your advantages:

1. Already have a subscription and online service
2. Have the capacity to expand for additional advertising and features
3. Have the “clout” to co-partner with other publications as well as local radio and television stations who are also feeling the effects of having a 50+ age listener base with diminishing subscriptions

The idea is gathering all of the 50+ communication mediums together and also inject products that will attract younger consumers/readers and advertisers. Everyone will co-advertise with each other on their different non-competing mediums with the advertisers getting bulk discounts across various media outlets and credit for bringing in subscribers and additional advertisers.

Of course I have the perfect product to start with is our 3D printing line BuildTak. It is already sold internationally and the marketing is headed by my daughter Kayla. Everyone who prints 3D can use our products.

If you are interested I will create an overall structure of how it would work and get it to you after I get back from Asia.

Regards,

Andy

**10/28/17**

**8:43am EST - Newark Liberty Airport; Elizabeth, NJ  
United Airlines Lounge**

I got up at 3:00am this morning, after exercising in our basement I went out biking. It was amazing, pitch black and the stars were dazzling. I had two front, powerful bike lights and they gave me plenty of beam strength to see where I was going. After getting back, I ate breakfast, cleaned up, finished packing and was ready for Aziz the Driver to pick me up. He was early, always a good thing and I was here and through security with lots of time before my flight. As always it was hard leaving Wendy but I get to see Kayla tomorrow so that is a very good thing. I have a lot of editing and marketing to do so I might as well get to it.

**10/28/17**

**10:31am EST - On The Plane**

We should be taking off soon which will be excellent, lunch will follow soon after. I stopped for a moment yesterday and enjoyed the pre-preparation part of the trip. Having a purpose, a cause, a meaning to be out on the road is truly enthralling and empowering to me. I hope I can keep doing this for a long time. I am a very fortunate man and realize it constantly.

**10/29/17**

**5:38am China Time**

In flight over the Eastern Siberian Sea near Russia 7:08 hours to go

I try to be very nice to people sitting next to me on planes. For instance, if I have the aisle seat I always try and mention to the person they can go out to the restroom as many times as needed, it is not a problem. I did the same with the gentleman sitting next to me and he seemed pleasant enough. However, he violated one of the unwritten laws of traveling in that for the first few hours of this flight, he kept his window shade open which sent a glare wave onto me. Obviously it was his right to do so, he was reading his newspaper. That however then released me from not keeping my overhead light on while he was trying to sleep. I normally would have kept it off if I saw him struggling but I got a headache from the glare so all is fair. I am very glad, as usual that I brought extra food, it already came in handy. We are due to get to the gate about 1:00pm local time which is 1:00am NJ time. That would be great because it will give me time to exercise before Kay arrives. I just had dinner so I should be set, food-wise for a while. Editing is going well.

**10/29/17**

**5:49pm China Time**

**Intercontinental Hotel Shanghai Pudong**

The flight over was excellent except that I had a headache through a lot of it. I ended up mostly listening to Jean Shepherd radio shows and trying to sleep. I did get a little more editing done. We arrived more than an hour early and I was quickly through Customs and Security. My ride was ready when I got out onto the main visitor area and the trip here was pleasant. After checking in, I worked-out in my room, although my heart was not in it. Jet-lag and the twelve hour time change were making themselves known and I made it through twenty-five minutes on the treadmill downstairs before calling it quits and then got cleaned up. I will go up to the lounge and wait for Kay to text me she is on her way. If I can avoid falling asleep that would be best so I can get to sleep tonight and onto Chinese time. I am pretty tired, I only got a few hours of sleep on the plane.

**10/30/17**

**11:00am China Time**

**Intercontinental Hotel Shanghai Pudong**

Kayla arrived on schedule and we had a very pleasant dinner catching up. She looks well and is excited about the coming week. I was concerned about being able to sleep but I was in bed by 10:00pm and got up at 6:00am which has mostly put me on local time. I exercised in my room, had breakfast with Kay where we talked about family, life, long term planning and then we both ended up in the gym. I was on the treadmill and at the end was dancing along with the Michael Flatley Lord of the Dance video which must have been most

comical if someone was watching. I will get cleaned up soon, eat one of my almond butter and jam sandwiches and fruit for lunch, and then meet Kay downstairs with Rina to go to the customer for price negotiations. I believe we are prepared for the meeting. It could last three hours but I am hoping it will stay on a very positive level. They want price reductions which I am prepared to give but overall, global business with us is way down from last year so we either need to get a chance at more or they will become increasingly less important.

**10/30/17**

**6:07pm China Time**

**Intercontinental Hotel Shanghai Pudong**

Rina picked us up at 1:00pm and we were at the customer on time for 2:00pm. Historically, in these meetings we go over the majority of the parts we make for them and they try and battle us down to the lowest prices possible. In this case however, I had taken the time to check the sale totals with them for 2016 and so far for 2017 and they did not look good. Globally, business with them was down and we estimated that they would only represent 3% of our total sales for 2017. This is a far cry from just a few years ago which was bad but it did mean that they did not have nearly the power over us like before. Once we got into the meeting, it was apparent that their use of our products was going to continue to decline, not our fault that their product lines changed, and there was nothing anyone could do about it. They had some other Divisions which might have new business but the odds were good we would not be suitable for most of it. Therefore, as my father always said, no customer lasts forever, it looked like this one will continue to decrease until it was gone. That being said there was no real pressure they could put on us. I they wanted to change to a cheaper supplier then that was their right but we were the best vendor for the bulk of what they still needed. We had just gone through a price review for them last month and I was not willing to give anymore additional reductions. Therefore, the meeting ended with them saying that they would try and get us the opportunity to get more orders but we both knew it would probably not work. They are nice people and I am very sorry that their business in our areas is not growing. I was very tired by the time we got back to the van. These type of meetings are very tough especially when highly jet-lagged. This situation is a good reminder as to why we are after new customers and business continually because we are always losing some sales over time.

Once back here Kayla and I went to the lounge. It was very pleasant and I will go pick her up soon for dinner. She did well in the meeting today, as did Rina.

**10/31/17**

**2:46am China Time**

**Intercontinental Hotel Shanghai Pudong**

The air conditioning went out in my room yesterday morning and after a lot of fuss, it was fixed. It went out again last night right when I was trying to go to sleep and this time I went ballistic until I found out that since it was the end of October, the air conditioning had been shut off and they put it on for this floor especially for me. That calmed me down and I was able to go to sleep early but as you can see by the time above, I did not make it through the night. When I woke up I checked my email, knowing that this meant not going back to sleep. As is usual with God and Fate, there was an issue I needed to address so there were emails and phone calls to the office and everything was taken care of.

We now have two customers who are battling us regarding heavy price reductions. These “things” go in waves and it will probably happen with more customers. The best hedge against this is to go after both new customers and product lines as well as selling finished products as opposed to parts. I have seen this happen before, we are doing what is necessary, it just might get a little rocky for a while. Of course this has happened when we were expanding, I also expected that. It is time to ratchet up the fight to attack on all fronts. I told Paulina she has to go after new customers and pieces of business now. She has to check to see who at our current customers have left for new companies to try and get sales from their new employers. Kayla will also have to center on finding new customers for all of our product lines. The market is changing and we will change with it.

Sometimes jet-lag and lack of sleep brings good clarity. The marketplace is telling us what to do, we will take the message to heart. Time to exercise, I need mental space to think.

**10/31/17**

**10:47am China Time**

**Intercontinental Hotel Shanghai Pudong**

In the middle of exercising this morning I decided to call my Mom. She liked to get phone calls from me when I am traveling both to make sure am that I am okay and to hear about where I am. We had our normal, brief update but before she got off the phone, she mentioned that she had been testing our Vest, she liked it and it made a difference when she wore it. She had been having chronic back and other issues for decades and to hear it helped was excellent. In addition, it came at the perfect time because I was at a very low end at that moment due to the potential business reductions and price pressures from two customers and to hear the Vest worked was amazing. In fact it changed everything and it felt like a message from God that we had a pathway to our next area for business and we would go after it full scale. Feeling energized, I immediately started planning our global launch while finishing my workout.

Once cleaned up, I had breakfast with Kay related to what happened and we agreed both that cold calling, via the old school methods was not for her. She would center on her abilities to help market the Vest, like BuildTak, get new customers, and build the brand through a group of various distributors, trade shows and an online presence. We also agreed that a new company would have to be created specifically for the Vest product line. There is a huge amount of be done but we have time over the next few days to get started and were I was feeling down before I am ready to attack now. We leave for the airport in twenty minutes, time to go check-out.

**10/31/17**

**3:00pm China Time**

**Shanghai Airport**

We got here in plenty of time for our flight but it is delayed to Xiamen. So far it is forty minutes but they will not tell us how long it will be. The good news is that we don't have a connecting flight. The tougher news is that we are both tired, it is hot in this room, very crowded and we are not sitting together because of limited seating. I hope we get some good news soon. I just saw a seat open up by Kayla and I grabbed it. At least we are now sitting together.

**10/31/17**

**4:16pm China Time**

**On the plane!**

If we stay to the new schedule we should be 75 minutes late.



# NOVEMBER

**11/1/17**

**2:28pm China Time**

**Conrad Xiamen Hotel, Top Floor Lounge**

The estimated time of being late was correct and as soon as we landed, I got a message from Ben that we would postpone dinner until tomorrow. After Kay and I got our luggage, we were met by Ben's assistant Cindy and Ben's driver. She is very pleasant and we had a nice time chatting on the way to this hotel. By the time we were checked in, it was already late so we went upstairs to the seafood restaurant for dinner. It turned out to be a good choice and Kayla enjoyed her Caesar salad and oysters. I had grilled chicken which was also good and we were back in our rooms by 9:00pm. I was asleep by 10:00pm and up at 4:00am, exercised in my room and then it was upstairs to the gym. Xiamen is an island surrounded by water. This hotel is located on the coastline which meant that the views from the higher floors were breathtaking. Added to that, the gym also overlooked a panorama of hills and beautifully laid out buildings that gradually became visible as the dawn turned to daylight. The treadmills were in excellent shape, I was alone and there was no loud music therefore I had an amazing workout. Once done and cleaned up, Kay and I came here for breakfast where there was a wonderful array of very good food. Afterwards we called Wendy, she is doing well except there was a terrorist attack in Manhattan, a thirty minute train ride from our house, with a bunch of people killed and injured. Never a good thing especially when I was away from home. We kept to positive topics and hopefully she is sleeping well. I then met Ben downstairs for an update which was one of the main reasons we had come to Xiamen. The IPO is on schedule and looks like it will be completed next month. If that is the case, then there will be a stockholders' meeting in KL, probably in December to vote on it. Ben and I will decide then when and if we sell our stock and then our next course of action. The options all look positive so it was a very good conversation. Kay then joined us and we left for IJX's manufacturing plant which is on the mainland. Ben and Kayla have known each other for years, get along well so the trip was mostly everyone catching up on family and business. Upon arrival we saw Allan, who runs IJX, got a tour of the facility, they have done an amazing job building up a very good sized company with excellent sales and we saw a bunch of IJX employees we had known from before. Once the tour was done, Kayla and I went over the Vest with Ben and Allan. Both Ben and Allan liked the product, what it could do and the potential marketing plan. They were also very much in favor of manufacturing here in China and will set-up pricing as soon as we get them a final design and bill of materials. The meeting went just as I had hoped and Ben, Kay and I then left to come back here. After Ben and his driver dropped us off, Kay and I changed clothes and went to the nearby mall to look for food. We finally settled on a sushi restaurant which turned out to have good food.

We then went outside and walked a little on the promenade that followed the coastline but I was tired and Kay wanted to come back here and go to the gym. I came here and thoroughly enjoyed some of my gluten-free pretzels and Coke Zero with lots of ice and a slice of lime while Kay worked-out.

As I gazed out the window onto the harbor, there is a massive array of boats and ships of various sizes with the big ones all looking like they are going towards a similar destination.

Kay asked me how much money I would put into the Vest project and I told her it depended on when how much we could get for selling our stock in Ideal Jacobs (Malaysia) Corp. Berhad. The less money we had available the more narrow the initial launch, investment in inventory and the marketing budget. I was jet-lagged, sleep deprived and badly needed a nap but could not to stop thinking.

**11/2/17**

### **6:53am EST - Xiamen Airport, China**

I had planned to return to the lounge later in the afternoon but a long nap nixed that Idea which was fine since I needed the sleep. Kayla and I met Ben, Jasmin, Kylie (their younger daughter), Allan, his wife and their daughter at a sushi restaurant. This was no ordinary establishment, Ben and Jasmin knew the owner and the various dishes kept coming out that ranged from standard and delicious to such unusual looking items that I left Kay to try them. It was a very good time and we all got a chance to know each other better. About 2 1/2 hours later, we were on our way back to the hotel and once there, I did most of my packing and went to sleep. I was up at 3:00am and exercised in my room. The Conrad Xiamen is a really nice hotel and we would definitely stay there again. Ben's driver brought us here and after waiting a while for security to open, we got swiftly through to our gate. Unfortunately, my power pack was confiscated because it did not have some type of label they required which was a momentary annoyance but I will replace it once home. It has been a good visit, Ben and I got a chance to talk about the future and IJX should be able to ramp up manufacturing for the Vest and other similar products once we get the final design and intellectual property protection in place.

**11/2/17**

### **3:06pm Hong Kong Time**

### **Harbour Plaza Hotel; Kowloon, China**

The plane ride in was fine as was getting through immigration. Our driver to this hotel was named Lawrence and, as luck would have it, he used to live in Long Island, not far from where Wendy grew up. This hotel was as nice as I remembered and when I brought Kayla up to the rooftop lounge, the panorama of the Hong Kong harbour skyline was, as she agreed, a sight to behold. Once we were checked-in, we went for a walk along the promenade which follows the harbour. It was a beautiful late morning stroll and afterwards we went into

Kowloon itself, first to a mall where I knew, from past experience, had a food court on the bottom floor. We decided on sushi and had a very pleasant, light lunch. From there, we walked to the market area where Kay had to stop me before I bought way too much good looking fruit. It was then back here where Kay is scheduled for a spa treatment and I just got back from walking again along the promenade. A nap is in my near future. It is beautiful here.

**11/3/17**

**10:42am Hong Kong Time**

**Hong Kong Airport on the plane**

I met Kay in the early evening and we hopped a cab to a restaurant that specializes in Peking duck. I had a strange feeling as soon as I walked in and it might have been the same one that my father in law Jeff had brought me when we landed on my first trip here two decades ago. Kay and I had a wonderful dinner in addition to the duck I had chicken and vegetables, she had soup dumplings, one of her favorites. By then it was dark and the harbour buildings were aglow with various lights and it was as amazing as I remembered it. Once back at the hotel, we again went up to the roof and the panorama was dazzling. Kay agreed it was everything I promised. I then went to sleep and was up at 3:00am to workout. It was very pleasant inside my room and then I was up to the gym where the treadmill session was excellent. While on it, I was watching old John Wayne and Cary Grant movies on YouTube. After cleaning up, Kay and I had breakfast, checked out and the trip to here was swift. On the way we spoke to Wendy. She is well and had stopped by the office. Turns out the new Vest prototype from Alex was there and she liked it a lot. I can't wait to see it. As always it was very hard to say goodbye to my amazing daughter. Her flight is an hour later than mine. However, we will see each other again in two weeks, definitely something to look forward to.

**11/3/17**

**3:01am EST**

**In Flight To Home**

Dear Bunny,

Whenever anyone asks me about my favorite city to visit I always say Hong Kong. The family trip you took us on twenty years ago was my first real foreign destination. I fought going with everything I had, but you were relentless in your zeal that I should experience what it was like, while it was still under British control. At that time, I did not care about anything past the United States, in fact I rarely left New Jersey. You were so right to bring us there, especially me, because it radically changed the direction of my life. Once we got there and I saw the potential for the world my goals went global. Going to see potential suppliers, the chances to do business, just feeling the amazing energy changed everything. Once we got back, I started to travel much further from home and when one of our customers demanded we set-up operations in Asia

and Europe I did not shrink from the challenge. However, had I not been there first with you, I might not have been willing to make that leap. Once we started, we have not stopped and as I write this I have just left Hong Kong again for home. Your granddaughter was with me, we covered three cities, all in a weeks time. Going long distances doesn't cause me grief, rather it is now a challenge and simply a part of our jobs. Both Kayla and I are happy to go where the business flows, although your granddaughter did not have to be prodded to travel, she was like you from birth, and always wanted to be on the road. By the way, speaking of Kayla, I am sure you are as proud of her as I am. She is already a General Manager for us, in under three years, and can hold her own with almost anyone. As times goes on, she will become indomitable. We travel a lot together and she is an amazing woman. We spent a day in Hong Kong this trip, I wanted her to see what you showed me. She saw the harbour by day, by night and absorbed the energy flow that had engulfed her as it did to me. I wanted her to see it because it also reminded me of you. You changed our lives in so many good ways I wanted you to know that even though you are gone we think about you all the time. Your positive influence on me was huge and the reverberations of that original trip was and still changing my life. I hope you are incredibly happy wherever you are, maybe having tea with Mozart and modeling for Picasso. You should be proud of yourself also, seeing all of the good things that have happened because you were there.

I love you always,  
Andrew

**11/3/17**

**10:25am EST**

### **In Flight To Home**

I slept a lot this flight, good to catch up and I look forward to seeing Wendy, being home and going back in my normal sleep schedule tonight. I ate the chicken and vegetables from the Peking duck restaurant plus the last of the cookies from Elana.

Kay should be landing in about two hours.

**11/4/17**

**9:25pm EST - My House, NJ**

We landed early yesterday and Aziz the Driver was ready to get me swiftly home. Once there I warmly greeted my lovely wife, unpacked and went for a bike ride in the pleasantly warm, autumn air. I took a short route figuring that I would be tired and would feel it during the ride, which turned out to be correct. After a good dinner and spending time with Wendy, I went to sleep for ten hours. I was up at 7:30am this morning and after exercising in our basement and bike riding had lunch with Wendy. I also went shopping for new fall/winter flowers, planted them, and then went to see my Mom. She is well and loved the story about how I was feeling down when I called her from China and how

her unsolicited positive report on the Vest wiped away the negative aspects of two of our customers trying to pummel us with price reductions. She is well except for a sore knee so that will be one of the next inventions we will pursue after the Vest is launched. My son Ben called me. His new job is awesome, he has found a new apartment and moves next month. He sounds very happy, a wonderful thing for a parent to hear. Dinner here was quiet and peaceful as was the time afterwards, I am hoping to go to sleep soon.

**11/5/17**

## **8:30pm DST - My House, NJ**

There was another mass shooting today, this time at a church in Texas. A lot of people were killed or injured and no-one knows why the shooter did it. I just got an email from Ben in China. He mentioned the shooting and how they seem to keep happening. His daughter is going to school in Upstate New York and he is understandably concerned. I did not know what to say to him so I simply emailed that it was a horrible event, just like the others and no excuse for doing anything like that was ever valid.

Why do people shoot others instead of simply killing themselves? I have no idea since suicide would solve so many problems especially with no collateral damage. But that does not seem to happen and we have more horrible incidents. I think the one common thread between all of these mass murderers is mental illness of one type or another. Therefore, in the end, the identification of those who are prone to these types of acts and getting them either help or put into protective facilities before they go crazy is probably the best and only proactive thing that can be done. I don't have a better answer and if someone wants to use a truck to mow down people in a public place or shoot people in a concentrated area, there is very little that can be done to stop them except to try and stay forever vigilant. Of course I am most afraid for my immediate family but since I am not willing to curtail my activities globally, because of terrorist and crazy people, then I can't ask them to do it either. The only thing I can do is caution everyone to be as careful as possible and promote the idea of being continually aware of their surroundings.

If I could carry a gun I would because at this point, in my state, like many others, only the crooks carry them which leaves an open field on the rest of us. In Switzerland, I am told that everyone has to serve in the army and there is a gun in every house and everyone knows how to use them. They have virtually no crime because criminals know that if they break into a house, they could be met with lethal force. Should everyone carry a gun? Of course not, but if the criminals knew a certain percentage of "us", then there would be a lot less crime. Would I give up my guns if everyone else, including the criminals did? The answer is yes but that will never happen. Like in Nazi Germany, the government would first require everyone register their guns, then confiscate them, and then start killing people easily because they had no defenses. This is not theory, when confiscation was done the people were eventually subjugated and murdered. I know it sounds counter intuitive but if the rules were lessened

and the chance to carry weapons were made easier then sick people of all types would think a lot harder before going on a rampage.

**11/6/17**

**3:23pm DST - My Office, NJ**

It was great to be back in the office and I got a lot done. More good comments about the Vest from the alpha testers.

**11/6/17**

**8:40pm DST - My House, NJ**

My chiropractor loved Alex's new design but there are some modifications we had already figured on before I got to see him, we need to ensure that:

1. The vest material is expandable because the compression-fit is a big part of why it helps with back pain. Therefore we need to use neoprene throughout. The neoprene also blocks the condensation from the ice pack to leak through to the back side of the Vest.
2. The two waist straps to be adjustable
3. We change the lock mechanism on the front buckles because older people with arthritic hands will not be able to use them. Perhaps we can use the same locking idea as the buckles on the shoulders?
4. We put a small amount of Velcro on the end of the straps so they can attached to the other part and not flop.
5. The zipper goes in both directions up and down
6. There is a placement mark at the center of the Velcro area to help locate the pouches
7. The pouches are re-designed to look better
8. There is a potential need for air bladders to see if they will help to even out pressure when the other packs are in use.

**11/7/17**

**4:30pm DST - My Office, NJ**

It has turned colder here, I still got to bike this morning, I think it was just 36 degrees F but is will probably be colder tomorrow and the next five days. I may be walking outside instead. Plans for the demolition of our new space are on schedule and by the end of the month a lot should be done. We move in the middle of December, the overhead costs will go up which means more pressure on me. We are still trying to figure out a name for the Vest and the clothing line in general, I have asked for help from Wendy, our children Elana. Today are our state elections which includes a new governor. If the Democratic candidate wins our taxes will go up, he will put in more gun control measures, unions will be empowered and a lot of other bad things that goes with a left wing, "progressive" Liberal. The other candidate is a Republican Conservative who I voted for, I do not have much hope that she will win but you never know.

In case my idea for a new type of shorts works and help with sciatica I thought there was no harm in starting the advertising. I know it is premature but it is also fun to think of what “could be”.

### **The Sciatica Shuffle**

By Andrew Jacobs

My backside hurts like crazy, it makes my mind go dumb  
Feels like an icepick sticking me, until everything goes numb  
A pain that keeps on coming unless I sit or medicate  
There must be a better way to live, than slowly go insane  
If only there was a solution without drugs or alcohol  
To stop the pain of sciatica and live life like it was a ball

Come on everybody, it's time to dance again  
Let's do the Sciatica Shuffle and let your life begin  
Get up on your feet right now, because it's time to take control  
You can do almost anything you want if make it your goal

One, two, three steps, quarter-step right  
five, six seven steps and start smiling bright  
Your will start feeling better as long as you don't stop  
Watch out for people near you or they might call a cop

The Sciatica Shuffle is new to them, but don't let that alarm  
Even of you have no rhythm it can do no one no harm  
Come on everybody, gain back control  
Let's do the Sciatica Shuffle and take your life off hold  
Get up on your feet, because it's time to take command  
You can do almost anything if you think that life is grand

The more you move the better, the longer you can feel  
Your butt, your legs and all your toes without the urge to kneel  
Harmony is the way to go so don't be shy and nervous  
Join in dancing with everyone else, pretend it's like the circus  
Make sure you have some room to dance with those you do love  
Don't just sit there wishing for divine help from above.

Okay now you're doing it, your looking really fine  
take another 6 good steps and quarter-turn in line  
the more you keep on moving the less you'll have to hide  
delay the fact you are in pain and cannot stand and mime  
Take 3 more steps and quarter turn and this time face someone  
Remind each other you're in control until the music is done  
Remember that your standing longer without alcohol and drugs

The Sciatica Shuffle will keep you moving so give your partner a hug

Take three steps to the left then three steps to the right  
Quarter-turn and make sure you don't kick anyone in sight.  
it may make you look ridiculous, sweaty and uncool  
But if the pain goes way for few minutes then you are no-one's fool  
it's time to get a little fancy, time to strut your stuff  
use your arms to push out air until you've had enough

The more you use your body the less pain you'll have to bear  
Remember to keep on moving, I know that it's not fair  
It is like having a bad relative or rash that will not heal  
The best that you can hope to do is cope with what is real  
So put yourself in motion because standing there causes pain  
You now have way to feel better, dance and you'll never be the same

**11/8/17**

**1:54pm DST - My Office, NJ**

**Hi David, (The Publisher)**

Here's the way it would work for our Vest.

1. Company A (we are starting a new company for this) advertises with your newspapers and on your website. In the ad and on your website there is also a logo for a local radio station and a free 2-month trial subscription for your newspaper which can only be redeemed by someone who is not already subscribing
2. Company A also advertises with the local radio station and on their website the same ad runs with your logo for the 2 month free subscription
3. In addition Company A teams with a chiropractor, physical therapist, acupuncturist, pain management doctors etc. Each will have their ad displayed in print, online or on the air in rotation with the other logos showing and your coupon.
4. You get discounted revenue for the ad placements
5. You get new subscribers from the coupons
6. Company A gets advertising for our vests and direct sales
7. The chiropractor, physical therapist, acupuncturist, pain management doctors get new customers, and help sell our Vests and help with the advertising costs

Please call me go over.

Regards,  
Andy



I sent the above to the publisher, if he likes the idea we can pursue it, if not he and I will probably be done because there is nothing else I can think of doing that will help his company and see our products.

I did more work on the Sciatica Shuffle above. The lyrics are terrible and actually meant to be because the worse they are the more I think people will remember them.

National elections were held yesterday here in the US. The Republicans lost two governor races and the liberal media was already saying that President Trump and the Republican Party are dead. Although I am not a fan of the President, his politics or his people I think it is a little early to count them all out with another year to go before the midterm elections. In the meantime, my state now has an extremely liberal democrat as governor and a democratic state senate and assembly. Tax increases are coming and if the President gets his wish, then state income tax cannot be deducted from federal taxes. In that scenario, business owners like me will probably get slaughtered which also means that our ability to grow domestically, create more jobs and expand the economy are greatly reduced. If it gets really bad, our lease is up on five years then I will consider how and where we do business globally. As much as I love New Jersey, if they don't want me here there are plenty other places for us to go and we are not alone.

**11/9/17**

**1:47pm DST - My Office, NJ**

I sent this jingle and other information below to our team.

The Vest Jingle

My back hurts, my discs messed up  
They're herniated, like a hockey puck  
It hurts a lot, like a constant attack  
It won't leave, like a political false fact

Feel like, a pick sticking in my back

It's true, I'll never be whole again  
I need something, to ease my constant pain  
But wait now, there's something new  
whether cold or hot, can possibly help me too

Feels like, a pick sticking in my back

No matter where, your back hurts now  
Compression support, can feel like wow!  
Try the Swaddle Vest  
It helped me get some rest

Feels like, a pick sticking in my back

I invented it so forget the rest  
It works for me and passed my test  
If you don't like it, your money's returned  
Keep the free gift you won't get burned

The Swaddle Vest  
Invented and tested by a man who can't sing but whose  
back pain is probably worse than yours.

**11/10/17**

**11:42am DST - My Office, NJ**

Amazingly, I am always surprised when people like what I create, everyone seems to like the idea and the information above. We will make modifications and then check the name Swaddle for trademark protection. I spoke to David Worrall, he like the attack plan for marketing and will do some checking for partners.

**11/10/17**

**2:39pm DST - My Office, NJ**

Demolition of our new space continues, everyday it gets closer to being ready is a day when we take possession and our overhead gets larger. Nothing like having the ever increasing specter of more sales needed to keep me motivated. Of course the obvious answer is to find new customers, increase product lines, profit margins and go into new areas. All of that also means more expenses, people, equipment, professional fees and the fact that the odds are always against anything new working. I checked our sales for the year, so far things are good, which is excellent and helps to slightly reduce my anxiety.

I spoke with our security man Peter today. He is very high up in our local County Police, always great to have a good contact there in case anything bad happens. He will be in charge of upgrading our current security system and putting in the new one for our renovated space, sometime in December. President Trump is in Asia, I have no idea what he is doing there, whether harm or good. Within the next five years, I believe that China can potentially be more powerful economically than both the US and Russia. Therefore, I will give very serious thought before ending our ties over there.

**11/11/17**

**4:32pm DST - My House, NJ**

I did the unspeakable last night and forgot to turn off four out of five of my alarm clocks which meant that I was awakened at 4:15am. It was not a major problem as I re-set them for 6:15 and was back to sleep reasonably quickly. It

was too cold to bike outside so I exercised in our basement and went out for a one hour walk which was invigorating and pleasant. After breakfast I put my bike into the car. The gears had been sliding after her latest tune-up and they took care of the problem at the shop. I then met David for a short walk and tea. Our discussion covered the normal areas of business and family. He is doing well. Wendy and I went for a very pleasant lunch and then I visited my Mom who seemed well and is looking forward to Rebecca's wedding next weekend.

I know that my obsession with gardening is no big secret. When my landlord said it was okay if we put "some" flower pots on the patio outside of our front door, I took that to mean anything that I wanted. I figured that since we were paying for it then it was our choice, therefore it was off to the flower store and when I arrived, noticed that they were clearing a lot of the area for incoming Christmas trees. Therefore it was a perfect time to score a good deal on their unwanted (my description) big flower pots that were just going to stay there and take up room all winter. After viewing their supply, which was ample, I asked the head guy over to negotiate. The current discount was 50% off the list price but since I was buying in bulk, I got him to 60% off everything. I then spent the next fifteen, really fun minutes, picking up a nice assortment of really big pots that, once stationed on our patio and filled with flowers, should be a magnificent welcome to everyone as soon as Spring arrives. They will be delivered by Tuesday, I also got a great price on the delivery. Feeling elated I went home, covered one air conditioner unit, like last year, with a cut-up garbage bag and bungee cords and had to wait on the other one until I got more cords, which I ordered from Amazon. I probably have more here but, as unusual, I could not find them, they will probably show up as soon as the new ones are delivered. In some areas I am very neat and organized and others, not so much. Gardening suppliers are in the latter category. Wendy's cousin is up from Washington DC and she went to have coffee with her, I will go out and get us dinner soon.

**11/12/17**

## **2:48pm DST - My House, NJ**

While I was out walking this morning I saw my friend Jon. He retired about a year ago. He had just sold his house, had an estate sale to sell everything they were not taking to their new apartment and today, what was left went to the "junkman". He had already mentally moved in his mind, had no regrets about his decision. In fact, he turned the conversation over to his future investments and mentioned China. The Chinese government, within the last week, had made it much easier for foreign investors to deal within their country, previously there had been a lot of banned areas of their economy. He thought this was a major development and I was happy since we did so much business there, with the chance to do more. I saw my wonderful brother later, he was talking about retiring and looking forward to the prospect.

I sent a Vest to Lou Beckerman and as he was unwrapping the package last Friday, one of his people came over and asked to try it out. She is doing so

this weekend. It was good she asked for it immediately, kept me thinking we are on a good track.

**11/13/17**

**8:36pm DST - My House, NJ**

I spoke with Carmine, another chiropractor today, he was interested in the Vest and our program so I sent him a sample plus a proposal. I am now in the normal part of a big project where I am consumed and it is destined to either have it succeed or go down in defeat. It is rare these huge ideas work but when they do, they can be awesome in both their scope and potential profitability, we have to see it through. No definitive word back from Bursa (Malaysia Securities Commission) regarding our proposal to bring on a new partner, they have asked for more information and seem to be moving at a good pace. It is out of our hands and they will decide what happens next.

**11/14/17**

**3:48pm DST - My Office, NJ**

Today began my efforts to get three new accounts for Ideal Jacobs Mexico. One of the advantages of the massive push in Linked In over the past two years is that I have thousands of people from Mexico on my network and we can get a spreadsheet of where everyone is working and their job titles. Some of them also give emails which makes things easier. The target is Cisco, a company I have been trying to break for years.

I just saw the first two models for Kayla's 3D printing tool invention. They are awesome!

**11/15/17**

**2:25pm DST - My Office, NJ**

I was out walking this morning thinking about the ice and heat packs for the Vest. It occurs to me that we were wasting half of the pack energy (hot/cold) because half was going out the backside of the Vest and if we could create an insulator inside the pouch then, we should be able to not only extend the ice and heat capacity of the pack but possibly keep them colder/hotter. I also thought an insulator would help if they put it in the front of the packs for people who wanted to cut down on the amount of cold or heat. In other words they could regulate the heat/ice transfer of the packs.

I spoke to Mike about this and we realized that this was critical in the Vest development because now, instead of the vest being the main part and the packs a supportive role it is actually reversed. As per the Invention Circle we reversed the invention. The main part now was the pack and the regulation of the energy within it and the Vest and its compression were supportive to that. I will email our Patent attorney to get his opinion to add it to the application.

I had lunch with my friend John today. He has been successful in real estate for many decades and I like to get his opinion on what we are doing

in Asia. Happily he thought our path was good. A negative review would not have stopped me but it is always nice to get affirmation from someone I trust and respect. Before lunch, I loaded my Vest with hot packs and John wore it throughout most of lunch. Against his original thoughts he really liked it and will participate in the upcoming beta test

**11/16/17.**

### **3:53pm EST - My Office, NJ**

First-great news! I went to my urologist for my seven months check-up and I am fine, always a wonderful thing! I try and never take my health for granted.

It is getting towards the end of the year and we have to make a final decision on whether to buy equipment for the new space. Vinnie, Mike and the guys had a “wish” list. I have to agree that buying equipment is always fun but then again we have to pay for it so it is a double edged sword. We are currently looking at a new CNC router that should handle most of our foam cutting requirements so we may go with that.

The US House of Representatives just passed a tax reform bill that will now have to be modified to go with the yet-to-be approved Senate bill. I have no idea how it will affect us so, I will hold judgment. If we get hurt too badly, we will have to scale back our expansion plans, the exact opposite of what the government theoretically wanted. Maybe I will be happily surprised. Kay and Ben are flying in tomorrow, I can’t wait to see them. More work on getting customers for Ideal Jacobs Mexico in particular and the rest of the IJ teams in general.

**11/17/17**

### **3:25pm DST - My Office, NJ**

After extensive discussions with our various attorneys and insurance people, it is evident that the potential lawsuits from the Vest project do not offset the potential gain. I have killed it. It is a pity since it is a good option for people in pain and would have been a great new product line for us. I am in the state of temporary self-decision that always occurs when a new project dies. I should be fine in a few hours, it has happened before and I can only hope that there will be many more times in the future which also means we are going towards something that will work.

**11/19/17**

### **12:21am DST - My House, NJ**

It is actually after midnight on Saturday as I write this. Yesterday was tough after I made the decision to kill the Vest Project. Both the initial decision and then having to inform everyone, including our people in Mexico and Belgium. But everyone took it well, although with great disappointment. They knew how much work I and everyone else had put into this, as well as expense and the hope it would be a big money maker. However, they understood my

reasoning and the health of the company always had to be paramount. I also let my family know and when I got home, everyone, Wendy, Ben, Alex and Kayla were very supportive and it was very nice to have their backing in whatever we did. We then went to Rebecca and Gavin's dinner at their temple for the night before the wedding. There were a lot of family there and we all had a very pleasant time, not to mention excellent food. We met two of Rebecca's friends from the University of Delaware where she, they, Irene and I attended. It was fun to catch up on my old school, I had not been back there in more than forty years.

I was up early this Saturday morning, worked out in our basement and was at our plant before 8:30am to let in the masons. They were blasting a wall from our old space to our new and after I unlocked the door, their foreman asked where he should start the project. I had left this to Vinnie, Mike and our landlord Cary so I was embarrassingly unsure so I called Cary and he was already coming over. Once he arrived, the dimensions height for the opening were quickly settled and I then came back here to go biking. It was cold but I was dressed correctly and was very pleasant. Afterwards, my friend David came here for tea since both Wendy and my cars were being used by the kids. David is well and working on many deals, he looks like he is enjoying himself which is one of the best bi-products of a great job. I was then here for the rest of the afternoon, Wendy and the kids took turns with the cars getting supplies and doing various preparations for tonight. We were at the wedding facility by 4:30pm which set-up about seven hours of continuous fun. All of our family was there as well as many from Gavin's side and it was a blast seeing everyone and celebrating a wonderful marriage. The ceremony was beautiful and I even danced, you should have seen my moves in my tuxedo. We were home by 11:30pm, Alex went back to his apartment in Manhattan. We all had a really good time which I hope, is a good sign for Rebecca and Gavin for their future together from the happy start tonight.

**11/19/17**

**1:03pm DST - SmashBurger; East Hanover, NJ**

I was up at 7:15, worked out in our basement then went outside to bike. It was a mild day here in NJ but with high winds so I tried to keep one eye on the road and the other on the overhanging trees to avoid anything falling on me. It was pleasant and after I got back, I took in the outside garden hoses and lawn ornaments for the winter and put the plastic covering on our second air conditioner unit. My son Ben was up early and walked to the train, he was going to see friends and was due back here tomorrow night. When I left, Kayla was organizing our pantry and Wendy was relaxing. I am trying to figure out what the "next big project" was after the Vest shutdown and am now in the space of infinite possibilities, always a good thing.

Our landlord Cary sent me a picture of the newly opened door space connecting our old and new space. The additional financial overhead and po-

tential for new business is rapidly coming to fruition so the quest for more and new business will continue.

**11/20/17**

### **3:43pm DST - My House, NJ**

I want to tell you a story about me talking with God. It is not what you think, then again maybe it is. I believe that we have multiple potential paths to travel and that there are times when we are guided by a higher force to move to a new plateau. This does not have to be just religious or relational areas but can be in more practical areas of life. Almost a year ago, after having extreme back problems culminating in a trip to our local Emergency Room, where they filled me full of pain relieving drugs, I came to the realization that I was at a crossroads. I could have back surgery and utilize addictive painkillers or I could try and figure out a way to handle the high levels of pain and even make myself better. I determined immediately that I wanted to avoid addictive Opioids and “being cut.” This left me with over the counter pain relievers, ice packs and massive accounts of physical therapy. I also had to exercise to rebuild and strengthen my “core” muscles to reduce the pain and help me to lessen the chances of another really bad episode.

After the process began, I came up with the idea of the Vest. A garment that could not only insure the exact location of where to put ice and heat packs but also use the compression of the vest material to help reinforce my back and improve my posture. Many of our team members got involved and after multiple design modifications and testing we came up with a garment that actually worked. In fact I am wearing it now. We did initial testing throughout Canada, Mexico and the US and people really liked it. Unfortunately, right before we were going into the final testing, our various attorneys and insurance brokers informed us that we could never fully cover ourselves against potential product liability claims. Therefore, to go ahead meant risking the company that we have built over the past 97 years. Was it worth the risk? My answer might have been yes however, I am in the process of being tangentially involved in a lawsuit for which I had nothing to do with and bear no responsibility. As my mind weighed the odds of getting sued for the Vest versus the people we might help, my mind kept going back to the idea that I would probably never have another totally peaceful day again for the fear of litigation if we moved forward. Therefore I killed the project. I loved the idea of helping people, trying to help curb the Opioid addiction epidemic and potentially avoiding surgery but I also knew that there were a lot of people who are litigious and just looking for any reason to sue anyone with money. I cannot, in good conscience, risk all of our decades of hard work and the jobs for our team members and the welfare of my and their families, for a product that might not sell. Now the question becomes what did God have in mind for me? Was it just to get a garment that would help or is there another purpose? I have a feeling that I, we had to go through that path to get to the other side to see the new quest. I look forward to the next part of the journey.

**11/20/17**

**7:23pm DST - My House, NJ**

Dear Dad,

Your favorite granddaughter got married last night. It is okay, you allowed to have your favorites and Rebecca was yours. She paid you the most attention and genuinely liked you. You would have approved of her husband, his name is Gavin, very pleasant and I believe he is suitable. The wedding was an excellent affair and one of the best parts was that most of the cousins got to see each other. Irene, Ira, Marilyn and Jeff and our kids got a rare opportunity to talk and it was wonderful. At one point I was speaking with Mia, Danny and Rebecca and I related the time when I was flying back from Asia about a year after you died. I was having real rage issues with how things had been between us, just like between you and grandfather, and I called a meeting between the three of us with God as the arbitrator. I told you and grandfather that we had all made mistakes, we did the best we could and it was time to forgive each other because enough anger had gone on way too long. I then declared that peace has been reached and cried. It is always amazing how being up at 30,000 feet usually made me feel closer to God. One of the girls asked if I really had felt better and I said definitely yes, and then they asked if I could set up a meeting between you and your brother. I said I never really knew their father, my uncle, the ridiculous family feud that had erupted when I was young lasted so long that the estrangement across our various familial lines was too wide to broach. We all lamented that we had multiple relatives in nearby towns that none of us had ever contacted because of that ridiculous feud. It caused so much trouble and a lot of the damage can never be fully repaired. The good aftermath was that their generation of cousins, on their own, had gotten together and agreed that it would never happen again. That is a truly wonderful thing but family destruction is an easy thing to have happen as it is now the other side of our family. The best we can hope for is to use the past as an example of what not to do. Happily the results of past are being rectified now on our side but I am afraid that the results from the Wendy's side could easily go another generation. It may already be too late to isolate the damage and not let it spread like a virus. I believe in reincarnation and I also believe that people travel together. My guess is that you and your brother are together now working out your differences so that the next time you come back it will be under pleasanter circumstances. In the meantime, we will work to heal the hurt were possible and were not, remember to not condemn entire generations for the acts of a few. You taught me that lessons come in various forms as does wisdom, my job was identify and support the positive and avoid the rest. My education continues.

Regards,

Andrew



**11/21/17**

**6:23pm DST - My House, NJ**

Dear Dad

Lightning struck today. Actually it was more like a blast from the past. I remember vividly more than three decades ago when a customer sent us a fabricated, painted metal part to quote and I said to you that we don't "do" metal. Your reply was that we "do" it now even though we knew little about that industry. We quickly learned the basics and you were right that metal parts became a part of our product mix that has increased over the years. Fast forward to today. The end of the year is approaching and we were looking for any areas where we could write-off costs. We have been working on our in-house office database software for almost three years but two months ago it became obvious we had to make a drastic shift in our thinking, we did, changed course and will now be ready to launch our new system the beginning of the year. We can't write-off the development costs either for Mike's time or our computer guru Don because it is for in-house use. I therefore suggested we sell the system to someone else so we could then deduct the costs of the system. However, marketing the system meant we had to be able to offer 24/7 support and customized changes. I did not want to do that since we had never done it before. This time it was Mike suggesting that it should be something we could consider, not just for the tax benefit but also as a potential new product line. We agreed to table the idea until our new system was launched and working smoothly but I found myself thinking of you. I knew virtually nothing about software. How could I sell the system with no background? Then I heard your words in my brain and decided if we could build it then I could learn enough to sell it. There is nothing to stop us from anything whether it be metal or software, we simply had to define what was needed and attack. Your advice was as good then as it is today.

Thanks Dad.

Love,

Andrew

**11/21/17**

**9:29pm DST - My House, NJ**

New record for biking outside regarding temperature, 33 degrees F at one point in the ride. It was cold but still pleasant. I spent the day getting ready for a massive push for new sales in Mexico utilizing our new product brochure. I am hoping it makes an impression on at least some of the recipients.

All three of our wonderful children are back home again until Friday, it is fantastic having them here.

**11/22/17**

**4:40pm DST - My House, NJ**

When I was much of a young man, my brother, father and I used to go

on a Thanksgiving Day bird shooting hunt. It was a lot of fun and stuck in my mind as one of the better memories we all had together. That tradition stopped more than three decades ago but a new one may have started today. As it turned out, all three of my fantastic kids like to target shoot. Whether it be rifle, shotgun or pistol they like them to varying degrees. I suggested that we go out on this day before Thanksgiving because in all of our time shooting, we had never gone out as a group. The rain that had threatened our adventure stopped right before getting to my shooting club. Even better was that there was no-one there so we had the place to ourselves. We had brought everything we needed and as soon as we signed-in we unloaded which included my clay pigeon, battery operated, launcher. It does a great job of making the small saucers, made of clay, go soaring into the air. All three of my kids are very good marksman and many of those targets were broken before they reached the ground. After a great time there, Kayla then went to the pistol area where she released all her aggression blasting a stationary target. Ben eventually joined her and by the time we finished, everyone had a great time. It is, I hope, the start of a new family tradition and I will do my best to have the kids all be home annually so we can do this again.

**11/24/17**

**1:32pm DST - My House, NJ**

Our Thanksgiving Holiday celebration yesterday was its usual crazy mix of frantic activity and fun. Preparations actually began the day before and continued right up until the minute we started eating. Present were Cliff, Barb, Barry, Emily, Wendy, Ben, Alex, Kay plus Andrew, Cliff's brother, his mom Myrna, Alex's friend Jarrett and me. Kayla oven-roasted one of the turkeys, Cliff and a Barry deep fried the other. Barry made the corn pudding, various deserts were made by a Wendy, Kay and Alex, more was made by others. The food was excellent as was the camaraderie and after a few hours all was done. I, as usual was in charge of clean-up with an able assist by my wonderful wife and others so by 8:00pm all was pretty quiet and everyone was exhausted. It was a very nice holiday.

I was up early this morning, exercised and then it was over to Cliff and Barb's for a holiday brunch and this time Jessica, Joe and the kids were also there. While there we also celebrated Hanukkah and Alex remarked that the times had changed and it was now all about the generation past him and that his group were now in the "middle." Time flies if things are going well and I have no complaints when that is the case.

**11/25/17**

**7:30pm DST - My House, NJ**

I have not worked since last Tuesday and I am going a little stir crazy. I was up at 6:15am and was out for my bike ride by 9:00am. I stopped by the bike store because my chain was sliding but, through the excellent work of James,

one of the mechanics was much better within twenty minutes. Once back home, I had lunch with Wendy and then did some work in my garden getting it ready for the winter. It was then to the airport with Wendy, Kayla and Ben's flights which were fortunately grouped closely together. Ben was going home to Denver while Kay and Wendy were going to Rome for a vacation. Once done there, I then did some errands including going to my office to throw stuff out in the dumpster, bring some packages for shipment and get some muffins Elana had made for me. Once there however, I remembered that they were putting in our new ramp, Cary, our landlord was supervising and we had time to chat about the new space and possible plans for future expansion. It is always good to have talks like these especially in off-hours when the pressure of the day was not pushing either of us to leave. After that, I went to get Middle Eastern food for my dinner at a local restaurant. I heard from both Wendy and Kay they were in the plane and getting ready to take off. It is very quiet here by myself but I have a lot to do tomorrow so I will not get too lonely. In the meantime, I am happy to report that we may have found a safe way to sell the Vest outside the US. We will check that feasibility over the next few weeks but I am hopeful we can do it. In fact, I was confident enough that I went over the most recent design changes with Alex and he is going to make a new prototype. Meanwhile, my back has been hurting a lot, I had been doing a lot of standing this week, and the Vest has been fantastic in providing relief. I really want to get it to people who can be helped but we will see if that is possible.

**11/26/17**

## **2:34pm DST - My House, NJ**

It is the Sunday of the Thanksgiving holiday weekend. That automatically means a few things are already in play or will be soon. I've already got most of my breakfast and lunch meals ready for the week which meant I will attain maximum efficiency when I stop for both. I've also got tomorrow morning's workout clothes set-up, so again there will be no decisions needed regarding what to wear. There is a board meeting scheduled for 4:00pm tomorrow in Malaysia and since they are 13 hours ahead, my alarms are already set for 2:30am. If the meeting finished early I may be able to go back to sleep otherwise I will exercise as soon as it is done and get to the office when I can. They have already been alerted that I might be late.

I went to see my Mom, my brother was also there so we had a nice chat between the three of us. My brother looked tired but happy, as does my Mom, as probably do I, but that is the nature of things and not a complaint. Since it is Sunday and I have a Board Meeting the odds of getting a good night sleep tonight are thin but I'll do the best that I can. There is some kind of glitch on my keyboard or software problem that is putting a symbol instead of the letter "I" which is driving me crazy. Hopefully Igor can fix it tomorrow. It is very quiet, I like it better when Wendy is here, a very good thing since we are married. It will potentially be a big week regarding what happens regarding the Vest development, and in general marketing and sales. It will be fascinating to

see who, from our professional teams and within our IJ teams agrees with what I think regarding moving forward.

**11/26/17**

**4:25pm DST - My House, NJ**

Dear Dad,

Your advice came full circle again today.

I have been told in the past, especially lately that I am expecting too much from people. I will email them on national and religious holidays, weekends or vacation and expect them to not only read their email but also quickly act on it. I am being told that I'm intruding on their personal time and that I'm being unreasonable. That reminds me of the time forty years ago when I was afraid of upsetting one of our suppliers and yelling at them for a problem they caused. You told me that they not only deserved to be screamed at but also replaced. You also said that we should always try to have more than one supplier for anything, in case one got too confident or arrogant and needed to be taught a lesson or they could not fulfill our requirements. I obviously took your advice to the heart because not only do I do that, where possible, with our suppliers but also our professional people and our employees. In fact, rather than being a "pain" and contacting them on off hours, rather I think that I'm giving them the supreme compliment that they have enough power, responsibility and my respect that they will be forever vigilant and ready to help. Case in point, last Thursday which happened to be Thanksgiving, I was working on a project and decided on a new course of action and emailed our head insurance man, Lou with an update. As I figured, he was watching his email and got right back to me. He will always get as much of our business as we can give him, besides I value his opinion, which he knows and I consider him my friend. Second case in point I was moving Wendy's car and I caught her rear view mirror in the garage frame and messed it up. She is away until next Friday and I wanted to get it fixed immediately so I texted, Eric, our Lexus salesman who again, was monitoring his email on this, a Sunday of a holiday weekend, and got back to me immediately. He took it as a compliment that I would feel comfortable enough to contact him right away and he will start work on the repair in the morning. The point is that if you want to be part of the "A" squad then, you better be "All in" which means that you are available whenever you are needed or if not, covered by someone who is. The people who are the most successful are the ones who are there to help immediately when things go wrong and that is often on nights, weekends, holidays, vacations or any other times outside of "normal" business hours. If you are in customer service of any type and you don't want to be bothered on your off hours then, you will be happily passed by those of us who are. Our group, who are more committed, will also end up being more successful, make more money and often have a lot more fun on the journey. However there is a very big "but" to this lesson. No-one gets it from the start. To become truly "tournament tough" like the people mentioned above, it takes at least seven years before you have enough control over yourself to be able to

function at this level. The better news is that if you keep working on it, you will keep improving and increasingly, as time goes on, it all becomes second nature. It is a measurable process within yourself and one where you can take positive delight in your own progress. You can be truly proud of your ability to do what almost no-one else can. Only you, the individual, can force yourself to do this, which is why there are so few, percentage wise, really successful people in any given market. It all comes down to what you want and how far you are willing to push yourself to achieve it. Another good lesson Dad.

Regards,  
Andrew

**11/27/17**

### **7:07pm DST - My House, NJ**

I was up at 2:30 am for the board meeting in KL. It was the first one since Chen passed and it's a little sad but, the good news is that the company is doing well and the Widad project is moving forward. It was over about 4:00am in our time and then I exercised in our basement. Our board members take it in stride that I am up so early, I want to make it easy on them and am not willing to force them into a late night meeting. It is the little things that make the difference and acknowledging that their time is important is something I believe they appreciate. Besides, getting up really early helps make me look like an eccentric, crazy man who will do anything necessary to have things go well and that is the image I like to project.

I biked this morning in 33 degrees F weather, I do not think I will go lower because of the chance of wiping out on ice but am very happy I could extend my riding season reaching that level. While moving Wendy's car from the garage, in an attempt to be handy, which should always be fought, I smashed her side view mirror into the garage door frame. Granted I was trying to avoid hitting my car but that was still no excuse and I was very angry with myself. Therefore, I was happy to get a text from our Lexus salesman Eric that they would be able to fix my car quickly. Soon after I got into my office, they called and I brought my car up to assess the damage. I actually spent some time with him which was very pleasant. He is an excellent, highly competent salesman which is the reason I have no plans to lease from anyone else in the foreseeable future. I did not think it was going to be too bad but the service department said it would cost \$1040.00. Since I had no choice and they said they could get it done this Wednesday and would even pick up and deliver the car, I acquiesced quickly, remembering that the primary concern was my wife. I caused the problem so I will pay. Actually I was relieved the problem would be dealt with, felt much better and then went back to my office. Mike and I had already discussed re-starting the Vest project and I sent a sample to the top-notch product liability attorney we knew in Canada. I emailed him that it was coming and once he has seen it, we can draw up a plan to cover us for Canada because that will be our first launch point. I spoke to our potential distributor there Don, he is very excited that we are planning to move forward and is gathering data for

the people who have been involved with the alpha test.

The quest for more customers for Ideal Jacobs Mexico continues as well as for every other IJ team in the world and it was a fun balance of the day also working on our new space. It will be ready sooner than planned which is good because we will have equipment soon ready to move in there. On the way to the chiropractor, I mistakenly FaceTimed Wendy which worked out well since we got a chance to chat. Don't worry, I was watching the road while talking. Kay popped in for a few seconds and they both seemed to be tired but having a very good time. My chiropractor John was very happy to hear the Vest project was back on even though it would be outside the US and the adjustment he gave me felt great, after it was over. As always when Wendy is away, it is very quiet here and not having Kay to talk to, since she is also away, added to it but they will both be back online this Friday.

**11/28/17**

**3:15pm DST - My Office, NJ**

It was a little tough to calm down after Ben's phone call last night. If indeed the Widad project will close in Malaysia in January then, a lot could be happening starting then. There is potential problems for a partial government shutdown here in the US, I hope everything is settled before it causes any trouble for all of us. It was too cold to bike this morning but my walk was both invigorating and pleasant. I spoke with Don, our potential distributor in Canada. We are reviewing where we could use him for and since he is a degreed engineer, he could be very useful for our regular IJUS accounts in addition to BuildTak and the Vest.

I think that I have found a way to utilize my 11,000 plus LinkedIn Contacts. I am in the process of going after more business for IJ Mexico. While going through our IJUS database, I am checking for contacts in Mexico and if they have an address then I am sending out our brochure and my book to the same address for all the Linked In people at the same company. The hard part, using LinkedIn, is you often don't have a mailing address but utilizing our database gives us a good start and most of the things we send out should get to the designated people. Paulina is delivering as many of the kits as possible which also helps to find out where everyone is actually located.

**11/29/17**

**2:48pm DST - My Office, NJ**

As per above Mike and I spoke to Nick our Canadian product liability attorney to go over what we needed to do to get ready to launch in Canada. As per below, you can see we now have a plan and a schedule. I am invigorated at the thought of going ahead with this project, have been wearing my Vest almost every day and it is amazing what a difference it makes, I want others to be helped besides building the business and making money.

Our new space is coming along nicely with the floors being almost done, painting begins next week, the alarm system by the middle of the month when we are scheduled to move in. I spoke to Conrad, he thinks the space will be filled quickly, that is great as long as we can pay for it, we need more sales, that is mostly partially my job and all of my responsibility.

North Korea launched a missile and now has the capability of landing a nuclear warhead anywhere in the US. If they actually launch a missile at us or one of our allies, I shudder at what could happen both for us and them.

I heard from Wendy and Kayla. They are having a very good time on vacation.

**11/30/17**

### **4:10pm DST - My Office, NJ**

Both Wendy and Kay called me separately and they each had a great time which is excellent news. Wendy comes back to New Jersey tomorrow, it will be very good to have her home. Kay is now back “on the clock” and working at the 3D printing show in Rome which Mike and Igor are also there. She is due back home in San Francisco on Tuesday but with the severe jet lag, I am figuring she will not be functional for two days. She and I have to plan our trips for the first quarter of the new year, always a fun activity. Paulina is due to have her baby the end of this month, we are on constant contact, she sounds great and is very excited. Mike and I have been in email discussion about our potential new sales office in Canada. I am hoping to nail down the basic structure tomorrow so we can get back to Don (our new man there) with a schedule. I bought a neoprene garment on-line and took it apart so we could use the bottom half to prototype the new “shorts” garment to help people with various waist-down types of pain. I will try it on myself first. After transporting my Vest in a paper bag for the last few months, it occurred to me we need some type of “messenger” bag with a strap to make it easy and stylish to transport. It will also have some extra pockets for additional packs. I will ask Alex to design it. November Billing ends tonight, it has been a good month, we are truly fortunate and I never take it for granted. It looks like I may have to go to KL the end of December, this is great, I am starting to get a bit antsy and need to get back on the road.

# DECEMBER

**12/1/17**

The last month of this year, hard to believe it had gone this quickly. I spent most of the day preparing letters and signing books for new potential customers. I also did some pricing and spoke to Don in Canada. We have worked out most of the details and he will start as a consultant next week. We will fly him down here for an orientation day as soon as we can arrange a date. Wendy is back! She and Kayla had a great time. She was understandably tired and jet lagged. Great to have her back home. I heard from Kayla. The show in Rome is going well, the hours are long but she, Mike and Igor have this process down to science so all is well.

**12/2/17**

**1:37pm DST - My House, NJ**

Dear Dad,

I needed a haircut so I went to my local barbershop which is owned by two highly competent women. On most Saturdays they employ Charlie, who used to work for Sal, the man who owned the shop before and is still my target shooting buddy. As I walked in I was pleasantly greeted by all and I settled down to wait my turn but one of the non-owners was available quickly and I jumped at the chance to have her do my hair. My reason was twofold. Formally I did everything possible to avoid this cutter because she was slow and had too light a touch which used to drive my obsessive compulsiveness crazy. But I decided I was going to change the narrative and a few times ago when I got her, I began by telling her I was in an extreme hurry and she had to move quickly. Since she was the slowest worker there, her bosses also started telling her to move faster but, I said she was doing fine and that small boost of positive reinforcement indeed speeded her up. The other advantage is that when I tell her to only trim my hair and not a major haircut, she followed my request. Therefore, where in the past, I used to avoid using her, now she is my number one choice. She and her bosses can tell that I think so, which only motivates her to do an even better job like she did today. Sometimes all it takes is a little bit of positive reinforcement to get people moving on a different track. As you always taught me, treating someone as a person and not just a “cutter” or a “clerk” or “waiter” makes all the difference, not only making them feel better and valued but the results are often a quantum leap forward. You helped me see the individual and the positive abilities that lie within everyone, one of the greatest lessons you could have ever taught me.

Love,

Andrew



**12/3/17**

**2:44pm DST - My House, NJ**

Dear Dad,

I saw your older son today along with Mom at her apartment. It was the first time in person since he told us he had sold his business and would be officially retired by the end of the year. He said the days leading up to it and right before the closing was tough and he was glad it was done. As to what he planned to do now, he simply said that he had not had more than a week off in more than forty years so the first thing was take it easy for a while. The reactions from various family members was one of surprise since neither Mom nor I had told anyone about the possibility of this happening. I spoke to Irene, she is looking forward to the same thing in three years and will have no trouble stopping. I on the other hand have no plans to retire although my peers and relatives keep bringing up that potential. It brings me back to when you retired. Actually you were working half days starting when you were about fifty-five years old after your first health scare and then gradually scaled back from there until you left a decade later. You retired because, like your father, the business and technology had passed you and you felt like there was no longer a place for you. Unfortunately, running a company with more than two people was not within your skill set, in fact you both hated it and were not good at it so it was best that you finally left. Surprisingly you did not die from the changeover and in fact actually enjoyed your time not working more than work itself.

Wendy and I had a conversation a few days ago about what would happen when it was my turn to start “changing” my situation. Her thought, which I agree with, was that I could focus on the international side of our companies and leave the US to Mike and Kayla. My daughter has another few years to decide whether she is “all in” or not and that decision will then heavily influence what we do from there. I have no problems focusing on sales and new product lines for our global companies. As long as I continue to be productive, useful, carry my own weight worth the money I am taking and have the freedom and authority I require, then I can see that as a good working transition. One of my great advantages, besides being in charge now, is that no-one wants my job. There are very few CEOs who are capable and actually like being in sales, out on the road to some extent, inventing, innovating and loving what they do. Therefore, we have this tentative plan in place and when Kayla decides what she wants we can move forward. We have alternative plans set-up for most potential scenarios and that is the best we can do.

I know Dad, that you never loved the business and for you, leaving was not a total emotional, gut wrenching thing it would be for me. When the people in charge of my transition determine it is my time then, I will attempt to go out with dignity. Wendy does not want me home for lunch, and as much as I love her, being around her all day would drive me equally crazy. I need to be doing something creative and as long as our financial situation warrants it, I will probably start some type of new company and maybe this time figure out how to solves some of the world’s big problems like making sure there is enough

fresh drinking water. The fact that I am getting older means that I can invent “stuff” like the Vest, to help people like me and there are going to be a lot more of “us” as time moves on. The market is endless, the potential boundless, the need universal and the challenge is something I relish regardless of whether I am in the family business or not. Maybe “they” meaning Kayla and Mike, would be smart, if that potential is viable, to keep me around for a few more decades, it will be interesting to see.

I hope you are well and that you and grandfather are getting a kick out of watching our company grow and your granddaughter soar. I am incredibly fortunate and I know it.

Love,  
Andrew

**12/4/17**

### **8:59pm DST - My House, NJ**

It was a very big day today for the Vest because we got the approvals needed from all the necessary groups that it was okay to proceed. That included our local general attorney, our Washington attorney, Lou Beckerman, our local patent attorney and our Canadian product liability attorney. Most important, Wendy also agreed it was a good project so now can we move ahead carefully. Don, our new man in Canada is coming into our NJ office for orientation on Thursday. I have been wearing the Vest most days, it continues to help me and the feedback from our alpha testers is almost universally good.

**12/5/17**

### **3:51pm DST - My Office, NJ**

The forecast was for rain this morning so I changed my workout and biked first. Apparently, I was not the only one trying to beat the precipitation because I saw a number of other cyclists. The weather was very pleasant, the darkness was punctured by my bike and street lights and was fun. Once back I did my regular indoor workout and then it was here to the office. When I arrived, our entrance was blocked by a flat top truck with a scissor-lift on top. It turned out it was ordered by our electrician and we got it into our space in short order. It has been a day of mostly going after new accounts and following-up on older ones. Mike was back from Europe and we spoke about the 3D Printing trade show, Kayla's new multi-tool invention, plus the update on the revised Vest Design. He has spent the day catching up and I am figuring jet-lag will get to him soon so he will go home. Kayla is back in San Francisco and she has an extra three hours of jet-lag since she is in California and did not have a great night trying to sleep. It will be at least a week before she is back to normal but will be back at work tomorrow. Don, our prospective new Canadian employee, is driving down from Toronto and was just passing the Delaware Water Gap in Western, New Jersey. Depending on the rainy weather he should be at his relatives within an hour.

Because of “Doping”, Russia, as a country, has been banned from the 2018 Winter Olympics. Mitt Romney may be running for the US Senate. The House and Senate, here in the US are working on a joint version of the revised Tax Code overhaul. There are multiple wildfires around the San Francisco area, I am very glad that Kayla is not very near them but feel badly for those she are.

**12/6/17**

**3:14pm DST - My Office, NJ**

Dear Dad,

I had the “discussion/argument” that production versus sales people have been having since Gutenberg was printing bibles. One of my jobs is to make sure that globally our sales continue to grow profitably, which means that historically we will lose some over time and they have to be replaced as quickly as possible. Since it takes anywhere from one hour to twenty years to break an account open, there is a need to keep a vast array of potential targets at all times figuring that on a percentage basis they will produce business over time. However, when things are going well, there is a tendency for production people to figure the “sales will come as they always have” and to push back creating and producing various sales tools to help the salesmen. Case in point. We are planning to put in a new distribution center in Toronto, Canada and the man who will be in charge, Don was in today. Of course the odds of him succeeding are not great but, we want to give him the most help possible which comes in the form of our new materials that will not only show our capabilities but, items of continued interest like my books and calendars. As I was looking for samples for him to take with him, people are generally “tactile” and like to see and feel actual products, I found a box of our business card holders that were created by metal cutting on our new laser. It turned out that there was a very large amount of some of the parts for the holder and not others, so I told our people that I wanted more metal parts cut immediately so that I could get them to Don. That precipitated an argument because I also told them I needed more metal parts cut for our material brochure and there was actual orders for the metal laser that would have to be delayed. Obviously the fact the laser was busy is a good thing but, I felt that our sales group getting pushed back for something they really needed. After continued discussion, we came to a compromise where we would all get what we needed in an acceptable amount of time but two things were obvious. If I did not push, then our sales materials would always be delayed. This was not through spite but their view being it was better to finish actual orders and get paid then samples for potential business. I understand their point of view but I will continually fight to make sure they understand mine. Sales is such a foreign concept to most people that they have no idea what it takes to get and hold business. Customers do not “have to understand” anything, they don’t have to be nice, agreeable, understanding or be willing to compromise, if they are, it is a bonus. Customers are like gold and should be treated as such and as long as I am in charge they will stay at the

top but in this case, it seems our laser is almost at full capacity which meant we may need to buy another one. Something else Mr. Gutenberg had to listen to when a machine nears capacity, it is time to take action and that is the second part of the conversation that also has to be heard and acted upon. The main thing for all of us to keep talking and if that meant it sometimes get loud then, so be it.

Regards,  
Andrew

**12/7/17**

**7:44pm DST - CEO to CEO Summit; New York City, NY**

I was up at 3:00am to exercise but I messed up my timing. Aziz the Driver originally said we should leave at 6:30 but I unknowingly texted back 6:00am and when he arrived before 6:00 and I realized what happened, I rushed to get ready and in the end was in his car by 6:10am. As it turned out, it was a fortuitous mistake because traffic was already building and twenty minutes later on my pick-up could have gotten me here forty-five minutes later. As it turned out, I was the first one and before going in, I went to look at the nearby river and sunrise. It was beautiful but very cold with the stiff wind so I did not stay out for more than a few minutes.

**12/7/17**

**7:26pm DST - My House, NJ**

The Summit was well run with good speakers. Afterwards, we broke up into groups and while introducing myself to everyone, I had mentioned that I was very proud to have Kayla as our fourth generation. It turned out that one of the people there, who had started his own wine distribution company, was an eighth generation wine grower. He was not in their business yet however, his family had strict rules regarding coming into the family enterprise and one was that you had to work a decade outside before being considered to join. He was obviously very successful on his own but he still wanted to go back with them which spoke a lot for the power of family run dynasties. I also spoke with a woman who was a "turnaround specialist" in that she took troubled companies and tried to fix them. I was back at home before 4:00pm and went for a short bike ride. It was cold and the sky was clear and beautiful. Dusk was setting in as I got back here, it is about two more weeks before the shortest day of the year.

**12/8/17**

**9:21pm DST - My House, NJ**

Work on the Vest continues, we should have the new prototype by the middle of next week. I ordered different types of neoprene material so that we can finalize on that and also test cut it on the laser to see if that speeded up the manufacturing process. Once we get the pattern we will have to figure out how to scale it up and down for different sizes, we will learn a lot about clothes

manufacturing in the next few months. Don is set to go in Canada, he sent me a list of 11 people to get Vests for the beta test. I am hoping they have them by January 1st. They will have two weeks to test them and then we can either make additional changes or simply prepare to launch. We will plan to make the initial runs here in New Jersey and then migrate the mass runs to IJX. We will need to have the manufacturing process finalized and any new equipment working efficiently so that we can duplicate rapidly in China.

Don will also be selling IJUS regular product lines so he should be busy for a while part-time. If it looks good we will start a company in Canada, probably in late January, and then formally announce it globally. We will start slowly and see what happens, if it looks good we can then start in Mexico and Belgium. If nothing else, launching a new distribution center in Canada represents another expansion for IJUS and that alone should be a great marketing tool for the first six months of next year. People like to hear about success and expansion, we have to keep growing otherwise we will start dying.

I went outside to take down the garbage can before and the sky is looking very snow-like. My Dad taught me the warning signs of an impending storm like hazy thick clouds and the feel of increased moisture in the air. The weather forecasts agree with my summation and the snow is supposed to start tomorrow morning. If it does I will not be able to see David or my Mom. I can't do it on Sunday because I will be preparing for my colonoscopy on Monday so it looks like I will be mostly home this weekend.

President Trump announced he is in favor of moving the Israel Capital and the US Consulate to Jerusalem. There have been massive violent demonstrations against the move and many of our allies agree it is a bad idea. The President does what he wants when he wants and I have no idea if this is a good course or not. He is leading like the leaders of China and Russia and follows his own plan. It is a time of great uncertainty but on our own level, we are plowing ahead with expansion, I hope my plans will be successful, they are mine and there is no-one else to hold responsible but me. We will continue on this journey for as long as I am in command, I love my life, my job and I find this whole "thing" fascinating, invigorating and a continual, wonderful challenge.

**12/9/17**

**3:29pm DST - My House, NJ**

I was up about 7:00am and my wonderful wife said to me that the snow was supposed to hold off and if I left our house at that moment then I could still go biking. The temperature was 33 degrees F and I needed no further encouragement and was out in the road shortly thereafter. It was indeed chilly but I was fully dressed including my face mask, ear muffs and my heavy outdoor gloves. It started to flurry as I was riding and since I did not consider it really "snowing", otherwise I would have had to come right home as per my discussion with Wendy, I kept going. It turned out to be a good decision and after returning, changing and eating I was in my way to see Uncle Dave. A few minutes towards town, Wendy called to say the burglar alarm in the plant

had gone off. I called David, picked him up and we then went to checkout the problem. He is very easy going so when I said I had to go check on the potential alarm problem he had no issue coming along. Once there we went to our new space, I wanted to show it to him anyhow, it turned out my landlord was there, has mistakenly tripped the alarm, had emailed me that everything was fine. I had not checked my phone. He and I then had a quick update about what was happening. He was on schedule for us to take possession on the 16th most of the work was already done and looking fantastic. He also mentioned that “something” was happening in the real estate marketplace. He was getting a huge amount of changes with people leaving, others expanding and still others changing their space for new requirements. There was a lot of movement and it seemed to both of us

to be a harbinger of what could be coming. Therefore, I will endeavor to try and figure out what the pathway is, where the market is moving and attempt to use it to our advantage. Since we are already on a pathway with this new space, the expansion into Canada and our various new product capabilities and products that I am not sure what else we will do but thinking about what might happen which is rarely a bad use of my time and energy. After I got back home and had lunch it was snowing pretty hard but I had told my Mom that I go over to see her, so I did. The roads were starting to get messy by the time I got there and frustrated she was not in her apartment. On the way out, the nice man at the desk told me she might be in the “Card Room” which she was. I kissed her hello, she had forgotten I was coming and since the snow was getting worse and she was busy anyway I immediately left to come back here. It was good that I did because the roads were getting worse. I saw the results of one minor accident but got home in one piece. The snow is supposed to continue for another nine hours. I plan to take it easy with Wendy for the rest of the evening. The first snow of the year is truly beautiful and magical, it always brings back all types of good memories.

**12/10/17**

**7:36am DST - My House, NJ**

Dear Bernie,

I do not know if I have ever written to you before. You had passed away long before I came into the family. As Wendy’s grandfather and married to my beloved grandmother, through marriage, Sylvia, you have attained an almost mythical standing in our family. The financial legacy you created has lasted three generations and it’s mostly positive effects have been greatly appreciated by your family.

I would have liked to have known you, to find out how your mind worked regarding the world, business and how the events of the day shaped or did not modify, your plans for the future. You were in real estate, an area I have not yet ventured, and your guidance would have been greatly appreciated and utilized, had I’d been given the chance. However, you did leave me one incredibly important inheritance which you could not have known you created. On

your side of the family you are the one by which all of us have been financially measured. Your economic success has been one of the defining parameters of my life and as the decades progressed I have been measuring myself against you. That however has been somewhat difficult in that I am not really sure how successful you were. The people who came after you have been extremely competent in handling your investments, I really don't know how much of it was for you or them. I have, in fact, been chasing a ghost. The bad part about a quest for a non-quantitative goal is that you never know if you have reached it, the good part is that you are never satisfied with where you are.

Many of my friends and relatives are either talking about or are in the midst of slowing down or retiring. I am still "in the hunt" going after the biggest deals of my life, in part, because I have no idea, not only where you ended, but where I could go. Your position within the family is solid, you were the star, the icon to which we tried to equal, in my case I have used that as jet fuel, along with over goals, to force myself to keep jumping off cliffs and going for whatever is possible. I am sorry you were not around, but in some ways it might have better that you weren't. To me, you were not human, you had no flaws, no bad areas, you were simply a symbol of what could be and that has helped and continues to motivate me along the way. I will continue to chase you, a ghost I have never met, thanks for being there, you have made a big difference in my life.

Regards,  
Andrew

**12/10/17**

**5:59pm DST - My House, NJ**

Today is the day before my colonoscopy which meant I woke up early to be able to eat a huge breakfast before the 7:00am deadline to begin the liquid diet. From there I exercised in our basement and went for a walk. Later I put tarps around some of the furniture on our porch for winter protection, got my car washed because some type of winged creature(s) unloaded on it and then spent the afternoon into this evening "preparing." I will leave it to you to figure out what that is. I hope to be asleep early.

**12/11/17**

**10:23am DST - My House, NJ**

I leave some things to fate. I had been having some minor swallowing issues over the past few years and even though I had it checked a few years ago with an endoscopy, I decided that it might be a good idea to have it done again. This, especially since I was having an colonoscopy anyway and the preparation was the same so I called my doctor's office and week ago and suggested we do both. I did not know whether they had thought it was a good idea and did not check until I got in this morning. Dr. Green, my very competent "gastro guy" and friend agreed it was warranted. Therefore, as they were putting me under,

I told everyone to hope everyone had a good time and was whisked off to la-la land. About thirty minutes later I was awakened by Dr. Green to say things were well so far and the test results would be in next week. While the preparation was not pleasant, I believe the peace of mind was very worth it. From there, Wendy and I went to breakfast where I ate a huge amount and then we came home and I ate chocolate. Since I am not allowed to drive or do much of anything else, I occupied myself getting my fruit ready for my office breakfasts for the remainder of the week, did some recycling, tightened the bolts on our attic steps and I am now settled down to do some editing. It is beautiful outside and I am hoping to take a walk. For now I am feeling incredibly grateful for all of the amazing events happening and looking forward to what is coming next.

**12/11/17**

**11:49am DST - My House, NJ**

I just spoke with our IT Guru Don. Progress on our new database is moving rapidly and the software implementation will continue over the next few weeks. We hope to be test running the first quarter and have full implementation later in the year. If it works, we should be able to increase our volume to employee ratio by at least 3:1. In other words, every time we double our sales I only want to hire 1/3 more people. Let's see if it works.

**12/12/17**

**4:55pm EST - My Office, NJ**

I got up this morning, regular time and although the temperature was above freezing I decided not to bike, both because I was tired from yesterday and there could be ice patches. The temperature is going to plummet so I will be walking for the next few days. It was great to be back at work, lot's of pricing and more planning for the new space which is almost ready. I asked Dave, Vinnie and Doug to work on a new machine that would sew velcro strips for the Vest on large rolls so that we could then cut-out the patterns on the laser and be ready to sew the final garments as opposed to putting the velcro strips on one at a time. Bitcoin continues to gather steam, I think the whole industry is based on nothing and will crash but I have been wrong before.

**12/13/17**

**3:03pm DST - My Office, NJ**

Dave Lebre and Conrad are assembling the larger CNC Milling Machine in our new space, more equipment will be moved there next week. The lights are in, the painting is almost done, we start paying rent there in two days. More work on the Vest and the new prototype shorts were checked by Elana and given an initial approval. We have settled on the name SwaddlePax as long as it passes trademark review. Positive feedback on the Vest continues to come in, good we are helping people who are sore.



**12/14/17**

**5:56pm DST - My House, NJ**

Dear Mom,

I have trained myself over time to stop immediately whenever anything comes out of my mouth which I had not first planned. In other words, if something zooms forth from my subconscious in a visceral, unplanned response I try and figure out why. It goes back to when I first started working for Dad. He told me that in order to be able to “sell” anyone I had to know myself first. Only then would I be able to figure out what they needed, even when they did not know themselves. It was and still is excellent piece of advice, a lot like many Dad gave me. That meant I will always be in a continual search as to why I am as I am.

Over the years I have always described myself as a paranoid optimist. Someone who believes that the best can happen but be ready for the worst, just in case. The reasons for those feeling have only been coming to the surface since Dad died. When I was little, I always thought that he not only loved me but liked me too. I always wanted to be on his good side, do whatever he wanted, pleasing him meant everything and besides I was terrified of his temper. As time passed, I found out that he was human, I was not his favorite, and in fact at the end, he was not particularly thrilled with having me around. Since I was a teenager, those feelings of not being solid with him transferred elsewhere to become a pattern of never feeling 100% sure of anything. That dose of doubt was a constant reminder to never go into any situation without the backup knowledge and plan that it might not turn out as I hoped. Over time, that paranoia has stood me in good stead and helped to reduce my chances for total disaster.

In the end, of course I happily took and still take full responsibility for what I have done both good and bad and realize that the first fundamental mistake I ever made was mis-reading my own father. I had him on a pedestal of what I wanted and not who he was or wanted to be. My pathway for him and what should have been, was way different than his. The fault was mine and this was another good lesson for me to learn. This also forced me forward in my own life, to be the best Dad possible, accept myself for what I was, both good and bad, and fervently hope that my children had the father that they wanted. Dad was human, he put me on a road that radically changed my view of life and it worked out incredibly well but over time I also learned, that you are the mother I always wanted and happily do have.

Love you always,

Andrew

**12/14/17**

**2:26pm DST - My Office, NJ**

I have to keep reminding myself that we have a big expansion going on and that it takes time, money, effort, planning and people many of those not

under my direct control, to keep on schedule and get things done correctly. There is a schedule that has to be done in order. Our landlord Carey is fantastic and he is assiduously keeping to his promises that leaves other things to us like expanding our alarm system, trash removal, installing new equipment and making sure we have electrical power. It is not like anyone has gotten upset or crazy, I have left most of it to Mike, Vinnie and Dave who are more than competent to handle everything needed. It is an amazing tapestry of people and machinery milling around while everyone doing their job. The best thing I can do is stay on the peripheral and be available to push when needed. I like order and structure and within another month the new space should be incorporated into our organization, it is an amazing experience to watch.

More debate on the re-writing the federal tax code, no one is sure if it will pass. I will bet that the people who eventually try and kill it are the ones that President Trump trampled on his way to the Republican nomination for President.

**12/15/17**

**2:02pm DST - My Office, NJ**

Dear Dad,

I just got off the phone with one of our patent attorneys and Mike. When we worked together, you used to drive me crazy constantly asking extremely piercing questions regarding anything I wanted to do. It got to the point where if I could “get through you” then I knew that not only was I prepared but, that no one would be able to throw me off balance. I also eventually stopped talking to you about new areas because you did not want to take chances, which often failed, and I did not want the negative feedback. Of course that drove you nuts which was an additional by product for me but that was a different story. I hated when you put me “through the ringer” but I knew it’s value. When you retired, I realized it that I needed at least one person who could take over the same function. Someone who would question my eternal exuberance of jumping off cliffs after ideas and projects that were coming from my gut and not necessarily thought out. If you had been listening to my last conversation it was like Mike was channeling you, acting like a break to my enthusiasm and trying to make sure our money would be spent well and not too quickly. It used to drive me more crazy when you did it, Mike can be stopped because he works for me, but it is still maddening. Deep in my gut though, I know I need to have someone like him around. I get an incurable thrill from going after new technology and trying new things. I have no hesitation to utilize our resources to whatever ideas come our way and that is mostly a very good thing but, and I will handily admit this, there should be parameters. That is why having someone like Mike around is a positive and necessary balance. Whatever the reason for your trying to slow me down, makes me prepare better and even force me to stop, the good parts of some added caution, are undeniable. I realized it then, as I do now but it would have been much better for both of us had we not always been on opposite ends of the spectrum. I believe that in general, leaping forward is always

better than staying in place and that, for me, will never change.

Regards,  
Andrew

**12/16/17**

**5:16pm DST - My House, NJ**

Dear Wendy,

Today is our 33rd wedding anniversary. It is hard to believe that we have been married that long because it usually seems like such a shorter amount of time. I have always felt that things are best when they are moving very quickly and that accurately describes our lives together. As I have often said, who you marry will contribute huge amounts of either good or bad possibilities and the right partnership can yield amazing, long term benefits. I realize that sounded like a very “cost accounting” way of viewing marriage but in the end it is probably the greatest single financial move we all make. You and I are extraordinarily fortunate in that we still love and like each other, make each other laugh, have similar views on children, morality and the way we want to live our lives. I always hoped that marriage would be a really beautiful, long term commitment with the two of us going after the world, and it has. Nothing is perfect and neither are we and the fact that we both understand that also helped to accept each other’s idiosyncrasies and getting through some of the tougher times as they came along. I love being married in general, to you in particular and I never stop counting my blessings for having you, our kids and our life together. With that however also comes the constant reminder to never take anything for granted, especially you and also to remember that no-one gets to any good level of success or happiness alone. We have been on this journey for what most people would say was a long time. I am still learning how to understand you more clearly and be a better husband. As you say, it is a process and one whose trajectory is continually pointed upward. My life would not be as good without you, thank you for always being there.

Forever and beyond,  
Andrew

**12/17/17**

**2:59pm DST - My House, NJ**

Going into new areas is both exhilarating and intimidating because they have the continual potential for huge failure and amazing success. With each new step forward I know we will run into the same problems as others before us who either triumphed or gave up. Once we get into actual inventing that brings an entirely new level of trial, error and risk and where the real fun begins.

One huge advantage of not having industry-specific experts on staff is that we don’t know what is impossible. Case in point is the Vest. We just got the second prototype from our outside supplier; it was not to our specification and we already had additional changes. Therefore, I decided that, instead of

going back to this company for a third round of changes and be charged a lot, we were going to take over the entire process ourselves, like we tend to do everywhere else. In other words we will use our strengths in software, tooling, materials and production to produce the best Vest possible at the best price. If we have problems along the journey, we will first try and solve them using our standard methods of inventing, innovating, the utilization of our own equipment. If we hit a brick wall we will then ask for outside help. Why do it this way? The answer is simple, as we go through this process we invariably learn better methods of production. If we don't know what can't be done, we will then try everything and that is the process which often brings us to new, faster and cheaper ways to make new products. As far as the cut-out Vest pattern goes, I looked at the first and second versions, saw what needed to be done, marked what I wanted on the current prototype and tomorrow we will have a team meeting to determine if my modifications are possible. If they agree then, we can do everything we need to get the project ready for short-runs and custom orders here in New Jersey and mass runs at IJX. It is already very exciting and I hope that after the meetings tomorrow everyone in our office feels the same way.

**12/18/17**

### **3:18pm DST - My Office, NJ**

I got word from LC in Malaysia that the stockholders' meeting is set for Friday, January 12th which means I am scheduled to leave 1:00am on the Wednesday before. I have emailed Yui, the IJX Saleswoman in Bangkok to see if she wants me to come over to make sales calls. I should hear back tomorrow so I can book this trip. We had our annual holiday lunch party today which featured a delightfully eclectic variety of foods from many countries. Wendy joined us as did Ariel our former industrial design intern who was back at college.

**12/19/17**

### **9:16pm DST - My House, NJ**

It looks like Wendy has the flu even though she got inoculated against it. She is very uncomfortable and I am wondering if I am next. I am not sure if I should start taking Tamiflu in advance. I don't like taking unneeded medication but I think I will start. The pills I have are a year old but still should still be almost full strength. I put in a request to our pharmacy for more but my doctor will have to approve it first.

Don from Toronto has been making sales calls and doing well. He has a shot at his first project, a window sensor, I have authorized him to spend time developing a prototype, if the customer likes it they can have the design for free but we have to be guaranteed the business.

**12/20/17**

**3:52pm DST - My Office, NJ**

Dear Dad,

We have a new salesman in Canada, his name is Don and he is a mechanical engineer by trade. He really wanted to come work for us as a salesman so we put him on as a temporary contractor to see how it would go and his few weeks have gone well. He has a chance at new piece of business. It involves a company that produces “smart-home” technology where a lot of the home services like temperature control and lighting are put into one system. Don had an idea to make a new type of motion sensor for the windows and doors to hook in an alarm system but there was a software issue with the units trying to “talk” to each other. When he said the idea could not work, I corrected him and said we did not have a solution yet. We needed to try harder and if at the end of the invention process we failed, then we would stop. He agreed and we came up with another idea which he just emailed to his potential customer. He then got an immediate reply that the design idea also would not work. However, as I told him would happen, the customer was very happy we had kept trying, even if we were not successful.

No formal engineering training has helped us immeasurably. Not knowing what is possible means we will try anything and sometimes it works. People love having us around and that was something you always taught me. Always use our brains and not be afraid of failing or looking dumb, another invaluable lesson.

Regards,  
Andrew

**12/22/17**

Things began to slow down yesterday with the upcoming Christmas holiday. I have been doing a lot of marketing and production work, both to go after new business as well as get the Vest and the new clothing line set-up for manufacture. We are also working on getting the Vest intellectual property covered and working with Don in Canada both for this and our regular US product lines. In other words it has been busy and a lot of fun. Yesterday was the shortest day of the year but I was able to go biking this morning. It was 32 degrees F and I never really totally warmed up but it was still great to be outside and break a sweat.

I went to the dermatologist today for a check-up. She is a very competent, nice woman and it was a fast, positive encounter. Elana was in to check the new SwaddlePax shorts and pants. They did not look great on her and if they are not attractive on her, they are bulky, then they won't be good on anyone so we will send it to my son Alex to re-design. Contrary to the Vest which I think, makes people look thinner, stand straighter and better, we probably have to market the shorts and pants differently. Don says his cyclist friends like the Vest and want modifications, if there is a big enough market we will be happy to customize as needed. I went to the chiropractor today. Mrs. Capriglione told

me that her husband had been using our Vest and it had given him repeated, real relief. That, in addition to doing the same for me, was enough to make our whole effort worthwhile and spurs me on to keep pushing to get it to the public. We already have a list of more than twenty people who have signed up for the beta test. We should start getting the test samples out the first week of January. Mike the patent attorney sent us options on which country to start the patenting process, I will talk with our Mike and make a decision next month. The tax reform bill has passed the Congress, Senate and was signed into law today by President Trump.

**12/23/17**

**3:41pm DST - My House, NJ**

I rarely can get through the night without going to the bathroom. Sometimes I have trouble getting back to sleep and last night I put on a Jean Shepherd tape of one of his past radio shows. I had it playing at a very low volume and quickly fell asleep, I was awakened however by the voice of my Dad. He has been gone for two years and as far I knew the only recordings I had of him were for a CD we made of my parent's histories a few years ago. I thought I had been dreaming but after I woke up and went back to check the tape it seemed like my Dad. I just checked again later in the day and sure enough it was definitely him, I could tell by what he was talking about. I could also tell, from his voice that this was probably at least a decade old. I had no idea how it got there and especially on a pre-recorded tape. However it was interesting listening to him again, he was talking to various people and was at his best trying to influence them into doing as he wanted.

Shortly after that happened this morning the alarm company called, Wendy had answered the phone, to say we had multiple alarm signals activated at our plant in Maplewood. This did not sound good as our new space was spliced into the current system yesterday so I got dressed and went down to see for myself. This was the third shortest day of the year so it was still dark when I got there. The police had already come and left, they had not seen anything out of place and I went in to check myself. After a quick tour, I concluded everything was okay but there were multiple sensors in our space that had gone off so after a call with our alarm man Peter, we were actually not sure what happened, we reset the alarms and if anything further happens it will come in to my cell instead of the house phone so at least Wendy won't be involved.

It was then back here where I went for an hour walk, exercised in our basement, had breakfast and went to see Uncle Dave. He is well and contemplating going into some new business. We had a positive chat about the economy and the world. After lunch, Wendy and I went to see my Mom, Ira was there and I mentioned the "Dad" tape from this morning. They too were mystified. Alex called me, he is coming in tomorrow and we are celebrating his birthday on Tuesday. We also talked about the Vest and other planned garments where he will be involved.

**12/23/17**

**9:51pm DST - My House, NJ**

Wendy solved the mystery with my Dad. She remembered that I had given him some Jean Shepherd cassette tapes a long time ago and he probably had one loaded in his radio/player and hit the record button by mistake. It must have been about fifteen years ago.

Kayla is on a flight coming home, she is due here in less than two hours. Alex called me today. I ordered more straps and buckles for the 30 beta test Vests we are making. If my ideas about production are valid, we can make almost any size for everyone participating. This has been a real learning experience for me, new products, processes and production methods are of great interest not just for this area of business but across the board. We are constantly cross “pollinating our product lines” so that we can expand the ranges of our machinery and our people.

**12/24/17**

**4:04pm DST - My House, NJ**

**Christmas Eve**

I was able to bike outside this morning, it was cold but very doable and on the way back I made the mistake of stopping by the bike store. Of course they had a really cool new bicycle ready to show me, maybe I will do something in the springtime.

Kay came home from California late last night and after she woke up, she and Wendy went out for lunch. Consequently I had an unanticipated block of time open after my lunch so I had texted Ira and he was available for tea. As always, it was wonderful to see him and after a quick walk we stopped at our normal Dunkin Donuts and talked for a while. He is slowly moving into retirement mode but there are still a lot of loose ends so it will probably be the summer before he is done and made the full conversion mentally. We spoke about my parents, life and the world and as always, it was very pleasant. This also gave me the chance to check on the woman there, named Este who I hope to hire within a year. She is Ethiopian and had gone back home about a year ago to get married. It looks like her husband will finally be able immigrate into the US in the next few months. She is looking for jobs for both of them and depending on how things go at work, I am hoping to have them come join us. Of course I have not met her husband but her potential is so high I would be willing to bring them both on, assuming we had the work. After I left my brother, I stopped by to see Myrna, Cliff's Mom. I thought she might be lonely during this holiday, her husband Norman had been gone for about a year and she was very happy to see me. I showed her the Vest, she liked it a lot and said she had another project to consider. It turned out she had a medical condition where the nerves at the bottom of her feet were not functioning well which made it very difficult for her to walk. She needed something to help her feel the actual ground through her shoes. I had an idea of how to do it so she gave me

an old pair of her shoes to experiment on and we will start next week. It would be great if we could find a way to help her walk more easily and maybe rely less on a walker. I never know where and a new opportunity will arise. David Williams sent me a contact for neoprene material on rolls. A man named Issac will send us some samples.

I just checked on Kayla and Wendy and they were watching the end of a Holiday movie downstairs and were about to start another. Once I finish writing I will go join them, it is great having Kay home. It is day two of a four day holiday weekend. I am not going crazy yet but, am looking forward to being back on the “road” next month. I am hoping to get a definitive date for the stockholders' meeting by this Wednesday so I can finalize my tickets and start working on the other trips. As I look out the window, the trees are bare and it is 40 degrees F. It is supposed to snow a little later, then rain and then be very cold for the week. Looks like no more biking outside for a while.

**12/25/17**

**4:49pm DST - My House, NJ**

It is Christmas Day and as I look out of my bedroom window, dusk is turning to dark, a beautiful sight of very colorful clouds whose intensity is increased by very cold winds, I feel that we are on the cusp of huge change and I had better be vigilant to see what is actually happening and be prepared to move quickly. We are getting into position to surge globally, we cannot be faint hearted in our attack or our intensity. There are few companies like ours, we simply have to get out the word that we exist and I believe people will try us.

Kay, Alex, Wendy and I had lunch together and then watched a good movie, it was fun spending time with everyone and Wendy is feeling better from the flu every day. Barb and Cliff are on their way here with Chinese food, the traditional Christmas Day feast for many Jews here in the US. We also used to go out to the movies but that tradition seems to be waning in favor of movies at home which make it much easier and cheaper for us but spells big problems for movie theaters in general. Wendy and I used to go out to see films a lot, now we almost never attend and I am sure we are more of the norm than unusual.

**12/26/17**

**3:32pm DST - My House, NJ**

Dear Dad,

When I was growing up things seemed normal. I was the third child and by the time I came along, I quickly learned that if I did as I was told and did not abuse the rules of the house then, I was generally left alone. That “code of behavior” included getting extremely good grades, not causing you and Mom to worry or give you grief of any kind. The vast majority of the time I stayed within the code and was rewarded with an amazing degree of freedom. I had no curfews, I got a car as soon as I could drive and I was rarely even asked where I had been. There was a general trust between us which I did not abuse



and we basically lived separate lives, I did not bother you and Mom and I lived on my own. When it came to spending money, I did not feel good about asking you for an allowance so I started working while young and continued until I left for college. That too gave me the freedom to do as I wished and again since I was never “bad” we co-existed well.

Fast forward until I met Wendy. Her family was very different than ours. They hugged each other a lot, said they loved each other when they said goodbye and kept close track of what everyone was doing out of interest, concern and the hope of continually influencing their behavior as they got older. As you could probably tell, this was a huge change from the way I was brought up but after I got used to it I actually liked it. It was nice having people around who “mothered” me in a way I had not had growing up. Having someone say they loved me or was proud of me was not the norm. I always knew that you and Mom loved me but we never talked about it, almost never said it to each other, rarely hugged and for most of my childhood, I did not like idea of being touched probably because I was not used to it. I am not saying what you did was wrong or bad, just a way of living I stopped as soon as I saw an alternative. I am sure I may have gone overboard with my kids telling them all the time that I love and am proud of them but I still thought it was better. As life goes in cycles, they may go back to your way when they are parents but that is their decision.

I have a very good friend who grew up in a household just like ours. He married a woman whose family was also much like ours so that the level of communication and interaction was sparse. The trouble is that I found out today that his wife, also a friend of mine, has anorexia. In other words she is slowly starving herself to death because of some incredibly difficult life situations that has compounded over time. My friend mentioned last week that she had some emotional issues but nothing severe. I heard from another friend regarding the depth of the problem and the potential for it ending in her premature death. The problem is Dad, that my friend is like us, he is not a talker about feelings and his household was a continuation of how we grew up. He did not have the benefit of having Wendy and her family around bombarding me with affection and interest on my life and welfare and gradually drawing me out of my shell. My friend may be incapable, although he dearly loves his wife, of trying to force the issue to insure she gets some help. I am not sure how hard I should push him since I cannot even get him to commit to a colonoscopy even though he agrees it is a good idea. He is one of my best friends but if I push him, he will rebel and even if he did try and intercede, I think his wife would refuse any offers of help and support. I have this horrible feeling they will simply continue as they are and she will gradually decline, pass away and my friend will be devastated and probably never full recover. I cannot force people to do what I consider is in their own best interest unless they work for me. Relatives and friends can only be influenced and I have found that guilt, fear and threats are very poor weapons to create change, often backfire into hostility and banishment. I will have to bide my time and hope an opening

occurs where I can broach a subject and find out if there is anything I can do. For now, I have no power and only limited influence which is highly frustrating because I believe I know what needs to be done but that is worthless if they don't think so. Hopefully I will get an opening, otherwise I will have to be satisfied with just giving maximum support and comfort.

Regards,  
Andrew

It is the day after Christmas Day, a Tuesday and I gave our employees the day off. We have an amazing team, they deserved it and were very grateful for the extra time. After I worked out this morning and walked outside, it was too cold to bike, I went for my annual eye doctor appointment. After the preliminary tests were done and I was back in the waiting room waiting for the doctor to check me, I saw some unusual activity. It turned out that my doctor had not come in, they were not sure why. I was brought into a treatment room and given the choice of seeing another doctor or rescheduling. Since I did not think anytime was wrong with me, I chose another doctor who came in a few minutes later. He was my age, I could tell extremely competent, and we were done in under ten minutes. I would use him again anytime. From there Alex, Kay, Wendy and I went to brunch to celebrate Alex's 29th Birthday. We had a wonderful time, he looks great and is doing really well. Afterwards, he and Kayla went back to Manhattan for more birthday celebrations. I am home with my wonderful wife, she is feeling better, not 100% but improving every day. I find myself in an continual state of being thankful and of wonder of what has already happened and the chance for more. I look forward to going back to work tomorrow.

**12/27/17**

**3:18pm DST - My Office, NJ**

I went to get the results of colonoscopy/endoscopy and Dr. Green said I was fine and should not change any of my daily regimens. I, of course was very happy with that and with that went to get myself a congratulatory iced tea, even though it was 22 degrees F. We inputted the latest Vest design into our CAD software system which is connected to our laser. It needed some more modifications and we will try again tomorrow. We expect a few more revisions before we have a good working prototype, and then it will go to the Lebre's mom for stitching and assembly.

**12/28/17**

**4:03pm DST - My Office, NJ**

It is the week between Christmas and New Years but a lot has been happening so I am very happy to be here in my office. We are trying to figure out the best place to submit the Vest Patent application whether, it be Canada, here or Europe. There are also questions about the BuildTak patent application for

both here and China. I sent the first Vest advertisement to Don in Canada, I am waiting to hear his feedback, once I have it I will forward it to our insurance man Lou. There is no sense in sending it to any of the attorneys if Don, our man on the ground, or the insurance companies have an issue.

**12/30/17**

**8:52pm DST - My House, NJ**

Dear Dad,

I am on a mission from God. How can I say that? When you were still alive and we used to talk about God you used to chide me about some old man in the sky beaming down positively, showing the way towards betterment of ourselves and the world. You thought it was ridiculous that it could be one single entity and until your end, you kept your belief that God was not there. I disagreed then and I do more forcibly now because of the continuing amount of proof within myself. From the battering I gave my body throughout my 61 years, I am currently paying the price. The pain that used to symbolize a good workout now usually means I have messed up various parts of my body that will not get better. Even with all of the exercise, chiropractic work, weight control and being careful, the pain levels are no better and sometimes worse. Amazingly enough, the Vest invention that we created is the only thing that gives me general relief. In fact, without the Vest I can safely say that I would be taking a lot more over-the-counter pain medications, maybe even prescription level drugs or perhaps submit to surgery. It has made the difference of functioning easily or be in continuous real pain and from that perspective, one of personal experience, realize how important it is to me and will be to others. I did this to myself, I came up with a working solution to it and with the help of our brilliant team, we have created something that can help to lot of others. We guarantee no results, we promise nothing, we simply say we hope it will help and if not give a full refund. It would be fantastic to help many people who are in pain just like me. As you and I both know, giving something to someone for free negates its worth. People have to invest, to buy something in order to believe it has value and have "skin in the game." Therefore people will have pay for our garment, we will make more and over time expand the product lines to help other parts of the body. I did this to myself, God gave me the way to handle it, not cure it, the pain and damage will never go away, but at least now there is a good, cost-effective alternative to what is out there.

It comforts me to think there is a single entity that is God, it gives me someone to focus on, relate to and be responsible towards. If I am wrong I will find out when I die, but until then, we go forward together. I can do this, I will do it, but it is up to the world if they will hear me. I hope your are well, wherever you are and that you are proud of what we are doing.

Love,

Andrew

**12/31/17**

**3:52pm DST - My House, NJ**

It has been very cold here for the last few days and scheduled to continue for another week, then warm up a little and maybe snow. Such is life for a New Jersey winter for which I have no complaints. Wendy just stopped by and mentioned how good our driveway looked, it snowed again yesterday and Nick's (our gardener) guys have been doing an excellent job. It pleases me greatly to hear her say that since I have been worried about weather related problems since I had to give up the bulk of the snow cleaning because of my back issues. Now I can leave on business travel without being overly concerned and she will be able to get her car out. Speaking of business, we still have no word on whether the last issue regarding the new partner for Ideal Jacobs (Malaysia) Bernard Corp. will be worked out or when. I can't finalize my trip until the results are known and if nothing is going happen then, we will then skip to the trips for California, Texas, Canada, Mexico and Europe. Whatever the outcome, we will move forward which is our general operating procedure.

I saw my brother this morning, he says he doesn't feel retired yet, too many financial issues still being worked out. Maybe by the time the spring trout fishing season arrives, he will start enjoying himself. I then went to see my Mom. She is going out with friends for New Year's Eve tonight and looks a lot happier than she did a year ago. She agreed she is doing better and looking forward to the future. She has been using one of our Vests and liked it a lot. I told her we were working on pants which could help her swollen knee both with the ice packs and compression and she is looking forward to trying it. We spoke about the production issues regarding the sizes and materials of all of the garments, she is very intelligent and can easily focus on where the problems might be.

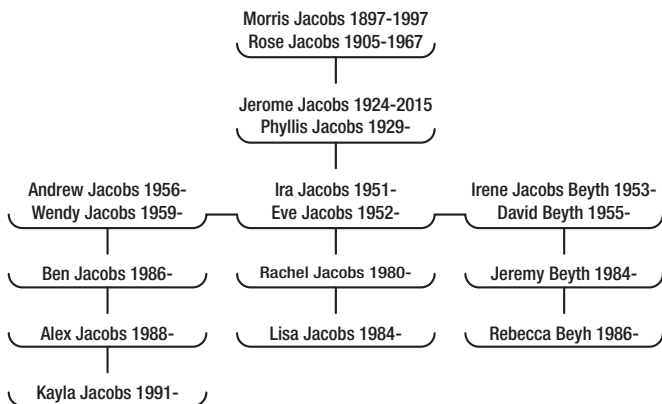
From there it went to a "Whole Foods" supermarket near her, got supplies, came back here and had lunch. Kayla is making chicken soup from scratch and the house smells wonderful. I can hear her laughing downstairs, it is such a wonderful sound emitting from her whole being.

In retrospect for this year, and my life in general, I think the one word that sums it all up is "grateful". Grateful for the life I have, my family, our business, the people around us, the chance to do more in whatever area we choose. Grateful for the opportunity to use my attributes and those around us to create more jobs, better lives for our people who in turn can do the same for their family and friends. I have learned over time that I cannot change the whole world but I can influence a small circle. For those, and additional people who come into it, I pledge to keep trying new things, growing, pushing to move forward while having to have the best times possible on the journey. Thanks also to you for reading this book, if not for you and your feedback, the "road" would be a little less fun to travel. I wish you all the best for 2018.

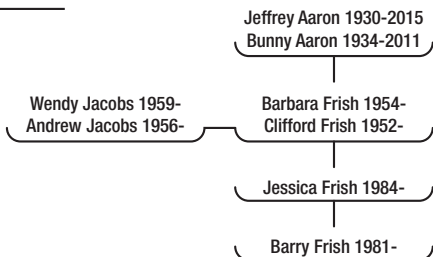
Regards,  
Andrew

# NAME LOCATOR

# JACOBS FAMILY



## AARON FAMILY



## BUSINESS ASSOCIATES

## - Ideal Jacobs US

- Vincent Santoro, *VP of Global Manufacturing*
- Mike Valentine, *Vice President of Operations*
- Richard Green, *Sr. Manager of Technical Sales*
- Eileen Mroczek, *Sr. Manager of Cust. Relations*
- Dave Alexander, *The Maker / Tooling Specialist*
- Doug Winters, *Production Manager*
- Dan Green, *BuildTak Business Development*
- Don Argintar, *Corporate Computer Specialist*

## - Ideal Jacobs Europe

- Igor Gomes, *Managing Director*

## - Ideal Jacobs Mexico

- Paulina Vallejo, *General Manager*

## - Ideal Jacobs Malaysia

- Lian Chin "LC", *Corporate Affair Executive*

### - Ideal Jacobs Xiamen

- Ben Meng, *IJX President*

- Allan Du, *IJX General Manager*

## FAMILY FRIENDS

- Dr. Kevin Browne, *Andrew's Dentist*
- John Budish, *Friend*
- Elana Hager, *Family Friend*
- Paula Green, *Friend*
- Paul Gross, *Tennis Coach*
- Jerry and Laurie Levey, *Friends*
- Dr. William Menard
- Gary Moscovitz, *Accountant; God Father to Kayla*
- John Rudder, *Friend*
- Jean Shepard, *Radio Celebrity; Andrew's Mentor*
- David Williams "Uncle Dave," *God Father to Ben*
- Dr. John Capriglione, *Chiropractor*
- Mike The Driver, *Andrew's Part-Time Driver*

# COLOPHON

This book was prepared using Adobe InDesign CC on an Apple iMac 3.4 GHz Intel Core i7 running OS X Sierra 10.12.6. The original text was supplied from the author as individual Microsoft Word files and was imported into Adobe InDesign CC.

The body text is set in 10 point Baskerville Regular. Headings are typeset in 24 point Maple Bold. All body fonts are PostScript Type 1 fonts.

Cover design and concept created by Jennifer Peralta using Adobe Illustrator CC on an Apple MacbookPro 2.4GHz Intel Core 5 running OS X High Sierra 10.13.5.

Layout and formatting were done by Richard Green III and Jennifer Peralta.

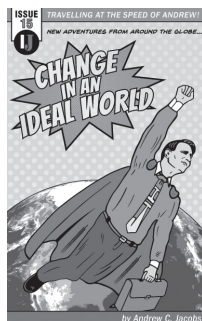
Editing was performed by Donald Lem and Jennifer Peralta. Proofreading edits were entered into master Microsoft Word documents. Text was then imported and formatted in InDesign CC.

The finished layout was exported from InDesign CC in Adobe Portable Document Format (PDF). The resulting PDF file was uploaded to the Ideal Jacobs Corp website ([www.idealjacobs.com](http://www.idealjacobs.com)) for digital download and digitally transmitted to the print facility for imposition, set-up and printing.

RG3

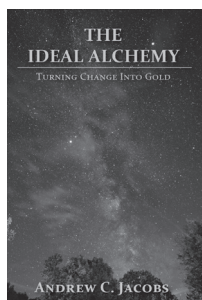
# ALSO BY ANDREW

## Books



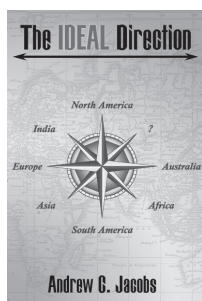
### **Change In An Ideal World**

It's a bird! It's a plane! It's the Ideal Businessman! Travel around the globe with Andrew Jacobs as he continues his quest for new business innovations.



### **The Ideal Alchemy: Turning Change Into Gold**

Join Andrew on his worldly travels as he navigates the rivers of business through the ever changing rapids of the global market.



### **The IDEAL Direction**

Which direction will Andrew go next? Download a copy of this book on [www.idealjacobs.com](http://www.idealjacobs.com) and embark on the journey with Andrew and find out where he will go next.



### **The Ideal Climate**

Log on to download our first digital release and continue the journey with Andrew Jacobs as he looks for the ideal climate for business and sales. Exclusively available at [www.idealjacobs.com](http://www.idealjacobs.com).

# Audio CDs

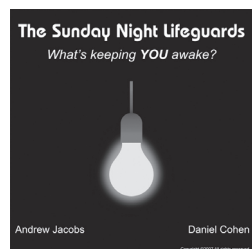
## On The Air

My dream of being a radio celebrity finally came true thirty-three years after I graduated college. I was finally in New York City and had two radio shows in the biggest media market in the country. The best part – I really loved doing it and the fact that I had to wait more than three decades only added to the joy.



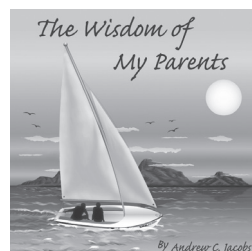
## The Sunday Night Lifeguards

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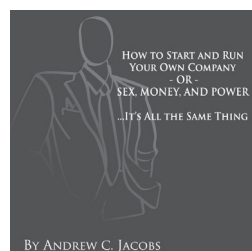
## The Wisdom Of My Parents

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.







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