

# THE IDEAL CONNECTION

ANDREW C. JACOBS



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# DEDICATION

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*For all the mean, nasty, difficult people I have met throughout my life. They have forced me to create a mental discipline of granite that has enabled me to not only withstand the negative forces of life but also to turn them into rocket fuel to propel me, my family, and our teams around the world to amazing heights. God sends the good and the bad; we will endeavor to learn the maximum from both.*



# TABLE OF CONTENTS

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Foreword . . . . .	V
Introduction . . . . .	VII
January . . . . .	1
February . . . . .	26
March . . . . .	48
April . . . . .	68
May . . . . .	94
June . . . . .	123
July . . . . .	152
August . . . . .	173
September . . . . .	190
October . . . . .	212
November . . . . .	236
December . . . . .	259
Name Locator . . . . .	284
Colophon . . . . .	285
Also By Andrew . . . . .	286



# FOREWORD

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I am writing this on 8/18/2020. It gives me the advantage of being able to look back not only on last year but also on the first eight months of this year. The global havoc that has ensued because of the Covid 19 Virus has been monumental. A lot of bad things happened, but, as with all major change, a lot of good, too. Every preceding year is a set-up for the one following. What we did then greatly affects what we do know and how well we are prepared for the future. I have been taught many life lessons from a variety of positive and negative mentors. I hope that my distillation of what works best for me can also be of service to you.

Thank you,  
Andrew





# INTRODUCTION

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Welcome to my world in 2019.

I have Obsessive Compulsive Disorder, Attention Deficit Disorder, Germaphobia, Claustrophobia, and don't get me started on my various food restrictions. I am strongly opinionated and feel I know what is best for most people. I am not afraid to take extreme chances and make decisions very quickly, which I seldom regret. I can be unbending, difficult, and unreasonable—yes, even stubborn. You can just ask my wonderful wife. On the other hand, I am loyal, faithful, and a really good friend and boss. Most of my employees have been with us for a long time and I cherish our teams around the world. We have built a good-sized company since it was just my dad and I, forty three years ago. As we approach our 100th anniversary as a company, I am amazed and thankful for how truly blessed we have been. Take a walk through my world; it has been an amazing ride.





# JANUARY



1/1/19

3:42pm DST | Our House, NJ

*Hello and welcome to a special 2019 edition of the Ideal Almanac!*

*When I first entered the family business, my dad would do the “fearless forecast”. The process consisted of going through the accounts on hand, seeing what they produced the year before, and guessing what they would do for the coming year. In deference to my father, I now give you my forecast for the US and world for the next twelve months.*

*I had been a little down the last few days worrying about the coming year, but this morning—the beginning of 2019—I am feeling better. Unfortunately, the same cannot be said for our world as a whole. We can check back in twelve months to see how close I came; in some cases, I hope I am dead wrong.*

*The economy: a global recession will take hold affecting everything. Unemployment in the US will go to 9%. GDP will drop to 1%. Bankruptcies both in residential and commercial real estate, as well as companies and individuals, will be five times the rate of 2018. Inflation, due to the Tariffs, will rise to 5% along with an increase in domestic goods prices in the US by 10%. Mortgage and student loan default will also triple. The stock market as a whole will go down another 10% which means fewer people can retire which means fewer jobs for those coming out of school. Similar results will happen around the world.*

*Governments: Across the board, leaders will continue to do as they have been and blame each other for their dismal performances.*

*Our planet: temperatures will continue to rise with more forest fires, floods, and temperature extremes.*

*The good part: I hope you did not think I was going to leave you hanging with all that bad news. Historically throughout the world, whenever things start getting bleak, God, or whatever entity you believe in, usually puts forth a group of individuals who have the ability to make extreme, positive change. I am a firm believer that we only get the truly great leaders in government and business when we really need them and that time is coming. I believe in capitalism, in the value of the individual, in the certainty that one person can make a*

*huge difference, and in the entitlement to benefits for those innovators' efforts and risks. The tougher things get in our world, the more opportunities arise for those people to risk everything they own, to not only make "things" better but to also make fortunes for themselves and their teams in the process. The time has come for new fortunes to be created that will not negatively impact our planet, but actually help it.*

*Mother Earth needs capitalism more than ever to help create major positive change quickly. The capability to make huge amounts of money will enable the synergy of personal desires; wanting to help the planet and wanting to survive finally merge together for the benefit of all. These people are amongst us now: innovative oddballs with their heads in the clouds, who think and act differently than the bulk of humanity and who view life from different perspectives. They love to take chances and are not afraid of failure; now is their time to make a difference. Don't be fooled into believing they cannot create radical, positive change if they are not backed by a government or billion dollar corporations. I believe they can.*

*By the end of this year, global citizens will realize that the fate of the world is up to the individual and people will focus on innovative ways for individuals to handle the extremes. Together we can make ever increasing, incremental betterment. Small companies, entrepreneurs, and those with the willingness to take life-changing chances and fail will find each other through the Internet across borders to create new ways to build better products with fewer raw materials and create less pollution. They will be able to build new types of transportation systems that do not create pollution, new ways to build individually engineered products for the specifics of the individuals, and new, profitable processes regarding how to live our lives in harmony with others and our planet. The problems with safeguarding and increasing our water and food supplies will be addressed not just as something to do good for the world but also as a way for businesses to make money. In short, every area where we face an issue or a global disaster will become an opportunity for people around the world to join together to find solutions and make fortunes in the process. If we wait for the governments and politicians of the world to fix anything, we will all die a slow death. Capitalism is the only way to energize the genius that is within the individuals who can make drastic change. Call it selfish, criticize them for not willing to sacrifice themselves to a life of chastity for the betterment of the world, the only way for the world to change its course from self-destruction is to make it more profitable to do it "right" and that time is now.*

1/1/19

4:45pm DST | Our House, NJ

It was a beautiful, almost spring-like day here in New Jersey. I took full advantage of it and rode my bike outside; it was wonderful. Afterwards, Wendy and I went to our local diner for lunch. As soon as we got there, we saw my Aunt Marlene and two of her three children, Jeff and Ann. We do not see them often and it was a very nice brief encounter. Ann invited Wendy to stay with her in the spring; she lives outside Washington DC. Wendy is planning to go.

During lunch, Wendy and I spoke about the coming year and having Kayla

move back from California. We both thoroughly understand Kayla's potential and the continual need for understanding between her and I as she rises up in our company. It is a process that all family businesses go through and I am determined to try and keep ours as peaceful and productive as possible, which can be difficult with so many changes going on all the time.

Once done, I went to go see my mom; she had stayed out later for New Year's Eve than Wendy or I and looked good. I am working on a new invention for people with neck and headache issues, but she did not want to try the prototype. Afterwards, it was back here for a peaceful afternoon. It's back to work tomorrow and I am hoping to get started on Kay and my India Visas for our trip, but we are stopped until we get an invitation letter from our customer. If no word, I will push them again tomorrow. I am getting the urge to be back on the road—a good thing.

**1/2/19**

**3:08pm DST | My Office, NJ**

Today had actually started really well; the temperature was at 35° F and scheduled to drop so I went biking very early. As I was riding, my bike light suddenly illuminated a large buck with antlers within 20 feet of me. I think he was as surprised as I was and, as I quickly pedaled past, he did not move. Kayla and I are working on our Visas for India; Marina is helping. China manufacturing is slowing down, not a good sign.

Since the year ended, I called one of my cousins who does some investing for us to discuss last year. After talking about the dismal financial results of last year, his voice started to break. There is bad news and then there is devastating news—this was the latter. One of his nieces, thirty-four years old, a cousin of Wendy's, had passed away this morning. There was no other information, no cause, no history of an issue, nothing—just the result. I did not know what to say; the best I could do was offer any help we could give and then call Wendy as he had requested. She also went numb and there was not much else to say so I called Kayla. It was one of the first times a peer of hers had died so she too did not know what to say. I spoke to Wendy later and she said the funeral was probably this weekend in Washington, DC, where they lived. I am figuring Wendy and I will go. There are sad deaths like with older parents, friends, and relatives; those are not so bad, especially if they had good, long lives and went without suffering. But the loss of a spouse or, in some cases even worse, a child who has not had a long life is truly horrific. The only good thing was that she apparently died in her sleep.

**1/3/19**

**4:37pm DST | My Office, NJ**

The days are definitely getting longer, a very nice trend to see. The weather was mild enough to go biking after exercising and, when through, I checked out our

shed. It had been repaired the day before by a local contractor and I called to tell him he did a good job. Wendy called me while I was putting my bike away. She had the train schedule for Sunday's trip to Washington, DC for the funeral and as soon as I got in we booked the train rides. We will travel with Barbara and Cliff and, even at its best, it will be a horrible day. Going to bury someone so young with such a sudden death is an indescribable horror. I have no idea what to say to her parents. By midmorning, all of the car rides were finalized and now all we have to do is get through the day.

Understandably, Alex and Kayla are having trouble processing what is going on; it is one of the first times someone their age has passed and it being so sudden there is no emotional pathway to follow. It is one of the highly unfortunate parts of life. Ben is on his riding vacation in Spain. Kayla did let him know what happened; I am sure he is as upset as the others. I just texted him to make sure he was okay.

Elsewhere in the world. US and European markets are way down; now people are talking about a Recession and that alone can feed upon itself to make it a worse reality. We got our second big invoice because of the Tariffs; it is a stupid, dumb, idiotic move by our President and he is making things much worse than it needs to be—not to mention the partial government shut-down. We are heading into very difficult times; hopefully, we are in position to gain from it.

**1/4/19**

**8:19pm DST | Our House, NJ**

Today was spent in part trying to finalize the engineering specifications for a plastic cover part that was one of the difficult jobs we have had in the last year. The tolerance levels are down to less than the width of a human hair and it is really difficult. I brought Dave in from vacation because of a tolerance issue from the customer last night and he called in Conrad. Between the two of them, I hope the final process is worked out and will yield acceptable parts. Elsewhere, I did pricing and more work on the company reorganization. It has taken months, but, combined with the new database that is now being implemented, I think it will make a huge difference in our efficiency and save a lot of money in the future. I also spent some time getting ready for Kay and my next trip. We are sending sales packets ahead to Israel and Malaysia so that we don't have to carry them with us.

There was an unexpected huge increase in the number of US jobs created and the markets here surged upward. I believe this was a temporary rise and things will continue to go downward, but I hope I am wrong. There was no movement in the government shutdown and, now that the Democrats control the House of Representatives, talk of impeaching the President are only getting louder and at least one new "Progressive Member" is calling for massive tax hikes on the wealthy. The President is supposed to be entering new talks with China regarding reducing or eliminating the Tariffs; I will believe it when I see it. He is still holding out for money to build a "wall." I think he is on multiple wrong paths.

**1/5/19**

**4:10am DST | Our House, NJ**

This morning was the installation ceremony for Joe, our niece Jessica's husband, to become the Chief of the Oradell, NJ Volunteer Fire Department. He started out as a cadet two decades ago and today achieved one of his life dreams. It was an awesome ceremony: first his lieutenants and assistant chief were sworn in, and then him. It was held at the fire station and the master of ceremonies reminded everyone that if a fire alarm sounded they would answer it. All of Joe's New York and New Jersey aunts and uncles were present as well as lots of related people and kids. As I ate during the reception, I was in total awe of the fire fighters. These were all volunteers who were on 24-hour call who, when needed, would run into a burning building, risk injury and death to help others. Their level of self-sacrifice as dedication was inspiring and it was an honor to be there.

Once done it was back here where I went shopping for provisions for tomorrow and then went to see David for late afternoon tea. He is well and still working on making himself better, like I do, to see how far we can go. It is a never-ending path upward, often having sideways or downward stops first to get to the next level. Time to pack some more for tomorrow's trip to Washington, DC.

**1/6/19**

**9:36pm DST | Amtrak Acela to Washington, DC**

I was up at 3:30am; knowing how tough this day was going to be, I wanted to be sure to exercise as much as possible before leaving. I pray every morning; I say thank-you for what we have and hope that things can be great for me and everyone around us. I added today that I hoped that Mikaela and her family are as well as possible. Since I believe in reincarnation, I think if she has not already, she will transition soon to a new place that I hope will be wonderful and peaceful. We still have no information as to the cause of her sudden death and unless someone offers information I will probably never know because I don't think I will be asking for details. The bike ride was peaceful, mostly done in darkness, and at the end I saw three deer feeding on a lawn. They were very used to people; as I rode, they did not seem to care. Once back at the house I got cleaned up, packed everything I hoped I would need, including my computer case and a knapsack. Barb and Cliff picked us up for the ride to the Metropark station. We all said at the same time how much we liked traveling on trains. I cannot conceive of how Mikaela's family has gotten through the last few days, culminating with the service and burial today. It is very sad.

**1/6/19**

**7:50pm DST | Acela Train from Washington, DC**

We arrived in Washington later than expected, but our driver for the day, Kalim, was ready to transport us right away to the temple. Once there, I quickly



realized how big a ceremony this was going to be. It was the same synagogue where Mikaela had her Bat Mitzvah. Between her friends and work colleagues and her parent's relatives, friends, and work associates, it was the biggest funeral I had ever been to. Since she was so young and her passing totally unexpected, the somber mood of the service was frequently punctuated by people crying. I teared up myself. Her parents and sister were all incredibly poised and the proceedings were run by their extremely competent rabbi, who was obviously a close personal friend. By the time it was over, everyone was affected and it was good to get back outside for the ride to the cemetery. In Jewish law, it is considered a Mitzvah or good deed to attend a funeral because the debt cannot be repaid since the deceased had passed. An additional Mitzvah was to help put earth into the grave after the casket was lowered. I had no idea how her parents and sister were able to hold it together doing that, but they did and then the bulk of us attending did the same thing. It is quite a moment to shovel dirt onto someone's casket and I highly recommend avoiding it for as long as possible. Still, we did it as a tribute to Mikaela and her family; we were glad to be able to do something for their comfort. That process took a while, dusk was coming, the highly pleasant mid-fifties temperature was going down and the beautiful blue sky was starting to turn colors. The balance of the service ended quickly with the rabbi calling for us to create two lines where the family could pass through before leaving. Amazingly, this turned out to be a very positive, upbeat affair with the immediate family shaking hands, hugging and giving high 5's as they passed through—for a moment people were smiling. We rode back to their house, but unfortunately it turned out that they had cats. Barbara, Cliff, and I are allergic so we could not stay, but we did get a chance to say goodbye. We went back to the train station, had dinner, and then waited in the lounge for the train. We are now on our way back to Metropark to get Cliff's car. I am looking forward to getting home, hopefully by 11:00pm, to enjoy a hot bath and start my regular schedule again in the morning. I never have to be reminded to be thankful for the many blessings in my life, above all the health and happiness of Wendy, our kids, and myself. It's days like this that remind me even more.

**1/7/19**

**7:06pm DST | Our House, NJ**

We were home before 11:00pm last night, but I had trouble winding down and was not asleep until 1:00am. I was able to text with my son Ben while he was at the airport in Spain starting his way home to Denver. He had been on a solo bike tour, which had been both physically challenging and mentally calming. He had a great time. I was up at my usual time of 4:15am; after all, it was Monday morning and, after the difficult weekend, I was looking forward to getting back to my usual routine. After exercising in our basement and running/walking, I got to the office for a crazy day of meetings, systems and infrastructure issues, and sales. We are still looking for the winning formula about how to advertise SwaddlePax.

**1/8/19**

**9:23am DST | Lexus Car Dealership, NJ**

I am waiting for my car to be serviced at the local dealership. I have a Lexus hybrid SUV and it is an amazing vehicle that has served me quite well. Hopefully, this maintenance helps it serve me for a long time to come.

I got a survey from one of the people reviewing our new SwaddlePax Jackets in Canada. He liked it a lot, had some suggestions, and said it helped reduce his pain. The bad part was that under the section regarding selling price he wrote that he would only pay \$80-100.00 for it. This jacket is a masterpiece of design and, with a few more changes, should be an amazing pain reducing garment for people with most types of upper body and arm pain. Accordingly, it will cost at least 75.00 US to make and that translates to about 100.00 Canadian. Unfortunately, that means that, even though people could temporarily or even permanently avoid drugs or surgery, they will not pay 200.00 Canadian for our jacket. I will never understand the mindset of people who are unwilling to invest in their own welfare, but that is not my problem. I will stop the testing and research; the people we could have helped will have to go the traditional routes. While I like doing good deeds, we have to make money and obviously it can not be done here. Therefore, this project is dead.

**1/8/19**

**4:44pm DST | My Office, NJ**

I just checked our sales backlog for next month. It is extremely low, which means it is officially time to start worrying and start cutting back where necessary—that includes launching any new non-standard inventions. Even though the stock market is going back up, I believe it is a feint and will go down again—a lot. We will continue to get ready.

Vinnie started making the instructional videos to cover all manufacturing aspects of our company. I think it will take a year but once done will be an awesome resource. I spoke to Don and Kay about the Chiropractor Magazine column; they both liked the idea.

**1/9/19**

**8:44pm DST | Our House, NJ**

I was incredibly fortunate that it was warm enough to bike outside and it was wonderful. Another crazy, fun day of paperwork, planning for our next trip, and working on engineering issues before heading to the chiropractor.

**1/10/19**

**3:46pm DST | My Office, NJ**

I started out as a salesman and, throughout the decades, even with all of my other

duties, sales has always been my prime focus. I love the hunt and the exhilaration; it never gets old. Conversely, when a big deal does not go through, then the frustration levels go through the roof. As you can probably tell, the latter happened a little while ago and a big piece of business just shifted from IJUS to IJX. While it is still great that IJX has the business, it would have been better going through our Mexican group because we got paid more. I have been working on this project for the last few days and I thought we were in good position; it is not totally a done deal yet but the let-down is in full effect. I know me and my psyche; by tomorrow, or even in a few hours, I will be fine. At this moment, however, the air is out of my balloon, which means I should and will be working on something that has nothing to do with actual people. In this case, that is an audit report.

Mike made a breakthrough with the database today for transferring large amounts of information in an incredibly efficient manner. There is a lot of good stuff happening and I am already coming out of my mini-funk. It only took 30 minutes—not too bad. Back to sales.

**1/12/19**

**4:23pm DST | Our House, NJ**

Yesterday was too cold again to bike so after exercising in our basement it was outside to chilly but beautiful conditions. Once in the office, I spent the bulk of the day working on an audit form for a potential new customer coming in next week, pricing, trying to figure out a good marketing strategy for the Vest with Kay and Don, and general work stuff—all highly enjoyable. After going to see the highly able Dr. Capriglione, my chiropractor, it was home to my wonderful wife and a pleasant evening until I went to take my bath. As you may know, I truly look forward to my nightly immersion in extremely hot water, but last night there was very little hot water to be found. I rushed through the process, put on a lot of clothes to get warm again, and then Wendy and I went to the basement to see what was going on. I tried to re-start the pilot light and thought I had some success, but no results were evident this morning. Wendy put in a call to our hot water heater company and they promised a man out in the late afternoon or early evening. Meanwhile, I went to see David this morning for tea. He is well and we spoke about business and our various personal relationships. After lunch, I went to see my mom who looked well and was in great anticipation for her birthday party next month.

After I got back here, Wendy suggested I go for the haircut I had been talking about because I was leaving next Saturday for a while and would be good to get it done. I agreed and was extremely happy when I arrived and saw their best hair cutter was just finishing someone else so I got him. Sometimes when you tell someone you only want a trim, they do the full haircut anyway, but he is extremely competent and I was very happy with his work. From there, it was back here and the man was already fixing our hot water heater. Turned out that calcium deposits from our water had corroded the control unit and, after he replaced it, all should be well. There is still calcium inside so he gave me instructions on how to drain

the system. That meant we should have hot water within the hour, which makes the chance of a hot bath tonight excellent. He too did an excellent job; we have been very fortunate with the people helping us today. It is now time to talk to Wendy for the very weighty discussion of what to do for dinner. I have already started packing for my next 10-day trip with Kay. That is a long one for me and I will need a lot of clothes for the various workouts and meetings, not a problem, I just want to be as prepared as possible. The government shutdown is still in effect as is the global trade war as is the general downsizing of the global economy (my opinion) which the bulk of the world is refusing to acknowledge. I have reduced our working on new SwaddlePax inventions until we find a way to sell the Vest. The bulk of our actions will be on selling our current product lines, BuildTak and going after more business.

**1/13/19**

**4:13pm DST | Our House, NJ**

There was a dusting of snow this morning, which made it imprudent to jog so I took the rubber tips off two of my walking staffs and went on a fast walk. It was beautiful, crisp and cold, and I had a wonderful time, especially when I went through some local woods. Afterward I came back here and brushed the snow from our property and then went downstairs in the basement to do something new. The water repairman from yesterday told me that we had heavy deposits of calcium in our hot water heater. His instructions for the remedy were easy to follow. Attach a hose to the heater, put the other end in our sump pump in the other room, and then turn the faucet to drain off the water. It sounded very simple, except that I am not handy and I used a new hose which was very curly from being tightly wrapped. I did not realize the amount of pressure that would be released when I turned the faucet and suddenly I had what appeared to be an Anaconda snake throwing water on the sump pump and me. I can verify there was calcium left in the water since a lot appeared wherever the water sprayed. Once I got a handle on what was happening, the process went smoothly until I realized that, when I turned off the hose and disengaged it from the heater, there was water still in it, leaking onto the floor. Suffice it to say the process was successful albeit a little messy, but that was not unusual when I tried to be “handy.”

Once cleaned up, including changing my clothes, it was off to see my brother. Ira is well; we had a very pleasant walk, a beverage, and spoke about current events, including President Trump, of whom he is a fan. Since his political base, including people like my brother, do not journey much outside the country or utilize many of the services affected in the partial government shutdown, they are not having any problems. His group is also not directly affected by the tariffs. He and I did not agree on what and how much damage is occurring, but diversity of opinion makes our company great and we moved onto other topics. We then went to a local supermarket for supplies. I needed grapes and he likes to frequent an establishment owned by Orthodox Jews, which had foods like marinated eggplant that were hard to find anywhere else. They historically had excellent fruits

so we had a very pleasant time shopping. It was then back here. The bulk of my packing for Saturday's trip is done—always a good thing to have completed. I am taking a lot of clothes for the ten days I will be gone, but an extra big, additional suitcase does not matter.

**1/14/19**

**3:12pm DST | My Office, NJ**

It was really cold this morning with the wind chill below 10° F, but I was dressed appropriately—thanks, Dad—and had no problem. It is amazing how much good stuff my father actually taught me that stuck with me over the decades.

So far it looks like two of our people have the flu; I feel very badly for them and hope it does not spread to the rest of us.

There are now 600 SwaddlePax Vests in Toronto that we need to sell; nothing like a lot of expensive inventory to keep us motivated, especially Don. The partial government shutdown continues and airports are starting to have problems because their TSA employees are not being paid. This whole situation is maddening in that the people who are hurt and affected do not seem to matter to any of the politicians in charge. It has been a day of paperwork, production, and working on bettering our processes. I know it sounds boring, but most of it is pretty interesting. I need to get as much of my paperwork done as possible before I leave this weekend.

**1/15/19**

**4:27pm DST | My Office, NJ**

The partial government shutdown continues with lines starting to build at airports. That plus our national food inspectors are out, our national parks are getting over-run with garbage, and things are deteriorating quickly. Sadly but not unexpectedly, our elected officials do nothing except blame each other—the only ones to suffer are us. The trip beginning Saturday, if I can get through the airport security lines, is almost done. It was a day spent on pricing, personnel issues, and general paperwork. I am looking forward to getting on the road.

**1/16/19**

**3:17pm DST | My Office, NJ**

I was up at 3:45am so I could workout normally and get here before the customer audit started at 9:00am. Being thirty minutes early was nice in that it gave me a comforting buffer exercising, but I did not go into the woods as normal. It was pretty cold and I did not want to disturb the deer. I was also afraid of tripping in the dark. I was home in good time and in the office by 8:30. In many cases, new auditors can't find our entrance or are late, but today was different and the two engineers were right on time. These were also two highly competent people who knew exactly what they were looking for and the information they required. As

it turned out, the audit went well and they left by mid-afternoon—kudos to our incredible team for a great job.

Meanwhile one of our biggest customers just started pushing out deliveries for one part to ship later; hopefully it was not a trend. I am almost done with the preparations for this week's trip, but the partial shut-down was still in effect. Vinnie's relative reported from Newark/Liberty Airport that the TSA Pre-check section was still okay but the regular lines were long. There were also two rain/snow storms coming towards us so I have lots to be concerned about just getting out of the US.

1/16/19

8:30PM DST | Our House, NJ

*Dear Dad,*

*Sometimes the things you did came back decades later like a tidal wave. Since I have been a child, I always had sensitive skin. Once I started in business and had to wear suits and sports jackets, it quickly became apparent that wool was the best material for most situations and I was allergic to it, especially as the temperatures got hotter. My initial solution was to have all of my business pants lined, which worked well even in the summer. A year ago, I noticed the normal linings were no longer protecting me against the pins and needles reaction I felt after getting warm. I thought my tailor had changed the lining material he used, but I confirmed it was not the case. My body had seemingly morphed into a higher sensitivity level, which meant discomfort was going to get worse as the temperatures rose. I had to keep wearing suits for my mental well-being and then I remembered that you used to wear clothes made out of seersucker material. They were made of a cotton material that was extremely comfortable in hot, sticky weather and I realized that I had my answer on how I could be comfortable in mind and body. I emailed my Hanoi tailor yesterday and he is making me two suits and two sets of pants that should be here within a month. You taught me to plan and act in advance so I would be prepared by the time May's heat came. Thanks for the solution and the peace of mind, amazing how you can still help me even though you have passed.*

*Love always,*

*Andrew*

1/17/19

4:52pm DST | My Office, NJ

I walked this morning; it was beautifully cold and my new earmuffs performed well. The day has been spent in trip preparation, pricing, and trying to find a combination bindery/machinist. It is very good that we are looking to expand our machine shop. The trip for Saturday is almost done except for the final tickets, food, and the last checkout for packing. Some snow is predicted for tonight.

**1/18/19**

**9:08pm DST | Our House, NJ**

Don was on the road today in Montreal. He Skyped me from the chiropractic products distributor who agreed to carry the Vest. It turned out that the semi-retired owner of the company had a bad back, tried our product, and liked it enough to bring it into their group. To get sales moving, we offered a free Vest to the owner of every chiropractic and similar practice along with a printed advertisement for their customers to gauge what kind of response we will get. This distributor will pay for the printing and the mailing. Hopefully they will also email it; they have an 8,000 person mailing list, which we will attack in sections. If we can get a 5% response rate and are willing to give out 300 free Vests, then it should give us a very good indicator of whether we have a salable product. It was fun putting the copy together for the ad; Kayla put in her changes, Igor has it now, and then it will go to all of us to review next week before being sent to the guys in Montreal for their approval.

We only got a dusting of snow last night, which was very pleasant to brush away this morning, but more is predicted for early tomorrow evening. It was a fun day at work: more pricing, selling, working on the ad, and also cleaning up my desk to be as ready as possible to be away for eleven days. Kay will be flying out tonight; she is very excited—as am I. I have already texted Ben and Alex to stay in close contact with Wendy while we are away; she likes to hear from them, especially when I am not home.

**1/19/19**

**1:56pm DST | Newark/Liberty Airport, NJ**

I set my alarms for an hour earlier than usual for a Saturday and I had exercised and walked by 9:30am. On my walk, I got a call from Ben in China, he was at the IJ Suzhou holiday party and found out that Kay and I were still coming to Asia, just not China. He had thought that I had cancelled the whole trip. He asked me to reconsider coming to Xiamen next week for their annual holiday party. In the interim, the Chinese government had put forth a proposal to equalize trade between them and the US so I felt a little better about going. I will talk to Kay and we can make a decision whether I go alone, she comes with me, or neither of us goes.

I finished packing, except for some food, got cleaned up, and then Wendy and I went to brunch. She had breakfast. I had lunch and I got food to bring with me. As always, it was highly pleasant being with her and difficult to leave, but it does make coming home all the sweeter. I had been highly concerned regarding the possible security lines at the airport so I got here with lots of time. It turned out that there was almost no wait at the TSA pre-check line. The people there, even without being paid, were courteous and efficient; I hope the President does something today to help them get paid.

**1/20/19**

**8:35am IST, 1:35am DST | 30 minutes to land in Tel Aviv**

I am sitting next to a very interesting man named Ravid. He is Israeli, currently lives in the US with his family, and travels the world in sales for a software company. He is intelligent, intense, and very pleasant—the kind of person I could trust instantly and count on as needed. He mentioned that I might have an issue with Israeli Immigration because I have Malaysia stamps on my passport. Malaysia is highly pro-Palestinian and is banning Israelis in certain cases from entering their country. Therefore, I may have a problem there and then an issue when I go to Malaysia next because of the same situation. The results are that Kayla and I, as American, Jewish travelers, have potential trouble in many countries so the question becomes do we stop traveling or keep going? My answer will be to keep going, as carefully as we can to avoid as much potential danger as possible. I do want to go to China on this trip and I will check what Kay wants when I see her. Not the most peaceful thought to be having while traveling, but better to make a conscious decision than spur of the moment.

**1/20/19**

**5:24pm IST, 10:24am DST | Dan Tel Aviv Hotel**

We landed early and I got about four hours of sleep—enough to get me through the day. The security for coming into this country was understandably a little tougher than most, but I got through without an issue and my driver was waiting for me. My first impression of Joffa, the area by the Mediterranean Sea, was that it was beautiful, picturesque, and quite peaceful. I got to the hotel without incident and then met up with Kayla shortly thereafter. She was not feeling well so we decided to go for a long walk, which lifted her spirits immensely, and then we had lunch here. Her stomach began to bother her again so we separated for the afternoon and I am to check on her in 30 minutes to see if and when she wants to have dinner. Meanwhile, I had a lot of things to do, which included exercising here in my room then going outside to find a money machine for local cash and buy toothpaste. I thought that I had packed a large tube and will probably find it later. I also need to confirm our rides for tomorrow morning. I then went for a walk to see the sailboats I had spotted before and it turned out that they were by a path leading to a Lighthouse. I only went halfway out figuring I would do the rest tomorrow morning. It was a gorgeous sunset and I sent a picture to Wendy, Ben, and Alex. I also called my mom, who always likes to hear from me when I am on the road. My back is really sore so I am sitting on a chair with two ice packs behind me. They feel great. I am hoping to get to sleep really early since we are being picked up at 7:30am and I'll have to get up at 3:00am to workout, eat, get cleaned up, re-pack, and check out.



1/21/19

2:12pm IST, 7:12pm DST | On the plane to China

Kayla and I went out in search of shawarma last night, guided by the directions of the very able hotel staff. We found our destination and the recommendation turned out to be well advised as the food was excellent. Once done, it was back to the hotel where we called Wendy and, after getting cleaned up, went to sleep at 8:30pm. Happily, I got 6 1/2 hours of sleep and was up with my alarms at 3:00 am—not as much as I needed but enough to get by. After exercising in my room it was then outside. I had a mission to walk out to the lighthouse near the hotel. As soon as I got to the beach, the full moon was slowly sinking over the horizon, which, combined with clouds, was a breathtaking sight like an eclipse. As I went out on the pathway to the lighthouse, I was the only one there; it was dark and beautiful but a little scary. I saw something on the side of the pathway and it turned out to be someone cocooned into a sleeping bag. Whomever was inside it did not move and I gave him plenty of space as I went by. I continued onward to the end of the path and retraced my steps, making sure, again, to give the body in the bag plenty of clearance. By then, more people were starting to come out to the beach; it was dark, cool, and highly pleasant. I finished at my allotted time, went back to my room to pack, and then got ready for breakfast.

I met Kay there and here was my dilemma: there was a lot of delicious looking smoked fish at the buffet. If I was not scheduled to be on sales calls and flights, I would have indulged. Instead I kept to hard boiled eggs, fruit, and cereal.

We were then picked up by Moti, our very able driver for the day, and off we went somewhere 90 minutes northward to Flextronics. The two people we were supposed to see were not there, but we ended up seeing three others, which was just as good. The meeting went well; they were tough negotiators and I had a great time with them. In the end, we will try and do business like we do with their other locations. Unfortunately, after we had left, I had forgotten that I had sent the material brochures and my books to the woman from Flex who was not here and I also sent her the ones for our next stop, which meant we did not have enough samples. We would need to improvise, which was not a huge issue. As per my dad's teaching, I simply told everyone what had happened and they were fine with us sending more materials to them when we got back home. The people were pleasant, very happy with IJX, and highly interested in our new "smart labels" from IJX. We will go over it with Allan when we see him this weekend. They also wanted us to check on setting up a distribution center in India for them. They had recently started manufacturing there and were hoping we could follow them—again, we will check with Allan. From there it was back to the airport. We went to check the luggage and found out there was a security line to go through first. Once done, we sped through additional security thanks to Kayla seeing a special Business Class line that cut a lot of the wait.

My impression of Israel is that it is an amazing country. I would like to come again—Wendy and I are already planning a trip—and I look forward to seeing the moon again over the Mediterranean Sea.

**1/23/19**

**2:43am HKT | En Route to Hong Kong**

I got two hours of sleep, but I will lose another seven hours to time zones. When we land in Hong Kong, it will be about 6:00am, which means very little rest and my temper is already getting short. Sleep deprivation was already in effect and, as soon as we got to Malaysia, we would have two sales calls before going to the hotel for the night. Kayla has not been feeling well and has slept almost the whole flight, which is excellent. Having WiFi is great as I have been able to keep up with my email. The partial government shut-down is still in effect in the US. No more progress on Tariff negotiations. More progressive liberal candidates are announcing runs for the presidency; the insanity for the race to 2020 is in full effect. Maybe it is not that crazy; only the strongest can survive the process. It will be interesting to see if President Trump can win again.

**1/23/19**

**8:05am HKT | Hong Kong Airport**

We landed on schedule and got through security without an issue. There was food at the Cathay Pacific Lounge, but unfortunately, Kay was still having stomach problems and could not eat. She has had this before and strangely one of the few things that she can eat are McDonald's chicken nuggets. I believe there is an outlet at Penang Airport so we will get her food as soon as we get our luggage. Elsewhere, things are good; Ben and his team are excited that we changed our plans and are coming to see them. We are on the plane now and I am hoping for a few hours of sleep, but if not, I can always nap in the car between sales calls and going to the hotel. IJ Europe, US, Canada, and México are all closed so I don't have to check my email during the flight.

**1/23/19**

**7:45pm MYT | Shangri-la Hotel, Penang**

Our flight here was excellent; I got another 90 minutes of sleep, which meant less than four total hours last night, resulting in me falling asleep almost every time I sat down. We were through immigration quickly, got our bags, and made our way to our driver for the day, Lincoln. Our first meeting was at the Equatorial Hotel, where Kayla and I had stayed last time we were here. It is a beautiful hotel except that the reception area was not air conditioned and it was already in the 80s F when we arrived. I was already sweating and the idea of putting on my business attire was too much so I just changed my sneakers to shoes. Kayla did get dressed, looked fantastic, and the meeting with one of the buyers from Flextronics went well.

We are a Preferred Supplier for them which is their top status and meant that we got the first chance at parts of their business. IJX is not and the buyer pushed me to try and get them to apply for the status. I said I would talk to

them, but it meant they would have to give them rebates and I doubt they would do that. Kayla went through our new IJX product lines with him—she knows them better than I do—and, after 30 minutes, we had agreed to try and do more business with Flex and other companies he knew. It was a good meeting and then we were off to Benchmark Electronics. I changed in the car along the way and, by the time we got there at 2:00pm, it was really hot—in the low 90s. We did not know where to go, but Kay and I were helped by extremely nice Benchmark employees and we found the right entrance. The buyer came to get us and, after walking up un-air conditioned stairs, I was drenched in sweat and really uncomfortable. The meeting took place with two buyers and their superiors, happily in a very cool room which quickly revived my spirits. The meeting went well. They liked our new product lines and there is a chance for more business.

Once finished we went to a local mall to McDonald's to get Kayla some chicken nuggets. After she was done, she looked much happier and felt better. It was great there was one thing she knew that would give her some relief from her stomach issues. From there, it was to the hotel and, after we registered, we parted for the evening. She was going to take it easy and get dinner from room service; I exercised in my room and then went for a walk. It stayed light much later here than at home, and the beach and ocean were beautiful. I finally got too tired to do anything else, went to the cafe, and ate from their buffet. I tried a lot of different foods; Wendy would have been proud of me.

**1/24/19**

**4:25pm MYT | At the gate, Penang Airport**

I got seven hours of sleep last night, which was enough to keep me going today but still not early enough overall. I was up at 4:00am, exercised in my room, then went out for a walk. The hotel was a huge complex, beautifully laid out with all types of exotic trees and flowers. It also bordered the Straits of Malacca and the sound of the waves with the birds was magical as I walked along the water. It was dark, the moon was moving towards dawn, and I was mostly alone. It gave me time to think and reflect about life in general and it was highly pleasant.

From there, it was back to my room where I got cleaned up and got Kayla for breakfast. It was a nice buffet and I asked the chef for eight scrambled eggs, but it seemed less than usual. Regardless, they were good and I went back for four more, which turned out to be the same amount as the first time therefore I have no idea how many I actually ate. They were all very tasty along with the cereal and watermelon. After finishing packing and dressing, I met Kay and Lincoln at the main reception and off we went to Sanmina. For some reason, I had a very calm feeling about the call until we were seated in a conference room. The buyer did not show up. It turned out that he moved to their new plant location, which was too far away to get to and still make our next call. He and I chatted on the phone. He apologized for the mix-up and should get the sample-kits we left by tomorrow. This is not that unusual an occurrence out on the road so we can either accept it, get angry, or quit. We accepted it with good grace and we got most of

the advantage of the call just by showing up.

The next stop was a Celestica location that did a lot of business with IJX. It is always nice hearing great things about our people and this occasion was no exception. It turned out they also had an R&D facility in Oregon which Kayla will visit as soon as she gets back home. That was it for sales calls; it was back to the hotel where we ate lunch and changed clothes before Lincoln dropped us off here. We left the lounge a little while ago, our plane is due to start boarding in thirteen minutes, but I have a feeling we may get delayed.

**1/24/19**

**7:14pm MYT | Malaysia Airlines Lounge, Kuala Lumpur Airport**

The flight here was a little late, which made no difference since we had plenty of time until our next flight to Bangkok. Coming off the plane, Kayla adroitly noticed we needed to go to a special check-in for International flights, which we cleared quickly. The government shutdown and the “Wall” are big news even over here. While in the airport in Penang, I struck up a conversation with a group of employees from corporation Unilever. We spoke about the wall and we all agreed it was crazy. However, a woman from the Philippines said her country was crazy also; they had just reduced the age for prisoners to be treated as adults to nine years old. It was the same situation with a man from Saudi Arabia I met at the breakfast buffet yesterday. Two people talking can be civil and friendly with no agenda—two governments, not so much.

**1/25/19**

**3:03pm ICT | Si Racha, Thailand**

Our plane was thirty minutes late last night and we landed at 12:15am. I did not get much sleep on the ride, but it was a pleasant flight. We got through Passport Control, quickly retrieved our bags, and went to the outside reception area. It turned out that I had given the hotel the wrong flight number and they had been there waiting two hours for us. I checked; it was definitely my fault so I apologized and offered to pay for their extra time. I figured if this was the worst mistake I would make for this trip, then I was quite okay. I spoke to Don in Canada on the way back. He is working on various projects and I forwarded him and Kayla the new SwaddlePax Ad for review.

Once at the hotel, I quickly said goodnight to Kay; it was already past 1:00am and I went to my room. Since I needed to go to breakfast at 7:25, I decided to do some of my workout immediately and then got cleaned up. After two hours of badly needed sleep, I was up and exercised more, got cleaned up again, and had breakfast with Kay. She had asked me about exercising and my OCD. I said that if there were any chance to exercise, regardless of lack of sleep, I still had to do at least part of my workout. Getting up at 4:40am was not pleasant, but I did get enough done that I don't have to do anymore today. IJUS was open this whole time and by 7:00am local time I was caught up on my emails. I did get a disturbing

notice that my credit card had been hacked. After a delicious, very big breakfast we met Yui who is doing a fantastic job. We called Wendy on the way to our first call; she is well and things are quiet there. I also called the credit card company and they said I could still use my card until I returned—very good news—and they would send me a new card to use thereafter.

Our first call was to a company called AMW Group. The buyer had a project that involved gradients on labels and I think both IJX and IJUS could make them. We will check IJX first since we are in Asia and go from there. The next stop was to Delta Corporation. They were interested in IJX's and IJUS's new product lines and there is a chance for more business. From there, we drove to Celestica and met with a group of engineers. They have been working on new projects with IJX and wanted help to push the ready date for injection molding. I told him we would check on the timing and get back to him. I also told them we wanted the toughest work they have and we would help to make them what they needed. We are about ninety minutes from Bangkok, depending on the traffic. It is time for a quick nap—sleep deprivation and jet lag are in full effect.

1/25/19

6:21pm ICT | Intercontinental Hotel, Bangkok

Dear Dad,

*I am currently in Bangkok with your granddaughter on sales calls and the last few days have been truly eye opening. She had been telling me about the overt prejudice towards her because of her gender since she began selling. While I acknowledged it before, it never became more overt than on this trip. While in Penang two days ago, in a meeting with a male buyer, I noticed that he only spoke to me and did not even look at her. I tried an experiment and changed my seat to force him to address us both and it worked. By the end of the meeting, we were all talking as equals. As time has passed and her expertise has grown, I have been increasingly turning over parts of our meetings to her to explain various areas. I realized today while speaking with a group of engineers that if I forced the issues by turning the meeting over to her then they had to recognize her as a living, breathing human being and as soon as that barrier was broken she was treated normally.*

*It was like watching Desi Arnaz on the old I Love Lucy television show. He was part of the Spanish minority who spoke with an accent, but over time he became simply "a person" and we became "color blind" to the difference. It is not hard to see how intensely engrained this prejudice towards women is around the world and around the block. The easy answer is to force people to change when they don't know that it is happening. That way they will be a lot less resistant. In our case, I will continue to structure our meetings so that Kay is the center of attention and they have no choice but to acknowledge her. I also resolve to ensure that the seating within any meeting forces the participants to acknowledge her presence. I do this because I am enraged that it happens at all to my daughter, and any other female who works for us, and because the higher the respect she commands, the easier and more effectively she can sell and lead. This process will also further prepare her as the meetings become more important and the stakes become higher.*

*While I am now firmly convinced that this behavior by men is real and widespread, it does not mean we can't take advantage of it. In Kayla's case, if they underestimate her abilities at the beginning then it will be easier to manipulate them as she takes control. I can't change the world by myself and also can't pretend it isn't there. In Kayla's case, I can help to swing the odds in her favor by manipulating the playing field to help get her ready for the long term. Maybe in the process we can also slightly alter a lot of men's ideas about the worth of my daughter and women in general.*

Regards,  
Andrew

1/26/19

3:49pm ICT | Miracle Lounge, Bangkok Airport

I slept almost nine hours last night! It was great and I was up at 5:15, exercised in my room, and then headed up to the gym for an hour on the treadmill. Once done, I met Kay for breakfast and we were picked up by Yui to go to our first and only sales call for one of her customers. Yui had warned Kay and I that there was a problem with a job and I said it was a perfect time for us to go in. We met with two people, one the head buyer who explained the issue they were having with a prototype for a very thick foam label that IJX had sent in. The adhesive involved was very thick and made it difficult to easily get it off when ready for use. The first thing the buyer did was to tell us that they were looking for a second supplier for this label. She also said it cost too much. I don't like being threatened even in a nice way and her attempt at intimidation made my response quick but pleasant. I told her very few people could make this label; she should feel free to try and find someone, but she had better warn them how difficult it was first. I asked Yui how much we were charging. When I found out, I poked at the buyer and told her the price was ridiculously low and, if she was buying this from IJUS, it would be four times more expensive. By that time, she had relaxed, realized that she could not pressure us, and we then worked production on how to settle her problem. In the end, we will change the release liner for the label and it will probably cost more money, which I am sure she will complain about but it won't matter if we are the only ones who can make it. She would be careful about who she tried to intimidate because it backfired with us.

From there, it was back to the hotel and I got an ice bag filled as quickly as possible as I had forgotten to do it this morning and my back was getting sore. Not a good thing with all of the traveling we still have left to do. Originally I was going to get us a taxi for the ride here, but the last one in New York was so dirty and badly maintained that I hired a car from the hotel. The ride was swift and pleasant, and we got through Security and Immigration quickly. I think I will be using the Vest I brought for more than demonstration purposes tomorrow; I have to remember to get the ice packs frozen overnight.

1/26/19

1:22pm CST | Xiamen Lounge, Conrad Hotel

We were back to the hotel by 1:00pm, out by 2:00pm, and on our way to the airport. I had originally thought about taking a taxi, but changed my mind at the last minute and booked a hotel car. Once at the airport, we got through security and passport control; our flight was swift and pleasant; and we arrived in Xiamen on schedule. By that time, both Kay and I were really tired, but the end destination was in sight, so we got through passport control and customs to meet Leona from IJX outside. She is well, in charge of marketing, and, while in the car, she gave us an update on what was happening both for the party tonight and IJX in general. We got to the hotel before midnight and I was asleep by 1:00am. I was up this morning at 5:00am, exercised in my room, and then went to the gym downstairs. It was a beautiful facility; I have been there before. While on the treadmill, I got a text from Kayla asking if I wanted to eat earlier so we went to the lounge at the top floor. The view from there was amazing; 36 stories up, overlooking the ocean and the city. It was beautiful.

After breakfast, we had a meeting with Ben. It was the first time Kayla had been included and that will be the norm from now on. We spoke about where our companies were now and where we hoped to go in the future. All three of us think a Recession is coming; many companies will go out of business and we are positioned very well to profit from it. If we are right, then the next few years could be very good for us globally. Once done, Kay and I went for a walk on the promenade along the ocean. The weather was perfect for us—62° and sunny—but for most people here it was on the chilly side. It is winter here and most of the year it is a lot warmer. Regardless, it was a nice walk; lots of people stared at us since there are not many Caucasians here. Once back, we decided to go to the nearby Mall for lunch. We walked through the building and Kay decided on a Sushi restaurant that had a conveyor belt with dishes of food going by. The same type she took me to during our last trip in Texas. We also ordered some food off the menu and all of it was good. We then split up for the rest of the afternoon and I went for another short walk before coming back to the lounge. My room was very warm so I am hoping the person they sent there to adjust it was able to fix the issue. I could really use a nap so I hope it is cool when I return. For now, I will go search for a color marker to highlight my speech, and, whether I find one or not, go over it a few times. We have been carrying a SwaddlePax Vest with us this trip and I had not been using it because I have ice bags, which normally work well when traveling. But my back hurt yesterday and I resolved to use it today. I brought in the packs to the lounge before and now I am wearing the Vest—it feels great!

1/26/19

11:24pm | Conrad Hotel, Xiamen

I got only a few minutes of a nap before it was time to get ready. Leona and the



IJX driver picked us up and we were at the hotel for the function by 5:20pm. Ben and Allan were already there and Kayla and I spent time with them and others of the IJX senior management team as they arrived. Ben's wife Jasmin and younger daughter Kylie were also there so it was a very pleasant time. Some of the IJX team have been with the company more than a decade so we have a long history with them. We then moved into the main party area. There were about 120 people, including staff from IJX and IJ Suzhou as well as others invited by Ben. It was a great party, which included not only good food but also various skits by groups of IJX as well as various games and lots of talking and good conversation. It started off showing the video Rich created to cover our senior staff from IJUS, IJ México, IJE, and IJ Canada. Then I gave a short speech that was translated paragraph by paragraph by Leona. Ben and Alex also made speeches and everyone had a good time. I noticed throughout the whole thing that IJX staff were checking their emails and doing business as necessary. They are an extremely dedicated, aggressive, intelligent group of people and I am glad they are with us as I would not like to have to sell against them. We were back here before 10:30pm; Kay and I went to our rooms. We are eating separately tomorrow; she wants to try the buffet downstairs and I am very content with the lounge on the top floor. I thanked her for coming with me; she seemed to have a great time tonight. The government shutdown is over. Hopefully, that means we won't have a problem landing on time going back home.

**1/27/19**

**1:37pm CST, 12:37am DST | Lounge, Xiamen Airport**

I slept until 6:00am—which was wonderful—exercised in my room, and then went out for a walk on the promenade. The weather was delightfully cool and the ocean water inviting. It was uneventful and I mostly thought of nothing—a sure sign of being tired. Then went to my hotel room and called Wendy; I told her about the meeting with Ben and Kayla, our future plans, the awesome party last night, and how much fun it was. After a big breakfast, I packed and then Kay and I came here. Kay was hungry so she went off to find food at the Burger King; I will start for the gate soon and meet her there.

**1/28/19**

**1:58pm IST | En Route to Chennai**

We arrived on time from KL last night and, while at Passport Control, I was informed, to my horror, that I had Tourist VISA instead of a Business VISA. At that point, I had not had much sleep and my mind was flooded with scenarios of what I would do if I could not get into the country. Kay would have had to go in on her own, and I would have probably had to sleep on the airport floor and find a flight somewhere else. But the supervisor was very nice and said to get the correct one next time, to which I readily agreed. I was mentally destroyed by then and, as soon as we got to the hotel, Kay and I went to our rooms.



Once there, I had a decision to make. It was already 1:00am and I was to meet Kay for breakfast at 7:30am. I could either do part of my workout then and sleep a little longer to 4:30am or try to go to sleep and get up at 4:00am. I chose the former and felt much better after a 30 minute workout in my room. I also shaved so I would save time this morning and was asleep by 2:30am. Two hours was not much but I forced myself to get up, exercise and felt much better after it was done. I spoke to Wendy; it was her nighttime and nice for me to hear her voice. I did not have a big appetite at breakfast— not a good sign—and my stomach started to bother me soon after. We got picked up at 8:40am by our driver for the day, Ganesh, and off we went to Sanmina, one of our bigger global customers. I spent the journey dozing and once we got there we had a very good meeting with four people from their purchasing group. There is a chance for more business between them and IJX, but they too wanted a depot in India so that may become a new task for me after I talk to Allan and Ben.

It was then on to Nokia where there was a new buyer for our products. We got there early and Kay suggested that we try and move up the appointment, which we did, and we had a fruitful discussion about what we made for them, what else we could supply, and the statuses of current projects. Kay's suggestion gave us an extra hour of time back at the hotel, which is very welcomed considering the tired shape of both of us. Chennai is a nice city; Kayla wants to stay for a few extra days next time to see the sights.

**1/28/19**

**9:20pm IST | Chennai Airport**

Since we got back to the hotel earlier than expected, Kay and I had lunch and then separated for the rest of the afternoon. I relaxed, had a short nap, and then packed. We had dinner at 6:30pm, which was peaceful and good. We were then driven here and, with the help of the hotel staff, got through ticketing and into security quickly and easily. We will go to the gate in about thirty five minutes.

**1/29/19**

**3:19pm IST | Ritz Carlton Hotel, Bengaluru**

Our plane was over an hour late last night, but otherwise it was a pleasant flight. Unfortunately, that one hour meant a lot in terms of lack of sleep and by the time we checked into our room it was after 2:00am. I did a partial workout and, after getting cleaned up, was in bed by 4:00am to be up at 6:15am, which meant another day of very little sleep. After exercising this morning, I met Kayla for an extremely good breakfast and we were off to our sales call. I had a weird feeling about this one and sure enough the buyer emailed me ten minutes into our ride canceling the meeting. Since we had another man to see, we kept going and that appointment was kept at 11:30am. I had known this man for a few years and he seemed very capable and aggressive; when I mentioned that we were looking for a part-time representative in India who could also handle an incoming depot for us,

he was very interested. In fact, he took Kayla and I to lunch and we talked about it more. It turned out he was a Mechanical Engineer, which could also be of great use to us, in addition to having a lot of machining experience. I told him I would write a job proposal for him after we left. I emailed Ben and Allan, since he was in their territory and they would get the first chance to hire him. Ben later replied that he was interested and liked the idea of a part-timer to start so I will begin working on the proposal soon. Once back at the hotel, Kayla went to the gym and I mostly packed then went to the gorgeous outdoor lap pool. The weather was just warm enough and I had a wonderful time swimming laps. It was then back here to get cleaned up and head down to the main restaurant downstairs. I wanted a salad; I hadn't had a big one since I had left home and I more than made up for it with the two plates I put away.

**1/29/19**

**6:47pm IST | Plaza Lounge, Bengaluru Airport**

The trip here from the hotel was crazy but manageable only because of the superior driving of our hotel driver. The traffic was heavy and seemed to have little logic with many lanes complicated by motor bikes darting in. We got through security and passport control with no issues and we are here for a little while before going to the gate.

Here is the proposal for the man we met with today:

*Hi,*

*It was a pleasure seeing you again. As per our conversation, we have come up with the following general offer, which will obviously have to be fleshed out if we move forward.*

*This would be a part-time position to start. We would start a new Indian company and would need help from you finding a competent accountant and lawyer. This company would be a subsidiary of Ideal Jacobs Xiamen, based in Xiamen, China. You would be in charge of this company, which would include:*

- 1. Utilizing space in your home to start and later find outside space as a depot to bring in products from IJX and then package and ship as needed.*
- 2. Visiting customers throughout India but mostly in Bengaluru and Chennai.*
- 3. Utilizing your talents as a mechanical engineer and your past technical experience to help our customers design whatever products they are working on.*
- 4. You would be paid based on pre-agreed guidelines and you would also get a recurring commission for any companies you find on your own.*

*If this is of interest, please let us know.*

*Regards,*

*Andrew*

**1/30/19**

**3:00am GST | On the runway, Dubai Airport**

The flight from Bengaluru was on time and pleasant. I found out that Kay no longer wanted a middle or window seat for flights of more than four hours and

have already texted our travel agent to make that happen. We spent some time in the Emirates Lounge and then made our way to this flight. We were both able to find aisle seats in this flight and are not sitting together, which is fine with both of us. I may do some editing, but my brain is not functioning all that well due to jet-lag and lack of sleep. I may do nothing, which sounds like a great idea. It has been a really good trip and I am definitely ready to go home.

1/30/19

2:34am DST | En route to Newark, NJ

Dear Dad,

*Your granddaughter and I are on our way home from a business trip that covered five countries, six cities, and twelve days. We went through and crossed back multiple time zones, and there were moments in our journey where I thought I was crazy for doing it. I learned one really big lesson about myself, which could only have occurred in the heat of battle. I monitor multiple news outlets all the time in order to stay up on what is happening globally and also to see how each handles the same events. As I expanded this practice, it became all the more evident that the news reported was highly prejudicial. The real lesson was the use of fear. All of those outlets and all the countries use our innate fear of having our liberties and possessions taken away with no hope of remedy. Their goal is to make us believe that they are our best protectors, whomever they are, and that they alone should be listened to for divine guidance. I was scared by the reports from America and British outlets about the potential for being kidnapped in China because Kayla and I were business executives. The intimation from the press was that people like us would be used as potential bargaining chips to get back the Chinese Huawei VP being held in Canada. I was frightened enough to consider deleting the China stop from our trip. I was heavily torn because it was the big Chinese New Year celebration at IJX in Xiamen and we were supposed to be the honored guests. I really wanted to go.*

*That being said I deleted the China stop but kept the other countries. The only problem was that there were various threat levels for every country we were visiting which included Israel, Malaysia, Thailand, and India. In other words, the idea of being definitely safe was a myth; it could never happen. I came to my senses and re-booked going back to China. Ironically, I felt safer in Xiamen than in most of our other stops and we had a wonderful time without a hint of a security problem there or in Hong Kong.*

*The point was that I allowed myself to be frightened into doing something I should not have because of a barrage of information that I knew was already tainted. I was a fool to let it happen. I was weak with that insecurity and even lashed out at the people I loved because they questioned why I changed my mind back to going. It was hard to admit that I had let myself be so scared as to change my core beliefs of what I should have done in the first place. I am very big on personal safety and security, espe-*

*cially for Kayla, but I had been duped. I felt like an idiot and resolved to never again let propaganda by anyone or any country counter what I felt in my gut. I will never send someone else into an area where I don't feel safe and will never ask anyone to go against what they believe, but as far as I am concerned the actual, useful, and trustworthy information we get from our various news sources has reached an all time low. I also think that our governments do the same thing, so their calling sources "fake news" is like the pot calling the kettle black. I am highly sleep-deprived and jet-lagged, but my thinking has never been clearer. The only thing that I now trust as to what I should do is within my own gut. I will listen to the counsel of my core group of relatives and friends, but will always remember they have also been tainted by the same poison. I have no problem taking the glory, blame, and responsibility for all of my actions, but those decisions, to the best of my abilities, will never again be subjected to the continuous stream of negative news designed to have us all cower in our beds and afraid to move forward. I have met the enemy and it is me—but not for long. My eye glasses of fear have been discarded and my rose-colored pair are back on.*

*Love you,  
Andrew*

**1/31/19**

**4:23pm DST | My Office, NJ**

Kay and I were back at the house by 10:00am yesterday—always great to see Wendy and be home. I immediately exercised in our basement and went for a walk. Afterwards, I unpacked and then went to the Chiropractor; it was, again, excellent to be there and the adjustments were highly needed. After a peaceful dinner with Wendy and Kayla, I was asleep by 8:30pm and up at 4:15am. Kay was up also; she went to a yoga class while I exercised in the basement for my whole workout since it was 1° F outside with a 15° windchill—the coldest I had ever seen. It was wonderful being back here in the office and I got a lot of tasks accomplished. I won't be totally caught up until probably Monday, but I made a good dent in the workload. We are working on a new product for BuildTak. It is a build plate that lights up to help people see how their parts are going while 3D printing. We will need to do some research to see if it is possible to manufacture. Igor made a sign for my mom's birthday party; it has a picture of her when she was 20 years old and it is very cool. Great to be back!



# FEBRUARY



**2/1/19**

**9:37pm DST | Our House, NJ**

Still very cold here and too frigid to walk outside so I exercised all inside. More catching up from the trip in the office and I was working on two possible new inventions. It is always great fun working on new ideas; the creativity launches an avalanche of adrenalin and makes me feel totally alive. It was then off to the Chiropractor, which meant a good nap on the traction table, excellent heat/stem, and getting adjusted. Mom's 90th birthday party is tomorrow. I will say a few words. I am not 100% sure what to talk about but probably some of the really positive ways she affected my life, including deciding whether to opt for respect or pity in defining my "self" and possibly her getting Dad to hire me.

**2/2/19**

**9:18pm DST | Our House, NJ**

Today was my mom's 90th birthday party. It began for me as normal exercising inside and happily being able to walk outside. It was 10° F when I started, but I was dressed properly so I had no issue. Once back and after breakfast, I delivered the sign Igor had made to the Caterer. From there, I went to see my mom, gave her the card Wendy had gotten her as well as the bronzed leaf she had bought from Greenwood Gardens, the restored estate where she sometimes volunteers. We also sent them a donation in my mom's honor.

It was then to a quick stop at the supermarket for supplies, which I dropped off at the house, before going to tea with David. It was great to see him. Once back home, I got cleaned up and Alex and Ben came in and all of us traveled to the caterer. There were sixty people at the party—a great turnout—and everyone had an exceptionally pleasant time. Ira, Irene, and I spoke a few words telling people how wonderful our mom is.

This was roughly what I said:

*Besides giving birth, there were three main things that my mom did for me.*

*I was about eight years old. I had been out playing baseball and hurt my finger. My mom made me a splint and I went outside to play more. Then I came back in planning to get more sympathy. She said that I could have respect, that I played through the pain, or pity. But if I chose pity, people would feel sorry for me. I chose respect then and for the future.*

*It was late May of 1977 and I failed to get a job as a broadcaster. I decided to become a salesman. I was living at home at the time so I asked my dad for a job and he hired me. I found out forty-two years later, just a year ago, that it was not as simple as that. My mom forced my dad to hire me.*

*Sometime in 1980, my mom decided that I was not working hard enough. I was making about 20,000.00 a year and she cut my salary to 50.00/week, gas for my car, and I could come home Sunday nights for dinner. I was put on straight commission. Within the year, I was making more money than before.*

*She gave me the base to think that I could accomplish anything.*

Once the party was over, it was back here where I dropped everyone off and went to get some food. We had dinner, just old times with lots of talk and laughter. It was a wonderful day.

**2/3/19**

**2:42pm DST | Our House, NJ**

The cold weather from the Polar Vortex passed last night and as a result I was able to bike this morning. It was beautiful outside—still is—and currently 50° F, which is why I am sitting out here. Riding was great, but it does not take long to get out of “biking” shape and it took awhile for me to get through my usual course. I might be able to go again tomorrow morning. I did some gardening maintenance, taking out the kale plants in a bunch of my pots. They had been frozen and refrozen numerous times so it was time to put them away. I also ice picked and shoveled the ice at the bottom of our driveway; it was good to see it clear. The kids from our next door neighbor are screaming while playing. It is the middle of the winter and this day was a gift so I am glad they got outside to enjoy it.

We heard from Kay that she is back at her apartment; no word from Ben, but we will make the assumption he also got home safely.

Yesterday's party was a great deal of fun and it was wonderful seeing everyone from the family together, which rarely happens. I got to meet my niece Lisa's fiancé, who is not only very pleasant, but also seemed extremely intelligent and competent regarding business. I got a very positive “vibe” from him for the quick chance we had to chat. There is not word yet where or when the marriage will take place, but I think it will be a good match.

The Polar Vortex, besides creating havoc with the extremely low temperatures, also showed up the potential downside for electric cars. It seemed

that the colder it got the less energy the batteries were able to store, meaning their ranges were radically reduced. Another problem the manufacturers will have to address; I am sure they will come up with something.

**2/4/19**

**3:03pm DST | My Office, NJ**

It is 62° F outside! I spoke to Don this morning; the Canadian Government has tight restrictions regarding medical products and we are in the process of making sure the systems for IJ Imports in Toronto fulfill their requirements. Unfortunately, I no longer have a good feeling that the SwaddlePax Vest will be successful so I think the effort will probably not be long-term, but we will do it anyway. It is sad when a big project does not move forward, but if people are either not interested or not willing to pay a suitable price, it is time to cut our losses and move on. Interestingly, the benefits the Vest have given me and others around us have more than justified the time and expense—it was also a very fun project.

We have a new person starting in our bindery area; she looks tough and ready to work. I hope it works out. We also may double train one of our pressmen to work in the machine shop. The more tasks that people can do, the better for them to help keep their jobs, the better for us, and the less people we have to hire.

**2/5/19**

**4:12pm DST | My Office, NJ**

Another beautiful day; 64° F here in Maplewood. I was able to bike this morning, which was excellent. It has been a good day of pricing and working out production schedules. We are happily busy and we even have people working overtime on a voluntary basis and for extra pay. Mike is still totally engrossed in building the new database piece by piece, which will take the rest of the year to totally integrate. I went to the bank to get eight different groups of foreign currency. For some reason, they could not give me Indian, but we are getting money for the EU, Thailand, Israel, Malaysia, China, México, and Canada. It is getting harder to use the currency booths in the airport so it will be good to be well stocked before we go. It was a little eerie in the bank; there seemed to be only older customers. I guess most younger people do everything paperless and use little cash—if any. I know my kids never seem to gave cash on them.

There are more calls from the so-called “Progressive” democrats to force tax rates way up for anyone who makes a “good” living, which they will, of course, define. New Jersey has followed the same course and has lost a lot of its millionaires to other states, which means they will only squeeze those who are left even more than before. I find it appalling that those who never made a good living can fleece those who do in the name of “helping” others. The truth is that they drive out those who create the jobs, wealth, and growth for their state. Regardless, no-one will listen to me about this or any other issue so I will keep my focus on myself and my core group to take care of us and safeguard good futures

for us all. I am starting to schedule my spring business trips. For now, they will include Chicago, Mexico, Texas, and Europe.

**2/6/19**

**2:40pm DST | My Office, NJ**

President Trump's State of the Union message was last night. I did not listen, but the news outlets said he threatened to once again shut-down the government. I truly hope he does not do that because of the unfair results on federal employees and other Americans, especially since I am traveling again next month. The longer I watch politics, the smaller my ring of concern becomes. Since I can't do anything regarding the world and no longer have any hope to do so, I now concentrate on the areas I can influence, like family, business, and friends. It is a lot less frustrating working on areas where I can make a difference instead of being in perpetual frustration, fear, and disillusionment regarding where we as a country, and as a world, are heading. I realized with all of the history I have read what is happening in the US and the World has happened many times before with the same reporting from the media and the same types of leaders coming forward. Everything is a cycle and I will attempt to keep it all in perspective.

**2/7/19**

**8:39pm DST | My House, NJ**

Inventing is both the most frustrating and rewarding of experiences. Sometimes divine inspiration comes quickly—I mean it appears as an instantaneous gift from God—and other times it takes days or much longer. When given a problem, I utilize the most obvious attack first, then come in from the reverse. If neither of those work, I come in from the sides. In this case, Kayla asked for a way to re-use the flexible steel sheets that our customers utilize for 3D printing. They take one of our BuildTak sheets and attach it to the plate which thereby makes for an excellent surface to print 3D parts and an easy way to get the parts off the plate once completed. However, over time, users will sometimes gouge the plate, causing dents, holes, or uneven surfaces on the BuildTak sheet and they can't be used anymore. Kayla's challenge was to find a way to resurface the BuildTak sheet so the plate could be reused. We tried all kinds of different material and surfaces, but none worked. After thinking about it more, we came up with an idea that just might work. It was very exciting to think we might have a solution and we will try it tomorrow. If it works, that would be great; if not, it will hopefully move us to a solution that will.

**2/8/19**

**1:48pm DST | My Office, NJ**

We were given approval to add Don and IJ Canada to our ISO 9001 Registration. That means we have to train him and then include him on our Quarterly Reviews



and Interior Audit. That should also make it easier for Don to work with the Canadian Health Department regarding the SwaddlePax product line and hopefully lead to some progress in that area.

My idea for last night regarding the BuildTak re-usable build plate surface did not work. I have run out of ideas on how we can re-use the flexible metal plates that we sell for 3D Printing.

The new “remote-sales position application” for prospective part-timers globally is ready to send to IJX for review and it will go today. I am going after people in Penang, Bangalore, and Tel-Aviv. They would be operating under IJX if they decide it is a good idea.

**2/9/19**

**9:16pm DST | Our House, NJ**

It was cold here today, which meant walking instead of riding. I have a good route that goes uphill and through a wooded area, which helps burn extra calories besides being very pleasant and conducive to good and peaceful thinking. Once back, I went for a haircut and my favorite barber was happily available. Next to me was a nice young man and only partially into my haircut did I notice he was in a wheelchair. My heart broke for him, that he had to deal with whatever problem it was, probably for all of his life. I also felt heavily for his father who was also there. When I got into my car later, I realized that I was parked next to their van. It had a sign on it asking people not to park next to them so their son's wheelchair could use the entry ramp. I was horrified that I had not seen the sign earlier and had blocked their way, but I realized they had not been outside yet so it was okay. I was still feeling really badly about it as I drove home. I thought that if they had a sign on a holder they could stick it next to their van asking people to keep the spot vacant. I turned around and went back to the barber and offered the idea to them with my card. If they want it, we will be happy to supply it. I also asked two different people to move out of the parking spot that I had occupied which had blocked the ramp and felt better about that. I went home, changed my shirt, and went to see David. We had a very pleasant conversation about business, life, and family before I came back here for lunch.

At that point, I decided to go to the gun store since I had gotten my pistol permit updated and was ready to get my new gun. However, when I got there, they were closed—yes, I should have called first. They had changed their hours and were only open half days on Saturdays and no time on Sundays. This told me two things: they did not have enough business to stay open and they were probably not putting out the necessary effort to get new customers who would have naturally come on the weekends. I resolved to get my new gun as soon as possible in case they did close permanently. I went to see my mom. She is well and brother was there; we all had a good chat. Later, Wendy and I went out to dinner with our friends John and Susan. They are good friends, pleasant and intelligent.

The conversation ranged from family to politics and we all agreed that it would be much better if we had some political choices in the moderate range instead of the extremes available now. It was a very pleasant ending to a very good day.

**2/10/19**

**2:55pm DST | Our House, NJ**

More Democrats have announced running for president, including Elizabeth Warren. All are highly left wing, have incredibly Progressive agendas, and will cost the increasingly reducing tax base ever increasing amounts of money that we have not yet made. Weekends are often the time when I reflect and worry about what can happen and today has been no exception. If the amount of taxation becomes too vexing, we will have to react accordingly and to the radical extent necessary to offset the potential hardships projected. Worst case would be shutting down, reducing, or moving the plant to another state or country. We have another three and half years on our lease so we have until 1/1/21 to make a decision as to our future. By then, we should know what Kayla's plans are as well as my drive to open more locations. The projected Recession I predicted will hopefully be at its worst, enabling us to see a positive future. As for now, there is another possible government shutdown starting next week which I hope will not occur and affect the flights Kayla and I have for Chicago.

Our dinner plans with our good friends the Greens were pushed off so it looks like Wendy and I will be able to watch the Red Carpet for the Grammys Award show which is usually entertaining. I am still not done with the first round of editing for my new book so I will get back to that now.

**2/11/19**

**8:59pm DST | Our House, NJ**

I went to the gun store with the hope of getting my new pistol, but unfortunately the paperwork demanded by the State of New Jersey meant I have to wait until tomorrow. Our state is one of the toughest in the nation regarding ownership, control, and tracking of guns so that any calls for more stringent rules are met with a cry of rebellion by local gun owners.

My day was spent in paperwork, sales, and R&D and overall it was a lot of fun. My visit to the Chiropractor was restful and productive. My back was feeling much better and on the way home I stopped and got Wendy a live orchid and some chocolate covered graham crackers. Today was Bunny's birthday; Wendy as well as the rest of our family were sad so I figured something pretty and sweet might perk her up. Turned out I was right and I was glad I made the effort—always a great thing to see her gorgeous smile. There is a rumor that the government may have reached an agreement to avert another shutdown this weekend, which would be awesome. The economic effects of Britain leaving the EU are just becoming known and the results are worse than anticipated.

The new US tax laws in effect apparently have caused a lot of people who

used to get refunds to suddenly owe money to the government. The slow-down in China's economy will start showing more this year, in my opinion, with more debt defaults, bankruptcies, and overall reduction in how much business will be done. That will spread to the rest of the world and coincide with more people believing a Recession is coming. That is already happening in the US retail real estate market. If it moves into the commercial and manufacturing arenas and multiple vacancies occur, where there are virtually none now, a glut will form from the current building of additional space, indicating tough times to come. As I keep writing, I hope I am wrong and, if I am right, then hopefully the level of the Recession will be as benign as possible. We need to keep focused on spreading Ideal Jacobs globally to reach the most potential customers so our ability to find and get more business will increase whether there is a Recession or not. With that in mind, I sent out our new part-time rep application form to people in Israel and India—I am working on Penang. We don't have an indefinite period of time to expand and be ready; we have to move now.

**2/12/19**

**4:08pm DST | My Office, NJ**

There was an impending snow storm so I got up at 3:30 and exercised in our basement. I did not want to walk outside because I was afraid to fall if it got icy and I did not want to go into the local woods and scare the deer who were probably still warm and settled from the night before. As it turned out, the snow held off until after I got in and then turned to an icy mix, which has been going on for hours. Reports are that the roads are icy and I will leave earlier than usual to try and get home before it gets dark. It has been a very productive day of pricing and planning; I am glad I was here. Stocks here in the US rallied with the idea that there would not be another partial government shutdown. Unfortunately, that decision rests with the president and, until he actually does something, anything is premature.

**2/13/19**

**3:18pm DST | My Office, NJ**

I was able to get home without a problem yesterday; the roads were a bit slick, but there was not much traffic and the people driving were acting responsibly. Nick, our gardener, had our driveway and other areas cleared by 7:00pm and I was asleep early. I was up at 3:30 and worked out early so I could be here before 7:00am for our second global sales meeting. It was amazing to think that we had people all over the world from our various locations all talking and working together. Vinnie was with me and we both felt my dad's and grandfather's spirits present; I am sure they were proud of how far we have come. Later, after a gorgeous walk outside in the brilliant post-snow sunshine, we had a meeting here about a recurring job that needed some fine tuning regarding the certification of product. By the time we finished, we had a lot accomplished and hopefully were

on the road to a long lasting profitable piece of business. It was a fantastic day of frenetic activity and flew by in a flash—the kind I love. The stock market is up again. I don't believe it will last and I am converting more assets to safe havens.

**2/14/19**

**4:34pm DST | My Office, NJ**

Google decided that they were not going to put their huge new headquarters into Queens, New York after they got a lot of grief from various liberal groups. The Progressives involved are all happy they have beaten the corporate giant and everyone else is in despair because the economic boom that would have come to the area is gone. It reminds me of the old labor Unions that used to rule over the printers in New York City when we had a manufacturing plant there in the 1960s. The Unions were strong enough to be able to force ridiculous demands until eventually the printers either closed or moved out. The Union declared victory in that they forced them to leave, but their workers ended up with nothing. It is no surprise that Amazon left; what is surprising is that they even considered going there at all. I am sure there are many areas in the world where they will be met with open arms, with no labor related issues. Local governments that would be happy to help and not hassle them on every point of every discussion. Owners are not stupid, and when the equation turns negative regarding ease of doing business and making money, they will go where they are wanted.

Elsewhere, rumor has it that the President will sign the budget extension bill to stop the next government shutdown, but he will also declare a government emergency to move funds already allocated in order to build his wall.

I got my new pistol today. Taking it apart to clean it seemed a bit difficult so I filmed the man at the store doing it. Hopefully, that will be enough for me to be able to disassemble, clean, and re-assemble without having any extra parts lying around afterwards.

**2/15/19**

**9:19pm DST | Our House, NJ**

I am always in awe of how the human mind works. While we are trained by genetics to see the differences in people, whether it be race, religion, beauty, talents, or any other trait that makes others different, the exact opposite comes into play with those we see on a continual basis. For instance, when I go to Asia and am with our teams in China, while they are obviously different in that they are Chinese, have different customs, and most often have English as a second language, over time I don't see any of that. They are great people who are part of our global family. We work together and enjoy time with each other and there is great affection that is not altered because we are all “different.”

The same goes true here in the United States. Notwithstanding our President and some fringe elements, Americans are one people. We are a mixture of all races, nationalities, religions, and cultures. When we grow-up together,

the lines that separate us blur until everyone simply becomes a person and the differences fall away.

We got word a few days ago that the mother of a friend passed away. Roy's Mom was 91 years old and had a huge family that was very close, and we went to the viewing tonight. While there, we saw Roy's stepchild Nikki, who grew up in Livingston and was best friends with our niece Jessica. That is how we met the family. Nikki, who is African American and not Jewish, grew up in a white, Jewish area and was often at the holiday gatherings. She is a wonderful young woman, totally accepted as a member of the family, and knows more about Judaism than many born into it. In fact, over time, no one looked at her as a woman of color. Actually, her whole family became an extended part of our family and none of them seemed any different either—because they weren't.

The vast majority of people that I have met around the world are good, honest, and want to get along. If we just gave each other the chance to see our similarities instead of focusing on our differences, our world would be a much better place. My father had the right idea; he treated everyone as human beings until they gave him a reason to change his mind. We should give everyone the benefit of the doubt, start with respect, and let them change our minds from there. I have met many fantastic people because of this philosophy—one of the greatest gifts he gave me.

**2/16/19**

**6:44pm DST | Our House, NJ**

Today I am 63 years old. I often take stock of my life to see where I am and what needs to be changed. Birthdays are usually a prime candidate for this endeavor and today was no exception. My life is a continual blessing that I am thankful for all the time. My family, work, teammates, and the vast majority of people I meet all over the world are amazing and a constant source of inspiration. One of my primary goals is to create good paying jobs and to do that we will always depend on our ability to view the marketplace with clarity, take multiple constant risks, and be willing to plow resources back into development of all types. Failure is not only a possibility but a certainty as long as we are growing. When the fear of something not working takes precedence over the chance to succeed, our decline will have begun. As for me, I love working and that includes taking the final responsibility for whatever happens. The only lessening I have noticed is a gradual reduction in my energy levels, which has meant more naps, slightly left rigorous athletic and office schedule, and the constant vigilance that I might get grouchy faster than in previous years. I have no wish to be ten, twenty, or forty years younger; I am very happy where I am and look forward to surging ahead to go after new challenges. The pace of world change is only getting faster and the flow of non-accurate information more pervasive so my gut will continue to be the main decision maker for the immediate future. It is the filter through which all information is cleared and has generally kept us on a very good path since I took over. Once Kayla and Mike have more experience and developed their own

filters, I will happily include them in the process.

After exercising this morning inside, I was able to bike and have tea with David. He is well and we had a very pleasant time talking about sales and business. Wendy then took me to get salads for lunch. She gave me birthday cards and texts all through the day along with my birthday present, and this afternoon I went to my shooting club, met my friend Sal, and shot my two new pistols. They were both awesome and tomorrow I have to attempt to clean them; if I am unsuccessful I will have to get outside help. We had Middle-Eastern food for dinner and soon it will be time to go to sleep. I have heard from our wonderful children, my siblings, and others with birthday greetings; it has been a great day.

**2/17/19**

**6:07pm DST | Our House, NJ**

Part of my job, as I define it, is to lead the group of people whom I directly or indirectly employ, relatives, and friends. In this position, it sometimes means I have to take grief from various points in order to conserve my power for when it is really needed. If I am not searching for better relationships and increasingly positive interactions, then I both sacrifice my potential to get what I want and am seriously negligent in my use of influence. Keeping my eye on the ball as to what is really important can be extremely difficult as I have a huge ego that bruises easily, but most of the time I am able to hold myself in check for the common good, especially mine. Discipline and structure are not innate abilities; they have to be learned and honed to their highest levels possible, but the road toward those increased abilities is strewn with slights ignored and looking towards the best for the future for the majority concerned.

I sometimes have to admit defeat and that happened today. I shot both of my new handguns yesterday and they were awesome. I had resolved to clean them both today and I chose the more complicated one that had the most pieces. After two hours, spread out through today, and watching two different videos, I was still unable to do the final assembly. I was highly frustrated both because I could not do it and secondly it meant another trip to the gun store, which will take ninety minutes out of one of my days this week. The only good part was that once I have them demonstrate how to do it for both guns then I should be good for the future. Otherwise I may sell them; I have enough to be worried about and these don't need to be added to the list.

I heard from Steve, my best friend from grammar school. His birthday was today and he and I exchanged greetings every year wishing each other well. He was celebrating in Hawaii, a very beautiful place.

With all of the talk of raising the minimum wage and the rise of socialism by the progressive far left, the popularity of robotics and software over human employees is exploding and will do so for the significant future. We are not only talking about millions of people losing their jobs as various types of drivers but also in restaurants, hotels, and, I am sure, many government related functions not even considered. The more the Unions and the Progressives scream about

raising wages and taking the money from those of us who have made it, the more ways we will find to simply do without more people. By the way, all of our IJUS employees make more than minimum wage, even with the projected future increases. I have no problem paying people what they are worth; I have a problem being forced to bow to a standard. Employees are the biggest expense for most companies so that is also the easiest place to eliminate costs if the suitable robots and software are available. Employers are not stupid; the writing is on wall and people should not complain when the overall pool of jobs continues to drop.

**2/18/19**

**2:20pm DST | My Office, NJ**

Part of my job is to expand. I just sent an email to the head of a Finnish company Kay and I visited a few years ago. I suspect that he is near retirement and, if so, would potentially make an incredible part- or full-time sales rep for Scandinavia. It is all part of my global plans; we are also looking at Texas, Chicago, and maybe Ireland if Brexit goes through.

It occurred to me, when I was almost done with my walk this morning, that I probably could have biked. The weather report had been ominous and the idea of having remnant snow or ice on the road with rain on top made it potentially hazardous so I am happy I did not consider it until it was too late. It is Presidents Day here in the US; a lot of stuff is closed which is why traffic was light this morning. It has been a day of paperwork, sales, and getting ready for our new water jet machine. It turns out that it will need a pumping system, since we are below ground, to get rid of the spent water, after it has been cleaned. We did not take that added cost into account when we ordered it, but such is life and we are not stopping now.

**2/19/19**

**7:51pm DST | Our House, NJ**

There are numerous types of pain. The good type from a hard workout, the bad type being the result of either an accident or something you should not have been doing—or even worse, showing off. Most of my life has been in search of an end of the day “good” pain. It was a badge of honor that I grew to love. Once that familiar feeling came over me, I knew I had burned off enough calories that day to eat well and keep myself in good shape. But once I hurt my back really badly the second time, the pain changed and became much harder to read. When I wake up in the morning, I am usually pretty sore. It motivates me to exercise virtually every day; it is the fastest, easiest, least invasive, and drug-free solution. By the time I finish exercising, the pain is usually almost all gone and does not return until the mid-afternoon when I get tired. If I can take a nap two days of the week in my office and three days of the week at the chiropractor, I am again mostly pain free until after dinner. By then, being up since 4:15am on the weekdays, I am sore once again, which makes me so look forward to my extremely hot bath. My

goals are simple. To live as pain free as possible, to be able to exercise to help stay that way, and to use the least amount of medications. Going to the chiropractor three days a week when I am not traveling and using my inverter at home when not at the chiropractor also helps. I also have geared all my exercises to strengthen my core to try and stave off another bad back attack and again feel the best possible. Pain is an indicator of where I am, how I am doing, and whether I am abusing my body enough to alter my schedule. My back issues are permanent and, while they might improve, they will never all go away. My schedule has changed to treat myself the best way possible in every way to keep my pain levels in check, utilize them as indicators of what needs to change, and realize I have limitations, which was and is very hard to accept. I would not want to be 20 years old again or any other age. I love where I am and no time of life has everything so I happily accept where I am, love the journey, and realize that if I listen to my body and work with it as much as possible, we can go a long way together.

2/20/19

1:08pm DST | My Office, NJ

*Hello and welcome to the March Edition of the Ideal Almanac...*

*One of the worst feelings after getting to a destination is forgetting certain things that could not only be expensive to purchase but impossible to get locally. Therefore here is my traveling checklist. It has worked well for me and I suggest you copy it and add your own changes before your next trip.*

*Packing List, in no particular order:*

- *Hair Brush*
- *Comb*
- *Rain Jacket*
- *Gloves*
- *Manual and/ or Electric Toothbrush*
- *Toothpaste*
- *Dental Floss/Tape*
- *Hand cream*
- *Razor*
- *Shaving Cream*
- *Allergy medicine if needed*
- *Vaseline*
- *Lip Gloss*
- *Anti-bacterial liquid*
- *Mouthwash*
- *Antibiotics*
- *Batteries*
- *Documents/ Passport/ Visa/ Driver's License/ Identification of some type*
- *Antacid Pills*
- *Anti-Gas Pills*



- *Anti-Nausea Medicine*
- *Anti-Diarrhea Pills*
- *Pain medicine of some type*
- *Plastic Bags, work great for dirty laundry*
- *Alarm Clock, battery powered*
- *Sun and Regular Glasses*
- *Local Currency*
- *Credit Cards, call the companies to tell them you are traveling so they are less likely to block you*
- *Work-out equipment*
- *Workout clothes including spandex shorts*
- *Dress Shirts*
- *Ties*
- *Tee shirts*
- *Suit*
- *Workout shirts*
- *Sweat pants*
- *Long sleeve tee shirts*
- *Handkerchiefs*
- *Boxers*
- *Hybrids*
- *Dress sock*
- *Sports socks*
- *Short sleeve shirts*
- *Long sleeve shirts*
- *Pants*
- *Umbrella*
- *Bathing suit*
- *Goggles*
- *Sweater*
- *Coat*
- *Shoes*
- *Sneakers*
- *Sleep aids*

#### *Food:*

- *Be careful of what you can bring into what country; check their rules beforehand*
- *If coming back into the US, know you will have to get rid of all food bought outside the US before coming back in or will need to declare it.*
- *If you do bring food with you, figure it will not be refrigerated and plan accordingly*

*Before you leave, make sure you are set with:*

- *Electrical plug converters for the country you are entering*
- *A battery charger*
- *Chargers for all of your electronics*

*For airports:*

- *When going through security at the airport, I suggest you pack your electronics and food in separate plastic bags and put them through the security scanner separately; otherwise you stand an excellent chance of having your carry-on bags searched.*
- *Liquids have their own rules please check your airports before traveling; if you don't, they will get confiscated or you will have to put them under the plane.*

*Hopefully, I have not missed much, but it is always good to put everything you think you will need on a large, flat surface a week before your trip—when you are still calm—to see what else could be added. Remember, depending on where you are going, getting replacements for anything can be almost impossible or very expensive.*

*Regards,*

*Andrew*

**2/20/19**

**2:40pm DST | My Office, NJ**

It is snowing. We have been incredibly fortunate so far this season in that, when it has snowed, it has warmed up almost immediately afterwards so the amount of snow covering has been minimal. Tonight appears to be the same with temperatures rising, snow turning to rain, and maybe hitting 51° F tomorrow afternoon.

We had a Pizza Day today—always a big favorite with our team—and everyone had a great time. It is nice to be able to thank everyone for doing a great job and let them know I do not take them for granted. My chiropractor already called to say they were closing early so I will probably leave at my normal 3:30 time, but go home instead of getting adjusted. The snow is very pretty; it's not fun to drive in but still beautiful and a constant reminder of my past and many fantastic memories. Financial markets are in a state of high flux and no-one knows what is coming. I am trying to hedge our bets in case of extremes, but planning for an economic disaster is always unpleasant, especially since the main solution is cutting back staff; we are hiring so few people even though business is good to avoid this. The President is still hoping that his declared National Emergency will enable him to siphon funds from other areas to build his border wall. Lawsuits are already building against him; my guess is that he doesn't care since all he has to do is tell his constituents he tried. More democrats have declared for President, which will further fragment the voter base and better the odds for the President. If the democrats can't focus on a successful candidate, they have no chance for success.

**2/21/19**

**4:34pm DST | My Office, NJ**

We had snow that turned to rain and then stopped, so I was able to walk this morning. I was fortunate to have my two walking staffs as it was slippery—but great fun—and invigorating being out in the cold, clear morning air. The day has been spent in paperwork, sales, and looking for new reps throughout the US. Today I was after someone for Florida, Georgia, and Louisiana. The chances of finding someone who will work out are always slim, but that is part of my job so I will keep going. So far, no-one for Israel; I am hoping that will change soon. Most of the world leaders seem to be yelling at each other and in eternal conflict—oh how wonderful it would be if they could work together to fix things that really could use solutions. I just got an email from a man I have known for decades who lives in Florida. He might have a candidate for the rep position there. I love my job.

**2/22/19**

**3:23pm DST | My Office, NJ**

It was warm enough to bike outside this morning—always a gift this time of year. We heard from our friends the Bodens; Carla's father passed away. He was a beloved man who will be missed, which was evident by the way Mitch, his son-in-law, wrote me about him. Reminds me of Bunny and Jeff; sometimes you just luck out in life and, with my in-laws, I hit the jackpot. I came in this morning to a problem with a very difficult, tough new job and we spent a lot of today finding out what happened, fixing the process, and getting the product out tonight. I always remember what my dad taught me, which was to run towards the issue. Our customer was happy with our response, which I hope will strengthen our relationship going forward. I always want to treat others like I want to be dealt with and that is quickly, with continuous updates, taking responsibility, and moving forward as soon as possible. It's one of the best codes of conduct my dad taught me and I always try to follow. Our President and the President of China appear to be heading towards some type of trade agreement; I will believe it when I see it. There may be no Brexit Agreement which could spell a very difficult time for the UK—or maybe not. We won't know until it happens. For the moment, stocks here in the US are up and I am buying gold as a hedge against the potential bad times that may or may not come. I always believe in having alternate plans ready to go; I hope we are covered if a severe downturn does happen.

**2/23/19**

**3:05pm DST | Our House, NJ**

I have been avoiding writing about this, but the time has come. I don't really have anyone else to talk to so you all are elected. If what I am about to write goes badly, I will simply delete it so here it goes. When Kayla came on board with IJUS,

the deal was that, besides the potential for a fantastic partnership that could last for decades, I would teach her to sell in exchange for me being able to promote the idea of a fourth generation in our company. It has been about 3 1/2 years and she is due to return to New Jersey in September to do the next stage of her training which, after six years, will prepare her to take over whenever that time is mutually agreed upon. However, it has become evident over the past few months that she is not happy about leaving California, coming back to New Jersey, or taking on the new roles which will mean continually more responsibility, stress, and pressure. Yes, she would continue to be compensated well, and knowing she was having doubts about her future, I even offered to spin off our BuildTak group to a separate division and make her president. But that was about a month ago and she does not seem to be any closer to a decision. One of her avenues would be to try something else and, in that event, it would mean I would have to change my plans for the future.

If she were no longer with us, then that would mean major changes for me. First, I would no longer have to consider her opinions or feelings regarding what we did in the future. Since she theoretically would have to bear the results of any long term decisions made, she has been kept in the loop about future plans and her input has carried sizable weight. If she were no longer present, then that would leave me to do as I wanted regarding such areas as going public again in Asia, selling IJX, and even combining all of our IJ companies together to go public or sell as one entity. It has also meant that we would no longer have anyone in charge of California regarding sales and, with that in mind, I have started looking to set-up sales reps around the world, including putting someone in Asia, Israel, the US Southeast, and Southwest as well as extending Don in Canada to include Michigan, Illinois, and upstate New York. If it becomes necessary to replace, Kayla I will look for someone for the West Coast all the way up to Vancouver. As you can see, a lot has been happening in my brain for the past month and it has been difficult because I can't talk to anyone about it. In the event Kay does stay with us, I don't want any doubt regarding her position globally. My guess is that she does not want to keep working with us and is afraid that I will get really mad if she tries something else. That is not the case, as she is my daughter first and will always be, so I will tell her again and reinforce that I and we will be fine if she decides to go to another company. We have both held up our ends of our bargain. She is now trained in sales, a proven ability, and she could now work for anyone. She also has an amazing head for business, people, marketing, and how to get things done and would be an incredible asset for any company, which is why I fought so hard to get her in the first place. If she leaves, I will urge her to have another job ready first because it is much easier to get a new job if you still have one. My guess is that she will want to stay in California, which I will not fight and help her to get re-settled in any way needed. I will miss talking and interacting with her as much as we have, but her happiness is the main concern so whatever she decides will be okay. As I said to her when she started, I have a plan for her within the company and I have multiple plans if she is not. However, I still think her best chance for success and fulfillment are with us, but that is not my decision.

**2/24/19**

**8:06pm DST | Our House, NJ**

I got a message from God today. I had just had tea with my wonderful brother and was on the way to the Supermarket to get provisions for part of my lunches for this week. My route took me past Myrna's apartment complex and, since I had not seen her for a while, I thought about stopping by. I actually went past her entrance and thought about pushing it off to another day, but I turned around and parked. I had to knock twice and was about to leave when she opened the door. I asked how she was and she reported not well. She had been on a new medication and fallen twice. The second time was not good and, after a trip to the Emergency Room, they determined she had hurt her back, but luckily did not break anything. The problem was she had a new refrigerator/freezer that had no ice machine and she had no ice trays to make her own. As I knocked on her door, she was trying to figure out how to get some ice/trays so she could soothe her aching back. As it turned out, I had on my Vest and, after hearing what happened simply took it off, took out the two ice/heat bags, and gave them to her. She used one right away for immediate relief; I put the other in her freezer for later and she was much happier by the time I left. God told me to stop by and I am glad I listened; I love Myrna and am very happy that she is now more comfortable.

No word from Kayla regarding my entry above, but Ben called me and one of the topics we discussed was his sister and what she wanted in life. We all want her to be happy and I wanted to reassure him to assure her that she was my daughter first and I would do everything possible to help in any way I could, whatever decision she made.

My quest for opening up a new sales office is making progress; I have two phone meetings tomorrow with one person from the Southwest and one from the Southeast. More exciting days are coming if we are able to expand geographically with a minimum of expense and time spent.

**2/25/19**

**3:01pm DST | My Office, NJ**

There may be another vote on Brexit in the UK. If voted down, everything stays the same; if not, havoc will probably occur. Stock markets are on the rise, but I still think a recession is coming and am buying gold.

**2/26/19**

**4:43pm DST | My Office, NJ**

I had lunch today with an old friend who started as a customer. It was pleasant talking about life, family, and the new company he is opening. He has multiple patents and is hoping to convert them to an annuity for his retirement; I hope it works out. I throw a lot of "Hail Mary" passes regarding going after high quality targets all over the world. In other words, I go after people with a lot of potential

businesses who probably won't reply back. Today I got one; the man is located in Shanghai and I am hoping to go see him within a month; at the same time, I want to bring our candidate for the India sales office to IJX. I am not sure if the timing will work, but it is fun trying and I never lose the thrill of going after new sales.

There are now so many democratic candidates I cannot keep track, but the two biggest have not announced yet. Joe Biden and Michael Bloomberg are two huge game changers and I am fascinated to see if they will commit. President Trump went to Hanoi to visit with Kim Jong-un of North Korea. I hope they come up with something constructive.

**2/27/19**

**4:26pm DST | Our House, NJ**

It was an eventful morning. I heard back from Ravid, the very nice, competent man I had met on my flight to Tel Aviv. He had three potential sales rep candidates and I asked him to set-up email introductions; my plan will be to go see them on my way to Shanghai. I spoke to Mike about the sales offices I was hoping to open this year and he brought up the fact that I had been fighting doing any kind of marketing for BuildTak. I had helped with the R&D and production of various new products, but I did not help in the sales area. I agreed with his point and gave him and Kay the okay to hire someone for marketing strictly BuildTak products. I heard back from David, the potential salesperson.

It was then home to pick-up Wendy for a funeral. The father of one of our good friends had passed away. I had heard only good things about him before today and the speeches only reinforced what a wonderful, philanthropic, creative, and fun man Carla's dad was. The funeral home was close by and afterwards we went up the Garden State Parkway to the cemetery where Wendy's parents were also buried. We got there before the funeral procession and went to pay our respects to their entombment area; they are buried inside as Wendy and I will be. It was both sad and good to see them. Wendy missed her mom a lot, as I do, and I will never forget Jeff for the incredible way he treated me after I joined their family. The service at the mausoleum wall was fitting and swift, and we were back here before 4:00pm. I caught up in my emails, got a snack, and we are now preparing to go to our former Temple where Carla and Mitch are sitting Shiva. Shiva is a Jewish tradition where, after a funeral, the family holds a reception where people come to eat, drink, and keep the family company. It is a good tradition; people in mourning should have each other around for comfort at least for a few days to get over the initial shock and potentially massive change in their lives.

**2/28/19**

**4:25pm DST | My Office, NJ**

My trip to Israel and China is on!

I am hoping to get at least two sets of interviews in Israel. From there, it is off to Shanghai for a sales call to see if we can start doing business with Juniper

Networks. It will probably be a thirty minute meeting—and yes, it is worth the effort to go try just for that. Wendy is leaving next Tuesday for London for a week with Barbara; I am leaving late Wednesday night and will be back the next Monday night while she comes back the next Wednesday. Just as well we are both gone at the same time; it makes it easier on both of us.

President Trump and North Korea's Kim Jong-un could not come to an agreement so the summit was terminated with no progress. I am still trying to get enough appointments to fill our schedule for Chicago; it is only for two days and should not be that hard, but it always seems to be a challenge.

I find it fascinating regarding the difference in news coverage amongst Bloomberg, NBC, The Financial Times, The Star Ledger of New Jersey, and Star News Malaysia for the same events. It seems impossible they are talking about the same world, which is why I try to keep watching various outlets to get some balance of what is going on.



# MARCH



3/2/19

**3:51pm DST | About to enter the Holland Tunnel, Manhattan, NY**

Yesterday was spent trying to re-organize our incoming order entry system to try and better streamline how orders are written up. The first two months of the year were good for IJUS, IJ México, and IJ Europe, and we need our new database functioning well to continue to make it easier to process more information faster. We need to keep reducing our overhead expenses by increased efficiency. Going to the chiropractor after missing last Wednesday was both an imperative and slightly painful experience but definitely necessary—besides I got a good nap.

When we woke up this morning, there was about four inches of snow on the ground. As much as I wanted to shovel it, I did not, and after exercising in our basement, I went out for a beautiful walk. I did shovel the front of our driveway where the township snow plows had left enough giant boulders that we would not have been able to get our cars out. Our snow plower came soon after and did a great job; I could see blacktop by the time Mike the driver came by to take me into New York City to see Alex. I am not a big fan of Manhattan and, if going in, I will usually treat myself by hiring Mike so I can avoid the trains and subways. With the inclement weather of this morning, I was also worried about transit delays so I was doubly glad I had him.

I met Alex at Chelsea Market, where we had a great lunch and time to talk. He and I don't get to talk to each other in person often so it was very pleasant. We spoke about life, his siblings, and our other relatives. After that, we went for a walk along the High Line, which was beautiful with great views of the city and the water. From there, we had some iced tea and Mike picked me up and we are on our way home. Every time I visit with my children, I am not only impressed with them as people but also really like spending time with them. I am very fortunate to be their father. I heard from Nurit, a relative who lives in Jerusalem. I had emailed her if she knew any prospects for a sales rep there and, since I was



going next week, asked if they would like to have dinner with me. It turned out that it was the Jewish Sabbath and they could not drive, but invited me to dinner, which I gladly accepted and am greatly looking forward to. I am excited to be on the road again to Israel and then to Shanghai to go after an account that has evaded us for years. I love a challenge.

3/3/19

3:02pm DST | Our House, NJ

Dear Dad,

*As you must know, in the three plus years since you passed, I have resolved to think of you in the best ways possible. I have been able to mostly focus on the multiple good things you did and reduce the negative events. Unfortunately, sometimes someone will unknowingly do something that will trigger an avalanche of rage and I then try to redirect the energy to the positive. This just happened; someone was giving me some family information, and while talking, she was eating. The sound of her chewing and smacking her lips brought me back to the decade where I would call you at night when we were still working together to give you an update. You would usually be eating something and would never miss the opportunity to give me a serenade of bad table manners, which you so assiduously would not allow me to do. The worst part was that you'd punish me if I brought it up and your immediate and subsequent negative reactions would be there for days. It was not worth the conflict. Therefore, I listened to you, day after day, getting angrier, until I could not take it anymore and, even though I knew you really liked hearing from me, I slowly cut off the frequency of calls until I stopped altogether. You never knew why and we never spoke about it. We both lost out on what might have been a pleasant activity, lasting for years more, but since I could not tell you about the problem, you would not have considered it relevant anyway and told me to live with it. The problem was, as I became more successful and your control over me waned, I did not have to engage with you as often and eventually was able to virtually stop. The good news is, like in most other areas with our relationship, this nightly ritual that I learned to detest made me tougher, more disciplined, and more in control of myself. In essence, you enabled me to take over and push you out because you made it impossible for me to have you there. In truth, it was one of the greatest gifts you gave me because you forced me to take control of myself and forge my level of determination into steel. While that was great for business and my success, it left its mark and made me more daunting to be around because I could be so focused, determined, and riveted to reach my goals. I never fully understood you, Dad; you had many great qualities, but there were parts that made no logical sense and I still, three years later, do not see how they served you. However, one of your jobs, which you took on when you had me as your son, was to prepare me to excel and utilize every part of my life force to do what I wanted, see the beauty of the world around me, and, most of all, appreciate the many blessings that I have every day. You did your job; hopefully, I am doing mine with my family and, as for the rage, most of it has already dissipated since I started this entry so we are good.*

*Love you,*

*Andrew*

**3/3/19**

**6:12pm DST | Our House NJ**

It is Sunday night, snowing with a winter storm in progress. I have been catapulted fifty-four years into the past and I am nine years old. Normally a Sunday night would be filled with dread about having to go to school tomorrow. I would be worried about my teacher, the work, and not being prepared. I will not have gotten enough exercise to tire me out to near exhaustion—I did not learn this method of self-medication until later—and the odds were good that I would not be asleep anytime soon. I did a lot of worrying when I was that age. But when it came to the winter and a snowstorm and the chance for a “snow day”, then everything changed. The prospect of having the day off from school and being able to shovel driveways for money was a double incentive to change my viewpoint from negative to positive. The chance to make money was always a big motivator and still is. I used to listen to the sound of the wind blowing the snow on the roof outside my bedroom window. It was very calming and often lulled me to sleep quickly. It is a sound I still find soothing and I will think about it tonight even though I can no longer shovel our whole driveway because of back issues. I love the sight and sound of snow; I don’t like driving in it, but otherwise I find the event thrilling and I hope the feeling never leaves me.

**3/4/19**

**3:04pm DST | My Office, NJ**

The snow storm, as predicted, was over in the pre-dawn hours; by the time I was ready for my walk outside, many of the town’s streets were already plowed, black-top was showing, and the temperature was rising. It was an amazing journey along my usual route and everything looked different because of the inch of snow on most of the branches of the bare trees. It was like a scene out of dream, punctuated every few minutes with being jolted back to reality when snow would fall on my head. Just before I got back home, I heard our gardeners plowing and shoveling our driveway. They did an excellent job; I still miss doing it myself, but as Wendy pointed out, the fact that I can function as well as I do with my back issues is amazing and I should not push my luck. As usual, she is correct.

The snow only stopped two people from coming to work—a testament to the tenacity of our great team—and I have spent part of the day working on helping to get the new water jet cutter plumbing and electrical set-up ready for when it arrives later this week. Vinnie was just in; we are making instructional videos for our Machine Shop. He and Kevin will do the editing; we do not have enough people knowledgeable in that area and these tutorials should help a lot.

In global news, as usual, the rumors of what happened far overshadow the facts of what actually occurred. The media is after the President, the President is after the media, the Congress is trying to figure out what to support. As I said, more of the same.

3/5/19

2:31pm DST | My Office, NJ

It was very cold walking this morning—under 20° F—but highly invigorating and beautiful, especially through the wooded section mid-way through my walk. On the way back, I got the sudden feeling that I should email Kay and offer that she and I take a vacation day while we are in Chicago at the end of this month. I take very little time off, especially during a business trip, but Kay and I get to spend so little “fun time” together I got the feeling that this would be a very good thing for both of us. I emailed her and, once in the office, we spoke and she loved the idea. When I suggested going to see the Lego Movie 2 as part of our activities, she really liked that idea so it is now on the agenda. As always, it was tough saying goodbye to Wendy; she is leaving tonight, but it was good in the fact that she should hopefully have an excellent time while I am away. I am also looking forward to my trip tomorrow. Gary, our accountant, was in today to go over the final numbers from last year. Considering the scope of our expansion and everything accomplished, I was very pleased with our financial position and am very hopeful for profits for this year. Our Socialist Governor here in New Jersey continues to punish anyone who is very successful. May he be limited to one term and his “progressive” sympathizers go down with him.

Michael Bloomberg is not running for President. If he is not, then President Trump will win again.

Dear Dad,

*I was watching our company/family documentary and I was again struck by our family's willingness to take huge chances in the face of potentially bad results. One of the reasons I have always liked reading biographies is to see the one turning point in a famous person's life that put them on a different, successful road. What makes people take huge risks and then do it again? I think the answer is both environmental and also internal. By that I mean I believe that certain people have a predisposition to not only be willing to take on huge pressure and risks but also enjoy the process to the extent they keep repeating the adventure. Environment comes into play with the potential to take those “leaps off the cliff” which, if not possible, would not happen. So it is a combination of the need and passion to accomplish something and the possibility that it could succeed, even with a minimal possibility. Grandfather's parents took a risk like that when they dropped everything and left Romania at the beginning of the last century. What they left was so bad he would never talk about it, but still the risk was huge and they did it anyway. Grandfather did it again when he started our company in 1921. The risk was reduced because he still had two other part-time jobs while he launched our company, which meant that the safety it offered probably meant 90 hour weeks—but he had a backup in case of disaster. I like to take big chances; you did not. I like the adrenaline rush of doing something I have never done before and as of this writing I am still planning more, like potential global expansion with part-time reps in Israel and the Southwestern, US. I cannot conceive of and hopefully will never have to make the decision to have to leave our home because of religious or*

*financial persecution, but the experiences I have had gives me even more respect for people like your dad and Uncle Phil who took the ultimate chance to come to a new country and start from scratch. Their ability to focus all of their mental, physical, and spiritual forces were truly mind-boggling, and as my life progressed, their willingness to risk everything kept my journey in perspective with the passion to keep moving forward. Thanks for giving me life, the chance to excel, the mental structure, and the tools to go after everything I wanted. It has already been a blast and I look forward to the future with immense anticipation.*

*Love you,  
Andrew*

**3/6/19**

**3:19pm DST | My Office, NJ**

Got a notice very early this morning that my airline seat had been changed to a window seat because of a plane change and I went crazy. My claustrophobia has gotten much worse and I emailed Marina to check and see if I was able to change flights. I then calmed down and checked it myself. There was only a single line of seats so it was both an aisle and window seat and I'd be fine. I had a beautiful walk in very cold weather and thoroughly enjoyed myself even though Wendy was gone; she had landed in London and was fine. Our house is very lonely without her. It has been an excellent day here; I got a lot done, including getting our new water jet cutter set-up.

It is now the start of a trip and the preparation is mostly done. I will be calm once we are “wings up” and hopefully I planned everything correctly—if not I will make changes along the way.

**3/6/19**

**8:39pm DST | United Polaris Lounge, Newark, NJ**

The chiropractor was awesome, and after I checked in with Don and Kay, I had dinner, finished packing, and changed. Mike the Driver picked me up. We got here quickly; there was no wait to get through security and I am in the United Polaris Lounge, which is very nice. I already had dinner and brushed my teeth so I am not planning on eating dinner on the plane and have plenty of provisions for the rest of the flight. The airport personnel are very nice and it has been a thoroughly pleasant experience. Because I am going to Israel, there is an extra security protocol so I will head over to the gate area in less than an hour. For now, I still have editing to do on last year's book so I will get to it.

**3/7/19**

**1:28pm IST, 6:28am DST | In Flight**

I got about 5 1/2 hours of sleep—which was fantastic—had some food and ice water, prayed—I always feel closer to God when I am up in the sky—and watched

part of the movie A Star is Born. I spoke with Don a few days ago about the SwaddlePax Vest Distributors in Canada. Both had sold nothing so I told him to warn the one in Montreal that I was not happy and we were going to pull the line from them. They got back to him right away saying they were working on a launch and to please give them some more time. Both Don and I thought it prudent to extend their deadline so both groups will have an extra month to show us what they can do. We told them we would give them 150 Vests for free to send one to any chiropractic office that requested it with the hope of stimulating sales. We will see if it works; if not, we will end our relationship with both and bring the Vest to the US. I have already figured that we won't sell any so my expectations could not be lower—probably a good mindset to have.

*Dear Grandfather,*

*I am currently on my way to Israel. I saw on the flight map that we are passing over Europe and it showed the Carpathian Mountains around Romania where you were born. I am scheduled to have Shabbat Dinner this Friday night with the granddaughter of your brother Sigmund. One of the good parts about being Jewish is that there is sometimes an instant rapport and connection with people and places that are seemingly new. I have this incredible yearning to see the Wailing Wall and say a prayer. I have scheduled time to do so before going to dinner. Jerusalem has always been a magical, mystical place in my mind, and the thought of actually seeing it is very exciting. But it is more than that, as I have been getting very strong feelings that I have been to places before, a sense of past lives. I was watching our family/ business documentary earlier in the week and the pictures of you not only strongly remind me of Alex, but there is also a feeling, something deep and sensory that we had been through this before. I have been opening myself up to actually “hear” what the world and God have been telling me. They have been guiding me to be better, especially when dealing with other people. I of course can't separate what is “real” or not so I continue on uncharted waters as to where I am going and what we can build. I do know that the respect I have for what you achieved only continues to grow and I am excited to hear about your brother, whom I never met, and maybe some new stories about you. I am glad you are with me on this adventure and throughout my life; you are a truly great example of what can be done.*

*Love always,*

*Andrew*

**3/7/19**

**10:27pm IST | The Dan Tel Aviv Hotel**

The flight was excellent and even landed a little early. It took some time to get through passport control; the officials really check the people going through, which, considering the safety issues here, is not surprising. The ride here was uneventful; I spoke to Wendy, who is having a great time with Barb in London. I got caught up with my emails quickly after landing and have stayed in touch with the office the rest of the day since they are seven hours behind. I went down to

see the head of guest services on my way out to get dinner. He assured me he would get a refrigerator and some ice for my room and then I realized that Kay and I had met him the last time we were here. He was also from New Jersey and struck me as very aggressive and full of potential. I mentioned I was here to interview part-time sales candidates. I am not sure how interested he was, but I should know by Saturday when I talk to him. Besides, it is always good to have a choice. I found the same restaurant that Kayla and I visited last time and bought chicken shawarma with all the “fixings” that I like. Later I took a walk down to the Mediterranean Sea, which was just as beautiful as last time. I went out to the nearby unmanned lighthouse and then along the beach until my body, through pain, told me I was done walking for the day. I headed back here where I exercised in my room and ate a lot of very good food. The bath was wonderful and I have an ice bag wedged between my body and the bed pillows until I try to go to sleep. Stock markets around the world are mostly lower.

**3/8/19**

**10:19am IST, 3:10am DST | The Dan Tel Aviv Hotel**

The people in the room next door to me sounded like they had three kids. I only know that because I believe all were either crying, ringing the room doorbell, or yelling at one point or another. The father was also yelling and I figured that I had four options; the first was bang on their door and ask them to be quiet. However, since they were already being noisy with no thought of anyone else, I figured that would be useless and if they got angry or a ruckus ensued, I would never get to sleep. Second option: I could call the hotel and ask them to tell them to be quiet, but again I figured there was little to no chance of success. Option three was that I could ask to change rooms, but I was too tired to move. The last option, the one I chose, was to figure that by 10:30, which was when I wanted to go asleep, their kids would be tired out. Worst case, I could put on my sound decreasing headphones. That plan did work, the kids did conk out, I got about seven hours of badly needed sleep, and I was up at 6:15am. I exercised in my room and then went outside to walk. It is Friday morning here in Tel Aviv and there were a lot of people out exercising on the main walkway along the Mediterranean Sea. In fact, the weather was gorgeous—60° F—and I had a very nice time. I heard from Jeremy, the young man from New Jersey, and we are supposed to meet tomorrow morning at 9:05am.

Meanwhile, I had been monitoring the world markets and news and it did not sound great. I will most probably stop my effort for any future personnel expansion, which unfortunately includes my cousin Jimmy, as I still think that tough times are coming. I hope I am wrong.

**3/9/19**

**2:13pm IST | The Dan Tel Aviv Hotel**

I had been emailing with Netta, one of our potential part-time sales candidates

for Israel. She had already followed-up on me twice so I figured she would be early. I got downstairs ten minutes before our appointed time and I saw a pleasant-looking woman walking aggressively into the lobby—I knew it was her. My first impression was that she was outgoing, personable, and could be a good fit with organization. 90 minutes later, after we said goodbye, I had kept the same feeling. Although she had no direct sales experience, I felt that she had the basics of how to deal with and take care of people so she is excellent raw material. She does not want to work on straight commission, which I understand, since she will be starting from scratch. I still had to meet with Jeremy tomorrow before I firmly decided on her.

Netta had told me about an outdoor market so I went there afterwards and it was so filled with people I had trouble maneuvering inside it. One place had nice flowers; I wanted to get some for my hosts tonight, but the line was too long to wait. On the way back here, I stopped for fruit, but did not see another flower place. I asked for help at the main desk here in the hotel and it turned out that they had a flower store that was closing in ten minutes. I rushed in and the man made me a huge, beautiful bouquet of flowers, which I will be proud to bring tonight. I have 90 minutes before I have to be downstairs so my first order of business is a snack.

**3/9/19**

**11:17pm IST | The Dan Tel Aviv Hotel**

There was a lot of traffic so my very able driver Artem was not able to get me to the Wailing Wall in time to pray before going to dinner. We did get a quick tour of the area and figured it was meant to be that Wendy and I would go through it together when we came on holiday, hopefully soon. I got to my cousin Nirit's house right on time and we spent the first forty-five minutes talking about family and business. Her husband Shlomo then came and we started Shabbat Dinner, a Jewish ritual, thousands of years old, created to welcome the Jewish Sabbath holiday every Friday night. She was an excellent cook and it turned out we had many of the same dietary restrictions so mine had not caused her any pain. Shlomo used to work for Intel and the three of us had a fascinating conversation about family, business, travel and—oh yes—Irish music. It turned out he and Nurit had spent time living in Dublin for his work and they loved Celtic music as I do. They even heard of one of my favorite groups Clanad; I wonder about the chances of that happening. Regardless, it was a wonderful time and Artem then drove me back here. On the way, I sent a picture of Shlomo and Nurit to Ira and Irene, which set-off a flurry of texts regarding the rise of Anti-Semitism in the US and especially one new member of the House of Representatives. I ended that conversation saying that in the worst case it was great we had Israel if things got really bad; we could emigrate there and they agreed. It is highly unfortunate that over thousands of years people still don't like us for our religious views and we still have to plan in case of disaster.



3/10/19

12:19pm IST | The Dan Tel Aviv Hotel

I forgot tomorrow starts Eastern Standard Time, which means that I have one less hour to adjust to when I get home—a good thing—and besides, now we have more daylight at night which means Spring should be coming within the next four weeks.

Thinking back to last night, my brief drive through the Walled City, Jerusalem was everything I thought it would be. The ruins, intact walls, and buildings were historically quite profound and I think it was good I did not have time to go to the Wailing Wall so Wendy and I could do it together. Since I had another interview scheduled for 9:05 this morning, I got up at 3:30am with less than four hours of sleep, but such is life on the road. I exercised in my room then went outside for a very long walk along the coastline. It was chilly and gorgeous, and I had a great time. After a very hearty breakfast—I skipped the smoked salmon because it would have made me thirsty—I went back to my room to pack. It was there where I got the email from the young man canceling our meeting. That part did not bother me since he probably would not have worked out anyway and I already liked Netta, but if he had told me last night I could have gotten an extra hour of sleep. So it goes; he was not meant to be. I went out for another walk to the water and finished packing. Artem picked me up and, on the way to the airport, we stopped at a restaurant in Jaffa to get some more shawarma so I should now have enough food to get through my next flight to Hong Kong. When I got to the airport, I was not sure where to go so a very nice woman pointed me to a kiosk, since I did not have luggage, and said to get my Boarding Passes there. I don't know about you, but the thought of operating a kiosk successfully on my own was a bit intimidating. I actually got through the process, got my documents, and was through security and passport control in very little time. I am now in the Business Class lounge whose name I have forgotten and as soon as I got there I asked a very nice employee to fill my two ice bags. I also gave her five US dollars, which did not hurt her positive response. When she brought them to me, she told me she too had a bad back. Turns out, she did it while in the Israeli Army; it was better now, but I gave her my business card in case it got bad again. I told her about the Vest and I would send her one. She was moving to Houston soon so it will be even easier to get it to her. The amount of back issues pervasive around the world is only increasing. There must be a way to get the Vest into circulation; we need to try harder. It would be nice to have one on now, but I could not get the packs through security and I really need the whole system to have it work at its best. I am excited about my trip to Shanghai; the idea of going one on one with a big potential customer with all or nothing results is really fun. For now, I will write an email to Ben and Allen regarding hiring Netta. Then it will be up to them.



**3/11/19**

**8:25am HKT | Hong Kong Airport**

The flight in was excellent and on time. Amazing to think this is where it all happened in 2004 when Ben and I met at the old airport and agreed to do business together. Shining example of leaping off a cliff with extremely limited knowledge and hoping that our gut instincts about each other were correct. So far, it has changed our lives in massive ways and we are not done yet. As always, I look forward to seeing where we continue to go together.

**3/11/19**

**6:03pm CST | Shanghai Lounge, Intercontinental Hotel Pudong**

The plane ride here was swift, pleasant, and uneventful. Jet lag and sleep deprivation were in full evidence and the potential to fall asleep immediately when sitting down went up geometrically as the day progressed. I got through Passport Control incredibly quickly and was on my way with a hotel driver less than twenty minutes after we deplaned. Once here, I was registered and in my room in less than fifteen minutes and began exercising. That became more difficult as it went forward and eventually I took a nap on the floor as soon as I was done. From there it was down to the gym, but for various reasons, I only stayed there thirty minutes then came back to my room and finished my walking in segments around the 18th floor. After a sorely needed bath, which was great after the long trip, I went to the lounge. The appetizer buffet and iced tea were good. I ordered dinner there, which was excellent, and then went back to my room.

**3/12/19**

**8:57am CST | En route to my sales call**

I got over eight hours of badly needed sleep and was up at 4:00am, exercised in my room, and then went down to the gym. After cleaning up and having a huge breakfast, I changed into my work clothes. I felt my dad's presence so I dedicated this sales call to him. This was the part of the business he loved, calling on customers. He loved the all or nothing challenge of going after a new account and in this case it is amplified because I traveled so far to get here, halfway around the world for a thirty minute meeting. I have no problem with that and, besides, it gave me the chance to schedule in Israel with the chance for a new sales office there. Regardless, everything comes down to when I walk into the meeting. There is a chance for all, nothing, or something in between, and I would not have it any other way—me and the buyer face to face.

**3/12/19**

**2:15pm CST | Air China Lounge, Shanghai Pudong Airport**

I got to the floor of the potential customer and I was early, but a very nice woman

took me into the correct area where the commodity buyers were located. As it turned out my guy was not there, but I did get a chance to chat with some of the others. They then put me into a conference room and, after a while there, I called the buyer who was stuck in traffic. Luckily, I had the time to wait; we had an extremely interesting meeting. It turned out that his multi-national company only had one label supplier. They were very finicky about their label color integrity and had decided to keep it to one vendor to ensure their continuity. After probing, however, I did get him to agree that only one label supplier was great for product quality, but left them open to a potential disaster if the supplier went down and also for more expensive prices than if there was competition. He agreed and I suggested that we make him full-scale prototypes to prove we could match his color standards. He said there was a committee that had to agree to trying it and I countered by saying it might be better if we made the samples first to prove we could do it and then talk to the committee. The ability for him to show a 5-10% price decrease across the board plus have insurance in case there was a problem with their one supplier might be enough to get him a promotion. He smiled, but I am not sure how much I convinced him.

We parted with him saying he would think about the best course and me saying I would follow-up next week. After I left, I emailed everyone at IJX to give them an update and also to tell them I would turn everything over to them as soon as we had some direction. I pushed him pretty hard and will give him a few days to think. I went back to the hotel, checked out, and came here. After one security check, I went in search of food, a sixteen hour flight is a long time without good things to eat so I wanted to make sure I had enough. I saw a sign for halal food which usually meant I could find something within my dietary restrictions and, sure enough, I did. I am sitting on a stool with an ice pack wedged between my back and the chair and it feels wonderful. My other one is in the food bag keeping the stuff in there cool. I have less than an hour before going to the gate. I will do more editing.

**3/12/19**

**9:53am EST | En Route home**

*Dear Dad,*

*I flew halfway around the world for a sales call in China today. Actually, I stopped in Israel along the way to try and set-up a part-time sales office, but the main reason was for the call. I was after an account that had been evading us for two decades and we finally got our shot this morning. In the introduction, the buyer mentioned that he thought he knew me; when I handed him my latest book, he then said it was a positive identification because I had given him a book during our last encounter. The power of "booking" someone, as my family had named it, is very powerful.*

*When I first started writing short stories in high school in the 1970s, I thought that being a writer and creating something from nothing was one of the greatest careers possible. I loved to write, but did not have the discipline to actually learn enough grammar and syntax to be able to do it well. As soon as I came into the family business, one*

*of the first rules you laid out was that you got to approve all of my memos and letters before they went out. You would take my finished work and red line the changes, which I did not like, but I submitted to your authority and did it—then re-did them—sometimes numerous times. As it turned out, like many other things, you were right in that I had graduated from college virtually unable to write a coherent document and so began my graduate course, under you, in becoming a competent writer. You forced me to do it, but very quickly I saw the advantages. I started a company newsletter, which again you edited, and that eventually led to me writing a journal, which led to my books.*

*As Kayla mentioned when she first started going on sales calls, she never thought anyone ever read what I wrote until people starting to talk about had happened to our family and company. She was surprised that people already knew all about her and her brothers. It was a little disconcerting at times when they would comment about various events in her life, like when I was worried and upset when she was away teaching English in Thailand.*

*The point is that I am now on paperback Book 18; thousands of the previous ones are all over the world and people do not seem to throw them out because I write about them or because I autograph them and they think if I ever become famous they may be worth something. There is even a secondary market on Amazon where people are selling my books that I gave them for free, a pretty interesting occurrence from a kid who originally could not spell or utilize grammar and did not care.*

*I have no idea if we are going to “break” the account I went to see today. I pressed him really hard; you would have been proud of me. In fact, it felt like I was channeling you and had already dedicated the call in your honor before I walked in. I do know that since he knew me from my previous book the odds were extremely strong that he would at least partially read the one I left and, since I autographed it to him, he will keep it. Every time he sees it he will think of our company. Sooner or later, he will get into trouble with his current supplier and, on that day, if I have done my job well, he will remember to contact us and give us a chance. That is all I can ever ask for, simply the chance to perform under extreme pressure to show what we can do. That is my job. You taught me how to do it and, by forcing me to learn how to write structurally well, you gave me one of the greatest weapons imaginable—the enduring chance to be remembered.*

*Love you,  
Andrew*

**3/12/19**

**3:49pm EST | About 3 1/4 hours left of flight**

I am at the point in a trip where my mind has shut-down and any further work is not going to happen unless an email comes in that needs to be answered. It has been a great trip so far and I look forward to being home. Wendy won't be back until Wednesday, which means the house will be a little lonely, but I greatly look forward to being back to my normal routine.

**3/13/19**

**4:18pm DST | My Office, NJ**

I was home before 8:00pm, unpacked, took a long bath, and went to sleep. I got six hours, which was great, and was up at my normal time this morning. After checking my weight and noting that I was 4 1/2 pounds over my goal, I began exercising immediately and switched from walking to biking to burn more calories. With the time change, I started out riding in the dark; it was 31° F, which was cold but still pleasant and I was happy to be outside. I did notice my bike needed to be serviced so that will happen later this week. I stopped off for a large iced tea, knowing in advance I would need the caffeine to fight the lack of sleep and jet lag. It has been a wonderful day of catching up. Checking the weather for the next ten days, it looked like the spring flowers will start coming up soon and thoughts of my garden are moving to the front of my mind. Wendy is due home tomorrow. I will go to the supermarket on the way home to stock up; I look forward to seeing her.

**3/15/19**

**2:42pm EST | My Office, NJ**

Wendy came back home last night!

She had a wonderful time and it was great to see her. I was able to bike this morning. After seeing numerous flocks of migrating Canadian Geese, it looked like Spring is really on its way and I am looking forward to it. It has been another day of frenetic activity and we are in the process of hiring more people, which both excites and scares me at the same time. We heard back from Netta, the potential part-time saleswoman from Israel. We agreed to move forward if we could work out a few minor issues. Kayla and Mike are interviewing candidates for a marketing person for BuildTak and we are interviewing a data entry and researchist for tomorrow to help Rich and Eileen. We also moved Jennifer over to help Bernie with order entry.

**3/16/19**

**9:55pm EST | My Office, NJ**

*Dear Dad,*

*We have happily been very busy on the press and did not have the time to print our own materials brochures. It is not a highly difficult job, especially printed via offset, so I contacted one of our old suppliers with the right equipment, who we had not dealt with in decades. After catching up, I sent him the specifications and he asked if he could get back to me later in the day. I said yes and held off awarding the order until I heard from him; we had another supplier. He never got back to me so we gave the job to the first vendor who obviously was hungry and wanted it so it is moving forward. I emailed the second supplier and told him not to waste his time—since he did not keep his word and get me the price last night, we went with someone else. He emailed me back com-*

*plaining I did not give him 24 hours to do the price. The fact that he did not keep his word for giving us the price also meant he would probably not keep to his delivery and his quality would be lousy. Bad suppliers are usually bad all the way; good are usually good all the way. You taught me that 42 years ago and the rule is still being proven every day. I now remember why I had not contacted him for decades; obviously he had done something like this before and I just had to re-learn the lesson. I don't plan on calling him again.*

Regards,  
Andrew

**3/16/19**

**10:10am EST | My Office, NJ**

I am embarrassed to say that I never really thought much about the State of Israel and the people in it. Yes, they are a huge part of our Jewish heritage and we have family there, but they were so far away they were not in my daily consciousness. That has radically changed since I had been there twice in the last six weeks. Suddenly hearing about bombs being launched onto Tel Aviv had actual meaning. Explosions were happening near where I was walking just a few days ago and onto people I now know and care about. Now I am aware—not just because when I go back they could explode near me but because the whole idea of being in an area of conflict is new. When traveling, I go to great lengths to safeguard my personal safety regarding where I stay, drivers, and areas I avoid. Israel is different and the same. It is safe and dangerous; it's a country filled with extremely confident, pushy, and sometimes arrogant people who take life on their own terms in all aspects. It is a different way of viewing reality and I am going to get used to it because I am going back.

**3/16/19**

**3:08pm EST | Super Cuts, NJ**

It is Saturday and I met David for tea. On our walk, I noticed how dirty Millburn had become so we started picking up trash. We then resolved to try and keep up the effort in future weeks in order to not only directly affect the garbage situation in a small way but also to maybe spur others to do the same thing. Small things can sometimes lead to bigger results; hopefully it will make a difference.

**3/16/19**

**4:30pm EST | Our House, NJ**

I fully admit that in between haircuts I will sometimes use my trimmer and scissors to do a small amount of pruning until I can get back to the hair center, especially when I am getting ready to travel. It has been a while since my last visit and one of the things I like best is seeing a competent professional cut away my mistakes in an instant. Gone are any uneven or ragged edges, all replaced by

rolling curves and well-placed hair. For them, it is ten minutes of easy work; for me it is a transformative wave back to the way I want to be. It's a truly amazing, repetitive procedure that puts me back in order.

No word back on a contact for the skeet shooting club I am trying to join; if there is no word in a few weeks, I will probably drop by on a weekend and hope someone is there who can help me. The last skeet club I joined more than thirty years ago had a strict membership policy and you had to be sponsored in by a member. Luckily, I met one of the veterans, when I walked into the place on the first day, who offered to sponsor me. Even so, they wanted to make sure that I knew gun safety and could handle myself competently on the range. The same thing happened with my current club; many people don't understand how seriously we shooters take the rules of gun safety, but the vast majority of us are extremely careful all of the time.

**3/17/19**

**4:21pm EST | Our House, NJ**

It has been a really good day. I was up at 6:15am, worked-out in our basement, went bike riding, and then was off to see my brother. He is well, continuing his positive adjustment to retirement, and actually seems in a state of contentment that I have never witnessed before. We spoke about his daughter Lisa's upcoming wedding and graduation from her Medical Residency program in California. It looks like the wedding will be in the Netherlands, her fiancé's family origin, which is fine with all of my crew who are looking forward to the trip. He also let me know that his other daughter Rachel had finished giving a presentation for her company at a conference that included President Obama so she was in very good company. It would seem that her company is grooming her for ever higher positions; she is already at Vice President and it would not surprise me if she is one day a CEO of a Fortune 500 Corporation.

I had lunch with Wendy—very pleasant—and then went to a new bike store nearby to see their inventory. I am thinking of getting a new bicycle and their selection was excellent; we will see if we can make a deal. If so, I will give one of my current group to my son Ben if he wants her. I have a bike on our porch with a roller device attached so that it can be used as a stationary bicycle. I virtually never use it and she takes up room so I emailed Mike the Driver and he wants her. It is good she will get a new home.

To the a mayor of my town:

*Dear Mayor Burstein,*

*I have been a township resident for over three decades. Over that time, I have seen our township, including the streets, parks, and wooded areas, become increasingly marred by garbage. I started collecting trash on my own years ago, but the total mass of garbage is way past my abilities to keep up. Therefore, I believe it is time for a community effort to get our township back to the way it was. I would like to offer my help in coordinating*

*the effort. My plan would be to start with the Millburn Town Center. A coordinated, clean-up day by various civil groups to start and then a continuous program where bags and rubber gloves would be available to anyone wanting to help. My Maplenwood-based company would help by providing the bags, gloves, and signs as well as helping coordinate the effort using the town newspaper, posters, etc.*

*If you are interested, please contact me.*

Regards,

Andrew

[Author's Note: I never got a reply.]

**3/18/19**

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

It is Monday morning and it has been a good day of lots of paperwork and getting things done. Leo, who has been ill for a while, came back today and looks good, great to have him back on press. Kayla had a friend from our area pass away from a drug overdose over the weekend. It was not the first and has left a mark on her. I hope her saddened mood passes soon. Kay and I will start traveling separately after the summer. She knows everything needed to operate successfully on the road and we can cover a lot more ground separately. Besides, I don't think she likes my "pace" of traveling, which is fine; we can still journey occasionally as a team.

**3/19/19**

**4:55pm EST | My Office, NJ**

I went to see my wonderful dentist Dr. Browne today. As always, his staff was careful and wonderful; after my cleaning, he came in for his normal checkup. After we got through the giggling fit I always went into when he checked my glands and jaw for cancer—I am very ticklish—he found that I had some acid reflux damage. It meant I had to go back to get a full set of special pictures taken to adjust my bite plate. I may also have to get a new reflux prescription from my gastroenterologist to also deal with this issue. Hopefully, it is nothing, but it will mean two more trips to Dr. Browne over the next few weeks—not a problem, especially if there is little to do to take care of it. After I got back to the office, it was off to lunch with my friend John Rudder. We discussed the economy of the world, trying to figure out where it was going, then our families and—of course—our various back issues. It was wonderful to catch up; I am very fortunate to have him for my friend and sounding board. It was then back here for a lot of paperwork and personnel planning and movement. We still have not found the best combinations of employees and their positions so we are still trying options. We may hire some more people in the next few weeks, contrary to what I had planned but necessary to keep up. I hope the pace continues.

**3/20/19**

**7:50pm EST | Our House, NJ**

We got a notice from our extremely capable patent attorneys that, if we wanted to move our Vest patent to the US, we had to pay certain fees now. Even though we have had virtually no success in Canada, I do not want to be sorry in hindsight so I just gave the approval to spend the money. I was hoping to have some traction with sales by now; my hopes are dimming quickly.

I went off almost all caffeine this morning and the result seems to have been a low level headache. If that is indeed the cause, it is annoying but definitely bearable—it also could be from the teeth cleaning I had yesterday. I don't like being “hooked” on anything, and if it turns out it was the caffeine, then I will find alternatives to the food and beverages that contained it.

President Trump continues to attack John McCain even after his death. It is very sad to watch and I don't hold out hope that he will change or that the Democrats will launch a good enough candidate to stop him so we will have another six years of this.

**3/21/19**

**4:38pm DST | My Office, NJ**

I had hoped to be able to bike this morning, but the forecast was for rain so I exercised in our basement and walked instead. My headache was gone—so if it was caffeine withdrawal that was finished—and I had an enjoyable time walking in the rain. It was a day of paperwork details and trying to get things finished. President Trump announced today what we had already figured: the tariffs would remain for probably years so the changes we made regarding shipping and production will stay in effect indefinitely. Since I have no power in this area to make a change, we will accept the situation and deal with it as we have before. Working internationally and domestically simply becomes more complicated, which is an overall advantage for us since we can do it and probably a bigger detriment for our competitors who cannot. I emailed with our new potential Israeli accountant to set up our part-time sales woman. He sounds competent and should hopefully be onboard within the next week. Kayla and Rich have been preparing for a “lunch and learn” with our customer Plexus' location in Wisconsin. The normal course for a meeting like this is we buy lunch and lots of engineers and designers come in to eat and hear us talk about our company. This is Rich and Kayla's first joint experience and there are fifteen people scheduled to attend. It is nerve-racking for them and I hope it goes well. Stock markets for the last thirty days are up globally, I don't know why. Politics globally is the same, little makes sense.

Just got texted by my brother. Lisa's wedding is now scheduled for May 15, 2020 at the Botanical Gardens in Amsterdam—very cool!



**3/22/19**

**3:09pm EST | My Office, NJ**

The rain continued this morning, which meant I was walking instead of riding. It was a very pleasant journey in the rain. I was perfectly dressed for the conditions so the precipitation caused no problems. As often happens when inventing, we got the exact opposite result in our last set of tests on the Flexpate/magnetic base system so we are checking to see if we have a new capability. Many of the world's inventions happened by accident so this is not a surprise. I was working with Kevin and we will try a new idea on Monday for the magnetic base. We are trying to make it a modular system to make it much less expensive to manufacture and much easier and faster to customize. Kayla is back home after her overnight in Anaheim where she saw a 3D Printing manufacturer who sells our BuildTak products. If our new invention works, they might be highly interested.

It is Friday afternoon, a lot of our people have left since they start early, and things are winding down for the weekend. Spring comes a few days ago; it will be very nice to go back to my garden.

**3/23/19**

**9:19pm EST | Our House, NJ**

It was a really good day. I was up at my usual weekend 6:15am time, exercised, and then had an epiphany. We had been working on a modular version of our BuildTak magnetic base system. It is both expensive to manufacture and costs even more with special sizes. Mike had the idea of a modular system with pre-cut standard shapes that could be used to create any size. The geometry of the situation had stymied us as to how to figure out what was needed. It was then that I got an idea through divine intervention as to how to tackle the issue. Instead of thinking of these different sizes as rectangles and squares with no idea of how many of what size would fit inside them, we would treat them as press sheets like we do when printing. Here is how that works: you take the length and width of a sheet of material and figure out how many of whatever size you want can be cut from the overall size. It takes a little getting used to, but once you are thinking this way, it is relatively easy to figure out how to utilize a few sized rectangles and squares that can be used to create almost any sized sheet. Suffice it to say, once this revelation occurred I was able to figure out the basic shapes needed to cover almost all of the variations. If that—combined with another idea—worked, then the problem should be solved. We will know if it all functions this week when we try it out in our office.

After that, it was out for a bike ride. The temperature was a chilly 33° F, but the real story was the high gusting winds, which brought the wind chill temperature down to the low 20s. I had on a lot of heavy clothes and I don't remember the last time I went the whole ride with a mask and my heavy gloves on, but I finished and had a very good time. Afterward, a quick snack and it was off to see David. Our normal talk ensued which covered business, sales, and our families.

Once done with him and lunch, it was up to a nearby town to get my new bike ordered. This store was not a good place for me as it was filled with expensive bicycles that cried out for my attention, but I stayed focused. After a lengthy discussion with their “fitter,” my new bike was ordered and should be here next weekend. After some errands, my mom took Wendy and I out for dinner, which was both quite tasty and very pleasant. It has been a very good day.

**3/24/19**

**4:24pm EST | Our House, NJ**

It is Spring here and the temperatures are starting to moderate, the trees are beginning to bud, the early flowers are sprouted, the geese are flying back north, and the weather is cold but still excellent for biking. After exercising, I went to see my brother and all is well. It was then out to lunch with Wendy and a quick stop for food shopping. I finished most of my packing for Wednesday’s trip to Chicago; the weather there does not call for snow so I will hopefully have no trouble flying in. It is very calm outside here on our porch and I am getting ready mentally for this week. Kayla is in Lake Tahoe with friends—no word from her, which is usually a positive sign. The Mueller Report has been sent to the Attorney General; the results are that the President will not be charged for any wrongdoing. Democratic Presidential candidates seem to be everywhere and most are calling for some type of aggressive Socialist Platform to tax anyone who has money. Our governor is doing the same thing; unfortunately, they are simply forcing more people to support and re-elect the President.

**3/25/19**

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

It was a very good Monday morning, I was up at my usual time, checked my email, and found no problems from the weekend. The weather was mild and I had a great time biking. Once here, I learned Rich was out. It has been a crazy fun day of pricing, paperwork, and making sure things kept moving along. A big part of my job is keeping our various teams going as efficiently as possible, and although it may not look like I am doing anything, the results are evident and timely. The plumbers are hooking up our new water jet cutter, which is good because I have been quoting jobs figuring it will be working soon. I heard from Kayla; she had a great weekend and will leave tomorrow morning for Wisconsin to meet with Plexus tomorrow. Rich is on his way there now. Global markets do not seem to know what is going on—neither do I.

**3/26/19**

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

The temperature last night showed it would be warmer at 5:00am as opposed to 7:00am so I got up at 4:00 and went riding. It was still pretty chilly but enjoyable

and then I finished my workout in our basement. It has been a hectic day of pricing and working on new products—a lot of fun—and our water jet is almost up and running. I heard from Kay and Rich. Their meeting with Plexus engineers went great; all of their preparation was worth it and they are now happily at the airport eating and waiting for their flights. Rich is coming back here and I will meet Kay in Chicago tomorrow.

**3/26/19**

**4:16am EST | Newark/Liberty Airport**

I left the office early last night and went home for an afternoon bike ride. The weather was glorious and all went well until I found out an interesting fact when crossing streets. While people in the morning yielded to pedestrians with bikes, many in the afternoon did not, provoking one altercation with a van driver who started screaming at me for crossing in front of him. I in turn screamed back, but soon realized he had given me a valuable lesson. I could no longer make the assumption people would stop and—sure enough—later in the trip some did not. A good lesson in safety. I will take it to heart for the future; it might save my life or at least prevent a traffic accident. The rest of the evening was pleasant and calm. I was asleep at my regular time. It is never easy getting up at 2:00am, but I had six alarms set in case of trouble. It worked out fine and Mike the Driver was early to pick me up. All was well through security and I am at the gate. I was even able to fill my two ice bags for my back and keep my food cool so I was ready. I am excited to see Kayla.

**3/26/19**

**12:35pm CST | Naperville, IL**

We landed twenty minutes early—thank you United Airlines—and it was a very good trip. Shaun, the excellent driver I had last time, was ready for me. We went to Plexus about 30 minutes away and ended up getting there two and half hours early so we went to a Starbucks and I spent a good part of that time editing last year's book. We then met Kayla at the company entrance; she looked great and we went inside. Turned out that only one person met us, but that was a very good meeting so I was happy we went. As I mentioned to the buyer, just us offering to come gained us a lot of points with everyone there. After we left, I got emails from three people apologizing for missing the meeting, but we left materials for them. As I said, making the effort gets us 90% of the advantage of going, even if we don't see people. From there, Kayla found a sushi restaurant for lunch, which turned out to be one of the best I ever attended and we are now in the parking lot of our next appointment.

**3/26/19**

**2:52pm CST | Somewhere near Chicago**

As it turned out, the second sales call went great. The customer is going to go through a logo modification—great news for any printer because all of their labels have to change. There is a lot to be done with making color chips and ensuring all of the changes are done properly so we will be very careful from the beginning. We were running early after that so I called our next appointment, which was with Nokia and they graciously agreed to see us immediately. There were three engineers present and we spoke about the old days of AT&T and how everything had changed. They were now in charge of legacy product repairs and will hopefully call whenever they have something they can't buy from someone else. I am hopeful that our new capabilities will enable us to make at least some of what they may want. Once we got back in the car, I got an email for a problem with a big label order. I am hoping there are only a few parts involved. On our way to the hotel now.

**3/26/19**

**5:30pm EST | Intercontinental Hotel, Chicago**

We arrived here in good time and went out for a walk. It was then that life changed. Kayla obviously had something on her mind and as she spoke it all became clear. She wanted me as a dad and was afraid that business would eventually tear us apart as it did for my grandfather, father, and me. She had obviously been wrestling with this for months and I said that she was my daughter first and the business came second. So there it was in an instant. Everything changed; we started talking about what type of new career she should go after as she is qualified for many. I suggested she check a headhunter and was happy to give her a recommendation and anything else she needed now and forever. It was a bit awkward, but not nearly as bad as I had imagined—yes, I had thought about this possibility and was ready. I did not get mad. I was a little sad—totally expected—but it would also be a new beginning for me without Kay in the business and there is nothing I like better than a positive new challenge. We walked for a while and talked about everything—she truly is amazing—and we ended up at Whole Foods to buy fruit and then back here. We leave soon to have dinner with Sam and maybe his girlfriend; I am in a little bit of shock, but I will get used to the idea soon. Kay can leave any time after the end of August so she has plenty of time to find a good place for her new start. A new beginning for both of us; time to move forward.

**3/27/19**

**10:56am CST | Intercontinental Hotel, Chicago**

By the time I got to sleep last night, I had been up for about eighteen hours and was really tired. I forced myself to get up at 4:15am, exercised in my room, and

went down to the gym. Afterwards, I got cleaned up and Kay and I met Don for breakfast. Turned out, he was staying in a hotel a short walk away. He had been making sales calls—some without appointments—and doing really well. He has no fear going into places where he doesn't know anyone, which is a very big plus ability for any salesman.

Writing the recommendation for Kayla turned out to be a really hard task. I always like to get tough things done quickly. Not that it was difficult finding good things to say about her, but the finality of the act meant that this was real. She was going to really do this and with that realization a wave of sadness swept over me like a wave crashing on the beach. I will get better with time; it is a shock that I hoped I would not face. It is good we are together for most of today. We have to face what will happen and it is much easier in person and leaves no potential to hide whatever is happening; dealing with it now is best, so from today on we move forward.

It is probably best it is happening where I am now alone in my hotel room. I have to deal with this and it is not a happy time. I need to have a plan in place when she announces so our people will focus on that and not on her not being there. The second she does it she will start to become invisible—that can't be helped. She is leaving and is no longer part of the team. She asked if I needed more than two weeks notice and I said no. The less notice is probably the better to force the transition to move as quickly as possible and get to a new normal.

**3/28/19**

**3:40am CST | O'Hare Airport, Chicago**

As per our plans, Kay and I went to see The Lego Movie 2. It was a 3:00pm matinee and—understandably—there were only two other people in the theatre. The movie was okay, but we had a great time. Throughout the day we had already been talking and planning about the best way for her to move on and how I could be of maximum help. As I said to her, it was like being born again; we both had new pathways to choose without having to take into account the other and that was a freedom neither of us possessed for the last few years. Transitions always have confusion, conflict, and some difficult times, but often end up in interesting and perhaps better journeys. We both have to keep the end game in mind. We then Ubered to the greek restaurant to meet Mike and Jody Green. In addition to being one of our equipment suppliers, they are also friends and we had a very pleasant dinner discussing aging, traveling, business, and the world. Mike is five years older than I am and I think Jody is roughly the same, but neither shows any signs of wanting to retire, which is always good support for people like me who don't want that pathway any time soon. Once back at the hotel, we called Wendy. She and the boys are the only ones who know about Kayla's decision to change jobs so my wonderful wife was very concerned that the transition was starting well. I told her later it was good that Kay and I had this day together because it forced us to deal with everything and start the transition back to simply being father and daughter. As always, it was hard to say goodbye, but we would see each

other in a few weeks so that made it a little easier. I then spoke to Wendy after Kay had left and she praised both Kay and me for the way we were handling it. It was good to hear I was doing everything I could and would continue to do so, but the combination of lack of sleep and stress combined into the desire to simply go home so I could regroup mentally and start planning. I got a few hours of sleep, was up at 2:00am and got here and through security easily and quickly.

Kay is going to Indiana today to a 3D Printing Trade Show; she will continue as normal until she gets a new job. At that point, we will have two weeks to transition because anything more will probably start causing problems with our teams. I am not sure what will happen with BuildTak, and since SwaddlePax is doing nothing right now, I will leave that to Don in Canada. If it continues to go nowhere, we may or may not try it in the US. With Kay gone, we are going to have to reorganize our marketing and sales efforts again, but will have to be done quickly and efficiently.

**3/28/19**

**2:30pm EST | Our House, NJ**

We landed on time and Mike the Driver had me home before 11:00am. I then exercised in our basement in between emails and a phone call from Mike. The office was going well except for usual issues, including one customer who pleaded with us to take them off credit hold because they needed a shipment. We did and they still did not pay us so they and their sister division will get no deliveries until both are current. Within a week or two, if they are not paid up, I am pretty sure they will need something desperately and will have to catch up. It is too bad for everyone concerned. I went biking; the weather was mild and I had a good time even though I was tired. It felt great to put my Vest on.

**3/30/19**

**4:18pm EST | Our House, NJ**

Friday night, I spoke with Ben in China regarding strategy going forward with the trade tariffs, expansion globally, and a general update. It is continually amazing to me how much we can get done in short bursts, but we have always been in alignment on most issues, which makes moving forward fast and simple. Yesterday, I slept until 6:15am—which was wonderful—worked out inside, then rode outside and had tea with David. I asked him for help regarding how to attack in a specific sales situation and—as usual—he had very useful guidance. He is well, business is good, and he is anxious to reach his newest sales plateau. Later in the afternoon, it was in the mid-70s and gorgeous outside; I went to get my new bike fitted. Eric, the man in charge, is excellent in his abilities to figure out what works best for each individual rider and, as we spoke, he adjusted the seat, put on the pedals, and will have to get an additional part to raise my handlebars to the highest level possible to help my back. He will also have to cut the handlebars so they are not as wide—again to relieve pressure on my back—and all should be done by next

weekend. I picked up thai food for Wendy and sushi for me on the way home and we had a quiet, very pleasant evening.

I slept again until 6:15 am this morning and biked first because rain was predicted for later in the morning—which did happen. As I went outside, a big fox was walking past our driveway; he appeared in very good health, not rabid or anything, so I took a picture and sent it to Wendy and the kids. My ride was pleasant; I got a lot of good thinking done and was back in normal time. Things were starting to bloom here, which meant the allergy season was in full swing—so far my sneezing has not been too bad. I then exercised in our basement; Wendy left for a baby shower because Erin Gorin's baby is due next month so the house was quiet. My brother texted me he was not feeling well so I did not see him; I hope he is better soon. I had a trainer-bike on our porch that I took apart and put in my car for Mike the Driver. I then went to the supermarket for supplies, came home, and set-up my five containers of fruit and iced-tea for the office week. Wendy came home and we are going out to dinner with our friends the Greens.



# APRIL



4/1/19

3:02pm EST | My Office, NJ

It is the first day of a new quarter.

I had trouble sleeping last night—not a normal occurrence—and getting up this morning was not fun, but I accomplished it nonetheless. It's my first day back after being out for the trip to Chicago. With the wind chill factor, it was too cold to bike so I walked outside; it was very pleasant. Things were crazy and good as soon as I got here with one new employee starting and another person interviewing this afternoon, but I do have lots of paperwork to catch up on from being away. The new employee's name is Mike—that makes four here. I am attempting to drag customers away from one of our bigger competitors and have enlisted the help of some of our bigger customers to see if they can aid with our efforts. Since we are a Preferred supplier for them and the other company is not, they are willing to help get the business moved as long as the customer agrees and there is an overall price reduction.

Mike and I had a meeting with one of our customers who wants us to sign onto a system where they will pay us faster if we give them a discount. I would not normally do that, but we have to deal with them and allowing the discount will mean we will get our money within days instead of months so it seems like a worthwhile trade. Kayla had an appointment with a customer in Washington state. I think they thought she would be a pushover, but she is now battle-hardened—besides very tired—so she told them what they could and could not do, what we would and would not do, and they were happy to try and do business. She has really come into her own in the last few months and can now sell with the best. I find it amazing we are still hiring people, but I am of two minds. We need the people to keep growing, but if the business influx stops we are going to have to lay them off—not a good thought, but I will not choke off our ability to produce because of fear.

The governor and mayor of New York City as well as our governor and



legislature in New Jersey has determined that they will continue to tax anyone with any money and claim it is against the “rich.” The “public” is being hoodwinked, like with the trade tariffs, but there is nothing to do about this scam except move to another state or country.

4/2/19

4:19pm EST | My Office, NJ

It is not often that I meet a true first-generation entrepreneurial immigrant. Jeph originally came in looking for a job as a pressman. After seeing his resume, which included graduating with a degree in Business, I knew he was obviously overtrained for that position and was not considered. But something about his resume struck me and I asked him to come in to meet with Mike and me. It turned out that he was born in Ghana, appeared to be about 23 years old—we are not allowed to ask employees and hirees for their ages—and either owned or was involved in multiple businesses. He had multiple jobs: an excellent artist and a hairdresser, which was how we found him. He worked on Mike the Driver's hair and was looking for a stable job to establish his credit so he could buy a house. After talking with him, both Mike and I could see huge potential within him if he could take advantage of his attributes and reduce his shot-gun approach to life. Mike thought he might have potential in BuildTak; I agreed, but he would have to be on mostly commission both so he had the chance to make a lot of money if he succeeded and also to keep his interest riveted to what was necessary to succeed.

I spoke to Ben in China the other night and he mentioned trying to set-up a school for industrial design students in China. I know some industrial designers; here is my initial letter to detect interest.

Hi [Insert Name],  
I hope all is well.

*Like me, my partner in China, Ben Meng, is an entrepreneur and is always looking for new ways to not only fulfill a need but also to make money. There is a lack of design and innovative ability in China because of their regimented educational system. In his research, he identified that there are virtually no industrial design college-level schools in China. His idea was to create a for-profit on-site China campus for Chinese industrial design students. The work could be done mostly virtually with some industrial designers and other innovators going back and forth to teach during the one year program, which would result in a certificate of completion. Ben can handle all the logistics of finding the students, where they would be based, tuition, and the nuts and bolts, but we need a group of established industrial designers who would want to be part of the faculty. It does not have to be an accredited university or even part of an industrial design firm, but obviously the exposure and potential for doing business for them in China and Asia could be a huge opportunity. Do you have an interest in the idea?*

Regards,  
Andrew

**4/3/19**

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

I sent the proposal above to one of my old Industrial Design Society contacts yesterday and another through LinkedIn just now. No word back yet.

My lease was up on my car; I just got another one, the same make, model, and color. Why vary if you are happy?

**4/4/19**

**4:18pm EST | My Office, NJ**

Another crazy, good day of pricing, marketing, and sales. We are after the customers of one of our competitors; that effort continued today. It is a fun process of trying to figure out who they dealt with so we can go after them.

**4/4/19**

**8:55pm EST | Our House, NJ**

Sometimes it doesn't seem that Kay is actually leaving and other times it heavily weighs on me. The idea that there will be no fourth generation has its positives and negatives. The hard part is that I obviously love having her around and, in the last month, she has emerged as the amazing salesman I knew she would be. She would have been an outstanding leader for us. On the other hand, I will soon not have to take her wishes into account for how I run the company so that will give me more freedom and the ability to move faster. It is not better; it is simply a different path. I know that if she thinks it best then it is the right road for her and that is my first priority. It is difficult however not having it done. Until she finds a new job, almost no-one knows that she is leaving and I have to act like nothing has changed and she is still moving here in September. It is not my favorite scenario, but, again, she comes first. I will deal with it and, when she gives me the okay or people somehow find out, there will be a bunch of changes that happen very quickly. She is staying in California for the near future and it might become permanent—something else I will have to deal with.

**4/5/19**

**2:53pm EST | My Office, NJ**

We got word that Mike and Shyrone's dad passed away. Both called out of work and we have not heard about the memorial preparations. We also got word from our IT Guru Don that he is closing up shop within the next few weeks. After twenty-five years, it was certainly a shock and Mike is now ascertaining what we need from him before he is gone. It has been a very long and positive relationship; and I know we will all miss him. I edited and printed Kayla's letter of recommendation for when she starts job hunting on Monday. If Mike knew about that, he would be even more upset, but that one will have to wait until she gets a new job.

On a brighter note, we hired an aide for Rich in sales and a new pressman—both seem good.

4/5/19

9:18pm EST | Our House, NJ

In retrospect, it has been a very good day and I am very thankful for my life. Happily, this happens the majority of the time. During the tough part of today, I texted Wendy what was going on and, as usual, she was 100% supportive and in my corner. We have been together thirty-five years and I would not like to imagine life without her as my partner along the way. The day got much better when I got the blood test results from my check-up with Dr. Mesnard and everything is fine. I then made an appointment for a checkup with my urologist and, if everything is okay there, I should be done with that part of my body for the next half year. Always a very good thing. I also got word that my bicycle is repaired and should be back early next week; my new bike will be ready for her final fitting tomorrow. As I said, I am a very fortunate man.

4/6/19

4:41pm EST | Our House, NJ

I was up at my usual 6:15am weekend wake-up time, exercised in our basement, and then rode outside. It was a beautiful day with the temperature steadily rising until the high of 67° F and brilliant blue sky. I went to see David and, as we walked and had tea, he told me about work and his various frustrations. In the end, we both agreed that, without the stress and strain of life, we could never optimize our abilities to seek more.

From there, it was home for a quick lunch then to see my mom. She is well, but we did not have a lot to talk about so I left within twenty minutes. I test-road my newest bicycle, which needed some adjustments that they did right away. That bike will be awesome and I look forward to riding her. It was then a quick stop at the supermarket for supplies and then here. We heard from Kay; she had landed back in San Francisco and was on her way home. She had a great time in Oregon. Since we have an extra graphic arts man on staff now, Rich suggested that I finish my 2018 book as soon as possible so we can get him started on editing and putting it together. The main question is what will be the title.

Here are some of the possibilities I sent to Rich and Kayla:

*The Ideal Attack*

*The Ideal Global Plan*

*The Ideal Supplier*

*The Ideal Plan*

*The Ideal Preparation*

*The Ideal Global Position*

*Building the Ideal World*

*The Ideal Game Plan*

**4/7/19**

**6:10pm EST | Our House, NJ**

Wendy and I went out to dinner last night with Barb and Cliff. It was a belated Birthday dinner for me and very pleasant. We spoke about their travels to Europe and Cliff getting ready to play his first scrimmage for the hockey team he joined. He is about 35 years older than any of the other players, but is excited at the prospect and being treated as a “regular guy” and not an old man. Their daughter-in-law Emily is due with their first grandchild later this spring and things are getting very exciting.

I was up at 5:15am—early for a weekend—but wanted to ride before Kayla’s friends Alyssa and Andy arrived from Oregon to pick up their car that had been parked in our driveway. They had a wonderful vacation—Kayla had a great time, too—and after breakfast, they went on their way to Andy’s house to stop for the night. They also were going to pick up their dog Wiley and we asked that they bring him next time they came for a visit; he is a very cool dog. I then finished exercising in our basement then took my landlord Cary target shooting. As we got to the entrance of the club, I saw other cars, which was extremely rare. It turned out that we still got to shoot alone for a little while at the pistol station, but fortuitously a man named Dave came by to shoot next to us. He was a really good marksman and gave both of us some good shooting advice. He also helped us unjam one of my pistols so we were very glad he was there. Once back here, I went onto YouTube to help me to take both guns apart and after I cleaned them got them back together, which was not simple. After that, I vented some of the water from our hot water heater to help get rid of the sediments that can accrue there, prepared my fruit for the week, and then a lovely dinner of leftovers with my fabulous wife. I am tired and hope that I sleep tonight, but there is a lot on my mind regarding business including Kayla and Don leaving, finding replacements for them, and the impending recession which—if judging from Europe—is coming sooner rather than later. Our volume for this month is also lower, another indicator of the world financial environment, which makes me worry even more. The good things about Kay and Don leaving are that it should cut down on our overhead, but they are not the places I would have chosen to cut. Regardless, I love a challenge.

**4/8/19**

**3:10pm EST | My Office, NJ**

I had an epiphany this morning while working out. Yesterday, when shooting, there were a lot of shell casings on the ground, which we obviously were going to clean up, and my back was sore so I sat down and started gathering them. My friend, seeing that I had an issue, urged me to stop and that he would do it and there in an instant I had become an object of sympathy. An emotion I never wanted directed at me and realized that I would not want to stick it on anyone else. I resolved to stop selling the SwaddlePax Vest in Canada and move it to the

US. I sent out emails to our various professionals to make sure we could do it regarding liability issues, they said yes, and that was it. In a moment, the marketing was shifted and we are off to a new adventure.

My other bike was delivered last night after being gone for almost a month for repairs. She is heavier than my other which creates a more intense workout, which turned out to be just what I needed this morning. I later contacted Don and told him to stop the Vest marketing campaign in Canada and make preparations to shift everything here. He was understandably sad since it was one of the reasons we opened IJ Canada, but we had failed there and it was time to move forward. Don would have to sell enough of our standard products to justify his job; otherwise, that was a different conversation for the near future. Business goes in cycles; sometimes it is easy and very profitable, other times it is difficult with lots of “stuff” happening along the way. The first three months of this year were like the former; April has been the latter and continued today. Nothing is wrong, just a bunch of things happening that hamper efficiency, reduce profits, and lower sales. I sent the recommendation letter to Kayla; I called her and started to cry so I got off the phone. With change, there is conflict and the chance for betterment on a rapid scale. We are in the mode now.

**4/9/19**

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

In the beginning of my career, I used to hear about people “burning out” in their jobs. The term seems to be back in use, not a good sign for the overall environment. The economy is slowing down and we are fighting back with all of our tools and abilities to pull in as much business and new customers as possible. The only good thing in a constricting economy is that marginal suppliers start going out of business so we will go after their customers.

I spoke with Ben Meng today; he was here to visit his daughter Emporia who is in college. He is well—as is Ideal Jacobs Xiamen—and we both want to continue the increased cooperation between all of our locations for more sales. We heard from our potential part-time sales rep in Israel; her name is Netta and we are almost at the point we can sign an agreement to bring her onboard. I am looking forward to attacking the Israeli marketplace.

**4/10/19**

**3:19pm EST | My Office, NJ**

One of our bigger customers has stopped paying. As per a meeting Kayla had with one of their bosses this morning, his company knows and is trying to force all the suppliers to go on a plan where they can get paid faster if they rebate part of the invoices. We have stopped their shipments and their people are calling asking for us to help them by shipping. We did so two weeks ago and they still are 75K late, the shipments will stop until this matter is resolved.

Benjamin Netanyahu has been re-elected Prime Minister of Israel. I am

now starting to keep track of Israeli politics since we will hopefully be doing more business there.

**4/11/19**

**4:44pm EST | My Office, NJ**

A thought came to me this morning while exercising that we should consider pooling all the IJ locations together as one global company. I emailed and then spoke to Ben who liked the idea. It was very exciting, just the idea had my adrenalin really pumping. Once back in the office, it has mostly been a day of going after new business and pricing. Once things get slower, it means going back to the basics of attacking targets that will eventually yield business. Kayla is doing the same thing from her location. The Republicans are doing an amazing job at marginalizing the Democratic “Progressive” candidates and leaders and unless they can come to their senses and start appealing to a wider base the President will win again and maybe even take the Congress back. The Israeli attempt at landing on the moon failed just before completion. It is amazing that a small country with only one hundred million US dollars could get that close.

**4/11/19**

**8:00pm EST | Our House, NJ**

I spoke to Ben this morning about combining all of the IJ companies together. He liked the idea and said he had researched it already and thought that if we decided to go public again that the NAZDEC Exchange would be the best place. I had always thought it would be Hong Kong, but the NAZDEC has certain advantages including:

1. Local proximity for me
2. Board Meetings would be here and not in Asia
3. The Board majority, which would be chosen by me, would also be within the US, who could attend meetings relatively easily as opposed to Asia
4. All IJ companies would be under IJUS, which would mean I would be running the overall company (a requirement if we went through with this).

I spoke to Mike about it and he initially hated the idea, but after a while he agreed to at least look at a proposal if one was coming. We sent Ben a few key financial figures from 2018 to see if the idea would work and what kind of money could be expected to be raised and what it would cost—going public is never cheap.

The main question that Mike correctly brought up is why would we do this. Once you go public on the NAZDEC, it is permanent. Once the decision is made, there is no going back. So, why would we do it?

1. With Kayla no longer in the picture the chances of the company being worth more than it will be for the next five years without a major shift are slim.
2. IJUS by itself is not worth a huge amount because there are fewer private companies left who would want or could buy her.

3. This will be my last chance to build something big before my career starts to wind down.

4. I want to spend my time in the following way: 25% running the company, 25% selling, 50% inventing and solving product-related problems.

I want IJUS to convert to more of an R&D, prototype, and rush short-run facility with the bulk of the medium and long run orders going to China for now and later new plants in Asia and Mexico. In order to get up to the critical mass necessary to get enough of the R&D, prototype, and short-run business, I want to buy various industrial Design, graphic design, and prototype companies. Growing “organically” as we are, while possible, would take decades and I don’t have that kind of time. Being public would give us the muscle and image to be able to take over these small companies much more easily, quickly, and inexpensively. I want to create a system that feeds itself and builds from every step of the process. We could set-up various industrial and graphic design groups here in our building in New Jersey, and also Europe and Asia as extensions of our locations.

**4/12/19**

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

I sent our key financial data yesterday to Ben in China to see if our combined might as a global company would be suitable for the NAZDEC or stock exchanges. I have heard nothing back and I will check with him next week. Ben has his own way of doing things and I try not to interrupt his flow. In the meantime, we need to have a coherent game plan as to why it would be in all of our benefit’s to do this. US stock markets are starting to be in reach of new highs—absolutely amazing. Although I don’t understand it, the trend is in our best interest so I hope it continues.

**4/13/19**

**3:28pm EST | Special Cuts Haircut Center, Livingston, NJ**

I have had a fabulous day so far. I was up at 5:00am—early for a weekend—because Wendy and I were taking my Mom out for lunch. I exercised in our basement then went out biking, which had been in doubt because of rain. It turned out fine and I had an excellent ride. It was then to tea with David. Today marked the first time in a few weeks I could have caffeinated tea, which tasted great. I will not drink or eat a lot of caffeine, but some, according to my gastroenterologist, should not matter. David is fine; his sales are doing really well and we also spoke about the potential of IJ going public on the NAZDEC. He liked the idea, my business plan, and said we looked ready. I am excited about what could happen; I love to dream. It was then home to pick up Wendy and then my Mom. We had a very pleasant lunch, talked about family, and then dropped her off. We then came home and split up; she went to go work on a book for pictures of her trip to Europe and I finished planting our new flowers. After that, I put the patio furniture back in place on the porch, which meant that it was truly Spring. Finally

I came here and am waiting for a haircut; both cutters are good and it is a great bargain. I have some time before my turn so I will go back to editing.

4/14/19

5:15pm | Our House, NJ

It has been an excellent day. I was up at 6:15am, my regular weekend time, worked out in our basement, and then went bike riding. The weather was gorgeous; Spring was definitely here with the trees and plants budding and looking amazing. Once back, I went to see my brother, who is good and also looking forward to the outside growing season. We spoke about Dad; with more time on his hands, he said he is thinking about him more and still had trouble dealing with who and how he was. Parents are complicated; I am sure our kids would say the same about us. The best I could offer him was that he try and think of the good things my father did—and there were many. Also to remember that he was partly the person he was because he saw what my father did and did not follow his path. My brother is a wonderful man; I tell him that not only to make him feel good, but also to remind him that the pathways he chose made him that way. He is a culmination of the life choices he made and he should be as proud of everything he is as I am of him.

It was then back here for a quick lunch; I saw Wendy for a few minutes and then I went to the bike store. After what was hopefully my final fitting, my new bike should be here by this Friday and they will pick up one of my others that needs service. On the way back, I stopped for some more flowers; I was four short in my initial estimate. Once back here, the flowers went into the ground and I put in all of our ornaments. The garden is now done for the time being—pending plants dying or being eaten, Now I can go out at night and simply enjoy the peace and tranquility they bring until the summer, when the next batch gets planted. I then got my fruit ready for the week and soon I will go out to bring in turkey burgers for dinner. For now, more editing, I am closing in on the first edition for last year's book; Mike Ward is already working on the book cover design. I also heard from Uri, our Israeli lawyer, regarding the sales agreement with Netta, our potential part time sales rep. I also copied Lou Beckerman; we will either close the details this week or it won't happen. I hope it does. I felt badly copying Lou and expecting him to answer on a Sunday; he did, but I should have left him alone until tomorrow.

Tiger Woods won the Masters golf tournament. President Trump is threatening to send illegal immigrants to US declared sanctuary cities. It is a brilliant stroke of “put up or shut up” and I have seen no replies from the mayors of those cities about whether they will accept the people or not.



4/15/19

3:13pm EST | My Office, NJ

About 4:15 this morning, in the midst of a severe thunderstorm, a crash occurred above our house that was truly scary. Our house shook a little, but the alarm did not go off and all was well. Since I had to be up anyway it did not make any difference. I had to walk instead of bike because of the rain; it turned beautiful while I was out and I had an excellent time. I had my checkup with my urologist, Dr. Seidman, who was happy with my PSA and other tests, which was always an incredibly good thing. We spoke about the world for a little while and then I went on my way. Nothing needed to be done which again is always fantastic news. I was in a good mood before that which changed to euphoria with the good checkup and I spent the rest of the day here pricing, marketing, and working on confirming Kay's and my trip to Texas and Mexico next week. Mike and I are working on our adhesive inventory system. Without Don to help with the computer coding, things are a little tougher, but I have full faith in Mike to get it done and I will help anyway I can.

4/16/19

10:34am EST | My Office, NJ

*Hello and welcome to the May edition of the Ideal Almanac...*

*One of the most fun and challenging jobs of owning a plant is deciding what new pieces of equipment to buy or lease. Obviously, the easiest way to determine this is to have a long running, profitable piece of business that is in no danger of being lost to competitors. Unfortunately, in these days of fierce, global competition and accelerating machine obsolesce, that situation is almost non-existent. Therefore the owner—in this case me—is faced with having to gamble regarding future needs, potential profits, and how long it will take the machine to make money. With the turmoil in our world and conflicting signs of either global growth or recession, that often leaves me to rely on my personal experience, my gut, and of course the advice from our amazing team. However, in the end, the responsibility, good or bad, is mine.*

*One advantage we have is that we have a top group of salespeople traveling the world who are on the front lines regarding what our customers need now and want for the future. Whenever they, and I, get asked for the same product multiple times that we can't make then the odds are decent that getting the equipment to produce that new part is a good bet. It was with that in mind that we decided to bring in our first water-jet cutter. The decision actually was not very hard since this was the last piece of equipment that we needed to be able to complete my dream of being able to make almost any type of mechanical prototype involving labels, adhesive, metal, plastic, and gaskets here in New Jersey. This water-jet cutter can handle thick materials that our metal and plastic lasers cannot and can also cut FR4 material, which was an ability we previously lacked. Once the machine was in and we figured out the best way to hook up the various inputs and outlets—our landlord was a great help—we tried her out last week and the results were amazing. We can now cut really thick materials which gives us a great advantage when*

*going after new business. The question remains however as to whether this was a good and profitable decision and the answer to that will be a combination of time and our ability to sell its capabilities. It could easily take a year before we get enough business to keep it working full-time, but in the meantime, we have a new weapon in our selling arsenal and we will use it everywhere.*

My wife Wendy just called me to remind me that today, 4/16/19, was the anniversary of the day I asked her to marry me. Thirty-five years ago, on January 22nd, we had met on a blind date. She had been impressed that anyone would ask her out on Super Bowl Sunday and, since football did not mean much to me then or now, it had no bearing on my timing. Three months later, we became engaged. Yes, it was a very short time, and no, I would never advise someone else to do the same thing, but for us it worked out well. Marrying her was the best decision I ever made and I am thankful every day for the life we have together.

**4/17/19**

**7:39pm EST | Our House, NJ**

It was an amazing day with a lot accomplished. We are almost ready to bring Netta to the US next month for training and to be part of the next quarterly global sales meeting.

It was obvious that there was no way we could get 50-100 pieces for the new BuildTak multi-tool ready for the trade show next month going through IJX. Their set-ups would have taken too long to build so we converted the design to make it here in our machine shop.

It will be very exciting if we can do this, especially since it would be a great “filler” project to go to whenever the machine shop had open time. We should know by Friday if we can do it. Kayla arrived early this morning and we went to the office together. It was wonderful seeing her; she looks great and she dove right into the inventory situation at the plant, working with our new guys Dave and Mike. We had time for a quick lunch at the local diner where we got a chance to catch up. She will start looking for a new job in early June; whoever gets her will be incredibly fortunate.

After we got back, there was also a lot of pricing to do and also setting up Underwriters Laboratories/Canadian Standards Association testing for some new roll labels so it was really fun with a very fast pace that I always love. I had sent a sample of the Vest to a dentist referred to me by my gastroenterologist when I saw him last week. He sold a lot of teeth whitening products on the QVC television network. He called me back tonight and we had a very positive talk about trying to get the Vest onto television. He said he would check with QVC to see if they would want it; I am not sure if that meant he would sell it on air for a commission—which is fine—help us do it on our own, or both. Any possibility is fine with me. This is the first good lead we have gotten and it gave me a little hope as to what could happen. By the way, we had a workman in today putting together two new desks; he saw my Vest and asked if he could try one. He did and loved

it, as did a delivery man later in the day; we gave one to each to keep. Maybe we do actually have something amazing that will help people.

4/18/19

4:28pm EST | My Office, NJ

Our two new office employees Mike and Dave are very attuned to social media and during a marketing meeting today, they suggested I do a short daily blog on LinkedIn. At this moment, I have 13,719 connections, which I do not utilize well regarding branding, so I am up for the challenge.

Here are my first four samples; I will see if they think they are suitable.

### History Is Cyclical

This weekend marks the start of the Jewish holiday of Passover. Its purpose was to mark the breaking of the Egyptian hold on the Jewish people and their trek to freedom. It is amazing how little times have changed. We still have the same situation all over the world with oppressed people moving to other countries looking for hope, safety, and the chance for a better life. Ask any American about their heritage and the vast majority would tell you that their parents, grandparents, or great grandparents came from another country. We are a nation of immigrants and those people who fought and died to come here were the cream of their countries and the US became the great nation we were because of this melting pot. What happens when you cut off the flow of immigrants to our shores? Simple. It spells the decline of our country and we will end up a distant memory of what an amazing country used to be. Immigrant is not a dirty word and people who come here should be treated as what they are—the best who want to make us even better.

### The Value of College

When I was in high school (1973), I told my guidance counselor that I did not care what I learned as long as I got good enough grades to get into college. Once in college, I accelerated through in three years so I could go to work. I always wanted a career and felt that doing anything else was not the best use of my time. Although I did not become a television broadcaster, like I had planned, I soon realized when I came into the family business that neither high school nor college had prepared me for anything. The vast bulk of the information and training I got was on the job from my father. The truth of the matter is that college educations are overrated, ridiculously expensive, and not worth the time put in. For the bulk of most jobs, actual work/life experience and the willingness to learn are the most important assets. Our educational system is a self-propagating house of cards and I feel terrible for all of the indentured students who are saddled with ridiculous amounts of student debt and educations that do them little good.

## Beware of What You Watch

After we opened in China and Mexico more than a decade ago, I began to start monitoring different media outlets to try and get a better feel of what was really happening. I found that, when I left the US, the news was reported differently and then I realized that various news outlets reporting on the same events often varied widely. I was able to see how their editorial slant was added into almost all aspects of every story; if I wanted to get some semblance of the truth, I would have to monitor various websites and newspapers. It took more work, but the resulting cross section gave me a much better feel for what was really happening. If you only have one source of news, beware that it is being leveraged to whatever their editors want to promote.

## Older Is Not Always Better, But It's Not Worse

In today's marketplace, there are a lot more people working into their 60s. Many of these people are in situations where their health is usually worse than before and they have to be out of work more. At the same, they do not have young children to be worried about. I have found that life experience often more than makes up for being a little slower in movement and their accumulated knowledge and common sense will often find solutions to problems they have already solved in the past. There is nothing wrong with young people—we have a lot of them—but there is and will always be a place for older employees and those who discriminate against them because of age are missing out on a golden resource that could richly reward their companies.

**4/19/19**

**3:29pm EST | My Office, NJ**

We have been working on converting Kayla's BuildTak 3D Printing tool to be able to be made within our machine shop here as opposed to outside suppliers and the conversion is going well. We hope to have a full prototype ready for review this Wednesday when Conrad is back in. Speaking of him, I emailed for some advice as to a good fishing rod and reel. I figured it was also a good time to get a new fishing license. I went onto what I thought was the government website and it turned out it was a fake and they stole my card. I am in the process of getting my card stopped and getting a new one—so much for my increasing feeling of peace—but I will try and not get too upset. Just got off the phone with Mastercard; they were very efficient and I did not get charged for the fraudulent license. Elsewhere, I started working on Igor's and my trip to Europe in May. My good humor is mostly back—you can never be too careful!

**4/20/19**

**7:20am EST | Our House, NJ**

The Seder Friday night at my brother's house was a lot of fun. There were more smaller kids than in the past as the various families have been growing and the

frenetic activity was fun to watch. The story of Jewish people gaining our freedom thousands of years ago still resonates strongly and retelling the story every year helpfully reinforces the lessons learned. History is cyclical and if any generation forgets the hard fought lesson about fighting for and achieving freedom, they will unfortunately be destined to have to learn them again in the most painful way possible.

It rained yesterday morning so I exercised inside then went to meet David for tea. He is well and our discussion centered on business and the potential for both of us to crack the next level of business. For him, it is bigger deals and getting himself a support team; for us, it was expanding globally. The weather cleared and I was able to ride my new bike. She did not have an auspicious start; as I went down my driveway, one of the brakes was squeaking—that was supposed to have been fixed. Going up the first hill, the chain came off the sprocket. However, after riding a little, I figured out the chain was my fault and the brake problem eased up. In actuality, she rode like a dream and I had a great ride and look forward to doing it again today. Once cleaned up, I went over to Barbara and Cliff's for another Seder; Wendy, Kay, and Alex were already there. It was very pleasant and lowkey. Barry and a very pregnant Emily were there, they are due to become parents within the next two months they both look ready. I took Myrna, Cliff's Mom, home; she is 90 years old and looking a little frail, but she is still feisty and I love her. Alex went back to Manhattan; Wendy and Kay came home before Kay went out. I got a really good night's sleep except for the dream, where I was at work and did not have a shirt on and was still trying to be forceful. At least I had pants on—sometimes I only seem to have underwear. I guess some fears never leave, especially in dreams. I always try to be ready, in command, and looking good for meetings so thought of not being all of those is always on my mind.

**4/20/19**

**3:40pm EST | Our House, NJ**

It has been an excellent day so far. After exercising in our basement, I went riding on my new bike; she and I are still getting to know each other, but it was a really good ride so I am very pleased so far. From there, I bought iced tea for my mom and me, food supplies at the supermarket, anti-varmint solution from the plant store, and a corned beef sandwich for my mom for dinner before going to see her. She was doing well and seemed very excited to hear about the potential new marketing plan for the Vest. We also spoke about our kids; she thinks Kayla looks great. From there, it was to meet Elana, who had baked muffins for my trip tomorrow, and then back here. After spraying the plants and having a snack, I did some work on trying to get an insurance agent for our new part-time rep in Israel and then I reviewed a funding project from a cousin of mine named Dan who I saw at Ira's Seder. He is a teacher and involved with forming a new company that creates and produces videos to help elementary school kids learn and retain more information. I read through his proposal and had some thoughts to help him

attract investors; I hope I was of assistance. It seems like a genuinely helpful and useful service.

#### Because We Can

One of the reasons I pack my travel schedule so tightly is both to be incredibly efficient and a compliment to those I visit. People want to see us in person; Skype, email, and telephones are fine, but there is nothing like being in their office. Utilizing my time to be with them is the highest compliment I can give. Also, the more people I see in the shortest amount of time means that I can get home faster. I love home and I also love being on the road so I travel in a very condensed manner. I think nothing of moving city to city or country to county in 36-hour periods or less and going halfway way around the world to see someone for a 90-minute meeting. Almost no-one travels like we do which makes it all the better for those of us who can. Our company is based on speed, endurance, the ability to innovate, handle new issues, and fix problems. What better way to advertise than if I do it myself in person?

**4/21/19**

**11:52am EST | United Airlines Lounge, Newark Airport**

My travel agent spends a lot of time trying to ensure I get an aisle seat when flying. My claustrophobia has gotten worse and not having direct access to a men's room has become an increasingly worse problem. We just checked on our flight to Austin, TX, and—you guessed it,—the airlines switched me to a window seat. My travel agent can do nothing; the airline has said for the moment that it is tough luck and I am now left with the option of sitting in the aisle seat or trying to bribe someone else in an aisle seat to switch with me. I have no problem waiving a 50.00 or 100.00 bill in the air and hoping someone will take it, but I plan to offer it to the person sitting next to me first. Since I am now sweating at the thought of sitting in the window seat, the money means little and I just hope it works. Otherwise, my ride this morning and getting here is going well so I will try and reduce my anxiety level until I get to the plane.

**4/21/19**

**1:35pm EST | Newark/Liberty Airport on the plane for Austin**

I have not had to be in a window seat in a long time, but there was no escape so I have mentally accepted it and my blood pressure is now going back to normal. I had the price up to 100.00, but no-one would switch so here I sit. Fortunately, the man next to me is very pleasant and has already said he would let me get out as much as needed. That being the case, this has become a flight of discipline—not only will I get through it, but I will get through it well. I have had almost nothing to drink since this morning so I am hoping to be down to twice getting up. Maybe I will even fall asleep. For the meantime, I have editing to do.

4/21/19

3:07pm EST | In Flight

When Are You Being Too Pushy?

I am a salesman by trade and preference. I love the hunt to find new business and the thrill of breaking open a new account is still as exciting as when I started in our family business more than four decades ago. Actually, my “selling career” began much earlier. My first relationships from when I was a child were the basis of learning how to sell, which in my definition is “the exchange of goods and services” between two people. I never expect anyone to “give” me anything. I don’t want charity or pity; I want to give someone something they want or need and in exchange I want the chance to get what I want, but there is never a guarantee. The only problem is that sometimes people don’t realize what they need so I have to convince them of their need and that I can supply it. Can I be very aggressive in my attempts at getting their attention and fulfilling their needs? That answer would be a definite yes. Do I ever push too hard and have people stop wanting to deal with me? Again, the answer is obviously yes, but it is rare. I do have an antenna as to how hard to push and most of the time I stay on this side of rebellion. A non-aggressive salesman is usually hungry at best and bankrupt at worst. But that is the same for all relationships. If you are not willing to go after what you want, then the odds are good someone like me will get there first. Aggressiveness will usually win against those who are timid or afraid to make a mistake. You can’t be so afraid to look bad that you can’t move forward because others are willing to take the chance.

4/21/19

5:46pm CST | Intercontinental Hotel, Austin

The flight ended up being fine and I felt really good about having stayed calm. I only went to the restroom twice, which was really good for me, and although I would rather not do it again, I am glad I know I can get through it. Our flight landed early and our bags were right on time as was our driver. Austin is a beautiful city and once we got here it started to look familiar again. There is a really nice park down by the river, but I did not have the energy for the 60 minute walk it would have taken so Kay and I split up. We are to meet in less than an hour to call Wendy and then wait for my cousin Keith to go to dinner. There is talk about the Democrats trying to impeach President Trump. I think that it would be a mistake for them because their party is already fractured. If the progressive left wing truly takes over, then their chance for taking the White House and keeping a majority in the Congress are greatly reduced.

4/21/19

9:47pm CST | Intercontinental Hotel, Austin

I met Kayla downstairs at 6:45pm; we went into the lounge and had a quick

snack that we both needed before we called Wendy. She sounded well, had had a good day, and was glad we called. Keith then arrived and we walked to a nearby Italian restaurant. It was almost empty, but that turned out to be an advantage since there was little noise. We could talk and the food was excellent. Kay decided that he would tell him about her plans to leave IJUS; they had become close in a very short time. He was both supportive of the move and totally sure she would do fine with whatever job she had. It was an emotional moment for all of us since Keith was the first outside our family circle to know and it meant Kay's decision was final. It probably was before, but this just cemented in stone. We had a great time and after we walked back here I left the two of them to talk because I was getting up early to workout. Keith is a very good man; it is an honor to have him as a relative and I plan to make sure that I continue to see him in the future—hopefully with Kayla.

4/22/19

9:07am CST | Starbucks, Austin, TX

*Dear Dad,*

*Kayla and I had dinner with Keith last night. We saw him about a year ago and last night he took us to dinner here in Austin. In Kayla's words, he is a fascinating human being. We learned a lot about his life and he about ours and as always the discussion of fathers and relationships came up. Kay decided to tell him about her plan to leave IJUS and he was steadfastly supportive for both her and me. I found it interesting to hear him talk about his Dad and how they spoke about you and me when he was growing up. I suppose it is normal to have varying points of reference, but I had never heard Uncle Alan described by one of his offspring or them describing you and me. They thought we had a perfect relationship, which was obviously impossible anyway, but their viewpoint of how we operated as partners and father and son was interesting to say the least. At this point in my life, I usually take for granted that a child will have strong feelings both good and bad about both their parents and I am no longer looking for the golden relationship where everything was positive and kind. Parents, after all, are people first and expecting or hoping for perfection is naive at best and destructive at worst. There seems to be a tipping point in the life of a child where a parent goes from positive to negative and negative to positive and everything is viewed from within that spectrum. I had that happen with you multiple times and in retrospect I have resolved to focus on the positive. When someone else does not, I at the least try to say nothing and, when possible, mention your many good points. My goal with my children is of course to stay on the positive side, but that is an ever moving target so I will do my best. In the end, that was your council regarding life: do the best you can and there is nothing more to be done. The best way to fix guilt and regrets is not to cause them in the first place. It is the best advice I can give myself though always a very hard level to attain and remain.*

*Love you,*

*Andrew*



4/22/19

12:01pm CST | **Austin-Bergstrom International Airport, Austin, TX**

Our first sales call was a bust because we did not have the correct address for the buyer. We had him listed in Austin, but he had moved to Richardson. He nicely admitted he had made the mistake, which was fine since we at least made contact and we will see him on our next trip.

Our second call was to Flextronics. The buyer was out sick and had forgotten we were coming so she called for her former assistant who was not in a buying position anymore. It turned out okay however; he was a very pleasant man and offered to help to make sure we got paid for the late money due us. He also agreed to deliver our sales material to two higher up executives whose name we had gotten from a Flex contact in California. That was it for sales calls for today; they don't always turn out great, but over time the percentages will give a mixture of possible outcomes which have historically been very positive and worth the efforts. We came here, changed clothes, utilized the CLEAR entry system to speed our way and Kayla is now eating a very good-looking chicken sandwich. I bought three salads for later on. It is now a matter of getting to Houston, then Guadalajara and our hotel. There is an OSHA audit going on back home in New Jersey; I know our guys can handle it, but I feel badly about not being there. On the other hand, there are few better places for me to be on the road selling so I guess things work out for the best.

4/23/19

6:51pm CST | **En Route to Mexico**

We got to Houston early—always a good thing—and we stayed in the United Lounge until we went to get some food for Kay. We passed a Briggs and Riley Luggage Store. I went in and inspected their wares while she was getting dinner. I had been using their products for years; they are the best and they have a lifetime guarantee. However, even though I have sent one or two sets back numerous times, it is starting to show some wear. It turned out they had a new type of suitcase: an expandable construction that might be big enough for me to go up to three days with just one carry-on. Not having to check a bag is worth a lot to me in saved time so I bought a new computer bag and a small suitcase; both should arrive at work sometime next week. I finished the first edit of my 2018 journal book and have started the second round. Kayla asked me who will proofread it since she will be gone. I am not sure, but I will test both of our new guys to see if they have the ability. Editing is a very special talent involving the ability to be able to spot the grammatical, tense, and spelling issues and then making changes without altering the basic text. I am hopeful that my first two proofreadings will catch the majority of the problems.

**4/23/19**

**9:20pm CST | En route to our hotel Guadalajara**

The flight was excellent, except Kay ate some apparently bad airport food and is not feeling well. If it was not the food, then she might have a “bug” and when traveling that can be really unpleasant. She is already asleep and will hopefully stay that way until we get to the hotel. I hope she is okay by the morning. Our crew did an awesome job with the OSHA audit. I am very proud of them and declared we would have a Pizza Day to celebrate. The NAZDEC and S&P 500 stock indexes both hit new highs today.

**4/24/19**

**1:43pm CST | Applebee’s Restaurant, Guadalajara**

**Don’t Lie To Us**

I am a very trusting person, which usually serves me well. However, there are times when I get burned. We have a customer who went way beyond their payment terms a month ago and one of the main buyers called and asked us to lift our shipment-hold to give them some badly needed parts. He promised he would make sure we got paid. We sent him the parts and he left us hanging. The freeze on his shipments then continued and he called again today. He said he would make sure we got paid, but since he lied to us once we would not ship until he was caught up with his late money. Did he really think we could be taken advantage of twice? That we would forget he lied to us a few weeks ago? I don’t think so and now he has to suffer. We have very long memories as most people do and we will remember this man.

After seeing Kayla so sick last night, I was hoping that she would be able to eat breakfast. I was happy to see her appear in the lobby ready to go. She hadn’t totally recuperated, but as the morning progressed, she got better. Our first call was to Plexus, where we are getting more business globally. We are a Preferred Supplier for them and always looking for more. We met with two buyers, all is well, and we are trying to take business away from another supplier, which is a process we started a few months ago. From there, we went to see their head of engineering and they have a requirement for some special color matched parts so that was a very good meeting. From there we went to Flextronics—we are a Preferred Supplier for them also—and had meetings with multiple people and groups, which all went well. The potential for more business is there and we will keep attacking to get continually more. We have stopped for lunch, which is good because we are hungry, and Kayla is eating guacamole so she is definitely feeling better.

4/24/19

6:05pm CST | Intercontinental Hotel, Guadalajara

Our last sales call to Flextronics went well. Our companies are well positioned globally to get a lot more business; it is up to me and our sales team to get it. Paulina dropped us off and Kayla and I split up. After changing, it was back down to the gym and forty minutes on the treadmill. It was wonderful watching movies and not thinking about anything. Unfortunately, there is a problem with my room's air conditioning—unless I screwed up the setting. I made it clear to the management that I wanted it fixed within the hour; I hope that is accomplished or they will switch my room. I am tired and a bit short-tempered, but I am not unreasonable. I expect to get a well-working room and if not, I am going to cause a stir. I am waiting for Kayla so we can go to dinner and then call Wendy. I tried to get earlier flights out on Friday, but they did not work out.

4/25/19

6:26am CST | Intercontinental Hotel, Guadalajara

I don't get a feeling of extreme fear often; they usually accompany the potential for either personal and or global economic harm. While some stock indexes reached new highs, others areas do not look good and are in fact retreating. We are faced with a major decision about where we go as a company worldwide, which obviously also greatly effects my personal financial situation. The fact that we have a potential buyer for IJX right now brings up a huge potential for good, bad, and lots of change. To sell IJX would mean a divorce of our global family (yes, that is how I think of us), but would also set-up the potential for severe global competition between teams. We also have to decide what to do with the BuildTak line since Kayla will not be with us much longer. We can sell it, simply close it down, or we could do what should happen, which is put in the assets and attention necessary to really grow the brand. The same goes with SwaddlePax. If we cannot get onto some type of shopping network in the US, then I will most likely shut it down. The idea of me going to trade shows or setting up to sell them one at a time has no appeal. I do not plan on allocating the resources to build it up over time, like we did for BuildTak. If we do divorce, then we have to consider the possibilities that eventually IJX will no longer be a supplier for IJUS and an active competitor so we will need to expand our future capabilities to duplicate more of what they are doing. If times get tough, having all of these types of capabilities in house will make it easier to weather the storm, keep as many of our people employed, and keep growing. If a progressive candidate gets to be president and gets both houses of Congress, then I am pretty sure taxes will go up substantially. That would be effective 2020 so if we are going to sell, we should try and do it before the end of this year. I am fine with not selling IJX and staying as we are until the next global downturn is over, but if we are going to make changes we need to do them now.

**4/25/19**

**10:57am CST | Guadalajara**

I was up at 3:00am local time, worked out, had breakfast with Kay, who still has a cold, but is okay to work, and then Paulina picked us up for sales calls. The first one was to GPV. They are a new local contract manufacturer, have started ordering things from us, and are very interested in parts made by our water-jet cutter. The buyer was also interested in a very thin, metal anti-shielding tray we had made a few decades ago; I had just found the sample and brought it along. You never know what people will want. It was then here to Sanmina. After showing our various samples, the water-jet samples got an immediate reaction again so I am very glad we bought the machine.

**4/25/19**

**2:30pm CST | Chili's Restaurant, Guadalajara**

The next two calls at different Sanmina buildings went well—more chances for additional business.

This restaurant is one of our normal stops when traveling here; the food and service is good and very pleasant. Paulina and Kayla are talking about the TV series *Game of Thrones*; they both love it.

Peace of Mind

Our company specializes in very difficult, shorter run, rush jobs that involve labels, gaskets, metal, plastic, and specialized adhesives. The advantage we offer is that we will try almost anything and our customers love having us around. We just quoted a special thin-walled metal tray that needed to be laser cut, hand-formed, and then soldered. Each one took about two hours to make and involved multiple operations as well as highly trained craftsmen. We quoted it and the customer asked why his other supplier was 1/10th of our price. I told him we make custom parts and the other supplier probably made these all the time. However, the buyer became worried that the other supplier made a huge mistake. I told him that we were giving him an insurance policy that few others would or could do, but that is our function—to give peace of mind in times of trouble and turmoil. Do we get everything we quote on? Of course not, but people normally are loyal to those who can come to the rescue when needed. That is our mission.

**4/24/19**

**7:04pm CST | Intercontinental Hotel, Guadalajara**

Our last sales call to Jabil went well and then Paulina dropped us off here. It was a very good two days of sales calls. Once back, I went down to the treadmill for an hour, which meant that I only have to do my in-room exercises tomorrow morning and complete my exercises for the day. Kayla and I had a very pleasant dinner and she is now talking to Wendy. After I say goodnight to her and talk to Wendy, I will go downstairs to print out our boarding passes. After that, I have

nothing planned except having a snack and getting ready for bed. I look forward to getting home tomorrow.

**4/25/19**

**6:01am CST | Airport Lounge, Guadalajara**

During my workouts this morning, I listened to Joel Osteen sermons on Youtube. I find him both positive and thought-provoking so he is usually part of my morning regimen. Check-out was swift and easy—as was the ride here. There was a long line to get through security, but it moved quickly and we are now in the lounge until we leave for the gate.

**4/25/19**

**12:17pm CST | George Bush Airport, Houston, TX**

The flight from Guadalajara was very pleasant and timely. Kayla got pushed to a flight that was one hour later than previously scheduled so she had the time to walk me to my gate. As always, it was really hard saying goodbye, but we will all see each other before the end of May for our family trip to Norway. I spent the balance of the time before the plane door closed answering emails, which included one from Igor in Belgium. There was a delay in a BuildTak product shipment again, which was causing a lot of trouble. I called Bernie who said that there had been a screw-up in our production causing the problem and I was very upset. It is time for me to get back into our manufacturing processes to find out why some things were not being done on time and correctly. Bernie was working on getting a partial out; hopefully I can get on the airplane WiFi later so I can find out what is happening.

**4/24/19**

**2:51pm EST | En route home**

With the advantage of WiFi, I can keep in touch with the office and I have declared to our NJ team that I am now involved with all BuildTak production. I actually wanted to do it anyway and this problem gives me the easy way to come in full force as opposed to being subtle. Of course, being laid back is not usually my strongest asset anyway. Regardless, by the end of next week I plan to have a handle on whether the problems are inefficiency, avoidance, bad judgements, or prioritization. I am invigorated at the prospect of fixing all of them and already look forward to getting back to the office, but vacation starts on Sunday and runs through Tuesday so my part will begin next Wednesday. Kayla's leaving, while a great sorrow in many areas, has its advantages and one of which is I will be free to move quickly in all areas where I used to need a consensus. Now I can do as I please at the speed I choose. That will make it both easier and harder on our teams; things will accelerate and most will like the quick changes, but others will probably not remain as employees.

In search of ice for my sore back, I was talking with the flight attendants; both have back issues so I gave them business cards with the offer of free Vests. I love being able to help people and even if the Vests don't sell, we will utilize what we have until they are gone. The look from people who think it might help—and even more so from those who have proven it's worth—is incredibly rewarding. It would be great to sell thousands or even millions, but that will be left up to help from God. I was put onto this plane for a reason; maybe it was to meet those two people.

**4/25/19**

**4:59pm EST | Our House, NJ**

We arrived a little late yesterday, which made no difference since I had no connection. I did not have any checked luggage; Paulina was sending it to the office for me. Since Mike the Driver could not get me, I went to the taxi stand. The wait there was minimal and I was on the road within a few minutes. The journey was swift and I was home before 5:30pm—an excellent end to a very good trip. Wendy had dinner waiting for me, which was very tasty, and the rest of the evening was quiet and peaceful. I was asleep by 9:10pm and slept until 6:15am, which was badly needed. Wendy wanted to use the basement for the treadmill so I flipped my workout and rode first. It turned out to be great for everyone since I got the most beautiful part of the morning before finishing my exercises downstairs and going to see David. He is well, and as per our normal “dance,” he complained he could not get everything completed with the time he had and I said he needed an assistant. We also talked about energy: he about the esoteric spiritual kind and me the actual byproduct of living and eating well. By the end, it was a pleasant talk, but neither of us will do anything differently so we will dance again next week. It was then here for lunch with Wendy and she then helped me put fishing line on my new reel, affix it to my new rod, and take pictures to send to the boys and Conrad from the office to thank him for the guidance on what tackle to buy. I then went to the office to print some documents I could read while away and I got a NJ Fishing license online. Then it was off to visit my mom; she is well and excited to hear about the plans for the Vest. I am starting to get a good feeling we might be onto something with one the television shopping networks. After a quick stop at the supermarket for supplies, it was back here where I re-sprayed our plants against critters since there has been a lot of rain. Now I will relax until we go out to dinner with our friends the Leveys.

**4/28/19**

**11:41am EST | Woodloch Resort, Hawley, PA**

**Keep My Mouth Shut**

I was speaking with Wendy about politics, government, and religion. I mention this because those are topics I generally avoid with almost everyone else. While my dad and father-in-law loved robust debates in those areas and were not

afraid to show their true feelings, I have found it much more beneficial to keep my mouth shut. If I can't say something positive, it is better to say nothing. Besides, in our world of constant communications from everywhere, a little bit of silence is a small, unexpected gift that many will appreciate and hopefully reciprocate.

### It Only Take Ten Seconds

I was born with an ability to size up virtually anyone within the first ten seconds after I meet them. All I need to do is see how they stand, speak a few words, the tone and timbre of their voices, how they shake hands, whether they smile, smirk, glare, intensely size me up, or don't care. I notice their race, religion (if obvious or not), how they dress, and, if a man, whether he shaved—yes, it does matter. I check whether power is emanating from their bodies as well as if it is a positive or negative aura that surrounds them. You can call it profiling or a first impression, but the truth is that it is real. It is accurate for me more than ninety-five percent of the time. I trust the results and base all of my actions on them from that moment forward. Trusting your own judgment takes years of experience, but if proven right most of the time, perhaps you could save a fortune in time, resources, and effort by trusting your own gut and not wishing the person was different than you have already evaluated them to be.

4/28/19

1:42 PM EST | Woodloch Resort, Hawley, PA

### My Dad is Watching

Growing up in New Jersey, different seasons of the year meant various events were coming. After the winter, it was time to get the tackle ready because fishing season would soon be starting. It was a fun annual event to take stock of the condition of our rods, reels, lines, lures, flies, waders, and clothing. Once early April arrived, my dad, brother, and I were out after fish like shad, trout, and bass until the fall when the hunting season took over. As the years passed, I went into the family business and the relationship between my dad and I became more strained until I eventually stopped fishing with him. I kept our time together locked into smaller and smaller segments so the chance for discord was reduced. I then stopped fishing altogether. I had not bought a fishing rod for actual fishing in decades until last week. Suddenly, it seemed time; my dad had passed a few years ago and I was ready to try it again. As I unpacked the rod and Wendy helped me to put the fishing line on the reel, I felt like he was smiling down on us. In preparation for a few days or vacation, I attached a lure and went outside to cast a line and see how it felt. As I casted, it felt great, but it ended up being snagged on a tree branch. I got it down, but the memory of having done that so many times in the past brought out a knowing smile. With the benefit of time from when my dad died, I have been able to focus more on the good things he did and the great fun we had. I know that I will think of him often when I use this rod and smile—a sign of better things to come.

**4/28/19**

**3:49pm EST | Woodloch Resort, Hawley, PA**

I was up at 4:15am so I could do my regular workout before we left for home. It was also good that I did it early because the drizzle started as I finished my ride. I ate a quick breakfast, got cleaned up, and headed here through the rain with Wendy. Despite the weather, it was a very pleasant journey. Wendy and I spoke about family, friends, business, and the world. She has an extremely rational, clear view on many subjects and I count on her counsel. Once we arrived, we had a really good lunch; the food here is amazing and fits my dietary restrictions. Wendy then went to the spa while I wrote a few blog entries, took a quick nap, and went for a walk in the drizzling rain along the grounds. Afterwards, I picked up my fishing equipment from the car and went down to the pond. The two attendants there, Josh and Jacob, were very helpful regarding what type of lure to use and I went out to give it a try. It had been a long time since I had actually been “spin” (using a spinning outfit), but it came back to me quickly. It was raining by then with no action from the fish so I was not out there long. I am back in the room and will do some work before Wendy returns. Nothing major—some contracts to review. It is a good time to reflect; I am at peace and can do it without a lot of strain. This is a wonderful place and I always like coming back here.

**4/29/19**

**3:11pm EST | Woodloch Resort, Hawley, PA**

I have not been entirely pleased with the way production has been going at IJUS; everyone works hard but there was an occasional lack of ownership to certain jobs and that came to my attention a few days ago. I figured it was occurring, but needed a concrete event like last Friday to switch gears. After getting that taken care of, I took action this morning. All section leaders will now have to email me every morning with any order that is not running on schedule. If it isn't, I want a reason, and if that involves an individual not doing their job, I especially want to know. Those lists should start coming in tomorrow morning; if there are any issues, there will be a major reaction from me.

I was up late this morning—almost 6:30am—had breakfast with Wendy, exercised, and went for a walk outside in the very pleasant 50° F sunshine. Kayla called me to catch up. She had a wonderful weekend and was looking forward to getting our team ready for the BuildTak trade show in San Francisco next week. I also spoke to Don, who is getting the SwaddlePax Vests he has stored in Toronto ready to ship down to IJUS. I have a contact for one of the home shopping networks from the nice dentist; I will prepare an email and send it either today or tomorrow. After lunch, I went fishing; since I caught nothing yesterday, I had no expectations today. I walked out to the pond and the nice attendant there, Karen, said she would listen for my yell if I caught anything so she could take a picture. After a few casts, something struck at my lure and suddenly I had a fish on the line. I screamed for Karen, but it took her a while to get to me. As I handed her



my phone for a picture, the fish, about a twelve inch pickerel, threw the hook and was gone. There's no photographic evidence, but Karen said she would vouch for me. Regardless, I kept trying. I had a few more bites but nothing substantial, and I stopped in less than an hour.

**4/30/19**

**7:49pm EST | Our House, NJ**

I got up at 5:30 to exercise, and after breakfast, I went out for a walk and fishing one more time. No action in the water so Wendy and I packed our gear. After a delicious lunch, we were out on the road by 12:20pm. I did get some disappointing news; one of the two big home shopping networks had turned down the Vest. The other network is still evaluating it.



# MAY



5/2/19

5:02am EST | Our House, NJ

It was great getting back to the office—a lot was accomplished. With the current Measles scare, Wendy just got re-inoculated. I thought that I was covered, but called my mom and she did not think I ever got the shot. I will check if I need it or am past the age of worry.

5/3/19

10:20am EST | My Office, NJ

*Hello and Welcome to the May Edition of the Ideal Almanac...*

*Efficient, Profitable and Very Safe!*

*We have a chart here in the plant in New Jersey that shows how many days have passed since the last injury occurred. I am not sure if anyone else really watches it except me, but a few months ago I noticed that we were approaching 5,000 days. I specifically did not mention it to anyone for fear it would spur people to veer from their normal safe working routines to try and be “too safe.” I got back from traveling a few days ago and saw we had passed the mark. Our company has not had an accident in over 13 1/2 years! It is an amazing achievement and we will have an office pizza party to celebrate that as well as an excellent result from an OSHA voluntary inspection. I am incredibly proud of our team; they have created an environment that is not only pleasant and highly efficient but also extremely safe.*

*I Will Do It Again*

*If you read my previous blog about our SwaddlePax Vest and were wondering what happened, I am sad to report that the last US home shopping service turned down our product. That meant we have failed in five countries on two continents and I am done. I know some people connected with the armed forces and the police; I plan*

*to give away some of our inventory to them. If the Vest works half as well for them as the bulk of the people who tested it, then they will hopefully feel better and it is a small payback from us for their service to protect us. I don't like to fail, but it is part of the process. Even though it costs us hundreds of thousands, the fact that it might have saved my life and my career was well worth it. I love inventing and so does our team; the adrenaline rush we all got from designing, building, and marketing it were also definitely worth everything. It is time to move forward to our next new idea; I am excited because I have no clue where it will come from and what new problem we will attempt to solve.*

### *I Don't Get Overconfident Too Often*

*Just when I think I have a great handle on things, something happens to bring me back to reality. I am not perfect—far from it—but I am extremely confident, and when I go a little past an acceptable limit, God swiftly brings me back to reality. This happened recently when we got an email from one of our largest customers wondering why I was not on a previously scheduled conference call. It was the buyer, her boss, and her boss's boss, and even though I was only late by seven minutes, I was still late. I felt terrible, apologized twice, and immediately my ego was brought back down to reality. Too bad there is not an easier way to regain my bearings, but it has been that way all my life so I will try and not spend the weekend beating myself up for being late—of course, that is part of the grounding process.*

**5/3/19**

**9:13pm EST | Our House, NJ**

*Dear Dad and Grandfather,*

*When we started out building our plant in New Jersey in 2001 I had a dream. It was to have a facility where we could make almost any type of label and fabricate or laser almost anything out of metal and plastics and combine them with all types of adhesives and gaskets imaginable. Within the last few months, we have achieved our goal; we have reached critical mass and now have the team in position to make almost anything. The marketplace is also changing and we have one of those few chances when we can take large parts of market share from our competitors while moving into new areas. Since I do not anticipate buying any large pieces of equipment in the near future, we can focus our powers on marketing, selling globally, gaining new customers, and attacking multiple fronts at the same time. All of the marketing and R&D money that would have been put into the Vest will now go into our regular product lines. Since Kayla will be leaving soon, the responsibilities about where to put those funds rests on me. It is an exciting time with massive amounts of change and potential for some rocky economic periods. We put an ad out for a data input person and we got over three hundred replies within the first few days. There is a soft underbelly to the economy and I believe there will be a recession sooner than others believe. If so, we will be in an even better position to take market share since we are well-financed and have the experience of going through them before. Both of you have been through rough times: Grandfather, you especially with the Great Depression and World War II; Dad, you had your share*

*of recessions and downturns. While I don't know what is coming, I know you prepared me to be prepared. There are no excuses, no usable reasons for not being in front of the curve. We have our chance to soar and I am going for it. Thanks for your help; you both gave me the foundation and we will stand on your shoulders in our quest for success.*

*Love you both,*

*Andrew*

**5/4/19**

**5:13pm EST Our House NJ**

I was out biking at my normal time, which turned out to be a very good thing because I was in between the rain. Once back, I mostly packed the car for today's shooting adventure, so when Alex arrived—he and Wendy had gone to brunch for an early Mother's Day celebration—we were quickly on the road. Once at our club, we met our friend Sal and had a great time shooting. Once back here, I changed and then went to see my mom. She recounted a story of a few days ago when she woke up and saw my dad at the foot of her bed. It took a few minutes to realize she was dreaming, but she still got up to check the rest of the apartment since it seemed so real. I mentioned that his spirit might really have been there since I believe in reincarnation, and she agreed, but was just as happy that it was a dream. We started to talk about him and I again thanked her for all of the things she did for me behind the scenes to radically change my life for the better. Many of those I did not know until after my dad had passed. She said in the end, she was very happy to have us kids and helping us was part of her job as a mom. She is a wonderful person and I am very glad we had this time with her after my dad died. A lot of clarity of what happened over the decades has brought us all closer together and continually reinforces what a good person she is.

After I left her apartment, I went down to the pond next to her building. My dad used to fish there, and as I cast out my line, I had the feeling he was watching and smiling that after all these years I had once again taken up fishing. The weather was gorgeous and there were a lot of fish in the water. I got a few bites and then left for home. It did not matter that I did not catch anything; it was great just being there.

**5/5/19**

**4:51pm EST | Our House, NJ**

It rained all day today so I did not ride; the water messes up the bikes too much. It had been a while since I walked this route and it passes through a wooded area. Unfortunately, many people seem content to use it as their garbage can so I brought gloves and a bag to help clean up. The unusual thing today was that, as I was doing this, two people actually thanked me. When I pick up trash in town, it is usually very early and few people are around; it was nice to be thanked. Ever since I started picking up trash, life has gotten progressively better, and being OCD and unwilling to give up on a streak, I have found myself doing it often.

5/5/19

7:37pm EST | Our House, NJ

I understand and embrace the fact that change is the one constant in my life. One of the things that makes it even more of a challenge is both not knowing all the variables involved in what is coming and not being able to share the information I do have with the people around me. I know that Kayla is leaving the company, but only five other people do—that does not include anyone outside our immediate family or work. I am not sure if anyone has noticed, but I have already re-inserted myself into some business areas I had previously left to Mike and her. I am now involved with the production and branding of BuildTak and for the rest of the company. I already have plans for additional sales sites around the world and I will follow my gut without asking for feedback or advice as I have done in the past four years. In other words, I have a sudden burst of freedom, which I never thought I would have again, an autonomy to move with immediacy, and the ability to change direction as fast as I see fit. Since I am already 63 years old, I have no idea how long I can keep working. I hope at least another two decades, but since the idea of time is immediate, as opposed to some future involving others, I am in a race with myself to grow us as quickly and profitably as possible. There is now no definite end game in mind, except to succeed in as many areas as I choose to go after. Yes, Mike will have some feedback and some ability to slow me down but not like Kayla—what I do now no longer will influence what she would have taken over later. We have a clear playing field, a world full of potential, and we are going after everything. In addition, since the SwaddlePax line failed and I have no new bursts of inventions to take over, we can focus all of the money, momentum, and innovation into our regular product lines. As much as I love inventing, it does take a huge amount of my time, effort, and money—and with all due honesty, that is probably much better apportioned to our main company. If I can stay focused on what we have and where we need to go, I truly believe we can double our size within two and half years, and double again in the same amount of time.

Our industry is consolidating; there are less companies doing what we do, and since we have everything we need regarding equipment and additional capacity at IJX, it is simply a matter of gaining more market share, which falls to me. I need to sell more, find more people globally to help me, and brand all of us so we can maximize everything we offer—which is huge. By the way, my blog on LinkedIn is drawing a lot more responses than I anticipated so we may migrate it to other platforms.

While I and all of us will greatly miss Kayla, we now have the chance, as she does, to soar. As soon as the news about her leaving is disclosed, we need to have a plan in place to show how far and quickly we plan to go so our people do not freak out that their jobs are in jeopardy because she won't be taking over. The momentum has already started to launch forward and we have to keep it accelerating, which also means staying out on the road more and writing to reach more people on a continuing basis.

**5/6/19**

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

Today was the kind of day I love in the office. Things were moving at breakneck speed, a lot was being accomplished, and I was having a blast. I started working on my next trip to Europe with Igor Gomes. President Trump is threatening China with more trade tariffs.

**5/7/19**

**6:46pm EST | Our House, NJ**

Our new Israel rep. Netta was in for the start of two days of training. She spent the day at various points in our production sequence seeing how things were processed and produced. Part of the afternoon was spent starting to train her on how to sell. It is early days, but she appears to have the spirit, desire, brains, and ability to make it.

I have been having some issues regarding my teeth reacting to acid reflux. The very capable Dr. Browne had me do a home sleep test to check to see if sleep apnea was a potential issue. With sleep apnea, you wake up numerous times an hour while sleeping because you have stopped breathing. I did not think it was an issue until he called me tonight. Turns out, I stop breathing an average of 22 times per hour for at least 10 seconds all night. I don't have a severe case, but it is not a good situation. I am doing a full-fledged sleep test to confirm the results. If they are the same, then he can make me a special dental sleeping apparatus or I can go to the full mask, which keeps oxygen flowing all night. The good news is that it is treatable, but if I don't treat it, it will shorten my life. However, there is one amazing potential bi-product. If this works, the amount of extra energy I should get from sleeping soundly would be substantial, and that is an amazing gift. I would be happy to make the deal for a longer life, less problems with my teeth, and a potential avalanche of energy—all I have to do is wear the appliance.

**5/8/19**

**7:53pm EST | My Office, NJ**

Today was Day 2 for training Netta; she is intelligent and asks a lot of good questions. She does not want to take a lot of what I say at face value, which is fine because she will learn about the selling life on the road. I will be there to help when it starts getting tough, which could be immediately. We have a lot going on with new BuildTak product development, setting up to bring the Vests from Canada and then distributing them, training new people, working on branding, and getting our inventory system into much better shape. I am here in the office for our global sales meeting that starts in 5 minutes; it is late for me, but we have to rotate the times so everyone is inconvenienced at some point—all part of being on a team. Looks like I will need to go to Sweden during my trip to Europe next month; we may be signing an agreement with a new customer. As we figured,

the chances of a trade deal between the US and China is virtually nil, which means the tariffs are on indefinitely.

**5/9/19**

**6:31pm EST | Our House, NJ**

I was up at my regular time; it took a little extra effort because yesterday was a very good, albeit long day. I was taking the day off, but still did my regular exercises downstairs before going for a very pleasant ride. Once back, I changed and went to pick up my wonderful brother. It was our day to fish the Delaware River for the migrating shad, similar to the salmon run in other rivers. On the way, we stopped at a fishing tackle store to buy extra supplies and then it was off to the river. We crossed over the Delaware to fish on the Pennsylvania side where we could have much easier access to the water without going through tick-infested shrubs. The weather was cool and the sky cloudy. There were two boats fishing in the river, but we caught nothing although it was very pleasant. From there, we stopped at a store on the way back and I bought Wendy some jars of local jams—I also got some flowers for my mom. We then stopped for a delicious lunch and I dropped him off. Our conversation ran from our sad, who today's trip was in honor of, our kids and their futures, our wives, and—of course—politics and world events. My brother is more conservative regarding ideology, which always leads to interesting conversations. The older we both get, the more our positions shift; his towards the conservative right and me towards the middle. We also talked about trusting people and letting them help us—something I have to do a lot and he has to do rarely, especially since he retired. In the end, it was a very good time and we resolved to do it again soon. On the way here and when back, I was working, on the phone with Kayla, and doing necessary chores since I did not go into the office, which was pleasant but felt a little strange. I finished drawing Wendy's Mother's Day Card for this Sunday; I hope she likes it. I heard from Netta; she is back in Israel in time to celebrate their Independence Day weekend. She will start working for us early next week. So far, no word on the new tariffs from President Trump; the deadline is supposed to be tomorrow.

**5/10/19**

**2:42pm EST | My Office, NJ**

This is one of my most favorite times before a trip. Almost everything is done and I can start to relax regarding the preparation from the office side. I spoke with Don; he has done an excellent job scheduling our sales calls and he even set up dinner with his brother Keith and his new husband Charles. I spoke to Kayla before and almost gave into the urge to ask her once again if she wanted to change her mind, take over the BuildTak line, and stay in California. But that is not what she wants and it is better for everyone if she moves on. I got the usage information for the home sleep test I am to take next weekend. Have already agreed to get the dental apparatus from my dentist as opposed to a full

sleep apnea mask. Since I have claustrophobia, it was not really a question. I just finished watching the YouTube demonstration and reading the information. It is not complicated; I hope I can sleep easily while wearing the test apparatus. After a rather unpleasant note to the water jet manufacturer because of our inability to successfully cut fiberglass material, one of our salesman called us and walked us through the process with his suggestions. Dave will try them next week, and hopefully by the time I return to the office a week from Monday, he will have great samples to show me.

**5/11/19**

**3:37pm EST | Special Cuts, Livingston, NJ**

It is the day before Mother's Day here in the US so after my indoor workout, bike ride, visit with my friend David, Wendy and I picked up my mom to take her to lunch. Since she was already going to Rachel's tomorrow—and I historically do not like going to restaurants on holidays because they jack up the prices and are a madhouse of frantic activity—she was happy with our invitation. She chose a local Jewish delicatessen and had a corned beef on rye sandwich as we talked about family and travel. No word yet on Rebecca, whose due date to deliver was last week. Her life seems calm, pleasant, in order, and she looked happy—which at 90 years old was a very good thing to see. After we dropped her off, I went biking again—it is supposed to rain tomorrow and I am going to Canada on Monday with no chance to exercise so I wanted to get it in while I could. It was 70° F, sunny, and gorgeous; I had a perfect second ride of the day. I tried to get my car washed, but it was too crowded so I got my hair cut instead. The owner did my hair and was saddened to hear that Kayla was probably leaving our company; I had been giving her progress reports since she came onboard with us more than four years ago. She agreed Kayla had to follow her heart; it was nice that she cared.

**5/11/19**

**9:29pm EST | Our House, NJ**

When I was a young salesman, I remember my Dad commenting how it was not appropriate for older men to still be on the road. He was talking about people in their 50s and I am already in my 60s. With Kayla in the company, it was never a problem; if she was with me, we could get along with all age groups. With Kayla's impending departure, I can see that I am going to have to bulk up our reps globally so they can both take care of the areas themselves, but also be with me when I am on the ground. That means we will need to start with part-time reps in India, Scandinavia, and probably the southeastern US. Those will be some of my goals for the balance of this year.



**5/12/19**

**4:52pm EST | La Strada Restaurant, Millburn, NJ**

I only started traveling for business over the last two decades and I realized immediately that you never value anything until you have to give it up, even temporarily. The advantage of going away is it forces you to realize what you have and what you are leaving until you get back. I love my wife and our daily life here, but I also love my life on the road. I look forward to both mainly because I love the mix of both worlds. Being “out there” gives me a chance to see our people on the ground, our customers, and go after new business. Back here, I have the opportunity to run our companies, maximize our capabilities and efficiencies, and grow bigger. Tomorrow, I go to Canada, a wonderful place, and while I look forward to going, coming home will always be on my mind.

**5/12/19**

**5:53pm EST | Our House, NJ**

Many people think that business travel is extremely glamorous. I thought that I would give you a taste of what it is like, both the highs and lows, while on this trip. Preparation began weeks ago, and since I am not responsible to get any of the sales calls scheduled—that is left to our Don, our man in Toronto—I could focus on me. First off, when traveling within the US, I would suggest you get TSA Pre-check. Depending on when you are flying, the faster security lines can save you a lot of time and trouble. In addition, if you are traveling outside the US, it would be good to get into the Global Entry program so you can bypass a lot of the immigration process. In my case, since I go to Canada a decent amount, I also got their entry program called Nexus, which I will use for the first time tomorrow. Combined with no checked luggage, it should greatly reduce the time from getting off the plane to Don picking me up.

Exercise is a huge deal with me for mental well being, weight control, and also helping to keep my back in the best shape possible. Since rain was forecasted for today, I biked twice yesterday and walked today so that I am pleasantly tired and will hopefully sleep tonight. As for sleeping the night before a trip, sometimes that goes well and sometimes it doesn't, but sleep aids are not recommended before going to an airport. You have to be sharp to navigate your way through them, and if you're groggy from medication, bad things can happen—besides you can always sleep on the plane. As for me, I am paranoid about sleeping through my five alarms—yes, I did say five—so I just set my cell phone to get me up just to be extra sure. I am scheduled to be picked up at 3:15am, which means I will get up at 2:15am. It is never easy getting up that early, but it reduces your risks of being flight-delayed and increases your chances to get in more sales calls. I am also totally packed and the only food I am taking will be eaten before I land so I don't have to worry about Customs. Don already knows we have to stop at a supermarket for supplies for the week. I will be flying Air Canada Business Class, which means I can use their lounge, get a bigger seat, and some food. At my age

and with the current state of my back, the only time I will take a coach seat is if it is a short flight, there is a reservation screw-up, and/or I have no choice. I can work when sitting in the front of the plane because of the extra room; in the back, I can't, and since my time is extremely valuable for our company, we pay the extra money for business class. Normally, I would have a driver waiting for me at my destination unless we have someone on the ground. In this case, Don will get me.

For the rest of tonight, I will take it easy, have a snack, take a long, very hot bath, and try to sleep as much as possible. My goal is to maximize my energy and stay as calm as possible so I can think clearly and have fun. Peace of mind is everything when traveling for business; if you are worried about anything, you can't capitalize on what is going on with the people you meet. Try and think about what could happen, plan for it, and realize no trip is perfect. As long as you have a credit card and a passport, you will probably be okay.

**5/13/19**

**4:11am EST | Newark Liberty Airport, Newark, NJ**

I was up at 2:15am; the six alarms turned out not to be needed but still good to have just in case. All was fine until I started to get a sinking feeling in my stomach that my ride would not show up. After two unanswered texts and phone calls, I realized that I was on my own, grabbed my keys, and got into my car. The nice thing about driving very early is there was virtually no traffic; I got a great space in the parking area, moved through security quickly, and am now waiting for the Air Canada Lounge to open. If this is the worst thing that happens, I am totally okay with that.

**5/13/19**

**8:01am EST | Toronto, Canada**

The flight in from Newark was on-time and excellent.

I ate my 6 hard-boiled eggs and they gave me fruit and water. Once landed, I used my new Nexus Entry Card and was through to the main area in less than fifteen minutes. The Canadian people are really nice. Our Toronto sales rep Don was waiting for me and we are on our way to a supermarket for provisions for the week. If I don't get enough food during the day, I'll be ok because of my stockpile. It is chilly here; 43° and drizzling. I am glad I brought my overcoat and gloves!

**5/13/19**

**11:42am EST | Waterloo, Canada**

Whenever going into a sales call it is good to have a game plane. The company we just left makes alarm systems and I already knew from Don that they mostly focused on cheap prices. However, the label sheets they need require special

embossing heights that most companies can't supply. Therefore, I was prepared to offer a deal where we would do all of their label types so we could combine them together to run in groups which would save them time and money. That turned out to be the situation, and we will now wait for their drawings and yearly projected usages.

**5/13/19**

**12:51pm EST | Kitchener, Canada**

Lunch on the road is often whatever you can grab. The days of the three martini lunch when I started four decades ago are long gone and with good riddance. Food is fuel and should be considered as such—not a time for drinking and cavorting, especially in between sales calls and not having enough sleep.

Today I got 3/4 of a pound of turkey, a small container of coleslaw, and some almonds. I am still working on a small iced tea I got earlier. Next sales call is in 15 minutes. Discipline is one of the greatest weapons we all have that we can control on our own.

**5/13/19**

**1:38pm EST | Waterloo, Canada**

You Never Know

Don and I were calling on a measurement manufacturer meeting with the Manager of Mechanical and Industrial Design who, while pleasant, was not interested in what we had to offer. The meeting was winding down when I realized I had not shown him Kayla's favorite sample, which was a 1/4 circular metal screen with adhesive on the outside. His eyes lit up; he had been having a problem sourcing a similar type of product. After going through his specifications, he will send us a drawing for us to make a prototype. That is the reason I like to show a lot of samples when seeing someone because you never know.

**5/13/19**

**5:20pm EST | Toronto, Canada**

The last sales call was to a start-up company creating a new product designed for high-end consumers. Don had been involved from the design stage and I came in to review the prototype to see if we could offer production suggestions. As it turned out, we could, and if our idea works, it should reduce the time and cost of the product at all points of the production. I love situations like this where we can swoop in, potentially making a big difference and creating a solution that can be incorporated immediately. We should be able to make a prototype next week.

When I got to my hotel and tried to check-in, I discovered that I was at the wrong Intercontinental Hotel. It was totally my mistake and I felt like an idiot. But I called Don, he came back and got me, and after dinner, we will go to the correct

place. It was not a major deal—a momentary annoyance that is already fixed and such is life on the road.

**5/13/19**

**8:49pm EST | Intercontinental Hotel, Toronto, Canada**

Don and I had dinner with his brother Kieth and his husband Charles. Charles is one of the most famous painters in Canada and a highly interesting individual. We have gotten to know him through Don and Keith, and it is always fun to get together. Keith has started painting also and sold his first work last month—a very proud moment for both of them. We went to a Chinese restaurant in Toronto's Chinatown district and the food was excellent. Once done, Don dropped me here; I had already apologized for asking him to take me to the wrong building. Once I got to my room, I called Wendy. She is well and is in the midst of planning excursions for our family vacation when we go to Norway. She asked if we wanted to go on a sight-seeing boat cruise with the kids; we all agreed, so that takes care of one day's activity. We leave in less than two weeks—time has flown. I had an excellent snack, got cleaned up, and plan to go to sleep soon. It has been a very good day.

**5/14/19**

**7:59am EST | Intercontinental Hotel, Toronto, Canada**

Our Global Footprint Expands

We are highly pleased to announce that the Ideal Jacobs Global Family is expanding. Introducing Netta Arkash, our new part-time Israeli Sales Rep. based in Tel Aviv. Her mission is to find new customers in her country's booming start-up sector as well as already established companies. A plethora of potential business lies before her and we will help her convert those prospects into sales. Welcome, Netta!

**5/14/19**

**12:14pm EST | Etobicoke, Canada**

An Immigrant Dream

Don, our man in Canadian, grew up in Orillia, a small town about 90 minutes south of Toronto. His family immigrated from China 65 years ago and operated a restaurant. His parents worked an average of 13 hours a day, 6 days a week. All six of their children went to some form of college; Don became a mechanical engineer. His grandmother helped at home babysitting as the kids grew up. They worked hard, lived together in harmony, and helped to make Canada the truly great place it is. The US used to be like that; our immigrants made us a great nation. We are lost without them.

**5/14/19**

**2:00pm EST | Canada**

Traveling through this country and meeting Canadians is an awesome adventure. The people are incredibly nice and helpful, even when they are not particularly interested in what we are selling. The calls so far today were to customers who were not particularly interested in most of what we did, but I am hopeful that something will spark their interest for the future. Regardless, they were pleasant, present in the conversation, and would hopefully use us if anything came up. Sometimes it comes down to the percentages; make enough sales calls and eventually they will result in business—but it could take years.

**5/14/19**

**3:27pm | Canada**

We are heading back to my hotel. It has been a good day and the last call was at a battery manufacturer, discussing one of their new products. I called the office and things are a bit crazy with mostly good stuff. Although I feel I could help directly with some of the problems, I will leave it to them. We have an amazing team; they can accomplish almost anything. I have to back off and let them do it.

**5/14/19**

**8:18pm EST | Intercontinental Hotel, Toronto, Canada**

After Don dropped me off, I changed my clothes and walked over to Whole Foods. While there, I bought my dinner and provisions for tomorrow. After walking back, I feasted on what I bought—maybe a little too much because I have felt too full since doing it. Now, of course, I feel guilty from overindulging. I will start over again tomorrow morning working out. A constant challenge of keeping my weight and therefore my mental well-being in order. The self-image of an overweight youngster—although not true, according to photos I have seen—has been both a blessing in that it forces me to keep in shape and a curse because of my obsession with it.

I spoke to Wendy; it has been raining all day at home. I have no idea how the new flowers I planted are faring, but it is supposed to be nice there tomorrow. Once again, President Trump has thrown the media and the global markets into chaos from his constant changes in policy direction. It seems apparent to me that the tariffs will get worse from both the Chinese and the US sides; they will stay in effect and could easily spread to the EU. If I am incorrect, so much the better; if not, we should hopefully be as ready as possible.

**5/15/19**

**11:15am EST | South Dundas, Canada**

We got on the road at 7:30am going from Toronto to our first stop in Kanata.

Since we were making good progress, we got another sales call before our previously scheduled 2:30 appointment. There are few things better for a salesman than getting in an extra sales call—although, a clean bathroom, good cell phone coverage, and food are also very welcome. In the old days, we relied on printed maps and had to stop for pay phones to check-in. However, with navigational systems, iPhones, iPads, and the Internet, there is virtually no down time, which makes previously unheard of levels of efficiency possible. Even so, it costs a small fortune to keep a salesman on the road, but I think, as did my father and grandfather before me, that it is still critical to meet people face to face.

**5/15/19**

**7:26pm EST | ARC Hotel Ottawa, Canada**

For the extra sales call, we went to Jabil and got to their parking lot with 10 minutes to spare. We ate a quick lunch in the car from the supplies I had gotten over the past two days. Once inside, we met with three people; we were already a preferred supplier for some of their other groups and we spoke about potential business. There was one area that we might be able to help right away so we will begin experimenting when I get back to the office on Monday. One of the great parts of me being on the road is finding out what is going on, especially the technical issues. We can only help and get more business if we know what is happening and the best way to do that is in person. The next stop was to a company called Viavi, which deals exclusively with IJX, but we act sometimes as intermediaries to help start new pieces of business. Next, it was over to the local Whole Foods, where we got food for dinner, and then here for check-in. I had one more discussion with a customer regarding a thermal/heat issue that needs a specialized label before going downstairs to the gym. I had not stayed here before and I never know what to expect, but it is a nice hotel with a very good gym. I went on the treadmill for a while and watched a movie; when I got too tired, I stopped and came back here. Kayla called to check-in; the first 3D Trade Show she was working was small and a bit slow, but the huge one begins tomorrow. We are hoping for a good response to our new 3D Printing tool set. I had a big dinner in my room, just spoke to Wendy whom I miss a lot, and will get ready soon to go to sleep. It has been a good day; Don has been doing well and I am very thankful, as always, for the fantastic life I have.

**5/16/19**

**5:36pm EST | The Art Hotel, Ottawa, Canada**

My niece Rebecca was induced today; she is past her due date. I spoke to Irene a few hours ago and things were progressing slowly. Then, I got a text from my brother that she and the baby were in distress and they were doing an emergency Cesarean operation. The operation should not take long so we will hopefully hear good news soon.

Otherwise, I was up at 4:00am, worked-out in the very nice gym downstairs,

ate the turkey sandwich I bought yesterday, and the balance of my strawberries. I met Don downstairs. Our first call was to Ciena and we met a group of engineers and designers to show them all of our new products. They were particularly interested in our EMI shielding material and there is a chance for more business in the future. I have known some of them for a long time; it's always good to see old business friends. Our contacts are infrequent but very pleasant, especially as the years pass by. I then got a message that we had a problem in the office. One of our people had given a ridiculously short delivery date yesterday to a customer that I felt was not solid. I did not want to countermand them since they had already given them the promise, but sure enough there was an issue with the tooling and I had to tell the customer they would not get their job out today. I was not happy and yelled at the person responsible. As I dove deeper into it, there were other people involved and a miscommunication where they thought they were doing what I had dictated. It was a mess, but the customer was fine; we were sending out a finished sample tonight.

We then went to lunch with a friend of Don's, an entrepreneur who has been starting and selling business for years. He was pleasant, intelligent, obviously aggressive and it was a fun but hurried lunch. We needed to get out of there quickly because we had an appointment with Nokia nearby, for which I was determined to be early. We did were; Don is an excellent navigator and the meeting went well with various departments for some new business we were working on. They are important and I wanted to first thank them and also reassure them that we had a lot of extra capacity to handle anything they needed. We then went to Flextronics where the engineer had forgotten we were coming; their team had worked all night on a project so none of them were there. Afterward, we stopped at a Lebanese restaurant so I could get my dinner to-go and then forced Don to also get some food for his long ride back to Toronto tonight. The last call was to another start-up tech company who had previously bought some labels. The man was pleasant but non-committal and we left after showing him more of what we could do. It was then back here, and Don dropped me off and headed home. I then realized that in my rush I had left my dinner in his car, which I emailed him later to eat when he got back to Toronto. After getting my boarding passes printed at the front desk, I then went to a local supermarket where I got some turkey and water. With the provisions I have left, I have plenty for dinner, and since I can't take any food back over the border, it all worked out well. For now, I will eat dinner and hope to hear some good news about Rebecca and her baby; I will call Wendy later.

**5/17/19**

**7:11pm EST | The Arts Hotel, Ottawa, Canada**

Rebecca had a baby boy and all is well!!!!

**5/18/19**

**3:19am EST | Ottawa Airport, Canada**

I got a text from Don; he made it home okay and found my glasses case, which he will send with my other stuff. I was up at 2:00am and got here without issue. Things open here at 4:00am. I will edit in the meantime.

**5/18/19**

**4:40am EST | Ottawa Airport, Canada**

**Who Really Knows What is Going On**

If you want to know if a certain city is safe, fun, and where to go for whatever, then taxi or other types of similar drivers usually are a good resource. If you want to know the ease of traveling, what countries are safe, and what to avoid, then there is no better way than talking to people who make part or all of their living by being on the road. They, like me, depend on that type of information for knowing what areas to avoid, what restrictions are in place, what dangers might be encountered, and how to go around them. They can also supply general travel tips that are invaluable in saving time and increasing efficiency. You also get to talk to interesting people. However, if you pick the wrong individuals to ask, you can end up in trouble. Remember to pick your contacts carefully and have a reason to cut off the conversation quickly and move on.

**5/19/19**

**5:37pm EST | Our House, NJ**

We landed early, and I remembered that my car was at the airport and drove her home. It was great to be back; I saw Wendy, had breakfast, and then exercised in our basement. From there, I went for a bike ride, which was pleasant and peaceful in very mild, pretty weather. After getting cleaned up and eating, it was off to the office. After not being there for a week, it was excellent to be back and I used the few hours I had to catch up as best I could. Things were running smoothly. which was excellent, and I left at 3:30 for the chiropractor in great anticipation of both a nap and treatment. Dr. Capriglione did not let me down, and after I was finished, he came to assess my car. Someone had dinged my car door while she was parked at Newark Airport and I needed his advice; he is also a car restoration specialist. Unfortunately, he said she would need to be repainted and, with the scratch on the other side from a branch, I decided to bite the bullet and pay to have the work done. On the way home, I called Rebeca and Irene to congratulate them on their new baby, talk about what type of gift to send, and apologize since we would not be at the Bris in Baltimore this Thursday. We are going away this Friday and, with all of the preparations needed, we figured it would be too much to go. Instead, we will send a gift and see the baby the next time they are up here. Once home, I told Wendy and she suggested the car repair company in our town as opposed to our Lexus dealer who was farther away. I thought it an excellent suggestion. Last



night was peaceful right up until the time when I had to put on the sleep apnea test unit that had come in the mail. It was not easy to get it rigged up, but I did my best. Last night was not the best night of sleep because I was worried about the test and bothered by the discomfort from the unit. I was up this morning at my usual weekend time, happily disassembled the sleep apparatus, and prepared it for shipment back to the test center. I'm very glad to have it off, but I'm hoping it will show the necessary test data. After exercising in our basement, I went out for a bike ride; the weather was cool and beautiful. I stopped off at the town recycling center to drop off a broken television set and, while there, saw Jeremy, Ben's best friend from high school, and his dad, Abby, who we happen to be having dinner with tonight. Jeremy looked good, albeit tired; he and his lovely wife Erin have a new born baby boy. Then it was off to see my friend David; he is well and we spoke about our usual topics of life and business. At the end, my son Ben called me back; he is thirty-three years old today. We spoke about his life, which is running well on all fronts, including his new job starting soon, his girlfriend, and his workout schedule. I went home to an impromptu lunch with Wendy and then off to see my mom. She is well and very excited about her new grandson whose name has not yet been announced. Finally, I went to the supermarket and the pharmacy before getting ready for dinner.

5/20/19

6:01pm EST | Our House, NJ

Dear Dad,

*Sometimes very early in the morning, if I happen to be up before my alarms, there is a short time when I am in a dream-like state and my mind seems to enter into another dimension. I had that happen this morning and, in it, I asked God for help. With Kayla leaving, our entire BuildTak line will be vulnerable to outside marketing and sales forces because we won't have her as our front line battering ram, marketing guru, and analyzer of where the market is going. I was trying to figure out how we could use our current assets to take up the slack of not having her there while not spending a fortune in the process. From what I have heard, the company in charge of running the major 3D Printing trade shows may be cutting back or even exiting the industry, which would mean we have no direct access to the public for product feedback and updates. My first thought was to partner with or take over the existing marketing company, but since I still feel a recession is overdue, I did not want the financial exposure. I wanted to utilize the people we already had, the assets we possess, and the potential built into our system. It was then that God gave me the inspiration of what to try next. We need to fill the vacuum that will be created. As far as I know, there is no other mechanism in place for the mass circulation of information regarding 3D-related new products, R&D, sales, and everything else related to running related business. The problem was how to get the information to the people who would be interested in the easiest and cheapest way possible, and then ramp up the system to exponential growth. What does every company and individual have in the 3D marketplace? What is the one common denominator? The answer is they all have a presence on social media. Whether it is someone like me*

*who has over 13,000 LinkedIn connections, or the 5,000+ for BuildTak's Twitter account, everyone has got some presence and it doesn't matter where. Here is the plan. BuildTak already has an international presence and, using that as our springboard, we can create an online bi-monthly magazine, which will invite all the manufacturers, distributors, and other related companies to send in articles about their new product lines, solutions to printing problems, mergers, and new technology. In exchange for getting space in our "newspaper," they will then agree in writing to forward it to all of their social media contacts. That means that every contributor will be acting as a subscription salesman to push the readership ever higher. In addition to those articles and biographies of the companies involved, there will also be columns regarding sales, how to start and run a company, and anything else that will be of interest to anyone in this industry. As Kayla told me today, the 3D printing global family is going through a metamorphosis from a loose group of friendly users who share technology to an actual full-scale manufacturing industry, which means the amount of change will become phenomenal. There needs to be a forum to not only show what is happening but also what will happen and how to start and run a profitable business for the multiple entrepreneurs involved. We already have the people on hand to do this, we have the content from my many years of writing, and we have the BuildTak brand name to launch the effort.*

*As we always said Dad, selling is finding a need and filling it. In the case of the 3D printing industry, we have that; my problem is "selling" the idea to Mike and our crew. However, once they find out that Kayla is leaving, I will use that shock to try and ram-rod this idea through. Again, it won't cost much money, only time, and that is mostly covered in our overhead already so I see very little to lose. It will mean that I will have to contact all of these 3D printing companies myself, but again, once Kayla is gone we will have to re-establish ourselves in the eyes of the industry. I have been heartened by my time on the road lately in that a lot of people we have been seeing are older. Perhaps the 3D printing industry is ready and willing to have some advice and experience from not only a company already in their field but an "older gentleman" who can help show them ways to make more money and avoid some mistakes.*

*We have to reinvent ourselves constantly or we become outdated. It is time for me to change again and remember that my and our experience and expertise is of great value to a whole new group of people. They just don't know it yet, which is where the "selling" comes in.*

*Love you,  
Andrew*

**5/20/19**

**3:25pm EST | My Office, NJ**

My brother could not have tea yesterday; he was not feeling well. In addition to my normal, regular workout and also packing for this weekend's family trip, I went fishing to a nearby spot. I went up the road from the main pond and amazingly, within a few minutes, it was like I was back in time. Except for the sound of the cars behind me, the view and weather were beautiful, and I had a great twenty minutes, which was all that I wanted to use my new rod and reel.

Today was a good, regular Monday with lots of paperwork and planning. I Skyped with Netta in Israel; she is going to a trade show and we are helping to get her prepared. She is in for an “interesting” time and it will be very telling how she reacts to the people and they to her. The formal announcement for her heading our new Israeli office will come soon.

**5/21/19**

**11:20am EST | My Office, NJ**

*It Pays to Know the Details*

We hired a man named David here at IJUS a few weeks ago. He was brought in to help with our branding, social media, and advertising. I was having trouble getting a handle on his personality. Most jobs attract similar types of people. For instance, many engineers are generally quiet but aggressive, people who run printing presses are usually artistic, and people who work in branding are usually more laid back than “in your face.” David, however, is anything but laid back, and I finally found out why. I spoke to him this morning and learned his career started off selling window frames door to door. He was very successful at that and then decided to switch to branding. I started off selling that way and I can attest to the importance of aggression in that field. Now that I know what I am dealing with, I will completely change how he will be trained and he will now be appreciated for the extra ability he brings to the game.

**5/21/19**

**1:40pm EST | My Office, NJ**

*My Fault Either Way*

It always amazes me that when someone does something wrong, and I want to continue dealing with them, that I have to make them feel better about the situation. They know they made a mistake and caused us trouble, but they are not going to admit fault, be responsible, and try to make things better. Their egos get in the way of doing what is best for them, but once they take that position, they are set in stone. I have been in our family business for over 40 years and it happens all the time with suppliers, customers, employees, and even family members. One of the greatest pieces of advice my father ever gave me was to accept the blame right away, whether it was my fault or not, and only then would the other side help to fix the problem. They know they messed up, but I still have to pave the way back to normalcy or we all lose.

**5/21/19**

**4:39pm EST | My Office, NJ**

*They Call We Follow*

When I went into our family business in 1977, I rarely saw a reason to leave New Jersey unless it was on vacation in Massachusetts. My wonderful mother-

in-law Bunny told me we were all going to Hong Kong before the end of the century for a last visit while the British still had control. I fought it. She gave me a years notice and I tried every excuse possible, but once I got there a whole new world came into focus. China was and is an incredible place. We started our global expansion in 2005 there, then Europe, then more of Asia, Mexico, Canada, and today I am proud to announce we have opened in Israel with a part-time sales representative, Netta Arkash. The announcement is attached. We follow our customers so we can be a local supplier and have people on the ground where needed. It has been an amazing adventure and I already have my sights on more locations. My life has been a fantastic journey and a good part of that is due to Bunny forcing me out of my comfort zone and into the world.

**5/21/19**

**3:00pm EST | My Office, NJ**

The Best Way to Live and Make Money

Most people hate auditors. In our case, we look at their work differently. We are ISO 9001-Quality, ISO-14001-Environmental, and part of the OSHA SHARP Group for those with exceptional Health and Safety Systems. In other words, we volunteer for and even pay to have auditors come in and take apart our various systems to make sure we are running as safely and efficiently as possible. Why do we do this? First of all, anyone who thinks that one end of a plant can run with high pollution without harming everyone else on the other end is kidding themselves. Secondly, we define pollution as the inefficient conversion of raw materials to finished products. Any garbage, waste, or pollution created are lost raw materials that we are not converting into money. Therefore, the cleaner and more safely we operate the more money we will make. It is odd to me that everyone does not share this viewpoint, but it does give us an edge against our competitors. We had our annual ISO 9001 and 1400 Audit yesterday today. Our auditor was extremely diligent and found three areas for improvement. While I don't like to see that we are not running at top efficiency, I do like being shown how to get better quickly so we will implement the modifications immediately.

Our new water jet machine successfully cut glass and FR4 plastic today—a very big deal. We are working on some new technology as a result of last week's sales calls in Canada; I am not sure if our ideas will work, but we should know within two weeks. The trade war between the US and China is widening, the tariffs will be on for the foreseeable future, and global stock markets are showing the conflict by mostly going lower.

**5/23/19**

**10:25am EST | My Office, NJ**

TOTAL 3D

The online newspaper for everything involved in the FDM Marketplace  
Sponsored by BuildTak—It Just Works

*Hello and welcome to the first edition of TOTAL 3D!*

*Our goals are to identify and analyze the titanic shifts in 3D FDM-related new technology, new product launches, movers in the marketplace, as well as outline how to buy raw materials and products, sell what you have made, start-up and run your own companies. Every three months, a new issue will come up with articles from various companies involved in this marketplace. They will talk about themselves, their strengths, and where they are headed for the future. We will hear from raw material suppliers, 3D printing manufacturers, peripheral product manufacturers like Buildtak, distributors, and final users for their take on what new innovations should come next.*

*There will be 3 different columns covering:*

- *How to Sell*
- *How to Start Your Own Company*
- *The Latest and Greatest Coming Out Soon*

*Your first question is, “Do I have to buy this?” The answer is no; any company that has a story written about or by them will agree beforehand that they will forward that issue to everyone on their various social media platforms. In that way, everyone involved will get exponential exposure through everyone else’s contacts. For instance, BuildTak and sister companies will forward each newsletter to over 17,000 contacts. As you can see, if five or ten companies join in, the exposure level for everyone will be huge. If you do want to place advertising, there will be a charge for that. That’s it; we plan to keep it simple, easy to read, and highly relevant. If you want an article written about your company or you have an idea for a story about whatever you are doing, then please contact us.*

*Let’s get to it.*

**5/23/19**

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

### Percentages Never Fail

I first learned how to “sell” when I started asking girls for dates when I was fourteen years old. My father gave me some time-tested advice, which was that one out of three women would say yes to a first date. It did not matter what they looked like, their background, or their religion; over time, it was strictly a matter of percentages. I was, of course, doubtful, but, until I met my wonderful wife, I asked out hundreds of women and the odds of one out of three held. When I started my career as a salesman going door to door, I thought of my dad and decided if there was a percentage of success there, as per the calls I made on prospective customers, then I could succeed. It worked again and the idea of counting on the odds was forever ingrained in my psyche. A concentrated, intelligent attack on multiple targets of any kind will yield results; the rate is based on your effectiveness, but you can always “win” if you put in enough well-thought out effort.

I went to see Dr. Browne today; he is my amazing dentist. He confirmed that I do have a case of reasonably bad sleep apnea and he is creating mouth fixtures that

will force my airway to stay open when I sleep so I don't stop breathing. He is a wonderful man, talked me through the whole process, and was highly amused at how excited I was. It seemed reasonable to me that, because of this condition, I had not had a good night's sleep in years. That meant that if the fixture worked, and I could achieve a much higher quality of rest and I could be in for a tidal wave of new energy. Instead of focusing on the bad, I centered on the good. When I was young, I spent a great amount of time worrying about everything. As time went on, however, I realized that, while it took more effort to think from the positive viewpoint, the results for me and everyone around me more than made up for the effort. I took it to the extent that now I limit my time around people who spew toxic rays of negativity. Our office is a haven for good thoughts and I plan to keep it that way.

Most global stock indexes are in or reaching negative territory for the last 12 months. Perhaps the recession I have been predicting is here; hopefully I am very wrong. However, if I am not, then we have no excuses to not be ready. I try to ensure that all good news is from a team effort or for other individuals and the bad results are my responsibility.

More talk about impeaching President Trump, but I doubt it will happen.

**5/24/19**

**5:14pm EST | Newark/Liberty Airport, Newark, NJ**

Today has been a blur. I was up at my usual 4:15am, exercised in our basement, then went out for a bike ride in the beautiful, cool spring weather. I passed Wendy and Kay on their way to a Yoga class; Kay had just arrived home on a "red eye flight" from San Francisco.

After getting cleaned up, it was into the office where I spent the morning doing pricing and cleaning up so my desk was clear by noon. Shortly after, I went home, biked again as the weather was now in the 70s and even more beautiful. After eating, I got cleaned up and finished packing. Mike the Driver was early to pick us up—just the way I like it. He drove my car here to the airport because we had a lot of stuff and he will coordinate having it picked up by the collision company to fix the dent in my door from parking here last week. If all goes well, she will be fixed and as good as new by the time we all return. Alex is on his way. I am getting excited for our vacation!

**5/24/19**

**7:27pm EST | In flight**

Sometimes when I travel, I like to keep to myself. Other times, I like to talk if there are interesting people nearby. Wendy and I are traveling to Norway with our kids on our first family trip in fifteen years. While she is seated next to me, the man across the aisle introduced himself as Alistair. A highly interesting man, he is from Scotland, but has lived in Greece and now resides in Norway. He has three children and has been with his wife for thirty years; she lives with him near Bergen

and is a travel agent. As you can see, I learned a lot about him, including that he works on systems and processes for a large company with many global teams. His job is to try and make sure every location is working within the same hardware and software infrastructure and doing business in a similar way so everyone can communicate easily and efficiently. However, when I asked him how it was going, he started to get animated and speak more quickly because one of his groups was not sticking with his programmed systems. The problem was that their sales were huge and continually climbing so the amount of influence they had with the rest of the company stopped the head people and Alistair from putting on too tight a rein. In general terms, he who controls the sales controls the company. He understood this concept and I do too because our team in China had also been doing extremely well, and when they want to do things differently than the rest of the Ideal Teams, I am inclined to give them a lot of leeway to go their own way. Obviously, we all have to be able to communicate and share information, but like with Alistair's company, we have learned to get along as partners rather than try and force our ways on them. It is fascinating to see that the conundrum is universal; it doesn't matter what type of business, the size, or the actual products, whether accountants and administrators care or not, sales dominate every other department, and if they don't, then that company is doomed to be taken over or destroyed by one that was. The best that we can do as owners of the "systems" is to make them as friendly and easy as possible so all groups will use them, and when they do "go rogue" in their own directions, hopefully they won't go too far too quickly. The good news is that it takes people like Alistair and me—older, highly experienced people to help keep the various groups talking and working well together so it is nice that we will always be necessary and, in fact, crucial to the success of our companies.

**5/24/19**

**12:17am EST | In flight**

It is one of my most favorite times of flying. We are at a high altitude, the cabin is dark, and time seems to have come to a standstill. I may have gotten an hour of sleep and the odds of me getting any more rest are slim, which is fine because I have been in this situation many times before. Trying to force sleep is highly unproductive. When I was a little boy and could not sleep, I was often terrified because I did not think I could get through the next day at school. But I learned through experience that in many cases I can get by the next day with little sleep, naps did and do help, and as that confidence grew I became much less afraid of being awake. Actually, when flying it becomes an advantage because it gives me a chance to relax in a different way, often simply sitting in the dark listening to old recordings of Jean Shepherd radio shows or music—it is very pleasant. It also gives me a chance to think about life and plan. If I happen to fall asleep, great; if not, it is no big deal. I just got back from seeing the flight staff they are very nice and filled my ice bag, which is keeping my hard boiled eggs cold. I plan to eat some more before we land along with the grapes I have left. Those two items will



be gone before we land to stop any potential issues with customs. My big question now, and you will find this ridiculous thing to even consider, is whether to have some hot tea. It is a beverage I truly enjoy so maybe I will indulge—after all, I am on vacation—but it could make me have a greater need for the restroom. Such are my musings at 20,000 feet.

**5/24/19**

**7:19pm CEST | Continental Hotel, Oslo**

We arrived on time, got through Immigration quickly, and we met Rolf the Driver, who brought us here. The ride took 45 minutes and we got to see some of the very pretty scenery along the way. The rain had stopped and the sun was out. We quickly got our rooms, had breakfast, and then headed off to explore. Oslo is actually a seaport and we were able to walk there quickly. There were some old schooners in the water, which were beautiful. We walked around for a while and then went for lunch at an outside cafe. The food was excellent and afterwards we split up. I came back here and exercised while Kay, Alex, and Wendy went out exploring. I just heard from Ben; he is on his way here. My first impressions of Norway are that the people are very nice, the food is good, and it is very clean.

**5/25/19**

**3:01pm CEST | Continental Hotel, Oslo**

Dinner last night turned out to be highly interesting. Wendy had checked to see if there was something I could eat with my dietary restrictions and the hotel staff said there was. However, they were incorrect, and when I was handed the menu, I expected to be able to order one or two dishes, but to my dismay I got to the end of the list and there was virtually nothing. Alex came to the rescue and asked the waiter if the chef could make me a piece of fish that was plain and a salad. They did, and although there still was not much food for me, my family feasted on the various local entrees so all was good. We had a wonderful time, talked about everything, and I was very glad we went there. We were back here by 10:30pm—very late for me—but that did not stop me from eating the balance of my hard boiled eggs, grapes, pretzels, and cookies. Then, I got cleaned up and went to sleep.

I was up at 5:00am this morning, tried to go back to sleep, and could not, so I did my in-room exercises and then went downstairs to the treadmill. It was a pleasant workout, and after getting cleaned up, I went for a big breakfast with my crew. Our first stop after that was to a park with many sculptures. A man had spent twenty years of his life working on this project and they were magnificent. There were all combinations of men, women, kids, and families in all manners of communication. It was beautifully laid out with plenty of land and very well done. From there, it was to the Viking Boat Museum, where they showed a vessel that had been excavated and was about 1200 years old. It was incredibly well-preserved and it was fascinating to see how people lived and explored back then.



It was made of wood and had oars and a sail as well as a closed-in area for storage sleeping, otherwise people were on the deck working. They navigated hundreds of miles for exploring and raids and were very competent and highly martial.

**5/25/19**

**11:53am CEST | Viking Ship Museum, Oslo**

It finally happened.

On vacation in Norway, I was waiting on line for tickets to see the Viking Ship that had been built about 1300 years ago. The man asked if any of us were over 60 years old and, without thinking, I said yes. My first senior citizen discount. It snuck up on me—suddenly, I was part of a new group. I am not sure I like that idea. I may decide to pay more for a while longer.

**5/25/19**

**5:03pm CEST | Continental Hotel, Oslo**

Lunch was at a sushi restaurant, which was pleasant and tasty. I then separated for the others. They were going to a flea market and then split up from there; I went in search of an ATM and a supermarket. I was successful getting cash but not in finding an open market. It was a beautiful walk, the weather clear and warm, and even though I got lost it was fun. Once back here, I started to write and then passed out. I have found that sleep deprivation and jet lag often result in being able to fall asleep very quickly, often with vivid dreams. This dream had me finding out that there was some type of disaster in the US with many casualties. Part of the journey was trying to figure out where it was located to see if we were directly affected. It was so real that when I woke up I checked the news. From my time on the treadmill and walking around, my Health app says that I have walked about eight miles today,—a very good amount. I am pleased because the idea of gaining weight always weighed on my mind. British Prime Minister May announced her resignation a few days ago because of her inability to finish Brexit. The turmoil that surrounded her time in office, plus finding her replacement, plus the British deciding what to do next, has caused incredible damage to them, the EU, and the rest of the global economy. I see no end in sight for them, the tariffs, and the overall trade war between the US and China. I also don't see Mr. Biden getting the democratic nomination, and if he does, not the best thing for the democrats, I think the President will beat him. The above is the scenario we will plan for. (I did not say I liked it, rather I simply said that is what I believe will happen.) Tomorrow is Memorial Day in the US; it is a holiday to remember those who served to make us the greatest nation in the world. May we forever endeavor to be worthy of their sacrifices and keep our country the beacon for liberty, hope, independence, and fairness.

5/26/19

5:03pm CEST | Continental Hotel, Oslo

Don't Accept It—Attack!

I fully admit my back issues are my own fault. Decades of martial arts, tennis, and frenetic activity has left me with five messed up discs. We invented the SwaddlePax Vest to help me survive and continue to thrive in business and life. It has become an integral part of my life and enabled me to avoid opiates and surgery. I had a problem—a huge one—and we dealt with it. The same can apply to you. We all have problems, some huge, some even to the crisis level, but there is no-one better to figure out a solution than the person suffering the consequences. Don't settle for anything if you think you have a better way. Your ideas on how to “fix” whatever it is are valid because others don't have your “advantage” of intense suffering and the adrenaline rushes that result from it. Don't accept what others say is inevitable; you might have the solution to help yourself and others.

5/27/19

4:50pm CEST | Continental Hotel, Oslo

I was up at 5:00am, did my usual hotel workout, had breakfast. and met everyone at 9:30am in the lobby to start the day's activities. By then, I had also gotten ice packs for my Vest—thank-you, hotel staff—and was strapped up tightly and ready to go. I had been doing a lot of standing and slow walking; my back was sore, but with the Vest it had been manageable, and I greatly hope it stays that way. We took public transportation to get near the Botanical Gardens and Alex and I got supplies from a local supermarket. Rain was threatening, but we were all prepared so it was not a huge problem. Once inside the gate, there were numerous buildings to visit with various types of flora and fauna—not all were open, but there was plenty to see. We then ended up going to the Munch Museum; Wendy and the kids wanted to see it so I stayed with our stuff in the adjoining cafe reading an e-book. It was time for lunch so we took a public tram and then walked to the oldest restaurant in Oslo. It was 150 years old and I don't remember it's name; it was in Norwegian and I could not pronounce it anyway. My family is very into food and they thoroughly enjoyed their meals. I had good salmon and potatoes before helping Wendy finish her salad. Then everyone decided to do something that I wanted, which was to go to a tea shop we had passed, and it was very nice. I had a hankering for some herbal tea with honey, which was delicious. The afternoon activities were going to start, which I, as per previous agreement, was excused from. The others went off to a museum and I, via Google Maps, made my way back here. There was little doubt that a long nap was needed, even required, so that lasted about an hour and felt great. I just finished a snack, which included fruit from the store Alex and I visited today.

It is the Memorial Day weekend holiday back in the US. Besides the obvious and necessary remembrance of those who sacrificed, fought, and died for our country, it is also a great reminder that giving back to help others is

not only the cornerstone of the American way of life but also our religion and humanity at large. We are all here to help others and we can never be reminded of that too often.

Today also marks the official start of the summer season at home; I hope that everyone has a great time and the people who rely on it for their livelihoods have a very prosperous season.

**5/28/19**

**9:34am CEST | Oslo Airport, Gardermoen, Norway**

Wendy and the kids found a food court for dinner so, after a fifteen minute pleasant walk from the hotel, we entered the arena of food diversity. There was Jamaican, Greek, Middle Eastern, and many others. We split up to size up the situation and, since they were going to share and I was not, I was on my own. I had originally decided to get chicken or fish from the Greek stall, but they were already shut down. The Lebanese group had no chicken so suddenly I had a problem. If I went back and told our crew there was nothing for me to eat, they would have felt terrible and I would have had to wait until they finished before we could go somewhere else. There was one last option, which was the vegan food stall. The woman serving had green hair, various piercings, and looked like she knew what she was doing. I threw caution to the wind and ordered three different dishes, hoping I could eat at least one of them. As I watched her make them, I saw that it included tofu, a meatless burger, and salad. I started to get intrigued. Since I could not eat her bread—it was not gluten free—I had her throw everything into a large bowl and got a side of spinach hummus. I had also bought a Coke Zero to help to wash it down. I met Wendy and the kids who had bought a nice array of various dishes and were sharing. I started to eat and, to my surprise, it was fantastic. I ate all of it and thoroughly enjoyed myself. Even better, this meant that I could now be very happy with eating vegan—a whole new culinary area had opened up for me. Once finished, the kids bought Wendy a waffle cone with ice cream and toppings and added candles so we could sing happy birthday. She will turn sixty years old at the end of July. That done, we then went next door to the bowling alley. I had not done this in decades, and especially with my sore back, I was not sure what would happen. But I had Vest on and I felt okay as I threw the first ball. It turned out to be a strike, the only one I got, and we all had an excellent time playing. We were playing next to a group of extremely pleasant, Afghani young men who were as bad at bowling as we were. It was a very pleasant vibe and we had a really good time. Since we were very far north, the sun was not setting until after 10:00pm, which was probably one reason why I was able to stay awake here much later than usual. From there, it was back to the hotel; Wendy went to sleep, I had our boarding passes printed by the excellent hotel staff, and then I also turned in. I had actually forgotten we were leaving this morning so I packed a little, got cleaned up, and was asleep before midnight. We had breakfast, checked out, and we got to the airport with no issues. We are now waiting at the gate. My crew looks great; it is an honor to be closely related to them.

**5/28/19**

**6:34pm CEST | Radisson Blue Hotel, Bergen**

Our flight here was excellent. When we got to the hotel, our rooms were ready so we dropped off our stuff and went in search of lunch. Bergen is a beautiful seaside town with a huge port and looks prosperous. After walking along the harbor front, we came to what looked like a suitable place for lunch. Once inside and viewing the menu, we figured we had come to a good place. As an example, Alex ordered reindeer and I had a vegan burger. The food turned out to be excellent; we had a very good time. Afterwards, we all went up the tram to the top of the local mountain. Once there, and after a group photo, Alex and Wendy split off to have coffee and then go shopping while Ben, Kayla, and I walked off on one of the trails. Ben had a map and was good at reading it; we had an excellent time walking on various types of trails. Some of it was a little rugged and they started to play a game to make sure that I was not too winded to speak. It was great fun and then we switched to a movie recognition game, which was also a good time. I was very happy that I could keep up with them. At one point, we came to a park which had a seat hanging from a wire that was suspended on a long trap line. We all tried it; it was both exhilarating and scary so we only did it once. We then walked down the mountain back to town and split up. IJUS had opened and I needed to follow-up on a few things. From there, it was to a supermarket I had spotted on the way for some supplies and soon I will join the others for dinner. It has been a very fun trip so far.

**5/29/19**

**2:40pm CEST | Radisson Blu Hotel, Bergen**

I was up at 5:00am, exercised in my room, then went for a walk along the harbor in 38° F cold. The weather forecast for rain was pushed back so I had an invigorating exploration of this very picturesque town. After breakfast, we walked over to the pier where the sight-seeing boat was docked to take us on a three hour tour of the fiords. The boat moved quickly and it was very cold with a stiff wind, but luckily, as trained by my father, I was well-prepared and spent a lot of time up there. The scenery was very pretty; it reminded me of Alaska, which made sense since they are both located in far northern parts of the world. I got some good photos—two of which I included in a blog post I sent to Dave and Mike to edit and post. Once back, we went to the wharf for lunch and I thought I had ordered all smoked fish, but somehow some whale got added. I eat few things and whale is not one of them, but my crew enjoyed trying it. (I don't think they will do so again.) For now, I have the afternoon to myself and I plan to walk down to the neighborhood Starbucks, get an iced tea, and come back here to write, edit, and relax. My idea of a very nice afternoon.

**5/29/19**

**3:59pm CEST | Radisson Blu Hotel, Bergen**

The odds of any new idea working are about one in ten, therefore you have to keep the ideas coming and have a way to efficiently process them to utilize all of the skills, IP, and production time of the people on your staff. As far as the new Total3D newspaper is concerned, the two main information columns will be about sales/how to sell and the other about how to start, run, and survive in your own business. Both these topics have been thoroughly gone over in my previous books so we will simply mine the bulk of the information and put it into a new format, thereby both saving a lot of time and energy. If it succeeds, it will not be a problem to continue, and if it dies, it won't matter.

**5/29/19**

**10:03pm CEST | Radisson Blu Hotel, Bergen**

The 10 Traits of a Good Leader

1. Does not complain
2. Takes command, accepts the responsibility, and bears the negative events that occur personally while spreading the success over to his team
3. Finds joy in success, knowledge in defeat, and does not make the same mistake twice
4. Is empathetic with his team, but grants no pity
5. Wants to go to the next level of success while promoting his team
6. Puts his team's well being before his own
7. Is constantly on the lookout for new talent and upgrading his team so they are the best in their class
8. Considers his team's loyalty a hard-earned gift and not a right
9. Is able to plan in advance to "see" what is coming, is willing to take risks and capitalize on them
10. Can think and react quickly in times of opportunity or trouble

**5/30/19**

**12:03pm CEST | Radisson Blu Hotel, Bergen**

I was up early, and after my in-room exercises, I went out in search of the trail to the top of the local mountain. It was raining, but I had on my rain gear so I was totally covered. I found the path and had an excellent time winding my way upwards. It became pretty clear that I would not have time to get all the way to the top, but I was breathing heavily and getting a great workout. Eventually, I went back to the hotel, had breakfast with our crew, and a little while later Ben and I headed out to the Maritime Museum. Along the way, we spoke about life, relationships, and Kayla leaving. Ben wondered why she and I were not talking about the process more. My answer was that she told me how she wants to structure and I was going to respect her wishes. He thought that it might be better

for me if the plans were modified a little so that I had the freedom to create the needed structure in advance publicly for when she was gone and not have to wait until the last minute. This is Kay's process and I am not going to cause potentially really bad feelings between us by doing something she does not want so I will follow her lead. This was never going to be an easy time or transition. I have to make sure that she will be fine, then I have to make sure our global teams are okay; they will not be happy about this. Finally, I can then sort out my own feelings, which I think I have already done but cannot not be sure until the separation actually occurs. Alex texted me that Wendy had seen a bracelet she had liked at one of the local shops. I thanked him for reconnaissance information; Ben and I stopped on our way back here to buy it.

**5/30/19**

**2:48pm CEST | Radisson Blu Hotel, Bergen**

Under normal medical "rules" with my back issues, I could probably be classified as partially disabled and get the benefits like easy parking spaces. I have limitations, but most of the time I am good, especially when I am not traveling and have access to my normal exercise routine, chiropractor, bathtub, my very hard bed, and inverter. Sometimes I see people in wheelchairs and I think about how horrible that would be and I feel badly for them. When I wear my Vest and people know about my back issues, I wonder if they feel sorry for me. I do not ever want pity and I have come to the realization that most others don't either. I will resolve, even more than before, to simply treat everyone the same without any preconceived ideas about their mind, body, or souls. Everyone has a value period. It is also a good reason to put off getting those senior citizens discounts. I don't need them, I don't want to be classified as such, and I don't want to be thought of anything but in great shape for my age and filled with a continuing waterfall of energy.

**5/31/19**

**9:09am CEST | Bergen Airport, Bergen**

My plan was to get up at 3:15am, exercise in my hotel room, and then use the hotel gym. Unfortunately, it did not open until 6:00, but I was very fortunate in that it was not raining outside. I donned my regular walking clothes and my rain jacket and went in search of the nearby mountain. The weather was gorgeous in the early dawn light, and as I made my way up the roads towards the top, I was both winded and having a really good time. Keeping an eye on the time, I gave myself a cut-off time to start back; alas, I did not make it to the summit, but got most of the way. The view of the town and the harbor was spectacular and informative, as I could see a huge rain cloud coming toward the mountain. It hastened my descent and I made it back to the hotel just as it started to rain. I then ate breakfast in my room and met everyone at the hotel entrance for transport here. We got our bags checked through the automatic system and we are now

waiting for our plane.

Our marketing guru Dave did a test edit of the first three pages of my book from last year. He did a good job, as did our newest graphic artist Mike, so now I am motivated to get my second edit completed so they can get to it. President Trump announced that he is putting tariffs on incoming goods from Mexico to the US. They start at 5% and can reach 25% if they don't help stop illegal immigration. I am not sure what he is doing since the NAFTA agreement is supposed to be tariffs free.



# JUNE



6/1/19

12:22pm CEST | Oslo Airport, Oslo

The flight from Bergen was on time, pleasant, and quick. We were picked up by Rolf, the same driver who picked up a few days earlier. He seemed a very high-grade man and I engaged him in a conversation; it turned out he had retired from being the head of Norway's Anti-Terrorism and Organized Crime unit. It was not hard to picture him in charge of a lot of people involved in very high-level work. He had retired when he was in his fifties and was doing this for another few years as he eventually cut back on his hours driving and spent more time vacationing with his wife. He looked like he would be a really good ally and a highly formidable opponent. It was good to get back to the Continental Hotel; the weather was perfect. Wendy and the kids went off looking for lunch and I struck off on my own for the food court the kids had found earlier this week. I went for a quick walk first, near a beautiful park. I then started walking towards where I thought the food court was located only to find myself totally lost. I consulted Google and found a different food court. It had a salad bar so I filled two containers—one for lunch and another for today's flight before going back to the hotel. After I finished eating, I had no choice but to take an hour-long nap. Wendy woke me to go out for tea, as we have previously agreed, in the hotel lounge. We spoke about life, our kids, how fortunate we were, and plans for the rest of our time here. We also talked about Kayla and her new career plans as well as my plans when she leaves and the future. It is always nice to sit down with her and talk whether at home, out, or traveling. After getting changed, we met the kids for dinner. It was very pleasant; my family is very fun to be around. The food was good and everyone had a great time. I was back at the hotel and asleep before 11:30pm. I was up at 3:30am, exercised in my room, and then down to the treadmill in the gym. Once finished and cleaned up, it was down to breakfast with my crew; they all looked very tired.

The 3D newspaper idea was killed by my team. So it goes.



**6/1/19**

**1:17pm EST | En route to Newark**

I got a text from my dentist's office a few days ago. I have to go back to get some more photos taken of my mouth for the new Sleep Apnea sleep device. I will happily go; if this new procedure works, then I should actually be able to get a good night's sleep, and the potential positive ramifications for that are huge.

**6/2/19**

**7:36pm EST | Our House, NJ**

We landed without issue. Ben had already split off to fly to Denver, and once we landed at Newark, Kayla went to her next flight and Alex went home.

I got nine hours of badly needed sleep last night and was very happy to be back in my usual Sunday exercise routine in our basement before biking. Once back and cleaned up, Wendy and I drove down the Garden State Parkway to the site of the former huge Bell Laboratories Facility in Holmdel, New Jersey. It has been repurposed into a mall filled with shops, small companies, and condos. We went there to attend a memorial luncheon for my old friend Dino Lambros. Memorial for an Old Friend

I first met Dino more than twenty years ago. He used to work for Bell Laboratories. Our paths crossed first for business and then for our mutual interest in quality systems. We both saw and championed the cause for more efficient processes for saving time, money, and raw materials, and it created a very strong bond. We became friends, and over time, I came to find out what a truly amazing person he was. He unfortunately got very sick, and after repeated remissions, he was about to pass on. I was giving a course on how to sell and he forced himself to drive to our company to hear me speak because he knew what it would mean to me. That was the kind of guy he was.

Today marked the termination of the educational foundation started by his wonderful wife, Jeannie. She and her team raised a lot of money to benefit the students and science center from his old high school.

If you are lucky, you meet a few people like Dino during your lifetime. If you are really fortunate, you realize it while you know them. He was a wonderful man, I miss him, and I hope we meet again in another lifetime. I am sure I will recognize him by the huge rainbow of positive energy that followed him everywhere.

**6/4/19**

**1:40pm EST | My Office, NJ**

The weather was a little chilly this morning, but I was able to avoid thermals and heavy boots. I think those are probably done until the fall. Once here, it has been a very productive day, including getting through a mishap that I caused.

## I Can't Believe I Did It Again

Compared to most people, I travel a lot. I am very careful when packing; I have a two-page checkout list for everything I am supposed to bring. I have a travel agent who is as obsessive as I am regarding getting the best, most efficient flights at the best prices and a fantastic network of global drivers who get me where I need to be safely and on-time. The only glitch to this great system is me. For some reason, I have a problem figuring out the correct day to be flying. It just happened again; I was scheduled to fly out of Stockholm the same time I was in a meeting, which was the reason I went there in the first place. I know it sounds ridiculous, but it is incredibly easy to screw up dates and times. As usual, my travel agent bailed me out of trouble and re-routed me at no charge. I am not perfect; I will continue to make mistakes. However, one of my great strengths in business is the ability to assemble an amazing team. Once again, they saved my neck.

My trip for this Saturday for Romania, Hungary, and Sweden is mostly done. I need to go through my samples as to what to show people; I never know what will strike their fancy so I like to bring a lot of samples they can look at and touch. The trade wars prompted by President Trump continue to cause havoc in the world markets, we will keep going as we are figuring the worst case scenarios and will hopefully be surprised for the better.

## Hard to Believe It's All the Same News

I don't believe any single media outlet anymore. I monitor NBC News, Bloomberg News, The Financial Times, and Star News Malaysia. It is amazing how different they are, especially since they report the same events. Once I leave the US, the "news" takes on a whole new perspective regarding viewpoint and content. I was trained as a newscaster in college, and while we were supposed to be unbiased, we knew that a slight voice inflection during any story could alter a person's viewpoint in an instant. The power of the media is immense, which is why invading armies and revolutionaries always attempt to take control of the news outlets. Having just one source for news is extremely dangerous. The prejudices of the owners of the media empires cannot help but be incorporated into their content, especially if they are trying to monetize the news to get more revenue. The only hope for freedom, independence, and overall betterment is an educated population. To have that, we all have to work at having multiple sources of information.

**6/5/19**

**4:48M EST | Our House, NJ**

We All Have Stuff

I have:

- Obsessive Compulsive Disorder
- Attention Deficit Disorder
- Germ Phobia

- Claustrophobia

I am also a paranoid optimist; don't even get me started on that combination.

A former babysitter for our kids, her name is Mindy Tsai, just wrote a book (available on Amazon) about her battle with schizophrenia. The point is that we all have “mental” stuff to deal with—no-one gets a free ride. You can either cover it up and pretend it is not there or you can deal with it head on and make the best of it. Sometimes, disorders like OCD can be utilized to make you more successful, like in my case, and instead of locking you into a negative spiral, releases you to soar. But the first priority is realizing and accepting it, then getting help if needed and changing your trajectory to make it work for you. Don't wait; the faster and more efficiently you deal with your “stuff” the better your life can be.

**6/5/19**

**1:15pm EST | My Office, NJ**

**The Customer Does Not Have to Understand**

When I first started selling more than four decades ago, my dad gave me some sage advice. He said that customers can have whatever they want. They do not have to understand my problems and our competitors will be happy to get their business. In other words, the customers were like gold and should always be treated as such. Fast forward to a few hours ago at our local bank. I went there to deposit a check. There was a line waiting for the one teller who was open, and when I asked one of the three other bank employees sitting around if they could help, they said no. The three employees simply watched as the line got longer and we all got madder. Is it any wonder that so many American businesses are in trouble? Foreign competition has had one really good effect in that it has raised the bar regarding customer service. They really want the business, care for their customers, and will move heaven and earth to get and keep them. Is there any surprise why we are losing market-share to them?

**6/6/19**

**3:44pm EST | My Office, NJ**

The weather was warm and humid this morning on my ride, which meant only a short-sleeved tee shirt, sweatpants, sneakers, and socks. It made it easy and quick to get out on the road and I was delightedly tired and sweaty by the time I finished. It has been a day of paperwork and preparing for my next trip—this time to New England. Don from Canada is meeting me since Kayla and I will no longer be traveling together. That will take some getting used to. Speaking of Kayla, she is now ready to start looking for a new job; her resume is updated and this new part of her life begins now. I hope it is a fast, swift, easy, and profitable process to make the transition as easy as possible for both of us.

## Planning for the Road

Most people have no real idea of what life is like “on the road.” As a salesman, the primary purpose is to see as many current customers and prospects as possible with the shortest amount of downtime between appointments. When I started my career in the late 1970s, the great bulk of our accounts were in northern New Jersey so seeing multiple people in a day was not a problem. Today, it is much different with our global business where plane rides are often involved and can mean a city or even a country per day. In this case, it will be New England, including Maine, New Hampshire, and probably Massachusetts. It will mean a lot of time in the car and maybe a plane ride or two, but it is worth it because people like to think that they are worth the effort to see them in person. Email, Skype, telephone, and texting are all good for communication, but to “sell” the best way is, as my Dad would say, “belly to belly.”

**6/7/19**

**4:55am EST | Our House, NJ**

### Ethics Are a Two-Way Street

Some people think that all business is based on lying and cheating, and everyone is out for a quick score. On the contrary, in my experience, the people we deal with globally generally work at a very high level regarding how they operate day to day. They are fair, honest, and tough, but they realize that long-term, positive relationships yield the best results for everyone. The cornerstone of working together is trust and the belief in honor for all sides. Regardless of the occasional glitch, the overall pathway is mutual benefit. When an agreement is in effect, like NAFTA, or whatever President Trump wants to call it, all sides should adhere to the contract. In this case, it means no tariffs. Our President has decided that this agreement does not count and he can do what he wants. Therefore, all sides can do the same and, much worse, no one will trust us again for anything. When we don't have trust, we don't have anything.

Last night, Wendy and I went to see Rebecca and Gavin's new baby Issac. He is very cute. It has been decades since I held a two week old infant and it was quite pleasant; he is a very good baby. Rebecca looks great. Irene and David are “over the moon” in happiness and it was a very happy visit.

My goal weight is 183 pounds. I am usually over, but once in a while I am under, like this morning I was 182.6 pounds. I know it doesn't sound like a big deal, but for someone who is constantly worried about his weight, it is a very nice occurrence and made me smile. Next week, who knows—it could be much higher. More emails this morning from a customer who was upset we have not delivered his labels. Unfortunately, his team never gave us the go ahead for the changes they wanted; we still don't have a formal okay. They are saying we got an approval and should have already shipped. It is a ticklish situation since I don't want to keep harping that someone on their side did not give us a formal okay, but there is only so much we can do when we still don't have an okay to ship. I am

hoping the situation gets ironed out by the end of today; regardless, we are going back to press and will ship what we think they want. Hopefully, we are right.

6/8/19

3:43pm EST | Lufthansa Lounge, Newark/Liberty Airport, Newark, NJ

The situation yesterday appears to have been settled; our team was supposed to be in today working on getting other orders done so we could take care of the one in the problem above. In the end, it is simple: we want the business, we want to keep the customer happy, and we want to maximize the amount of money we can make while keeping the first two in sync.

The visit to the chiropractor yesterday was wonderful and I had a nice calm evening following with Wendy. With the sleep apnea, I am now never sure how well I am sleeping, but it appears I got about eight hours, which was definitely needed. I was up at 6:15am, exercised in our basement, then went out for an extremely pleasant bike ride. The weather was beautiful: 70° F, clear skies, and the aroma from many budding flowers, trees, and plants. Once back, I finished most of my packing, then Wendy and I went out for a very pleasant lunch. There is a diner near our house that we like to frequent; in fact, I have been going there since I was a child. The people are really nice, the service excellent, and the food good. Once done, I went to the office and, just as I got there, my brother called me to catch up. We had not been able to see each other for weeks because of scheduling issues. He is well, got a chance to see Rebecca's baby, and also declared him a very cute baby. We resolved to see each other next weekend. Once in the office, I printed out my boarding passes, picked-up some granola bars Elana had made me, and tried to buy some grapes, but Maplewood was crazy with traffic so I gave up and went home. Once there, I finished packing, took a bath, and then relaxed with Wendy until Mike the Driver drove me here. Getting through check-in and security was swift and this is a nice lounge. I will stay here for a while longer until I go to the gate.

### Color While You Read

I always liked coloring books when I was young. While exercising in our basement very early the other morning, an idea came to me. A lot of my best thinking and communing with the universe comes during that time or later biking. Since we were already making a lot of illustrations to accompany this blog, I figured that it might be fun if we created an adult coloring book where, as people read the entries, they could color in outline drawings. We could put it on our website and people could download them as we go or wait for the end of the year when we would create a whole book. Much to my surprise, everyone including Mike and Kayla like the idea so the project is in work. More information on this to come.

**6/8/19**

**6:34pm EST | In Flight to Frankfurt**

I screwed up. I got a new expandable suitcase and I figured that for an international flight the baggage storage areas would have no problems fitting it. I was wrong, but the very nice flight attendant let me store it in the baggage area. Unfortunately, I also strained my back lifting it up the stairs to where my seat was located and am now sitting with an ice pack wedged up into my back. If my bag does not fit in this plane, I doubt if it will fit in my next connection so I am going to have to figure out what to do before the next flight. I will probably get into the plane and simply take out one of the packets of clothes and then compress the bag. So much for my great planning—oh well, failure helps to keep my ego in line.

**6/9/19**

**9:03am CEST | Frankfurt Airport, Germany**

The flight here was excellent; I may have gotten one hour of sleep, but I rested well listening to old Jean Shepherd radio programs. Additional good news in that my back seemed to be okay, which was a huge deal. Once off the plane, it was to the lounge for a quick fix of a large amount of scrambled eggs, Coke Zero, and ice water. I also re-filled one of my ice bags for this flight and part of the ride to Oradea. I was hoping that for this flight they would be taking suitcases at the entrance of the plane, but that was not the case. Once I got here, it was evident my suitcase was too large, but I had already pre-checked, taking out one of my garment bags in the lounge, and that was enough to compress my suitcase and have it fit in the overhead storage bin. I am hoping that there are no stairs getting off this plane when we land because that extra separated bag might become a bit cumbersome, but I will deal with it then. It is nice to be back in Germany; however, the government warnings that Jewish citizens should not wear yarmulkes in case of attacks was extremely disconcerting. I do not know if it is a temporary trend or a permanent state of affairs. Either way, I do not wear head coverings so that is not an issue for me, but having a country where people of my faith are not safe to walk around makes me fear for our world as a whole.

I am in Germany, I am Jewish, and the first time I came here more than a decade ago, I was afraid because of what happened to my relatives before and during World War II. I half-expected to be spotted and attacked, but after a very short time on the ground, I found the German people to be very pleasant, professional, and easy to be around. I had no fears for my personal safety and have visited here numerous times over the last 15 years. Unfortunately, times have changed around the world, many right wing leaders, including our President, have made it okay for persecution of whole segments of people. As a result, the German government felt it necessary to issue a warning to all Jewish citizens not to wear yarmulkes or head coverings. They could not guarantee their safety and thought it better to be safe than sorry. I understand their concern, and the vast majority of the German people, like everyone else in the world, are good, law-

abiding citizens who simply want to get along. But I no longer feel as safe as I did traveling for business here or anywhere else.

**6/9/19**

**11:10am EEST | On the road to Oradea**

The flight here was pleasant and on time. My driver for today and tomorrow was there to meet me. His name is Dan; he's not the same guy I have had previously, but he is pleasant and competent. Judging by how much standing water there is in the farm fields here, there must have been a lot of rain. Everything is very green.

**6/9/19**

**6:59pm EEST | Ramada Hotel, Oradea**

The drive up was uneventful and Dan took me to the local supermarket to get some fruit. I find supermarkets in other countries fascinating to see what people eat, whether the same or different from me. It was then here where, after speaking with Dan, I decided to alter our travel plans for Tuesday morning. Before we were going to fly from Timisoara to Budapest, but Dan said it was only a three hour drive so I decided to change our plans and drive, which meant not only an extra two hours of sleep but also no hassle with checking our luggage with the airline. While those arrangements were happening, I exercised in my room and then went to the treadmill in the gym. The young man in charge was competent and I remarked on how well he spoke English. Turns out, he went to college in Colorado and was waiting for a green card for him and his wife to go back. I gave him my business card. You never know if we can help him or the other way around. I had thought about going out for a walk instead of the gym, but it was in the 80s and I would have sweated through my long pants. Igor is supposed to arrive here later tonight. Hotels can be lonely places, especially on the weekends. I am glad I have my iPad to write and edit. I also brought my headphones to dinner in case I wanted to watch a movie or television show. As soon as I am done, I will either go up to the outside lounge by the gym or right to my room. I will call Wendy before I go to sleep. I was wondering why I was not tired since I only had a maximum of two hours of sleep since yesterday. I just got really tired.

**6/10/19**

**12:05pm EEST | Romania**

I was asleep by 9:15pm, got up at 3:00am, and decided to call Wendy again to say good night since she was still up. She was happy, but surprised to hear from me and told me I was crazy for being up so early. I exercised in my room and walked around the building, listening to music. It was just past dawn, the temperature cool and perfect for walking. After cleaning up and packing, I met Igor for breakfast. Ideal Jacobs Europe is doing well and we spoke about his expansion plans, which included moving to a bigger location and hiring more employees.

Dan was early to pick us up and our first stop was Plexus. We are doing more business with them globally and we met with two groups of buyers and planners. They are happy with our performance and there is a chance for more business. We showed them our new areas like the water-jet cutter and they looked interested. It was then onward to Celestica; we also do a lot of business with them globally. We met with one planning team there; they are happy with Igor's service and again looked at our samples and will keep us in mind for more business. That is the best you can look for; rarely does a direct order come out of meetings like this. Rather, they are used to imprint our company on their memories to increase the potential for future sales. We are now on our way to Timisoara. We have one more sales call there; if we stay ahead of schedule, we will check-in at the hotel first. This part of Romania is very flat, mostly farmland and small villages. The vegetation looks similar to the United States; we must be in a similar climate belt, causing the same type of plants and trees. We are on a single lane highway with lots of slow moving vehicles, which means lots of passing. I am glad Dan is driving and not me.

**6/10/19**

**9:11pm EEST | Timisoara Hotel, Romania**

After we checked in here, we went to our last call at Flextronics. There were five people involved with buying and planning. We are a preferred supplier for them so we are supposed to be in front for any new business. It has been growing slowly in Europe; hopefully, with this call that rate will increase. On the return here, Dan stopped at his second favorite shawarma place; it was on the way and I got dinner for tonight. Once back here and changed, I went for a walk to the local river that runs through town. I have seen it before and it still holds magic whenever I come here. Something about it has an old world feel that I like. On the way, I got some hand cream, water, and a Starbucks iced tea, which was excellent. Then back here to eat my dinner; Dan was right about how good it was. I had a quick meeting with Igor downstairs. Wendy is well, emails are flying in and out like normal, and I am going to go to sleep soon. It has been a good day.

**6/11/19**

**4:20am EEST | En Route to Romania**

It is Tuesday morning, dawn is breaking in Romania on our way to Hungary. Our driver is competent, pleasant, and quiet. Igor Gomes is asleep on the back seat. Soft music is playing on my iPhone and the world is a beautiful place. Serenity comes in many variations and at unexpected times—one of the joys of life.



**6/11/19**

**4:34am EEST | En route to Hungary**

The World No-one Sees

I inhabit a space in time that few people visit. By getting up at 4:15am on the weekdays, I occupy a space that is almost vacant of others in my time zone. It gives me a chance to think, deal with issues in Asia and Europe, and exercise before many are awake. By the time most people get to work, I have already been up for hours, giving me multiple advantages in many areas.

Is it easy? No.

Do I need 5 alarms to get up? Yes.

Is it worth it? Most definitely.

**6/11/19**

**5:30am EEST | On the Road to Hungary**

I did not sleep well last night and woke up with a sore back; it's not terrible and hopefully it will improve after I get a chance to exercise later today. Dan picked us up at 5:00am and we just crossed the border a little while ago. He purposely took a back road to avoid the border-crossing traffic and his plan worked perfectly as we drove right up to the station with no waiting. We passed through quickly and I have tried to get ice for my back twice with no luck. We will try again before we get to the hotel; I can definitely get some there. It looks like it will be a very pretty day.

**6/11/19**

**12:12pm EEST | En route to Tatabanya**

We hit traffic on the way to the hotel; rush hour in Budapest is the same in most big cities. We dropped off Igor at the car rental place in time for him to drive three hours and make his appointment. We then went to the Hotel Kempinski Corvinus, and as soon as I got to my room and dropped off my gear, I went to the hotel buffet. It was there where I had to make a decision. They had smoked salmon, which I really liked, but it was salty and would make me thirsty. I still had a sales call that was an hour away so I opted for eggs and cereal instead. I ate a lot, which felt great since that was the first food this morning. I exercised in my room, took a shower, got dressed to sell, and am now in the care of a new driver named Laszlo on our way to Sanmina. No word yet from Igor about how his sales call went. I finally did get ice at the hotel and the packs feel great against my back.

**6/11/19**

**2:58pm EEST | En Route to the Hotel in Budapest**

The sales call to Sanmina went well. They are very happy with Igor and our products and were very interested in our Smart Labels and water-jet products.

We have the chance for more business and I am very happy I went. I just got an email from Die-Master Dave that he is overloaded; we may have to go to a partial second shift in his area besides press—a very good situation to have and we are on it.

**6/11/19**

**6:58pm EEST | Hotel Kempinski Corvinus Restaurant, Budapest**

I used the treadmill in the gym here, which was excellent, and then went out for a walk in search of dinner, fruit, and an iced tea. It was 88° F outside and I began to worry about getting chicken shawarma so I decided to eat here at the hotel. The press capacity issue has become a real problem so I emailed Vinnie to talk. I want a partial second shift started right away; I think if we can have one press running an extra four hours a day we will be fine for now. That means we need three more people or those we already employ running overtime, which I plan to coordinate on Friday. In the meantime, the rush jobs continue, and not only do I want the business and the money, but I also do not want to disappoint our customers.

**6/12/19**

**4:53am EEST | Budapest Airport**

I got four hours of sleep—not enough. I was up at 2:15am, packed, and met my driver Gabor. There were a bunch of people still up and walking around near the hotel; Gabor said they had jet lag. Once here, I was re-routed by a very nice airport employee to go to another check-in section that was already open and I got through security quickly and easily. I am hoping to get into a lounge in about 35 minutes. It would be wonderful if I can get one of my ice bags filled.

**6/12/19**

**6:10am EEST | Budapest Airport**

**Tariffs**

The tariffs imposed by President Trump are paid by those companies, like mine, that import Chinese products. They are not paid by the Chinese government or their companies. Therefore, this is a tax that can either be absorbed by companies like mine and taken from our profits or, more likely, passed onto the US consumer. Do not think that this won't cost regular Americans more money. It will. In addition, where is all the tariff money going? Billions and billions of dollars—where is it?

**A Great Idea?**

I have a solution for the student loan crisis. I believe that most colleges and universities fraudulently advertise that the educational services they provide are necessary to get good jobs and that they prepare students for the workforce. I believe they do neither and simply want the money to continue operating and keep-

ing their jobs. Therefore, since they are responsible for this disaster, I think that their endowments should be taxed at 50% of their assets, which should take care of the problem at one time. They are responsible for the debt and ill-prepared students, and they should be forced to fix what they broke.

**6/12/19**

**6:46 am EEST | Budapest Airport**

Where to Next?

Growing up, I always heard about Sweden as the land of the midnight sun. A very nice flight attendant just reminded me that I will be there at almost the longest day of the year. If you told me when I was a young boy in New Jersey that I would travel the world to see the places I read about, I would have said you were crazy. I grew up staying close to home, scared at the thought of going anywhere except a few states over for vacation. But the potential for business and the passion to explore outweighed my fear about safety and being away from home. I now view life from the opposite perspective to look forward to where I go next. Fear is a relevant and a natural defense mechanism to help keep us safe, but it is also an inhibitor that can keep us cooped up and stop us from soaring. As always, a healthy balance of the two is the medium I strive for.

**6/12/19**

**8:02pm CEST | The Sparrow Hotel, Stockholm**

We ended up being delayed about 90 minutes for mechanical trouble, but it was fixed and we arrived here without an issue. This is a very good hotel with great people and a newly renovated gym. In between emails, I exercised here in my room and then went downstairs to the treadmill. Once done, I went out in search of food. I found a supermarket, bought dinner, went to Starbucks, and got an iced tea. The woman serving me spoke excellent English so well I asked if she was a native Norwegian. Turned out, she had lived in New Jersey and her parents were from Pennsylvania. It can be a very small world.

After dinner, I called Kayla; she had just finished her first telephone interview in her job search. It happened to be with my son Ben's company and it went extremely well. I told her she was amazing and I would not be surprised if she had a few job offers by the end of this month. It is really happening. She is leaving. I knew it in my head and now I do in my gut. The change-over for her to leave is already in progress; her happiness is my number one priority.

**6/13/19**

**10:05 AM CEST | Sparrow Hotel, Stockholm**

Time to Rumble

I am in Sweden on my way to a big sales call. The thrill of the hunt and chances for success and failure never cease to create a tsunami of adrenaline. It

is the same rush I have experienced since I started my career and I count on it to hyper activate my senses to take in as many of the available verbal and non-verbal cues as I can. Many times, the non-verbal gestures tell a much more truthful picture than actual words. However, if you are not prepared to see them, then they will fly by unnoticed and wasted.

**6/13/19**

**3:28pm CEST | Stockholm Airport, Sweden**

I got up at 4:15am, exercised in my room, then went downstairs to the treadmill. It was a very good workout, calm with plenty of time to think and have fun. After getting cleaned up, I went downstairs for breakfast. Since this is such a good hotel, I had high hopes for breakfast and I was not disappointed; everything was excellent, including the smoked salmon, of which I heavily indulged. Once finished, it was back to my room to get cleaned up, pack, and check out. I do not remember my driver's name, but he was excellent and got me to Ericsson with plenty of time. We were not sure of the exact building entrance, but as we stopped for me to check, Ben came out to say hello. Once inside, we got a chance to talk before the meeting. IJX was doing well, and Allan was very happy with all the additional international sales coming from our combined global efforts. I confirmed Kayla was leaving, which will give us different options for the future. Elsewhere, he and his family are well, and it was great to see him.

There were two reasons why I had agreed to the Ericsson agreement for them to buy Smart labels. The first was to help IJX because Ericsson wanted a US supplier and the second was to see if we could get more business from them. The Smart label business was not profitable for IJUS, but helping IJX is important so we will do it. In the meantime, the meeting went well; there is a chance for more sales and I am glad we went. Once done, it was off to the airport. Ben is going to another Scandinavian country for a sales call and I am going home via Copenhagen. As always, our meetings together were brief but very positive so this trip has been great so far.

**6/13/19**

**6:24pm CEST | Copenhagen Airport**

The flight here was good. I had a chance to stop at the SAS Lounge for a quick snack and am now on the plane. I forgot to mention that the second segment of last year's book is now done by me and sent to Mike and Dave for their edits. I am tired and am having trouble concentrating so I don't know how much more work I will do.

**6/14/19**

**3:10p EST | My Office, NJ**

I was home by 9:30 last night and asleep before midnight. I was up at 4:15am, ex-

exercised in our basement, and went out for a fantastic bike ride in the cool morning air. The day has been spent in catching up, marketing, and planning; it has been a blast. My back is sore and I have had my Vest on all day. I am greatly looking forward to the chiropractor; even though the adjustment will probably hurt, it will be much better later.

**6/15/19**

**2:51pm EST | Our House, NJ**

The Guy Code

In case you were wondering, there is a “guy code.” This is a partial list of rules that most men should follow whether they like it or not:

1. If one of your friends stops going out with someone and you like them, then you owe them the courtesy to tell them of your desire and request their permission.

2. If they decline your request, then you can either not date that person or get rid of your friend because he should have given you the okay—that is also part of the code.

3. If a good friend asks you to help them move to a new address, you have to do it unless you really have a great excuse.

4. If one of your friends asks you to go on a blind date and vouches that they are suitable, then you have to go. If it turns out they lied and the date is unsuitable in any way, you never have to do them a favor again and they owe you big time. If it does work out long term, like it did in my case, you will owe them forever.

**6/16/19**

**2:56pm EST | Our House, NJ**

Yesterday was great fun. After exercising and biking, I went to tea with David. It had been a while since I had been traveling and it was great to catch up. All is normal with him; he seems ready to jump to the next level, but has to figure out the pathway to get there. He is very excited about our expansion plans and thinks the idea of part-time sales contractors around the world will plug into the best attributes of both me and our company. It was then back home for lunch and getting ready for Alex to go shooting. He got delayed and did not arrive until 3:15pm, but since I had already worked out and was in no rush, it did not matter. The club was empty and we had a really good time shooting clay disks with my shotgun; Alex is a very good shot. The conversation along the journey went from family, to business, to relationships, and we agreed on most things. When we got back, he cooked Wendy and I dinner, including gluten/dairy free brownies for me, which were excellent. He stayed here last night and this morning he and Wendy went to a museum in Manhattan. After exercising in our basement, I went biking and then picked up lunch for my mom. She loves corned beef sandwiches on rye bread with coleslaw. She would have been happy to see me anyway,

but the sandwich added an extra plus. I had a salad and it was very pleasant; the last few days had not been good for her health-wise, but she was feeling better. I told her about our family trip to Norway and then about my trip to Romania, Hungary, and Sweden last week. She loves to hear about my adventures so she can come along in spirit and it is always comforting to have her aura of protection around me. It was then off to the plant store where I bought a bunch of flowers, which I planted as soon as I got home. They look awesome and it is supposed to rain off and on over the next few days so they should be well-watered. Wendy is now back from Manhattan; they had a great time and she is now attempting a nap. Some people can nap easily, like Kayla and I, while others have more difficulty like Wendy. I think it is a genetic ability; I am very glad I have it because it comes in very handy, especially after being sleep-deprived when traveling.

#### Credit Card Hacked...Again

I got one of “those” emails this morning from my credit card company, asking if I had okayed a \$1.50 charge to a ride sharing company. I had not and I then froze my account, figuring I had been hacked again. It happened so frequently that I tried not to get too upset. I called the credit card company and it turned out that someone had also tried to buy more than \$4,300.00 worth of plane tickets. I stopped those also. I have lost track of how many times we have been hacked—both personally and through our company. The good news is that whoever is monitoring us is doing a good job in finding the fraudulent purchases. The bad news is that this thievery is endemic around the work. My advice to you, if you get one of “those” emails, is to take the time to have it checked. They can often lead to bigger purchases that no-one wants to absorb.

**6/16/19**

**8:46pm EST | Our House, NJ**

The new flowers I planted look great. I hope the anti-critter spray I used will protect them. The rest of today was quiet and peaceful with writing, editing, relaxing with Wendy, and having a very good dinner from our local diner.

Attention!

Our planet is in trouble with too much waste of all types clogging up everything. If you have an invention that will impact this in any way, then we would like to help you prototype it, potentially for free. For more information, please email me at [acj@idealjacobs.com](mailto:acj@idealjacobs.com). Thanks! Andrew

**6/17/19**

**3:18pm EST | My Office, NJ**

It was a normal, crazy Monday, except that Emily went into labor and then stopped so the doctors are doing a Caesarian Section. No word back on what is happening. Very exciting!

**6/17/19**

**7:46pm EST | Our House, NJ**

Max Page Frish was born this afternoon. I am a Great Uncle again—very cool!

**6/18/19**

**5:53pm EST | My Office, NJ**

Rain was threatening this morning so I went biking first instead of doing my exercises. It was pleasant and very humid; toward the end, the rain began slowly and I was home before it got too hard. I was very glad I went when I did. It has been a crazy good day with lots of pricing, marketing, planning, and working with our team here in NJ to try and make our flow systems more efficient. Business has been good and we have people on overtime; they like the extra money and I like keeping our customers happy. Tomorrow is the last day of school for kids in our area. That means on Thursday the traffic becomes much lighter when I ride my bike—something I took forward to all year. President Trump has announced his bid for re-election. The Democrats have too many candidates; their message is diluted and way too far to the left. The President has an open road if he doesn't mess it up.

**6/19/19**

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

Summer Vacation!

Today is the last day of school for many of the kids in our area. I remember long ago when that happened to me and the thrill of no-school for two months was huge. Now I look forward to it for a different reason. My morning workouts usually end with a bike ride, as long as weather permits. My route takes me in front of our local high school and the traffic buildup, with parents rushing to get their kids to school, plus student drivers, creates a cloud of pressure that can be seen on people's faces. For a biker, that means taking extra care to try and not get hit or be the cause of an accident. Tomorrow starts my holiday in that there will be almost no cars when I ride and a sense of peace will fall across our town until next fall. Long live summer vacation!

**5/19/19**

**3:13pm EST | My Office, NJ**

Mike Ward just showed me the drawing outlines for the new Ideal Coloring Book to be released at the end of this year. They are awesome and I think people will love it. We have a good pace going with the team right now; we need to ratchet it up higher to see how far we can go.

**6/19/19**

**7:37pm EST | Our House, NJ**

Our former babysitter Mindy wrote a book about her experience with schizophrenia. I read it and found it both well-written and highly disturbing. It was very difficult for her to find competent help, which I think is endemic, even with those who do their best. She had a lot of guts to write such a personal memoir; I wrote a book review on Amazon at her request. We all have some degree of mental illness; I probably more than others with my various “stuff”. I hope that all of us will grow to think of it just like any other illness that needs to be identified, treated, monitored, and handled with real expectations of what can be accomplished.

**6/20/19**

**10:45am EST | My Office, NJ**

Pick Up The Phone!

It never ceases to amaze me that in our world of constant communication that things can get bogged down so quickly and completely. We have a customer in Europe who emailed me early this morning; he needed some help regarding a shipment. I emailed our China and Europe team members and they emailed me back regarding the options. There were so many emails going back and forth that I finally took the ultimate action and called the customer on the phone. After a very pleasant two minute conversation, everything was clarified, the needed paperwork is being generated and all is well. Email and texting are wonderful, but can result in extensive delays, misunderstandings, and the potential for missed deadlines. There are times when a direct conversation is both necessary and the best option.

**6/21/19**

**1:48pm EST | My Office, NJ**

I spoke with a man named Greg, who used to run a company that bought circuits from IJS in China. Unfortunately, his company was driven out of business by outside forces, but he was competent and I believed that he had the makings of a great part-time salesman. He was also based in Dallas, which was one of my target areas, so I spoke with him today to get a feel as to his level of interest. We both felt very confident that he could do the job. He is interested in part-time work so it is now up to me to sketch out what we want to make sure he agrees and can cover anything else I have not addressed.

As always, I start with what the other person wants:

- 20 hours per week at 30.00/hour
- Represent us to current and potential customers
- No cold-calling
- Training and support directly by me



What we want:

- Someone competent who can either be in contact or directly call on our current customers to stabilize and increase our business
- Go after new leads
- Be there in case of trouble
- Leverage our current contacts to go after new and more business
- An outside contractor and not a direct employee

It is pretty simple—just not easy. However, since he has run a company and I have already seen him sell, we are lightyears ahead of where we would normally be if we can agree on the terms, timing, and what he will be doing. If that happens, then we would need to bring him up here for two days for training, and then I would need to go down to Dallas and Austin to visit the customers together.

**6/21/19**

**8:35pm EST | Our House, NJ**

The side effects from the shingles vaccination were not minor, and by the time I finished my workout this morning, I felt achy, like I had a case of the flu. However, with some Advil, eating throughout the day, and having a short nap, it has gotten much better. President Trump said he changed his mind about bombing Iran because they downed one of our drones. I am glad he did not do it.

**6/21/19**

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

Cash Still Works

Our three grown children rarely carry much currency—if at all. They rely totally on their credit cards and the Internet Banking Systems for their transactions and safe-guarding over their money. One of our employees wanted to start fishing here in New Jersey. I gave him some equipment we had, but he got chased off the water for not having a license. I went online to get him registered, but the Fishing License Offers were so intermixed with fake sites that I could not figure out what was real. In fact, my card had been hacked by me choosing the wrong site when I got my license. In the end, I gave him cash to go to a store and get one in person. Perhaps people should not be in such a hurry to give up their cash; after all, everyone will still accept it, even if your credit cards and bank accounts have been frozen.

**6/23/19**

**7:42pm EST | Our House, NJ**

The following was written over the course of the last three days. It was sent for review tonight; I have no idea how our team will receive it. If they like it, we can use it to help brand and sell BuildTak. If not, at least you get to read it. By the

way, it has been a great weekend, full of exercise, biking, target shooting with Cliff, eating with Cliff and Barbara, seeing my mom, and spending a lot of nice time with Wendy.

Graphic Novel Series: Fighting for 3D Printing Freedom, created as a branding vehicle for our BuildTak Line

## Episode 1

15,000 years ago the Continent of Atlantis was the center of a nuclear-powered civilization that controlled the world. Their elite cadre of royalty not only had total control over all of the global research and development but also all of the world's raw materials and power production. They had subdued all other groups to be their slaves. Finally, a leader arose out of the persecuted tribes by the mouth of the Euphrates River, leading to a revolt. Armed with only primitive weapons, they sacrificed millions to subdue the elite and turn their nuclear power into itself to create a massive explosion that so rocked the continent it sank with all its technology and was buried for eternity. However, one group was able to escape. Called the Nomidians, they brought the Atlantis technology to the North Pole, where they excavated a massive tunnel system and utilized solar and wind to power their underground city. Faced with eventual destruction because of the harsh environment, they created a vast array of 3D printing machines that could operate via telepathy and create anything they needed. Centuries passed, but due to the results of radiation from the destruction of their homeland, they could no longer reproduce and would soon die out. They had one chance to save their civilization, which was time travel to the future where they could once again live on the earth's surface as free people. Unfortunately, a few individuals, who became known as the Gang of Four, had adopted the power-hungry ways of their ancestors and were determined to escape their frozen prison in order to take over the world above ground. The Nomidians had conquered time travel but had steadfastly refused to go into the future for fear of creating irreparable damage. Now faced with extinction, they activated their device. However, it was hijacked by the Gang of Four, who transported themselves into San Francisco in the year 2022. Their goal was to unite all of the 3D printers of the world via telepathy and enslave our world's population. Realizing what had been unleashed on our world, the Nomidian leadership decided both to send their own four followers to help stop the menace and, at the same time, destroy the time machine so that no more bad things could happen. In doing so, they also doomed themselves, a final tribute to the ideals of freedom that they had fought so hard to achieve.

When the Gang of Four traversed the time barrier, they set-off a massive wave of energy throughout our solar system that threw everything off balance. The earth's axis shifted by 2 degrees, our Moon was brought closer to our planet by two million miles, and the world's climate reversed a trend towards warming to go in the other direction. The earth's magnetic fields were temporarily altered, like the effect of an avalanche of solar flares, sending a huge surge of energy through the earth's electrical grid and throwing the world into darkness. When the time

machine was activated again, the secondary tidal wave of power created a double eclipse of the sun and the moon, which enabled massive amounts of gamma ray radiation to coat the earth's outer atmosphere and further weaken our ozone layer. Along the path of the first time travelers, where the ozone layer was parted, a massive influx of radiation was created in front of their entry and hit just before they landed in Maplewood, New Jersey. The ensuing explosion was heard and felt for miles with few buildings left standing.

John Peterson had been working at the 3DPrint Palace in San Francisco for the last three years. He had dropped out of high school, was addicted to opioids as a result of a sports injury and bad influence from his alleged boyhood friends. He had spent his days tinkering with printers and stealing the credit card numbers of his customers so he could buy more drugs. He led a totally selfish life except for his pet hamster Herbie whom he loved, adored, and held above all other life forms, especially humans. On the day the Gang of Four arrived, he had been working on a new computer program that would allow him to take the credit card numbers from people walking by his building so there would be less chance of him being caught by the police. Far from stupid, he was almost genius level in his intellect, but had been too lazy to develop anything useful. A steady beam of bright white light had come through the ceiling in his 3D printing area which got continually brighter with deafening buzzing until he was blinded and eventually passed out. Had it not been for his drug addiction and stupefied state, he probably would have had a heart attack from the terror of the moment. It was the last time opiates would do him any real service. When he woke up, he was surrounded by the forms of four beings who looked human, but he could see through them. Figuring he was high, he rubbed his eyes and went for his back pocket for more drugs, but was stopped when the beam of light faded and the four beings became solid entities in front of him. He wanted to ask them who they were, but he could not speak and soon realized he did not have to. Mental telepathy was not new to him; he loved science fiction. When their leader began communicating, he simply listened. Their leader's name was Dudley Doom Delorian and he spoke about Atlantis, where he came from. Since he had no fear of humans and had also already taken control of John's brain, he told him the truth of their mission and how John would now be their slave for the rest of his life or he could die immediately. Given that choice, and since his brain was fried on opioids anyway, he did not like humans in general, and this looked like a great way to get in on the ground floor to be high up in this new world order, he readily agreed. He also had the great advantage of understanding the 3D printing process so when Dudley explained what his Gang of Four did, everything made total sense. In order to take over the world quickly and efficiently, there had to be a common thread between humans, their countries, cultures, and governments. That commonality had to be new technology so the vast majority of humans would not know or question how it worked, but simply accept what they were told. In this case, 3D printing was perfect. There were millions in use worldwide and most operators still had trouble making acceptable prints. The more trouble they had making good prints the more tech support they would need and the easier for the Gang of Four to get

into the software and extend through telepathy to their operators, which would then infiltrate throughout their social media alliances. Within a year, total control would be achieved and the world would be enslaved.

Each member of the Gang of Four had a purpose.

- Dudley Doom Delorian's main purpose was to create a virtual black hole where all wrecked 3D prints were vanquished and their owners disappeared.
- Toxic Slime Tamara utilized acetone, slurry, that vile concoction that will erode everything to slow down and wreck 3D printing print surfaces.
- Baby Bobby Blue Tape will entice beginners to use tape that will wreck millions of the 3D prints.
- Scrappy Scraper McGee will get people to utilize tools that will wreck a million printer beds.

In addition, their job was to disrupt and slow down the 3D printing capability of our world so they could not be joined together to help fight back against the Gang of Four's attack.

The weapons of the Gang of Four:

1. Mind Fog: a total mind-numbing, permanent condition, which relegates the victims to a mindset of a twelve year old with all of the mental and physical problems and quirks of adolescence. The Fog utilized various components within the food chain and the only way to stop its effects was a diet 96% or more free of gluten, dairy, red meat, pork, alcohol, and fried food. This meant that since almost no-one would do this voluntarily then virtually the whole population was susceptible to domination.

2. Prenatal Patricide: They were able to kill the fathers of whomever they encountered. However, it was done retroactively while they were still in their mother's womb so when they were aborted none of his relatives were ever born. The person would be responsible for not only multiple deaths but also the complete loss of a generation. This death glow was delivered by a direct beam to the heart. The only way to stop it was by wearing a SwaddlePax Vest.

3. In addition, the Gang of Four had other powers specially created to help slow down the 3D printing process around the world. The slower things worked, the more difficult the printing process and the longer the machines stayed working, which gave them the critical time they needed to subvert their software, machine by machine, to come under their power. Therefore, their mission was to slow the process down globally as quickly and effectively as possible without alarming the general population that anything was happening.

Betty Albright was a maintenance employee for Buildtak. She would spend her days cleaning and packaging various Buildtak products, but her dream was to be out in the field helping the world to make 3D printing easier, better, and faster. But she was afraid to talk to people and she knew she could never move into customer support. On the day the four heroes arrived, she had been trying to get one of their 3D printers functioning, but with their entrance and the ensuing gamma radiation tsunami in their building, the printer exploded. The only thing that saved Betty from immediate death was that the building was double con-

structed with both steel girders and cinder blocks. The surrounding buildings and houses were destroyed and everyone in them killed. The contamination swept through Betty's body like an ocean wave. She woke up minutes later in agony, but she was then surrounded by the four Nomidians, who placed their hands on her to neutralize the deadly gamma rays. They did however leave the positive delta ray forces intact, which gave her the strength of five grown men, the intelligence of three Nobel laureates, and the street smarts of a Jewish diamond broker in Manhattan. Soon, she regained consciousness and saw the Four before her. They communicated via telepathy and told her everything about their history, their mission, and their ability to become any form they chose. They asked her to not only help find and neutralize the Atlantians, but also to become their champion to help save her world. She quickly agreed and Nomidians joined their mental powers together and sent them pulsating through Betty's body as she transformed into BuildTak Bellatrix.

The four Nomidian heroes were known as the Destroyers. The only one to retain human form was Odiki, the last wise man left from Atlantis. He was very old and the journey through the time machine had almost killed him so he was too weak to do much else except offer advice.

Their weapons included the ability to

1. Talk sense to anyone addicted to opiates who thought they were fourteen years old.
2. Create power surges enough to knock out a city.
3. Erase people's memories, but only one person at a time.

The other three immediately morphed into weapons to help defend and protect BuildTak Bellatrix. Her weapons include her Buildtak Spatula Sword and Flex Plate Shield. When faced with a mighty foe, she could also access her Magical Multi-Tool Kit, which would act as both a weapons arsenal and fix all mechanical difficulties. Her protection included the SwaddlePax Vest, a piece of armor that could stop any energy beam from reaching her core. Her mission with the Destroyers would be to travel the world from printer to printer, searching out the enemies of her people, wipe out the Gang of Four, foil their quest for world conquest and get human beings to once again be in control of their own lives.

Planned for the future:

- Episode 2 Back Story Atlantic
- Episode 3 Back Story of flight to the North Pole
- Episode 4 back Story of the Gang of Four
- Episode 5 back story of the Destroyers

**6/23/19**

**8:50pm EST | Our House, NJ**

Fighting for 3D Printing Freedom

I gave up writing fiction a long time ago; it never seemed to work. But last week, in a heated discussion with our CFO regarding branding for our BuildTak

3D Peripheral products group, an idea came up. What if we produced a weekly cartoon about 3D Printing featuring characters created from our peripheral products? From that concept, the idea morphed to a graphic novel and I accepted the challenge. With some ideas from our team, Episode 1 of Fighting for 3D Printing Freedom, although raw, is done and sent out for review. You never know what can happen unless you accept a challenge.

**6/24/19**

**6:48pm EST | Our House, NJ**

After a great workout and bike ride, it was off to the office. I spent a few hours there working on various projects, including the new graphic novel. I left it up to our team to decide the future of this effort. Either go dark and continue with episodes like the one above, or change direction to an all positive, funny cartoon that could be released weekly on Twitter. It was then back home to get picked up by a driver to take us to Brooklyn for Barry and Emily's son Max's Bris, the Jewish name for a circumcision ceremony. For anyone who has driven from New Jersey to Manhattan, or even further to Brooklyn, unless you are a very good driver with excellent reflexes you don't want to do it. Our driver was excellent and he got us, Wendy, and Cliff's brother Andrew to the appointed spot twenty minutes early. It was great to see Emily's parents Melissa and Larry since we usually got to see them for Thanksgiving. They are one of the great side-benefits to Barry marrying Emily, in addition to her brother and his family. For anyone who has ever gone to a Bris, especially if you are a man, it is a very uncomfortable situation, and having the baby cry does nothing to reduce the anxiety. But once it was over, everything turned out well and a party ensued, which was very pleasant. I however was afraid to drink many liquids in case we got stuck in traffic on the way home and I had to use the restroom so I was glad we left a little early. The limo company had upgraded us to a large SUV so we also had room for Myrna, and we were all back at our house by 5:00pm before I drove Myrna home. It was both wonderful and a little strange to see Barry with a baby since I had known him since he was a little kid. I got a little concerned for him during the ceremony as he watched it; I never did that with our two sons. As he turned pale, I was afraid he might faint, but he held on well. It turned out to be an excellent day and I also got word that our team voted to go with the positive BuildTak cartoon and not the novel. I agreed, but I am still going to keep writing, but simply delete all the BuildTak characters. This genre of writing intrigued me and I am not ready to be done yet.

**6/24/19**

**8:12pm EST | Our House, NJ**

Episode 1

February 3rd, 2023. A day that will never be forgotten in human history. Three million 3D printers scattered around the world were hooked up and programmed together to begin making components for the first ever 3D printed

underwater biosphere that would begin the movement of mankind from the land to the oceans. The population for this first small colony was 100 families. The unit would be totally self-sustaining and its occupants able to create underwater farms nearby.

The global process, while a technological nightmare to get going, eventually worked and it took only five days for all of the parts to be finished and shipped to Miami, Florida, where the structure was built, loaded with provisions, and submerged into fifty feet of water. After twenty days of tests, the families were then allowed to enter. Once this first facility was proven safe, bigger versions would then be constructed via the same process all over the world, effectively extending the world's land mass deep into the oceans with billions of people living underneath the water.

They would no longer be concerned with climate change, pollution on the surface, or any other detriments of society. Each installation would have its own government and elected officials reporting to a central council.

There was only one problem. There were already people living there that they knew nothing about and their world was being invaded. The Terranites were a peaceful offshoot from the ancient continent of Atlantis. They were also highly evolved and had the ability to slow down the 3D printers of the above ground world to stop the annexing of their homeland. So the first battle begins with how to stop the slowdown of the world's 3D Printers; the second is how to deal with the Terranites.

**6/24/19**

**9:09pm | Our House, NJ**

Myrna and I were talking about fireflies when I drove her home. She said they were out by her. She just texted me that they were out again, and I saw them here for the first time this season. Yippee!

**6/25/19**

**6:01am EST | Our House, NJ**

### **An Outside Motivator**

People talk about motivating themselves and others to their ultimate potential. In my case, I kept pushing my athletic abilities until I wrecked 5 discs in my back, which finally brought me to the conclusion that I had hit "my wall". Even though I can't do martial arts or play tennis anymore, I still love to workout and bike. The weather forecast this morning was for a 40% chance of thunderstorms at 5:00am. I was out on the road by 4:40, figuring the heat lightening I saw was not necessarily a prelude to a thunderstorm. Intelligence and exercising do not always jive.

Regardless, I was not dawdling, and as I raced through my route, it began to rain. That was not a big deal as I had been wet before, but as soon as the thunder claps and lightning started way to close to me, I suddenly got a burst of



adrenaline that sent me flying home to safety. It always amazes me how an outside force can motivate far beyond my own brain and lightning is always near the top of that list.

6/25/19

10:31am EST | My Office, NJ

*Hello and Welcome to the July Edition of the Ideal Almanac...*

*When I first came into our family's printing business I literally knew nothing about printing, marketing, sales, or how a company operated. Fast forward more than forty years, and while many things are now clear, there are a few areas that never seemed to have solid answers. I am specifically talking about marketing and sales.*

*Let's take sales first. It would seem obvious that if you tried to sell a product to companies that have a need for them, then the odds would be good, depending on your competency, that a certain amount would become customers. You could then take that approximation and extrapolate it to cover a wider territory, more products, and get a general idea of how many sales you could expect from a certain product in a specific area. It has been my experience however that whenever the words "approximate," "extrapolate," and "what you could expect" enter the discussion then you have entered into a nebulous territory ripe for disaster. Let me tell you the reality of the world. If you try and sell 100 companies, you are competent, your product is useful and is correctly priced, then you could expect to get 10-20 customers. What people don't tell you is that it could take repeated attempts at those 100 companies that could mean anywhere from one call to decades before you actually do business with them, and then there is no guarantee of how much they will buy. Therefore, if you are taking sales advice from people who don't sell for a living, like accountants, engineers, and systems people then the odds of your surviving are quite low.*

*The same goes for marketing, making the assumption you are not working for a huge company with millions of dollars for branding. The odds are good that you have a minimal budget, and in the event of an economic slowdown, those funds are the first to vanish. Figuring out a rate of return for a reasonably small budget is almost impossible, and again, since there is often no direct line between the people you are marketing towards and the ones doing the actual purchasing, then you have a conundrum of huge proportions.*

*So what do you do?*

*Our solution has been to split our resources in an all out effort to constantly remind our customers that we are available. In order to do that, you have to give them something of use they will preferably see every day. In our case, we send out a calendar every year, which people keep on their desks and displays our logo continually. We also send our copies of my latest book, usually 4,000-5,000 copies every year, signed by me. It has been our experience that no-one throws out a signed book because it might be worth something if I ever become famous. The exception is that people do sell them on the Internet—yes, people sell books I give away. The point of advertising and branding is to be remembered. If your funds are limited, then my suggestion is to focus on both what would be of use to your customers and also remind them of you. It is a delicate*



*balance, but if you can get the right formula it is much easier to get and keep the customers you try so hard to find.*

**6/25/19**

**9:08pm EST | Our House, NJ**

*Dear Dad,*

*The firefly season has officially begun. It will be wonderful for the next few weeks with their multiple tiny lights dancing across the front lawns of our street. As in previous years, Wendy and I will watch the ballet from our front stoop and it is a beautiful movement that always creates and holds an aura of peace. Every season has these moments, the ultra cold nights of winter where the stars are bright and I can see my breath. The beginning of spring when the soft wind brings an aroma of the emerging flowers and fauna. There is also late Autumn with the smell of fallen leaves and the winds that foretell the coming of winter. You taught me appreciation of all things outdoors. I might have missed them all if you had not pointed them out. You sometimes had to force me to experience life outside, but it only took once for each area and then I treasured them forever.*

*Thank you,  
Andrew*

**6/26/19**

**9:14pm EST | Our House, NJ**

Finding Our “Sound”

I remember decades ago reading a biography about a famous rock singer. She said when she was developing her style, she did not listen to any other singer. She wanted to be unique, hear what came from inside her, and not be influenced by others. I often remembered her advice as I got older. I stopped reading books about any of the subjects I wrote about, so the thought processes inside of me, whether actually mine or divinely inspired, would not be influenced by others. It was with that thought that I started writing our first graphic novel. I did not know what a graphic novel was; I thought it was some type of dark-inspired comic book, but I started writing anyway. Our CFO Mike Valentine gently suggested it might be a good idea to look at a published example—if nothing else just to see the format. I bought one and it arrived today; I looked at a few pages for the format and was happy we were on the right track. It doesn't matter what it said, the writing style, or character development. I would have ignored it anyway and gone our own way; that is the only true way of finding our own “sound.”

**6/27/19**

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

I was able to ride outside this morning; the weather was warm and pleasant. With the heavy rain of a few days ago, I was afraid that the brakes on my new bike were

messed up, but was happy to see they worked fine. It has been a day of pricing and working on branding. It is fascinating to watch what comes out of my brain as if someone else is putting in the thoughts as I write them down. The young man I met in Oradea who wants to be a part-time salesman for us just emailed.

**6/27/19**

**8:06pm EST | Our House, NJ**

**There Is No Tomorrow for Any of Us**

When I was growing up, people used to say that tomorrow was another day, and if you didn't choose to do something at that moment, you could always do it later. It is a philosophy I never agreed with and the older I got the more I knew that I was right—at least for me. The second I said no to anything, that opportunity was closed. We all often get one chance to soar, and if we don't take that path, it closes off a great deal more. There are moments in my life that were extraordinary because I did not back away. Asking my wife to marry me after knowing her less than three months. Having three amazing kids as soon as she agreed. Building our first plant in New Jersey using bank loans that we were then able to pay back quickly after getting the largest single order in our history. Finding my Chinese partner Ben and putting a lien on our house that was debt free, thank you to my wonderful wife, to finance building our first plant in China. The list keeps going, but all stems from the same ritual. Identify a big deal, determine the potential quickly, assess what the failure could be, and then quickly decide whether or not to go for it. Sometimes they worked and sometimes not, but each put us in position for the next level. Whether you are 20 years old or 63 like I am now, the path does not change and I am planning our next leap. I would not have it any other way.

**6/28/19**

**5:09am EST | Our House, NJ**

**Golf Balls to Trash**

Even before I actually learned to play the sport, I used to look for golf balls. There was an abandoned quarry near our house with a golf course at the top and the golfers would regularly hit errant shots into an area I used to search. It was fun; I liked the hunt. Decades later, I have a different prey. When I go out biking in the morning, I often pick up trash. I like being able to leave a place cleaner than it was. It gives a great sense of satisfaction to help Mother Nature, especially when I think about how much garbage I personally produce on a daily basis. I know it sounds ridiculous, but I like nothing better than to see a big box or a bag full of junk that someone has discarded on the roadside because I know I can make a direct impact on what everyone else will see at the beginning of their day. Maybe it means nothing, but I have to think that if people see beauty instead of garbage, many will start their day a little bit better and pass on those good vibes to someone else. If nothing else, it makes me feel really good to help a little bit.

**6/28/19**

**3:04pm EST | My Office, NJ**

More work on the BuildTak cartoon; we hope to have the storyboards for the first episode on Monday. President Trump is meeting with a bunch of other world leaders. I anticipate nothing will happen. The first democratic debates are done; I did not watch and no-one has dropped out yet. When it gets down to 2 or 3 democratic contenders, I will start paying more attention.

**6/29/19**

**7:08am EST | Our House, NJ**

Be Careful What You Write

We have been working on a new piece of software for our company for the past four years. We have had one main consultant doing the coding, along with Mike our CFO. It has cost many, many thousands of dollars, and at various points throughout that time, I was promised how great this new innovative system would be to help streamline our company and make us more efficient and profitable. The promises of success were so large that I kept agreeing, kept spending the money every month, until two months ago the consultant suddenly quit with virtually no notice. I had considered him a friend, which made the fact he would not give an explanation even worse. In retrospect, the answer was obvious, which was he knew he could not do what he promised and did not know how to admit it so he decided his best route was to leave. I was angry and found myself writing a very negative report about the situation to my CFO yesterday and an odd thing happened. As soon as I let loose my anger in writing, my ability to create suddenly left. My inspiration, which had been flowing in tidal waves on various new projects, went dry. Realizing the cause and effect, I deleted the bad parts that I wrote and I am hoping my soul is now cleansed and the creativity will flow again. It was a great lesson that my writing gives structure to whatever I choose, good or bad, and the effects are immediate both ways.

**6/29/19**

**3:34pm EST | Our House, NJ**

We are in the midst of a heat wave here in NJ, and also through a lot of Europe. Our temperature was 91°F, while a lot of theirs was pushing 110°F—without much air conditioning, they are suffering. Global warming is here; the question is how bad it will get, the effects it will have, and what we can do to mitigate those effects in the short and long term. I have been giving it more thought; perhaps we can come up with some solutions.

This morning's bike ride was pleasant and I sweated a lot—not a bad thing. After getting cleaned up, Wendy and I went to Irene's synagogue, where they had a naming ceremony for Rebecca and Gavin's new baby Issac. Ira and his crew, as well as David's sister Joanne and her family, plus other relatives and friends, at-

tended for this very happy occasion. Once done, I went fishing, and on the way, got a call from Ira so I cut that activity short and went to have tea with him. He is well. He and Eve had recently come back from Lisa's graduation in San Francisco, and he wanted to tell me how Kayla was doing. He seemed to think she was not coming back to New Jersey and very nicely wanted to prepare me for it. I could not tell him the decision was already made; Kayla had already been going on job interviews. I felt really badly not being able to tell him the situation, but it was Kayla's secret to tell and not mine so I will do my best to keep my mouth shut. I hope from all perspectives that she gets a job soon so she is settled and we can make the needed changes to get Ideal Jacobs on our new path. At this point, I am totally okay with her decision and I just want to move on. Work on editing last year's journal has been going well.

**6/29/19**

**9:18pm EST | Our House, NJ**

#### Birth Order Makes No Difference

In the Old Testament, a lot of importance is placed on the first-born male of the family. He would be given a preponderance of the power, influence, and money handed down by the father and the rest of the children would have to take what was left. However, there were a bunch of notable exceptions, including Joseph, who became second in command of ancient Egypt, Moses, who helped free the Jews from Egyptian slavery, and David, who became a king of Israel. They did not care about their birth order; they simply excelled past everyone else. My grandfather was born in Europe. There too the first born son was given a position above all other siblings, and to the detriment of my father, they were expected to abide by their father's wishes instead of their own. Those ancient ideas of birth order, the preconceived idea that men were more suitable for government and business than women, and those stuck in lower stations of life from the results of deficient childhoods, could not be altered, which was false. It was not true then; it is not true now. Don't buy into the bad narrative. Write a new one for yourself and you might be surprised.



# JULY



**7/1/19**

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

Mike is back from vacation and part of the day was spent in revamping our purchasing/order input area. We still don't have the right mix—hopefully soon. The day has also been spent in marketing and sales. The initial BuildTak cartoon storyboards went for interior review. The designs were a big hit, my script not so much. It's back to the drawing board to find a good backstory. President Trump intimated that he is closer to a trade deal with China and a nuclear weapons deal with North Korea, but I don't believe any of it. Hong Kong citizens demonstrated against the mainland trying to exert additional control; it is starting to get dangerous there. US stock markets are way up for the first six months of this year.

**7/2/19**

**9:57pm EST | My Office, NJ**

**There Is No World Order**

When I first started in business, I used to think the heads of smaller companies had all the information necessary to make the correct decisions to benefit themselves, employees, customers, and suppliers. As I got older and saw the general chaos in the marketplace, I then figured that those in bigger companies had the answers, but soon realized that wasn't correct either. I then thought that those in huge corporations and the heads of governments must have the basic tools of supply, demand, what was “really” happening as well as a true sense of a world order. After forty plus years in business, I now see that no one person or group knows what is really going on and the world is like a huge battleship that cannot make changes in course quickly or evenly so a lot of things just go by inertia. In my case, I try to forecast what will happen and plan accordingly with multiple escape routes. After that, I try to relax and have a good time because, in the end, my influence is limited and I only do the best that I can.

## The Same Is Not Bad

When I am not traveling, I normally have the same exercise routine every day. It starts by 5:20am; I do the same exercises in the same order, and as soon as they start, my mind switches off to a different dimension. Some call it meditation, others call it “the zone,” but it is usually a peaceful time when my mind can wander or focus on a problem at hand—wherever “it” wants to go. Since my body already knows what it will be doing, it goes on automatic and allows my mind the freedom to float. I have nothing against different types of exercise every day, but they demand conscious attention, which would cheat me out of my mental chance to escape into a different reality. Structure and ritual are not always constricting; in some cases, they can be liberating.

## I Don't Care if You Are Eight Years Old

A few years ago, I was having trouble with my mobile phone and I went on YouTube. There was a video by a child who sounded about eight years old. His advice was well-delivered and totally understandable, even to a techno-neophyte like me. I followed his advice and fixed my problem. I would have no issue asking him or anyone else his age for help in that area. In fact, I have no problem asking anyone for help or directions if they have the real world experience to back it up. I will never follow advice from someone whose background is based on theory or academia. I have no patience for people who tell me the way things should be instead of the way they are. If you haven't done it better than me, please keep your advice to yourself.

**7/2/19**

**4:40pm EST | My Office, NJ**

I went to see Dr. Browne and got my anti-sleep apnea appliance. I am determined to get used to it as quickly as possible.

We gave one employee a final warning and will do the same with another next week. This is not an easy place to work; our systems are stringent and our people have to perform at a top level, which is also why they are paid and treated well.

**7/3/19**

**10:35am EST | My Office, NJ**

For many Americans, July 4th is the ultimate symbol—not only of our birth as a nation but of the freedom to live, work, and follow our personal beliefs as long as they don't infringe on others. The core of our country, that center, is where we all believe that our nation is based on the best that we can be. However, it also means something to the rest of the world. Almost without exception, whenever I travel outside of the US, people are always talking about how wonderful a place it is and their eternal quest to visit or live here. We have been, are, and hopefully will always be the eternal beacon—no matter who is currently in political office—and

showcase to the world of what a democracy can be. God Bless America, especially on her birthday.

7/3/19

2/37pm EST | My Office, NJ

### A Goal Weight Is Not Just a Number

I grew up with a lousy self image, thinking that I was more overweight than I really was. Strangely, when I look at photos of myself, I sometimes don't even think it is me because of the tilted memories I carry. Random comments by supposedly supportive relatives and friends still are able to cut me even from fifty years ago. Obsessive Compulsive Disorder has some negative conditions, but one of the positive effects is that when I resolve that something will happen on a continuing basis, then that is usually in stone. For me, that meant declaring a goal weight of 183 pounds with the following conditions. If I hit that weight or was amazingly below it, I could eat what I wanted and was okay with not doing my most strenuous exercise, routine-weather permitting. Up to 185 pounds, I was still mentally okay, but getting a little concerned that a bad trend was happening. Up to 187 pounds, a real concern would start and I would seriously consider changing diet and exercise to force the weight off. Anything above 188 and I would get extremely nervous, my diet would definitely change, and I would add more exercise until it dropped back down. That is the general cycle I have been on for a long time, and although it is great for keeping my weight in check, it also ensures that my life stays within certain parameters regarding food and exercise. Goals that have no meaning are worthless; those picked by others, but not internalized by us are annoying. Things need to make sense in order to function, which is why saying something like "I have to lose weight" or "I have to start exercising" has no chance of happening. Defined goals combined with a workable structure make for the potential for ongoing success.

I tried my new mouth "appliance last night." It was like a double-bite plate and was supposed to help keep me breathing and not wake up from lack of air. It was weird at first, but then I got used to it and was falling asleep when my mobile phone rang. It was Ben from China, who wanted to compliment me on the job Netta was doing in Israel. Furthermore, he wanted to provide her with some additional training and wanted to meet me in Israel. I agreed; we would try for August or September. I then went back to sleep and awoke with a definite sleep improvement from the appliance. I am looking forward to wearing it again tonight.

My workout this morning was pleasant and gave me time to think about life, as did my ensuing bike ride. Wendy had left with Barbara to see Emily and Barry's new baby in Brooklyn so I stopped off at the supermarket to get bananas and more Beyond Burgers for dinner. The burgers are totally vegetarian, but are amazingly close to meat and very tasty. I finished the second version for the cartoon BuildTak background story. The general reaction to it has been favorable, but I am sure there will be a bunch of changes. US stock markets hit new highs.

but there have been a lot of alarm signals coming from everywhere, including the fact that our sales were down last month and I am already worried about this month and next.

**7/4/19**

**2:30pm EST | Our House, NJ**

The revised backstory for the BuildTak cartoon was met with mostly positive reviews. I will wait until Monday before culling any comments, making any needed changes, and then have Mike modify his drawings to fit the revised story. At that point, I can then start actual episodes where the characters and their sidekicks meet in various types of circumstances, which will be, I hope, both interesting and funny. There will be some violence, but I think as of now that will mostly be confined to the minor characters in the beginning—then again, who knows where the story will take me.

It is the 4th of July, and here in the US, it is not only a day of celebration but also of remembrance and gratitude for those who served, were injured, or gave their lives and, of course, their families, who also bore the brunt of them being away. It is a level of commitment I find to be profound, a belief in our country, our system, and our people that goes so far past the normal levels of action. I find them difficult to perceive, but am truly grateful for those who do it, especially on multiple occasions. I take nothing for granted and am truly grateful for everything that has been given to us, what we have achieved, and the chance for more, but none of that would have happened if not for those who were willing to put their lives on the line to keep us safe and free. The people who serve are truly an amazing group of people—as are their families—and I am forever thankful they are there for us.

### Curse For the Right Reasons

When I was younger, cursing was a relatively infrequent occurrence for those around me. But as time has passed, it seems that the plethora and use of coarse language has gotten to the point where they are simply substituted when people can't think of a good descriptive adjective. I am a believer in language and using it in the most accurate, coherent, and descriptive way possible. When I curse, and it is infrequent, people take notice because it does not happen often. I believe it should be used as an “accelerant” to whatever is being discussed, an urgency that has taken on a new level of importance. Cursing for me is another way of using jet fuel so people know that I am really upset about a situation or subject and I want their attention. If not, then why bother? If using curse words is just a lazy way of getting around having to think of a better descriptive word, why open your mouth? Save the cursing for when it is truly needed, warranted, and will get the attention you want. Otherwise, it is like crying ‘wolf’ because people will know you do it all the time and it will become meaningless.



**7/5/19**

**8:46pm EST | Our House, NJ**

It has been a very good day—number two of a four-day weekend. I was up at my usual weekend time of 6:30, exercised downstairs, and then went out for a great bike ride. Once done and after lunch, I went to the plant store; they were having a sale and I bought a bunch of flowers and two butterfly bushes. Once home, I put in the flowers and continued work on Episode 1 of the BuildTak cartoon. Wendy and I had leftovers for dinner, which were excellent, and spent the rest of the evening relaxing.

Kayla is camping with a friend this weekend, Alex is in Provincetown with his friends, and I think Ben is running a trail race, but I am not sure where. There was an earthquake in California, far enough away so that Kayla hopefully did not feel anything.

**7/6/19**

**7:09m EST | Our House, NJ**

Day three of the four day weekend. There was a chance of thunderstorms this morning so I got up at 5:30 and biked first. I am glad I did, not because it did not storm, but the temperature was already about 80° F and the humidity was very high. Suffice to say, I was sweating a lot by the time I got back here. I finished my exercises in the cool basement, ate, and then went to see David. In our normal Saturday ritual, we spoke about life, relationships, work, and exercising. Business-wise, he is doing well, but feeling a little bored. I have a bad feeling the market will turn—I know I have been saying that for a year. If it does, all of us are going to be in all out business-mode with all energy focused on getting more business. After lunch, I saw my brother; he is wonderful, looked calm, and retirement is now agreeing with him. We spoke about Kayla; I have not told him nor David that she is staying in California, but they do have a good idea of what is going on. Speaking of Kay, she did get a job offer last week, but turned it down; she is waiting to hear about one she wants this week. As soon as she gets a commitment, I can move forward with all speed, so from all perspectives, I hope it is soon. After I got back, I put in the two butterfly bushes I bought yesterday; I still have some dirt and plant food to put down tomorrow. There looks like there might be a storm, which, if not violent, will be good because we can use the rain. I got take-out for dinner; it has been a very pleasant evening here with Wendy. I started packing for Wednesday; she will probably do so tomorrow. She is very excited to see Kayla and go see Paul McCartney in concert. I sent Mike Episode 2 of the cartoon and the titles for the next 23 shows. He does not see the urgency in what I am doing. With almost no 3D printing trade shows for North America and Europe and Kayla leaving, we have a huge void in finding potential customers for BuildTak. The joint marketing is the only way I can see that we can do it quickly, especially before Kayla leaves. I will have to be very strong about moving this forward and Mike will most likely not be happy, but our backs are against

the wall, as are everyone else's. The difference is that I realize it and I don't think anyone else does.

**7/7/19**

**2:03pm EST | Our House, NJ**

**My Pee Is Not Potent Enough for the Purpose**

We have an uphill backyard behind our house that is relatively bare in the wintertime. You can see right up to the neighbors above us and the houses to their left and right. But come Spring, the foliage breaks out and suddenly we are cocooned into our own little world and the sense of a private sanctuary is both palatable and delightful. Two days ago, Wendy told me there was a deer in our backyard. That was not that unusual; they normally pass at the top of our property, a sort of animal thoroughfare which is not a problem. However, this time the deer was eating the vegetation close to our lawn. I decided to use an age old remedy and collected my urine for the past two days and threw it into that area. As I came home from biking this morning, the same deer was back, not paying much attention to me or the urine I had splashed down, and kept eating our greenery. I remembered back to a conference with God two days ago and agreed that if the deer just ate plants that grew back and not my flowers I would let him alone. I remembered that conversation so I spoke to the deer and told him the rules. He seem nonplussed, but I resolved to keep to my side of the bargain. However, if the deer does not keep his, I have some really potent anti-deer repellent that I can spread in his area. In retrospect, it is sobering to know that my natural liquid does not, if it ever did, have the juice to scare away a deer. However, my ego is not so big that I won't call for help.

**7/7/19**

**4:58pm EST | Our House, NJ**

It has been a very pleasant day of exercising and biking. Wendy and I took my Mom out to lunch before working on our garden and working on the BuildTak cartoon, Episode 3. I have a meeting with Mike tomorrow regarding where we go from here on this project and its importance with our marketing. I hope he agrees with my viewpoint. We heard from Kayla; she had a great time camping with her friend and was very excited about the US Women's Soccer team winning the World Championships. We all agree they should get equal pay as the men, especially since they win a lot more. We also heard from Alex; he is on his way back home after a very fun, long weekend in Provincetown, Massachusetts. We heard from Ben as well; he did a very long bike race and very happily made it to the finish. Very nice that our children are great. I am in the process of packing for my New England sales trip. I am looking forward to being back in the office tomorrow.

7/8/19

3:19pm EST | My Office, NJ

It was threatening to rain a lot this morning so I walked instead of riding. It was pleasant and the rain started harder as soon as I got home so the timing was good. It has been a day of working on personnel issues and working on a good backstory for the cartoon. I will have confirmation of tomorrow. I am starting to get the “hankering” for being back on the road—a very good thing. I am working on also getting the travel schedule together for the fall; there is a lot to coordinate, which I enjoy.

7/10/19

7:00am EST | On the road to Maine

Below has been done over the last three days. Kayla edited the backstory for the graphic novel, which was approved, and now two episodes are ready for our team to check.

#### Back Story

The Year is 2045.

The remaining resources left on Earth have been taken over by a consortium of backward-thinking conspiracy theorists who believed that all advanced technology was evil and needed to be condemned. Therefore, all innovations created after 2010 were banned, and anyone caught using them was imprisoned. Since all construction built after 2030 was via 3D printing from the original patent from the 1970s, that meant no BuildTak (Ideal Jacobs 3D Printing Peripheral Products) parts were allowed for use. Except, of course, those that were later knocked off by the members of “The Consortium.” A whole generation had grown up not even knowing anything about BuildTak until one day a librarian named Betty found an old contraband computer with a thumb drive stuck to the back of the monitor with a piece of tape. One night, after tinkering with the computer for weeks, she was finally able to turn it on and insert the thumb drive, which revealed the highly-guarded and sought after secrets of that lost technology. She saw the potential of what could happen if BuildTak was re-released and decided she could no longer live under the confines of the oppressive government. She vowed to form a group of freedom fighters, bring back this old technology, and change the world.

#### Episode 1

Betty sat alone stunned. Suddenly, the small stock room goes from totally dark to dazzling bright light. The walls, floor, and ceiling light up; Betty is sprayed with some type of liquid adhesive and then titanium fibers fill the room like a cloud. She is totally covered and faints. The room heats up to 120° F and the fibers are sintered onto her body, forming a protective suit of armor. She wakes up to the voice of an old man from the computer.

Old Man: Betty, Betty, wake up!

Betty: What happened? Who is talking to me?

Old Man: It's me, Grandpa BuildTak.

Betty: What happened?

GB: The simple explanation is that you have been chosen to lead the world to freedom, and we figured you could use some help so you have a new set of armor. More information will come later.

Betty: What are you talking about?

GB: I thought that I was pretty clear, but I'll try again. You've heard of the legend of King Arthur and the Sword in the Stone? Well, this is the modern version; you are the Chosen one to lead our people to freedom. Just be happy you didn't have to deal with Merlin—what a pain he was, always casting spells and giving weird predictions. Anyway, you are it and we don't have a lot of time so try and keep up.

Betty: Who are you again?

GB: Oy, I can see I am going to have to talk slower. Okay, I am Grandpa BuildTak; our company created all of the BuildTak products until we were shut down by the government 35 years ago when they banned our technology and then created knockoffs that were not as good but still controlled 100% of the 3D printing market. Our people were forced to flee. Some went to the Moon, others to Mars, but those of us left have been waiting for a champion to bring us back to the front of technology and you are it.

Betty: Why me?

GB: Oh boy, we've got a real live one here. You found the disk drive. You played what was on it. The room melted the titanium fibers that were stored in the ceiling to create your own set of customized armor. You have been chosen, by whoever you consider to be God, to free us.

Betty: Okay.

GB: "Okay." That's your response? We choose you to be the liberator of the world and you say "okay." That will have to do. Pick me up and let's go; the Consortium has been looking for me for decades and they will be able to track this transmission.

Betty: Where to?

GB: Anyplace where your metallic reflective suit won't get attention. I don't know, you figure it out. Maybe put on a coat. You are supposed to be leading us.

## Episode 2

Betty grabbed the monitor and made a dash for her small apartment. Once safely there, she set it up and Grandpa BuildTak (GB) was once again speaking.

GB: We do not have a lot of time. You are going to need some weapons in addition to actual help.

There is a knock at the door.

Betty: Who is there?

From behind the door: Delivery for Betty Buttercup Binghamton.

GB: Your middle name is Buttercup?

Betty: Shush, it was after my Aunt Sally's favorite flower.

GB: Better than a horse. Answer the door.

Betty: Come in.

A huge Hispanic man, who can barely fit through the door, drags in a huge crate.

Delivery Man: Please sign.

Betty: What is it? What is your name?

Delivery Man: My name is Hector Hanandez Jr., and it's a big box.

BB, laughing: Good point. Thanks.

She signs and he goes to leave.

GB: Hey, young man, wait a minute.

Hector looks around for where the voice is coming from.

GB: Was your father Hector Hernandez Sr. of the Bronx Boxing Hernandez?

HH: Yes, who is asking?

GB: Your father was my good friend before he was banished to Mars by the Consortium. He and I agreed that his baby boy would help us back to freedom; that was thirty years ago and you were summoned this morning to fulfill your destiny.

HH: My mother has been hiding this box in our apartment for decades. She told me the same story. She has had me training since birth for this day. In the name of my father and our cause, I am ready.

GB, to Betty: You should talk like him.

GB, to Hector: Excellent, my boy! Open the box; it has the help you both need.

HH opens the box and there are four BuildTak Spatula Swords, Shields, and Multi-tools.

BB: What are these?

GB: The weapons to help us to victory. There are training videos on the thumb drive. You will workout with each other for the next 30 days, then your mission begins.

BB: But there are 4 sets of weapons and only 2 of us.

GB: More help will arrive when you need it most; save it for them.

**7/10/19**

**11:10am EST | New Hampshire**

We made it to our first call more than an hour early so we stopped at a local Dunkin' Donuts. It was a very small town and everyone seemed to know everyone else so we were definitely outsiders. It was not a problem just something we both noticed.

My first sales call to FHC, Inc. was fascinating. They make specialized parts to assist brain surgery and their facility is filled with unusual tools and processes. It was then to New Hampshire to see Subcom. They use our labels and it was always good to visit them and go over what was happening.

**7/10/19**

**1:12pm EST | Westford, MA**

The sales call to Benchmark went well. I have known the buyer there for a long time, and we are more friends than buyer and salesman. The tariffs are causing havoc with his customers as they are everywhere. My job is to benefit from that confusion.

**7/10/19**

**2:28pm EST | Massachusetts**

My last call of the day was to Nokia with a man we have been dealing with for a long time. He was very complimentary regarding our staff, which of course I always like to hear. We spoke about how his company was doing, the tariff situation, and cutting down the time waiting at the Canadian and US borders through the Global Entry and Nexus programs. It was a very pleasant meeting.

**7/10/19**

**7:46pm EST | The New Bedford Harbor Hotel**

We were here before 4:00pm; this is a very nice hotel. We checked in and Mike and I went our separate ways to meet tomorrow at 8:45am. I exercised in my room and then went out looking for a salad, but ended up with sushi and a salad, which I ate here. Wendy and Kay called me; they were on their way to the Paul McCartney concert and were understandably very excited. I hope they have an amazingly great time. Since I was up at 12:15pm last night, I am going to try and go to sleep very soon. It has been an excellent day and I had a really good time.

**7/11/19**

**12:34pm EST | Connecticut**

I was asleep before 8:30pm last night, up at 4:15am, exercised in my room, and then walked outside. New Bedford is a pretty, small town that was a center for the

whaling industry before hunting them was outlawed. After breakfast, Mike drove me to see one of our suppliers. I am hoping we can do more business with them in the future. We are now on I95 South on our way back home. I am answering emails, Skyping, and I sent out the next revision for the BuildTak cartoon. We are getting close to being able to finalize the backstory and episode one.

**7/11/19**

**6:47pm EST | Our House, NJ**

We hit a lot of traffic on the way home, and I ended up back here by 4:00pm. I unpacked, had dinner, and realized that I had to get last year's book edited by me, and at least two of our people, by September so I emailed part 3 to Kim, Mike, and David while I started on the final quarter. I have not been lagging, but I need to get the balance done. Wendy is visiting Kayla; our house seems empty and I miss her, which is a very good sign after 35 years. She is supposed to call me later so I will look forward to that. More thunderstorms are due here soon. I feel badly for the people traveling who might be delayed.

I heard from Ben that the Israeli Embassy is still not issuing travel visas. No one seems to know why, but it puts our trip on hold until they can get them.

**7/12/19**

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

Great to be back! Spent the day catching up on paperwork and pricing. More Human Resources stuff, but that is a constant. Hopefully, we are making things work better. Another re-do for the BuildTak cartoon; I plan to write more over the weekend.

BuildTak Cartoon continues...

The year is 2022 and BuildTak Incorp. went after Venture Capital and Roger Roderman III came up with the most money for 10% of the company. 6 months later, Roger determined that there was more money to be made from single use product than the repeatable BuildTak Concept. The BuildTak owners rebuffed his advice to change their method of business. Roger sabotaged a huge shipment of BuildTak material so it would not work, and as the customers complaints poured in, Roger started a media campaign to stop the use of BuildTak. He was successful, and by 2023 the company was bankrupt, their reputation destroyed, and the four original developers went into hiding. Roger then opened up another company after stealing all of the BuildTak IP and created a product line of cheaper products that did not work as well and knockoffs of the products that did. The four owners worked for years to regain their reputations and also continued their research, but they were unable to retake their former position. As they started to die from old age, they deposited their "essence" into an Artificial Intelligence "Being" that was stored in an old computer in the Brooklyn, NY Library where they were all once employed. They resolved to find a suitable candidate

who could resurrect the BuildTak line of products and make the world a more efficient and safer place to print. They created a video game where the winner would be able to unlock the code to their information. The game was so difficult however that no one was able to solve the needed equations until 30 years later. A librarian named Betty found the game on an old computer and began playing. After 6 months, she was able to get to the last level, and when she inputted the final equation...

**7/12/19**

**9:53pm EST | Our House, NJ**

Gary, our accountant, was in today. Our financial situation is complicated with our various locations in different countries and not to mention the tariff implications and the chance for a recession. As we agreed, the best we can do is cut costs where possible, have as little debt as possible, and keep pushing for new customers and business everywhere. I went to our synagogue tonight; it was the anniversary of Wendy's mom's passing. Since Wendy is with Kayla, I went myself. I really miss Bunny; she was a wonderful woman and a second Mom to me. While there, I saw our friends the Leveys. I believe it was the same anniversary for Jerry's mom. Despite the circumstances, it was good to see them. I later spoke to Wendy and Kay; they are having a great time. Kayla mentioned that she had been offered multiple jobs over the past week. I did not push and get details; her process and decisions are her own. I hope she decides soon and that it is an awesome job.

**7/13/19**

**5:53pm EST | Our House, NJ**

A figurative lightning bolt struck me today. First, some background. I took Jerry Levey target shooting today. He is a good, very old friend, who is also in the printing business and we have a lot of life similarities. His son Jason had left their company four months ago, and his main reason was that he wanted his father back. Interestingly, that was the same reason that Kayla gave me, so he and I obviously had a lot to talk about. I could not tell him of her departure, which was definite, but I gave him enough information to know it was likely so we could both speak freely. He is experiencing the same business issues as we are, which are raising costs, increased competition, and a hostile local government towards business. We had a very pleasant time.

**7/14/19**

**2:40pm EST | Our House, NJ**

Revisions Just Keep Coming

I love to write. When I sit down with my desktop computer, tablet, or iPhone, it is often to make a diary entry, which becomes my yearly journal book. However, sometimes there are special projects, like my blog on LinkedIn, which



are usually small snippets of my life and my often off-center perspective about them. The best part is that the writing comes from me; others edit it, but I control the process. Now, however, we are working as a team to create our first company cartoon based on some of our product lines. The difference is that the basic storyline is a collaborative effort, and let me tell you, writing from a “group” perspective is much more difficult than doing it myself. We are already on revision 5 for the backstory, which I hope everyone finally approves. This project is to be one of the cornerstones of our new branding campaign so it doesn’t matter if it goes to revision 6, 7, or 8—it has to get done. It will get done.

### Forced Collaboration

You probably heard of the “writer’s rooms” for various types of television and radio shows where a bunch of people sit in a room and come up with ideas that are then developed into episodes. I had not really given them much thought until we created one in our office for the new cartoon series we are producing. Let me tell you, it does not take long for the viciousness to come out—mainly from me—when people start taking apart (my) ideas, saying they aren’t good enough, changing them, and throwing in their own input and assuming it is better. Not to say the product that comes out is not good, but the process itself is not pleasant. I am not collaborative with my writing by nature and I am forcing myself to do this because it is an important branding tool for our company so everyone has to be involved, committed, and happy with the results. Rewrites are also not something I look forward to, but cartoons and fiction are a new area for me so I will do my best to be collaborative and keep my acerbic comments to myself.

### Take a Stand

I met with two of my good friends this weekend. One is in commercial real estate and sees the economy as booming with no immediate end in sight. The other sees the potential for another bad recession. He owns a company that sells paper and printing and has been affected by foreign and local competition, the tariffs, and raising costs in all areas. I believe that we are already in a recession and global economic numbers have not caught up yet with reality. Who is right? Take your pick. Whichever viewpoint you choose, I suggest you try and make a one year projection as to how good or bad things will get and plan your finances around it. I believe that it never hurts to pay down debt and have your assets in multiple areas might be a prudent pathway to consider. Many people are already too young to remember the Great Recession of 2008; it would be better if they did.

### It Still Hurts

I was out biking yesterday; it was early and I was going up a steep hill on my mountain hike. My foot slipped out of one of the toe cages and the bike tipped over with me underneath it. Judging from the pain on my knee, I knew at best it was bruised and at worst it was already bleeding. But I am a guy, a former martial artist and fencer, and we don’t show pain. Why? Apart from the mystique that we

are indestructible, I did not want to admit that I slipped off. Regardless, I got back on my bike after checking to make sure she was okay and kept going. As I figured, the pain subsided as I rode, but the salty sweat I was producing was making my knee sting so I knew there was some damage. I did not check until I got home. It is unmanly to check wounds before reaching your destination; it shows weakness. I have no idea how I came to believe all this “stuff,” but I do and the tighter I hold myself to discipline and structure, the more successful I become so there must be something to it.

### What Happened to the Fox?

We are having a groundhog issue. Actually, everyone around here is, including the man who owns the plant and flower store that I frequent. I had high hopes at the beginning of this season because I saw a fox walking down our street. They are known to eat groundhogs, and sure enough, while the fox was around there was no sign of the “varmint” living underneath our porch. But the fox disappeared, the groundhog is back, and I have spotted him several times. I have been spraying our flowers to keep him away, but yesterday he attacked one of my rectangular flower pots. I was back at the flower store and bought some specially concocted solution that will hopefully ward him off, but I am not very hopeful. I also replanted the flowers he destroyed. My question is, what happened to the fox? How can I contact him to bring him back? Is there a Fox Network? Maybe I can place an ad on Fox News? There must be a way to out-fox a groundhog. Maybe Jeff Foxworthy has some ideas?

**7/14/19**

**2:11pm EST | My Office, NJ**

### Don't Let a Label Define You

I have had Obsessive Compulsive Disorder (OCD) since I was a little kid—way before it was a diagnosed “thing.” As I grew up and struggled with how to handle it, I realized what a double edge sword it was. True, I have rituals and protocols of how things must be done, checked, and rechecked—and yes, I waste time in areas no-one else would consider. For instance, do you ever really know when a light or stove is really turned off? Regardless, it can also be incredibly useful. For instance, I have resolved that I need to exercise every day unless I am sick or on the road. It is not an option; it is a necessity, which will cause extreme mental anguish if ignored. Therefore, I am in good shape and have no decision making when I wake up; I have to exercise. If I set a goal, I have to keep at it unless I actually say to myself I have failed. Since I hate to fail, that does not happen too often. Obsession does not have to be all bad; sometimes, it can be worked in your favor. If you identify where OCD can be a help and you can incorporate the rituals into your regimen, then you might have the potential to soar in whatever area you choose. If you can turn it to your advantage, then at least you get a mixture of both positive and negative.

7/15/19

3:55pm EST | My Office, NJ

My phone call with Renaud, a friendly competitor and supplier, went well. His plan for worldwide expansion seems to coincide well with Ben's and mine. He is going away for vacation in France for a few weeks. When he returns, I am planning for him, Ben, and me to meet at his plant in Massachusetts. Ben needs to see it like I did. I put together a preliminary plan with options for partially or totally joining our companies together and sent it to Ben. If Ben likes one or both, we can forward it to Renaud when he returns. I plan to leave him alone while he is away.

More of my final editing for my book before it goes to our able crew for their review. It is slow going, but I am up to the middle of last November so I am getting close.

7/16/19

11:00am EST | My Office, NJ

*Hello and Welcome to the August Edition of the Ideal Almanac...*

*It is summer time in half the world, and as always, articles from others come out about the necessity and advantage for people to be taking long summer vacations. As the authors advise, everyone should get away, unplug, and rethink their position in life as well as reality as a whole. The world would be a much better place if we all took a month or two off and "chilled out." The unfortunate part of our global economy is that many people, like me, do not take extensive vacations and feel no loss for not doing it. Here is why. In my case, I exercise every day unless I am traveling or sick, and then I often find a way to do it anyway. I am very careful about maintaining my weight and my daily regimen so the idea of going away for weeks at a time, eating ridiculous amounts of guilt-ridden calories, sitting around with people who are drinking alcohol (I don't), doing nothing, and letting my mind turn to jelly is not particularly appealing. Yes, during the year, I do get away for a few days at a time, and even occasionally for two weeks, but there are limits. Let me tell you a secret. When people are away on vacation, people like me are working to take advantage of the fact that they are gone. Whether it be customers, suppliers, employees, or relatives, whenever there is a gap in the normal social or business framework, there is confusion, and with that, there is a chance for a movement of power and influence in my direction. Yes, I really think this way. A small fraction of the world does the same. I was at a party and a young man was bragging about how much time he was taking off with the birth of his child. He said that his company had to give him the time because he was invaluable. They were smart to treat him well or he would go somewhere else. I did not say it to him, but I am pretty sure that anyone with any brains at his company was already working to undermine his position, render him powerless, and pass him in the pecking order as soon as possible. We do not live in a nice world where everyone plays by the rules. If you want to take long vacations, that is your business. Don't be under the misconception that it is not a red flag. You are vulnerable and they will come after you. It may not be fair or equitable, but it is reality.*

**7/18/19**

**4:40pm EST | My Office, NJ**

Since I have been told to hold off on the BuildTak comic book series, I went back to my graphic novel. After re-reading the first part, I think it has some potential. Since it is straight fiction, I will go back to it when I have time and have fun doing all kinds of crazy things to the world and its characters. It stormed a lot last night—very good for our flora and fauna. When I woke up, it looked like I had a window to bike if I went immediately so I did and had a nice ride. Once back home, it was into the basement to exercise only to find out later the weather report had been correct and going early had avoided a drenching. I spoke to Kayla today about it. She is hoping to have a new job in a few weeks and that will start the process. First, she will announce that she is leaving, and over the next few months, us figuring out what to do and when. I take all of this personally and sleeping at night is sometimes affected; once the big decisions about downsizing are made, I am hoping that gets easier. Mike is heavily involved in this process and he too is having a lot of mental anguish over the potential cutbacks.

President Trump says we downed an Iranian drone near the Strait of Hormuz. The US stock markets are up; I don't understand any of it.

**7/19/19**

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

August 16th is the date Kayla gave me to notify everyone that she is leaving. So that is it—a final and done deal. It is mostly good, a little sad, but I am okay with it, and now have a clear road to go ahead as I see fit. We have begun moving orders to IJX and will continue to do so with larger runs over the next month. I am excited about the prospect of saving money in overhead and employee costs, but the idea of pulling the trigger and laying off part of our team is really hard.

**7/20/19**

**9:14pm EST | Our House, NJ**

Today was a lot of fun. We are in the midst of a heat wave so I biked first, which was an excellent suggestion by Wendy, before exercising downstairs. After cleaning up, I met David for tea. He is well. After lunch, I took my friend Doug target shooting. He has excellent hand-eye coordination and did extremely well. Then, it was back here and Alex cooked Wendy and I dinner for Wendy's birthday. It was very good and we had a great time. Afterwards, I watered my garden and pattered around there for a little while. It looks like the groundhog ate one of my newly planted flowers. I may get more tomorrow. (Plants, that is—not groundhogs.) At the moment, it looks like former Vice President Biden is leading the pack for the Democratic Nomination for President, but it is still very early days.

**7/21/19**

**6:12pm EST | Our House, NJ**

The heat wave continued and I biked early again. It was really hot, and by the time I got back and exercised in our basement, I was spent. The hat and humidity index still is at 102° F, but it is supposed to be much cooler tomorrow. I saw my brother. He looked so relaxed in retirement. I told him our situation with the probable layoffs and the extreme difficulty in making money here in New Jersey, and he said that was the reason he retired as a dentist. The layoffs have been in my mind for days, and I have been going over in my mind who will have to leave and how I will do it. There is no good way. Ben is in Toronto; he and his daughter Kylie are looking at potential colleges after she graduates from high school. He is supposed to see Don; they have never met before. Ben called me after the most recent set of emails, and I told him the plan for the moving of business to IJX. He reminded me that it was the same as his suggestion ten years ago. I understood it then, but was not ready—now we are. At this point, I think everything will be ready on August 15. That will be the tentative day to put the plan, which is not yet finalized, into action. That means another three plus weeks with this on my mind—part of the responsibilities of command.

**7/22/19**

**2:19pm EST | My Office, NJ**

I did what I had been dreading—the lay-off process has begun. With all the closed door meetings, my crew knows something was up, and taking away the livelihood of 10 people is a task I wish on no-one. The truth is that I failed. Had I been a better, more innovative owner, then maybe I could have found other niche markets that would be immune to global forces. But I am not. I am good, did the very best I could, but what I built can no longer stand. The really good news is we have a back-up plan ready to start immediately, which should make us more profitable in a short period of time if business roughly stays where it is now. It is going to be a very difficult next six weeks.

**7/24/19**

**1:05pm EST | My Office, NJ**

Kayla decided to tell Mike early that she was leaving. That went well, so she is now writing an email to go global. She will stay on until the end of August. As we both said right before she did it, there was no going back and it was the right path for both of us. I had meetings with various people this morning regarding the movement of business to IJX, which will start today. It is sad, but we will be much better off once all the changes are made.

**7/24/19**

**7:56pm EST | Our House, NJ**

Kayla sent out an email this afternoon announcing that she was leaving. I then told my chiropractor, brother, sister, and my friend David. All, including Wendy and Kayla, were very supportive. A stressful but very good day; tomorrow we continue finalizing who will be laid off. Hopefully, it can be completed. I heard from Ben; he was on his way back to Xiamen and he wants to meet the end of next month in Israel with Allan and Netta. I look forward to working out the details; it will be great to go on the road. For now, I am going back to writing my graphic novel. I am finding it relaxing to create a world and have everyone do what I tell them. I can also define how things are done, like the creation of our galaxy—lots of cool things to think about.

**7/25/19**

**11:25am EST | My Office, NJ**

I spoke to Kayla; she is filled with both anxiety and drive to move forward. She already has multiple job searches in progress. The people I have been able to tell about the layoffs have been wonderful and supportive. I am very fortunate to have them around me. I can't let the others know until the day of the layoff—at least, that is the plan.

**My Stomach Is My Guide**

I have a sensitive stomach and it acts like a barometer to everything I experience, hear, read, and take in from the world. You would be amazed how much I rely on my “gut” regarding first impressions with people, companies, and where the world is headed. In our business, I often have to make extremely big, fast decisions with very little background or facts, and in many cases, my initial actions have proven correct. Yes, I have also been taken advantage of and lost money. However, overall, I have learned that my ability to “read” a situation is one of my best attributes and I will bet our fates and fortunes on my first impressions. My stomach is saying economic times are going to get tough; we are hunkering down to get ready. You might want to consider this a warning.

**7/26/19**

**3:05pm EST | My Office, NJ**

Some Democrats here in the US are trying to impeach the President, which I think is a waste of time. Some of the stock indexes hit record highs again. New UK Prime Minister Boris Johnson says they will exit from the EU in less than 100 days, which means more turmoil coming.

**7/27/19**

**2:26pm EST | Our House, NJ**

After exercising in our basement and biking, I went to see my friend David. He loved the idea of the global conglomerate with our companies and Renaud. He still does not see a downturn, but I am now seeing the first global signs. It is beautiful back here, inside the screened-in porch, there are no flies, but I can see our trees, plants, and flowers. It is an amazing spot that I love to inhabit as much of the year as possible.

**7/27/19**

**10:19pm EST | Our House, NJ**

Tonight marked the beginning of the celebration of Wendy's 60th birthday. The actual date is not until 7/30, but Mike the Driver drove us into Manhattan tonight to a restaurant that was hand-picked by my wonderful wife. We had a very nice time, the food was excellent, and the establishment was very helpful regarding catering to my stringent dietary requirements. While there, Wendy and I spoke about family, life, and business. I told her about the proposed plan for the global conglomerate and she liked it. Her blessing was huge and now we can proceed full throttle. We were back here before 10:00pm.

**7/28/19**

**6:56pm EST | Our House, NJ**

I was up my normal weekend time, and after exercising in our basement, it was outside in the hot summer weather. I got a great workout, and after getting cleaned up, I had lunch with Wendy. Afterwards, it was off to see my mom. We spoke about Kayla leaving the company; she was supportive and only wanted the best for her. Then, it was off to see my brother where he reiterated the same feeling. They are both also very supportive of our downsizing and plans to move forward. It was heartening to have all the support added to Wendy's so I feel even better about what we are doing. Although, I am still dreading next week when we do layoffs. Our garden is looking awesome; the flowers are brilliant colors and give me a continual evening activity of going outside to check them and putter. Sometimes, I water them, usually cut off the dead parts, and in general, just love being around them.

We live in fascinating times. Wendy was very happy with her birthday dinner in Manhattan last night. I am glad we went and I even had a good time, though it lasted 3 1/2 hours. I expected it to be difficult, but I got through it without a big problem.

**7/29/19**

**9:10am EST | My Office, NJ**

Jeff

While cleaning out some boxes yesterday, I found my father-in-law's wallet. He had been gone for some years, and it brought back a sudden rush of memories. Amazing how a wallet's contents can define you. There were various types of gas and credit cards, reward program cards, a driver's license, and insurance cards. All made up to be an indicator of the man Jeff was. He had many good and bad traits. He was probably better to me than almost anyone else in the world, and I treated him with equal fondness. Sometimes, you luck out when you get married, regarding the family that comes with your spouse. I miss him.

**7/30/19**

**4:10pm EST | My Office, NJ**

Today is Wendy's 60th birthday. I bought various cupcakes this morning, a small carrot cake, and I will leave soon to get her Thai food. She liked the hand-drawn card from this morning. So far so good. It has been very hot here, 99° F, but I was able to bike this morning without a problem. Plans are starting to come together for the downsizing. I want to take care of our people as best we can. Business is not bad but we have to take action now.

**7/30/19**

**8:34pm EST | Our House, NJ**

Follow My Feeling

My birthstone is amethyst. When my wife and I were in South Carolina a few years ago, we walked into a store that sold gems and they had some pieces that were a dark, rich purple that were absolutely gorgeous. Wendy bought me one for my birthday, and over time I acquired a bunch of others, all weighing between five to fifteen pounds. To me, they seem to send out a forcefield of positive energy and I eagerly sleep in their paths at night. I don't know whether it is real or imagined, and whether anything good is really happening. Since I believe it is, then it is. Positive thought, in virtually any area leads to positive action, and over the decades, I have come to believe how little we actually know about the universe and the power within it. Therefore if I "feel" something is working for me, it usually is, and I will keep going in that direction until I am proven wrong.

**7/31/19**

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

In going through our various orders for the past few months, I have come to the realization that the ratio of printed to non-printed parts has shifted. We now do more non-printed parts, like gaskets and insulators, than printed, which means we



have to change the use of our workforce to take care of that change. There are always good things to find out when in the midst of a modifying our manufacturing area. We will now have a much better handle on all parts of our company. Statistics and data are wonderful tools but they do not always give the whole picture.



# AUGUST



**8/1/19**

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

Word has it that my staff is not pleased with the fact that I am suddenly in the middle of all of our paperwork, processes, and production. I don't blame them, and I also don't care. My job is to have us run as efficiently as possible and all our organization continually has to be tweaked to stay in the best direction. It will be another month before I am done with my reviews; I cannot and will not stop.

The second set of Democratic Debates finished last night with nothing concrete. The Trade Tariff Talks have broken down, hardly a surprise, and the President has announced new tariffs for September.

**8/2/19**

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

The global stock markets turned lower. We continue to review our process changes here in the office. Our people are anxious; they know that we are reviewing everything to become more profitable, and to do anything needed for both prosperity and keeping their jobs. With all of what is happening, we are still having the best sales year that we have ever had. We just need to make more money.

**8/3/19**

**8:40pm EST | Our House, NJ**

I was up early for a Saturday morning, 4:30am, since I had lots to do. After exercising in our basement, I went biking and had tea with my friend David. We spoke about Kayla, and I got upset when he asked me questions about her plans and progress, so I am obviously having some difficulty with her leaving. It was easy to see why, but I thought that I was already over the bulk of it. Now, it seems obvious that until she finds a new place to live and a job it won't be settled. That

is fine and totally understandable, but it reminds me to continuously review it internally to make sure my interior compass stays on course. After tea, it was back here where I packed the car and went target shooting with Cary, my landlord, and friend. He is an unusual man, regarding his viewpoints and beliefs, which I think stems from his innate need for discipline and order. He is highly successful, intelligent, and aggressive. I like the way he tries to mold the world into a structure that he creates. I find him interesting. We both shot well and had a lot of fun before I went to see my Mom. She is well and always happy to hear about family and business updates, especially for any news of Kayla. She is totally okay with Kay leaving the company and going off on her own, which is something Kay is always happy to hear. It was then off to the flower store for more plants, the supermarket, and then back here. I then went out again to get Wendy and I dinner. I am very pleasantly tired; it had been an excellent day.

**8/4/19**

**4:29pm EST | Our House, NJ**

I slept until my normal 6:15am for a Sunday, exercised in our basement, then went bike riding. I saw an article about Empress trees and how they absorb a large amount of carbon dioxide, grow rapidly, and after ten years can be harvested for hardwood. The best part is that the stump starts to regenerate immediately, so they did not have to be replanted. I was thinking about that while on my ride, and I am formulating a plan in my head about the potential to use polluted land or hard-to-grow areas, like the sides of hills, mountains, or rocky terrain, to help build up soil reserves against flooding, create a cash crop, and produce carbon credits.

At current prices, after ten years, one acre of Empress trees will create about \$10,000.00 worth of carbon credits. That does not include the profit from selling the wood or tax incentives from the government. It also doesn't include the costs of buying/leasing the land, planting, fertilizing, upkeep, security, and the harvesting of the wood. My guess is that, like with everything else, finding a suitable partner who knows how to get the land, farm, and harvest is the way to go. I will do more research.

Today, we had a lunch party for Wendy and Barry; his birthday is within a week. Emily, baby Max, Barb, Cliff, Alex, Jess, Joe, and the kids as well as the Greens all got together. It was a lot of fun, and then Wendy and I helped to clean up. I then cleaned the guns from yesterday's target shooting adventure, which went well, thanks to YouTube, with help getting the pistols apart and back together. I also planted most of the flowers I bought yesterday; there are a few more I will do later this week. It is not surprising that the layoffs are not far from my mind, but the pathway is becoming much clearer. Two mass shootings here in the US over the past few days. Democrats are calingl for more gun control measures. Stock futures for tomorrow do not look great.

**8/5/19**

**3:13pm EST | My Office, NJ**

Kay called me this morning. She was walking to an interview. I think this was going to be the last level for this company; it would last 3-4 hours and she was nervous. As always, I told her how competent she was, and as soon as she walked into the door, she would go on automatic and be fantastic. She thanked me for the support; I have not heard back yet, but usually after any type of big encounter, she says she didn't do well. In fact, it is usually the opposite. I sent a letter to some new prospects, and in it, I mentioned the four generations in our company. Since Kayla joined us 4 1/2 years ago, that has been what we sent until today. I realized I would soon have to delete the reference. It hit me that she was really leaving. I knew it in my head; my stomach takes a little longer.

I got a note from my landlord and friend this morning. We had gone target shooting over the weekend and had an excellent time. Safety procedures at my club cannot be over emphasized, and everyone was extremely careful around firearms. That in contrast to the two mass shootings over the last few days where many innocent people were hurt or killed. The eternal conflict keeps coming up about guns and the right level of control. For those who don't shoot, the answer is often complete confiscation. For those who do, are good citizens and obey the law, the answer is not to penalize us for the action of a minute group of crazy people. Unfortunately, the truth is that there is no answer.

Wendy is up in the Berkshires with her good friend Laurie; I hope they are having a wonderful time. My chiropractor is on vacation this week so I will try and get a haircut, go home, and do some more planting. It will be lonely there without her.

**8/6/19**

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

**Cursing and Yelling is Not Always Bad**

When I was growing up, my Dad would always hear my point of view, knowing that was very important to me. I don't remember it affecting his decisions, but at least he listened. As a boss, a big part of my job is listening to my people, especially when they are upset. When they start to curse and yell, I know they have a lot bottled up inside them and it needs to come out. It doesn't matter whether I deserve to hear whatever is being yelled about; they need a safe space to release and I provide that environment. If their comments are relevant, I will modify or change my actions. If not, they know that I heard them and that is often enough to reduce their anger level to a manageable degree. Frustration is bad enough, but feeling isolated is intolerable and a situation I try never to let happen.

Global stock markets took a big hit a few days ago when President Trump stopped the trade talks. Now markets have partially recovered and the global

financial “powers” have determined that things might not be as bad as they look, so the various stock markets have stabilized and even gone back up here in the US. I don’t believe any of it, but that is me.

Democrats continue calling for national gun control measures, Republicans are mostly silent, and the President is in transition about what he plans to do.

Wendy called this morning. She and her friend Laurie went to see Train and the GooGoo Dolls at a concert at Tanglewood in the Berkshires. They had a great time; it is the first time that Wendy has been back there for a few years since we sold our summer house. It was her mom’s favorite place, and she and Jeff spent a lot of summers there before they were too ill to go. Bunny’s imprint is everywhere, making it too sad for us to go back, but I am hoping Wendy becomes revitalized about the area and maybe we can go back again to visit.

**8/7/19**

**6:03am EST | Our House, NJ**

I believe that the bulk of the printers around the world who have survived the last forty years of intense global consolidation are ready to cash out if given the right opportunity. However, since they are having the best sales year of their lives, they are in no rush to move quickly unless they get a great deal. I also believe that most are saddled with older equipment, debt, reducing profit margins from foreign competition, and are making less money now than they were ten years ago. In other words, they are not in trouble yet, but could easily be so if their sales went down quickly, receivables slowed, and bad debts mounted. Our plan will not work unless there is a recession, which will place the bulk of our competitors in a financial squeeze very quickly. They would suddenly go from positions of strength to desperation just like in 2008. We just have to wait.

**8/7/19**

**7:46pm EST | Our House, NJ**

Wendy is home! Back from the Berkshires, she and her friend had a great time. Our house is whole again and very pleasant.

The team from OSHA was back in our plant today. This is their fourth visit in the last four months. It is not because we did anything wrong; rather, being part of their elite Sharp Program means they continually push us to new limits regarding health and safety. Still, four times is a lot, and I spoke to one of the big regional bosses who I have known a long time. I mentioned that they were setting the bar so high we could not get over it and he agreed to make sure that the test levels were possible to achieve. He also confirmed that we were approved again for membership. It is great to be part of an amazing program, but it took and will continue to take a lot of work. Vinnie is in charge and does an amazing job for us. We had our global quarterly sales meeting this morning—actually, we tried, but there were various difficulties so our Asian groups were not present. Since Kayla is leaving, Rich will take over as head of that meeting.

**8/8/19**

**4:23pm EST | My Office, NJ**

I was speaking to one of our screen equipment suppliers; I've known the owner Mike for 20 years. I had told his wife Jody, who is also in the business, about Kayla and he called to commiserate. Their son had also been in their business and left. It is a common tale for family businesses.

**8/9/19**

**4:42pm EST | My Office, NJ**

Whenever an employee comes into my office and closes the door, I know something big is up. In this case, Kevin, our newly appointed head of the BuildTak Group, came in to tell me he was leaving in two weeks. He got his dream job as a computer coder. I did not try and stop him, but I wished him luck and then we had a sectional meeting dividing up his duties and how we would proceed until he left. Actually, I am proud of him. We first met him four years ago when he was delivering pizzas and hired him for our MAC Group. I think he has an awesome future and only hope the best for him. I felt that I had to tell Mike, although he was on vacation. He agreed with my plan regarding rebuilding the BuildTak group.

It has been an amazing few months with a lot of changes to come. Meanwhile, the President said it doesn't matter if the trade talks with China are cancelled in September. I love my wife, family, job and my life; I am a very fortunate man.

**8/10/19**

**12:55pm EST | Our House, NJ**

Help Counteract My Actions

There has been a lot of media attention based on carbon dioxide (CO<sub>2</sub>) emissions, especially from airplanes. Since I fly a lot, it has spurred me to action. Trees absorb CO<sub>2</sub> and I have resolved to have at least 100 trees planted every year, which should absorb about 100 tons of emissions over their lifetime. That should more than cover any damage that I and my family cause and put us on the plus side.

**8/10/19**

**5:02pm EST | Our House, NJ**

After my workout and bike ride, I saw my friend David. He is well and his business is good. After lunch, I saw my brother; he is back from the Catskills and going to Lake Placid later this month, enjoying retirement. Once back here, I decided to go fishing to a local spot that Conrad, from our office, had told me about. It was on the Passaic River, about ten minutes from our house. My dad

used to take us fishing there when we were kids. Conrad had mentioned they had been stocking pickerel and he had been catching a lot of them. I was going to fish from the shore since I no longer had a kayak, and once there, I realized the spot I was in was not a good place because the water was high and I could not get near the bridge where the fish were probably hanging out. I crossed the highway and made my way through the heavy undergrowth, trying to avoid the poison ivy. I actually got to the other side of the bridge. On my first cast, I had a big fish on, but he got off. That was the extent of the action, but it was a lot of fun being out there again and had me thinking good thoughts about my dad; he would have loved it out there. Once back, I emailed with Ira and we are going fishing there again next weekend. I also emailed Conrad, who sent me a picture of a big trout he had caught. He has always been a very competent fisherman.

**8/11/19**

**3:10pm EST | Our House, NJ**

It has been a beautiful day here in New Jersey. The humidity was low and the temperatures in the low 80s. After I exercised in our basement, I went out for a bike ride, which was great. Once back home and cleaned up, I went to our office to drop off the parts of a dresser that I had successfully gotten in my SUV. I got the drawers in, but could not lift the base. I emailed our guys to do it tomorrow when they got in. It was then off to pick up my mom for lunch with Wendy and I. We had a very pleasant time, and after dropping her off and going back home, it was off to the pharmacy. From there, I went to the exercise equipment store. Now that the dresser was gone from the basement, there was room for another unit and I saw a stepping machine that might be good. I have to see if the overall height will work for our basement, and if yes, then make the decision about whether to go for it. I think it would be great for a heavy workout during the winter months when it is hard to get to the “breathing hard” stage like with biking. It was then off for fruit for the week and I am now out on our porch. It is gorgeous out here. I started working on my graphic novel again. I don’t think it had any true punch to it and I can use my spare time better in other places so it is stopped.

**8/11/19**

**6:49pm EST | Our House, NJ**

I found some poop in our backyard. It might be from a coyote; I wanted Wendy to be careful because they could be dangerous. Hong Kong has been going through months of anti-government demonstrations. Tourism levels are down and that trend is expected to continue.

**8/12/19**

**2:27pm EST | My Office, NJ**

Mike emailed me. His dad passed away yesterday while they were all on vacation at Myrtle Beach. It's a horrible situation, but the only good thing is all their family is already there. I spoke to him, expressed my condolences, and told him to update me on their plans when they are ready. I also heard from another Mike, the owner of the screen printing equipment company in Chicago. He liked the idea of "bird dogging" potential takeover targets for us for a commission and would start looking around to see what was available.

**8/13/19**

**3:57pm | My Office, NJ**

I exercised and rode early this morning and went over how the layoffs would start, which meant numerous back and forth emails to our able attorney Howard, our payroll company ADP, and even spoke to Mike once. He sounds, understandably, horrible and will be back tomorrow to set-up the burial preparations for his dad. He did not talk about the circumstances, except that it happened in the ocean and I did not ask. I do not hate many things, but laying people off is one of them. It has to be done though. Once we finish, we will hopefully soar ahead into higher profits and more volume moving to IJX to take the pressure off our press team here at IJUS.

**8/14/19**

**7:49pm EST | Our House, NJ**

The first round of layoffs are done—five people between yesterday and today. It was extremely difficult and the only solace I have is that we gave them all good packages. We have three more people leaving on their own by the end of this month, so by the first week of September, we should have a pretty good idea of where we are and what else, if anything, needs to be done. World financial markets are moving downward, and if I had not already been planning the reductions, I would have done so. A recession is here; I know I have been predicting it for a year, but I believe the media will show the world has already been in recession for months. The good news is that we are in very good shape financially; our sales and marketing efforts are very strong and everyone is now ready to move forward quickly. If I am correct, money and credit will start getting tight, and Mike Green's efforts at finding us targets should show some success within the next six months. I am hoping things will settle down in our plant and be back to a new state of normalcy by Monday.



**8/15/19**

**1:03pm EST | My Office, NJ**

Things are settling back down to a new normal here in the office. It is a big change and I plan to make it as easy as possible as long as everyone who is staying keeps an open mind.

**8/15/19**

**3:35pm EST | My Office, NJ**

I found the agreement we made with Netta, our rep in Israel, and will use it as a base for any companies that Mike Green targets. The old owners will liquidate their companies and come to work for us as independent contractors. We will pay a commission on the sales they bring in and that is it. It will only work if times get tough and people have no other avenue to get any money for what is left of their companies.

**8/16/19**

**6:52pm EST | Our House, NJ**

Today was the viewing for Mike's dad. He passed away a few days ago while on a family vacation in South Carolina. I have very few details and my contact with Mike has been minimal. He obviously loved his dad very much and everyone in his family has been extremely distraught. Wendy and I went to the funeral home this afternoon, and as we walked in, the only thing I was thankful for was that it wasn't someone much younger. Still, he was only 70 years old; my brother is 69 and it brought home all of our mortality in a very stark way. Mike and Yerona, his wife, looked shell-shocked, and after we greeted them for a few minutes, we went to see their two sons who were in a different room before we sat down in the main area. We did not know anyone so we stayed for a little while and then we came home. The best part was being able to leave to go home—a similar feeling that I had when I used to visit my father-in-law Jeff when he was at a facility, ill with Alzheimer's. It was so good to be able to come home and resume my normal life. Shore traffic was in evidence on the way down, but the trip back here was much faster going away from the ocean. When we got back, I answered my email and ended working for the day. My mind was not focusing. I do believe in reincarnation, but when faced with the actual death of others, it still seems so final. I think it will take some time for Mike and his family to regain their footing, but I am sure it will happen.

I was very excited to get the new step ladder I had ordered. It gave me the ability to change some outside light bulbs that were too hard to reach before. Often it is the little things that can make you smile.

**8/16/19**

**9:18pm EST | Our House, NJ**

Kayla has a job! She got offers from four companies and picked one today. I hope they realize the asset they have received and let her soar to all heights possible because she will bring them along with her.

**8/17/19**

**3:40pm EST | Our House, NJ**

I had tea with my good friend David today. He thinks that the economy could be strong for another two years. That was added to one of our financial brokers who believed it would be another 12-18 months before things got tough. I don't agree with any of them. They see blue sky and sunlight while I see grey skies. I then went fishing this afternoon with my brother. We had a wonderful time; he caught a fish! We talked about life, politics, and, of course, family. One of the greatest gifts my father gave me was to be able to plan and execute through a financial downturn. I know what to do, which includes downsizing our plant, moving some of the business production to our much lower cost locations in China, getting rid of most of our debt, and changing from a growth business model to generating cash. Therefore, we have set-up the hedge I had been planning for months. If business goes down, we have already set-up for it and will wait for our competitors to get into trouble and then pounce on them to take over. If things stay good, we should generate a lot of profits, which we will then stockpile for when things do eventually go down.

Our two newest hires Mike and David are now in charge of our BuildTak line; they both know that it is a great opportunity to take a global brand to the next level. They also know that their jobs depend on its continued success. As you can tell from my writing, I am not done downsizing and want to do as much as I can, as quickly as I can to get ready for what I think is coming.

More protests in Hong Kong. The people there are fighting to keep their autonomy from the Chinese government. I don't think the Chinese leaders will allow much more disruption, and they have troops staged nearby in case they want to do a major crackdown. As for me, I will avoid it, my most favorite destination in the world, until it becomes safe again. I am sure I am not alone.

**8/18/19**

**6:53pm EST | Our House, NJ**

I got a call from a Conrad; he is both very busy at work and not feeling good about coming to us every week without much to do. He had already emailed me last Friday about this so we jointly decided that he would be "on call" as needed, but would stop coming in regularly for now. I have known him for decades, always liked him, and this did not cause any strife between us. We ended the conversation talking about fishing; he is an expert angler and he sent me a recent picture of a

fish he caught. He is a good man and it is an honor to know him. I let some of our crew know that he was not coming anymore on a regular basis. Now is not the time for people to argue with me about our direction and where I want our people to be. If they don't like where we are headed, then they always have the option to leave. We have the chance to reinvent ourselves and become a global force; it is most likely my last chance for something this big and I want our teams globally to be on the same page.

I saw my mom today; she looks good. We spoke about the business and our family. I also spoke to Irene; she is retiring at the end of this year. Jeremy has moved into a new apartment and sold his house; it has been a year since Liz passed and he seems to be doing better.

**8/19/19**

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

Mike Green found our first potential target, a screen printer in Wisconsin with a small plant and no family members to leave it to. I have to give this a lot of thought as to the best way to approach him. His social media profile on LinkedIn tells me almost nothing except that he has owned his company for 22 years, has a BS in Animal Science, and has an MBA in Direct Marketing. However, he has a newsletter, so we have a chance at some good background. Mike will be back on Friday; from the tone of his emails, he is sounding a bit better. Our crew is getting quickly to a new "normal" and Kayla should sign her new apartment lease today.

**8/20/19**

**7:53pm EST | My Office, NJ**

When I used to be the head usher at our old temple, a man would come in for the High Holy Day services every year and we would have a ritual meeting. I went to high school with his son, which was how I knew him. He would enter the Temple. I would greet him with a big hello, calling him Mr. Futterman. He would smile broadly and tell me to call him by his first name, Vernon, which I could never do out of respect. This happened like clockwork for decades until we changed temples and we lost touch. I found out a few days ago he had passed at 94 years old. My mother, Wendy, and Barbara all had similar ties to him and he spread a warmth across all people. Judging by the number of people there, a lot of others felt the same way. I am glad I got the chance to say goodbye; he was a wonderful man and I will never forget him.

The groundhog living in our back yard tunneled into our drainage system and collapsed a small part of it, creating a big hole. This could not be ignored and we called on a groundhog removal expert. We now have two live traps outside; I hope we are successful. We sent two of my books and our brochure to the screen printing target in Wisconsin. I will give him a few weeks to digest them and see if we can work together.

**8/21/19**

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

I walked outside this morning to get my bikes from the shed, and I passed the two groundhog traps. Unfortunately, one had an opossum and the other a raccoon. I felt very badly for both, but I did not know how to operate the traps so I quietly left them alone, went for my ride, and came back. The opossum was looking very sad, which drove me nuts because I was not supposed to call Tim the Groundhog Man until 2:00pm when he left his other job. It was hot here today and I did not want them suffering so I called Nick, our gardener, and he said it was okay to text Tim earlier. As it turned out, he answered me back quickly, was over to our house before noon, and treated the two critters with loving care. He is a very nice man, and as we texted, we created a game plan for the next week. He would check the traps every day, and in addition, I would text him if there was any action. By the time I got home, the two animals had already been fed and released so hopefully they won't repeat their adventure. I will check the traps when I get home. If we get a groundhog, it will be relocated. By the way, opossums are very cute up close and he looked very forlorn, which is why I wanted him released so quickly.

I have been working on my trip to Europe next month. Nothing is solid yet, which drives me crazy. Kayla's BuildTak Multi-Tool was officially launched today at 2:00pm. I am excited to see how many we sell. More protests in Hong Kong—a very dangerous situation.

**8/22/19**

**2:57PM EST | My Office, NJ**

I went outside this morning for my bike ride with a little trepidation as to what I might find. I was really hoping that we had not captured a skunk. I was next hoping we did not catch the same two animals as yesterday. While there was no skunk, we did get another raccoon and opossum. I decided then and there that we would relocate the raccoon so he would not return, but keep the opossum because they eat things like mice. I will continue hoping that the opossum does not consider the trap a salad bar and keep coming every night. Since I will be out of the office tomorrow, I spent today cleaning up and working on Igor and my upcoming trip to Europe. It is tough getting appointments, but we are persevering. We have had four orders of the BuildTak Pocket Tool since yesterday's launch—not bad! I just recorded the voiceover for a commercial, which should be uploaded early next week. It is fun to make commercials, especially if they bring in more business.

My left shoulder has been hurting lately; I am not sure of the exact cause, but I do bang into things and have gone off my bike at least once. The pain seems to be traveling, which is usually a good sign that it is healing.

The next presidential race is starting to heat up with constant candidate trips to Iowa and New Hampshire. It should be good sport watching them knock each other out of the race.

**8/23/19**

**4:40pm EST | Brandywine, PA**

I was up my regular time, and after my exercises in our basement, was happy to see that the one trap we had outside was empty. I was pleased because it rained so hard last night that anything in the trap would probably have been extremely uncomfortable. Regardless, Tim the Groundhog Man would be keeping up the effort over the weekend while we are away. I biked without looking at the weather forecast, which was good because it rained a little and I might not have gone if the forecast had been worse. Once back and cleaned up, the Greens came over and we headed down south to Pennsylvania. After we checked into our hotel, Paula found a great diner nearby with excellent food. Once done, and since it was raining, we went to the Wyeth Museum near our hotel, which was located right next to the Brandywine River. It covered three generations of their family and the artwork was highly interesting. There were a lot of illustrations, which I enjoyed; I am also a Norman Rockwell fan and we all had a very pleasant time. The other three then asked if I minded if they visited the Penn Woods Winery, which I did not as long as I did not have to go in. They readily agreed; I dropped them off and went to a Whole Foods we had seen along the way for supplies. I am now back at the Winery and they should be meeting me in less than 15 minutes. President Trump declared that the Trade War with China is going to get a lot worse, and there was a 1000 point swing downward in the Dow Jones Industrial Average. We are doing our best to cope with and anticipate what the President will do so I will try and stay calm.

**8/24/19**

**11:20am EST | Nemours A.I. DuPont Estate, Wilmington, DE**

I got an upsetting email last night regarding a project we had been working on for weeks. The engineer involved and his associates had been a bit “testy” to work with and the last sample we sent, which I thought would be a final prototype, was ripped apart. There was no constructive input as to the basic design and utility of what we sent—just negative remarks. It stayed in my mind all night and combined with President Trump increasing the tariffs. Most people do not understand the true ramifications of what is in progress, but I think I do. The trouble is already here and people are going to start seeing it very soon. When they do, they will go into shock and stop buying everything, and then realize how much debt they have and a whole negative cycle will begin. Hopefully, I am wrong and everyone else is right. But if people get the feeling we are heading for tough times, that alone could trigger trouble.

**8/24/19**

**12:08pm EST | Nemours AI DuPont Estate, Wilmington, DE**

This is a magnificent place; the mansion, the grounds, and the gardens are

amazing. I heard back from the engineer from last night. We will hopefully have a meeting on Monday and make sure that what they want and expect is possible.

**8/25/19**

**3:55pm EST | Our House, NJ**

We ended up at Longwood Gardens yesterday afternoon, the former home of P.S. DuPont. The DuPont history had long been fascinating to me and seeing where some of their legendary leaders lived was highly fascinating. They were obviously a family of great men in the front and women behind them who created a family dynasty that lasted over two hundred years before losing control. Their influence was invaluable since the gunpowder and other war materials they produced were partially responsible for our country winning multiple wars. The money they generated created mansions, gardens, and grounds that were truly breathtaking and would take billions of dollars to reproduce today. They were quite willing to be involved with war and government, and they did not hesitate to use whatever means and influence they had to get what they wanted. Eventually, they did not produce a DuPont who could continue their reign so their influence and power duly dissipated.

I can see it happening eventually with our company. With Kayla gone, there will not be a Jacobs to lead, which means that eventually our company will probably be sold, and with it, our influence and whatever power we had left will disappear. I am reminded of this because Wendy was not thrilled with the fact that I contact and keep working with our employees globally through nights, weekends, holidays, and vacations. She thinks that I should not bother people when they are off work, but I look at it differently. I think enough of them that I am willing to include them on off-hours communications, which is held to a select few. What she defines as an interruption, I see as an inclusion into a special club. If I stay on people 24/7, they will keep working and we will stay their main focus. If not, we will be just like everyone else. It is a viewpoint that I believe is correct; everyone always wants to wait, but I don't, meaning we usually get to the finish line first. For instance, I am emailing with Netta in Israel as I write this. It is Sunday afternoon here and 11:00pm there. The fact that I am answering her, "have her back," and consider her important means she will hold us in the same regard.

Our team members are scared of what China and the US are doing regarding trade tariffs, the upcoming recession, and all of the normal world uncertainty. They know I am constantly analyzing what is going on and modifying our selling resources around the world to use what is happening to our best advantage. Even if I am wrong, they know I am in the center of the fight and defining a direction. We are not frozen in fear or uncertainty, and as long as I am in motion, they have the confidence that we will be okay.

The President threatened to increase some of the tariffs from 25% to 30% this weekend. He also said that he could order US companies not to deal with the Chinese. The more havoc he creates, I believe, the better it will be for us because we can change direction incredibly quickly as needed.

**8/26/19**

**9:03 EST | Our House, NJ**

Inside the reception center, I thought that I recognized a woman. Then, her husband came in and I recognized him also, but could not place them. She did not seem to recognize me. Then, I realized that they were from our previous Temple, and at one time, she had been the President. I then saw her go to the ticket counter and start pushing her way into the receiving line. Her husband went up to get her out of there, but she resisted. As they left, he looked like he was in despair. Afterwards, Paula told me that the woman had advanced dementia and she probably did not recognize anyone. It was so sad to hear. She was an extremely pleasant, bright, and capable woman; to be reduced to that was heartbreaking. I felt doubly sad for her husband, who was obviously very devoted to her, but looked horrible from the strain of being a caregiver. My father-in-law Jeff had the same condition and it is a horrible disease that usually does nothing but get worse. My heart goes out to them both and I hope their journey is as peaceful as possible. I pray that nothing similar happens in our extended family, work, or friends.

**8/27/19**

**2:20pm EST | My Office, NJ**

The definition of insanity is expecting someone to act differently when they have always acted in exactly the same way. It has been my experience that when you have a buyer who is always dangling a potential job in front of you, but never released the purchase order, the best thing to do is get away from them as quickly as possible. The same is true with politicians. President Trump has been 100% consistent in his constant changing of his mind to the extent that nothing he says can be believed. Unfortunately, our world is filled with people, like myself, who like to believe that people will hold to their word. Therefore, let the insanity stop for us all. Believe nothing he says and we will all probably be much better off. In the meantime, the threat of worse trade wars and other problems will not lessen, so we are in for more of the same for as long as he is in office.

It was great getting back to my regular routine this morning. After exercising in our basement, it was off to our shed to check the two traps. One was empty and the other contained a raccoon, which should have been relocated by Tim the Groundhog Man by the time I am writing this. My bike ride was exhilarating in that the temperature was brisk, the humidity low, and I had a very good time. It has been a day of a lot of paperwork, including helping Wendy to get her new car lease. The US Tennis open is happening soon. I will not watch it since I can no longer play. I am missing tennis and martial arts more as time passes. I miss the chance to really hit a tennis ball—or, for that matter, another human being—but such is life, and the chance for bodily injury is no longer worth the risk. Kayla will end her career with us as of September 1st. In the eight weeks she looked for a job, she had four offers and found a new apartment. As

always, I am proud of her abilities and am very hopeful that her future company understands the incredible asset they are getting.

No word back from the man in Wisconsin who was the first attempt at my new take-over plan. I will try him in a few weeks. If he is interested in liquidating his company, getting whatever he can for the equipment, becoming a manufacturer's rep for us, and getting 50% of the net sales from his business orders for the first three years, then great. If not, we will move on. It is a good deal for both of us and will become even better for him and everyone else in his position when times get tougher.

**8/28/19**

**3:14pm EST | My Office, NJ**

It has been a day of paperwork, sales, and working on future trips. Not bad—I like doing that. Hurricane Dorian is now on a path to hit Florida. The Chinese say that they did not agree to start trade negotiations with President Trump again, but he said they did. It is much safer to believe no one about anything regarding politics.

**8/28/19**

**7:21pm EST | Our House, NJ**

On the way to the chiropractor, my dentist Dr. Browne called me. He had the results from my follow-up sleep apnea test. I had been using the new mouthguard for about a month with good results, except the left side of my jaw was a little sore. He told me the results were okay, but should be better so I agreed to go up to the next level of adjustment. I am hoping the extra pressure to keep my airway open will not stop me from sleeping. It is great that things are better, but I am hoping for more.

**8/29/19**

**3:42pm EST | My Office, NJ**

Tim the Groundhog Man was back on the job last night after just getting out of the hospital. I appreciated his dedication, but hoped he was okay. Regardless there was another trapped raccoon this morning, which he should have relocated by now. We are primarily after groundhogs and will give it one more week. I did modify my sleeping mouthguard last night. I think it worked better, but my jaw is still sore. I will endeavor to keep it at its new level.

I spoke with one of our investment people this morning, and he agreed with my assessment that the long term bond market's low yield influences people to put even more money into the stock market, which keeps going up. That has me very worried because, if there is a recession, people's 401Ks and other savings could be adversely hit very quickly.

Yelena came in today. She has been out for six months for cancer treatment.



She still has more to go, but has been cleared to work so she will try it part-time. It will be good to have her back.

**8/30/19**

**3:05pm EST | My Office, NJ**

The balance of the personnel changes are happening within a few days. It is very hard to say goodbye to people who have been here for years. Obviously, in Kayla's case, I will still be talking to her daily, but it will still be different.

It is the day before the Labor Day weekend, the finish of the summer season. It has been good, even with the plant reductions, and I very much hope everyone who left us is doing fine. I have been working on my next trip to India; it will be rugged regarding the schedule so I am glad I am going alone. The tariffs are starting to really be felt around the world. I hope we are all ready. There is a hurricane bearing down on Florida; Dorian has strengthened to a Category 3 storm. I have been moving business to IJX to take the pressure off of our reduced press teams, but they have told me to keep the work moving through here until they can't keep up. I love their attitude.

**8/31/19**

**8:57pm EST | Our House, NJ**

It is the little things that can cause the most effect. Kayla and I were on a conference call yesterday with our insurance company. She needed a policy in her name and we were going through the information when the nice company representative asked her for her email and she gave her Gmail account instead of Ideal Jacobs. It jarred me, another push to reality that by the end of the weekend all her ties with our company would be done. I spoke with Kay today; her move is going well. She will be out of the old apartment tonight and into her new one. I plan to see it when I am in California in November. She sounds a little stressed, but very happy so I am happy, too.

After my exercises this morning, I went to the shed for my bike and noticed we had caught another raccoon. This will make the fourth one we have relocated, along with one groundhog. The opossum stopped going into the trap so hopefully he will remain a permanent resident in our woods and keep out the mice.

I had tea with David; he is well and predicts he will win the Broker of the Year Award for his real estate company again this year. I am very glad to hear that he is doing really well. I went flower shopping today and bought enough for the bulk of our fall planting. I put them in and they looked great. We had an ARC exercise unit delivered today. I am hoping it will allow me to get up a fast heart rate during the cold months when I can't bike. The evening was calm and peaceful; we brought in food for dinner, and Wendy and I had a very pleasant evening. More demonstrations in Hong Kong and the Chinese government is reacting with stronger measures, including jailing some of the protest leaders. I, and I am sure many others, will avoid going through that city for the near future. I don't see

either side backing down, which will mean increasingly stronger reactions from both. More tariffs go into effect tonight from the US side. As I have been saying, I don't think this situation will change for the better anytime soon.



# SEPTEMBER



9/1/19

4:36pm EST | Our House, NJ

## A Symptom of the World Disorder

If you think that the trouble in Hong Kong does not affect you, think again. I do not believe there is any way that the Chinese government can or will let the island become an independent entity because...

1. They feel that they own it.
2. Their people are Chinese and have to be loyal to the main government.
3. They cannot allow the island to lose its luster as one of the main financial centers of the world.

4. They cannot take the chance of it getting support from the US, UK, or EU governments, which will cause them even more headaches in world foreign policy.

They will have to crack down, as they already have begun doing, in order to bring the island back into its orbit. With every movement of world governments towards progressive/ultra-conservative majorities—opposite sides of the same coin—the world is moving towards anarchy and a power vacuum. When there is a situation like this, the void is filled by the people who control the militaries and the money, which means that there is a lot of conflict coming that will unfortunately only be settled by force.

## Surging Storm

Hurricane Dorian is on its way to attack the East Coast of the US. It is a Category 5 storm, which means that winds are destructive enough to be able to partially or totally destroy anything in its path. At this point, it may hit Eastern Florida and then move up the coast. New Jersey is not currently in its way, but having been hit with Hurricane Sandy a few years ago, the memories of the damage and heartache are not long gone. I hope the people in Dorian's path are safe and away from the potential damage.

## No Fast Changes Possible

More tariffs were put in over the weekend by President Trump. Since we have no idea what is in his mind, his motivations, or his long term plans, we can only try to deal with the hand played to us. According to the financial markets, his tariffs are now causing consumers real damage and heartache. That combines with the fact that American companies, like ours, are actually paying the additional taxes—not our Chinese supplies as the President incorrectly preaches. I am not sure which is worse: the President actually believing the lie that the tariffs are being paid by the Chinese or his belief that the American public is so dumb it will believe anything he tells them. Regardless, the world economy is like a battleship; it can't make sharp turns. The results from the tariffs have been building for eighteen months; there is nothing he can do in the short term to alter their negative effects.

## Keep my Mouth Shut

I find it fascinating that people think I agree with them on all types of topics. Since I rarely voice an opinion or opposition, they think there is no conflict and continue on their daily routines confident and happy that we are in perfect sync. I learned a great lesson from my Great Uncle Phil many decades ago. His advice regarding handling people was “never spit in another man's soup.” Over time, I have found that I gain very little positive traction in building relationships if I disagree with them on multiple levels. I have found that if people disagree on some small facet then their whole ability to communicate together is degraded. I deal with far too many people to have them all in a state of conflict because we don't agree on every possible question of life. Therefore, almost all the time, if I disagree with someone, I will not say anything. They then think we agree and we can move on to more important matters—like doing business.

After my indoor workout this morning, I went on our new ARC stepping machine. It was awesome and burned a lot of calories very quickly. I look forward to using it as an excellent supplement to my normal routines. Barb and Cliff had a cookout today. Their kids, families, and in-laws were there, in addition to the Greens and us. Cliff officially retired last Friday and was greatly looking forward to taking life easier. We heard from Kayla; her move yesterday did not go incredibly smoothly, but by the end of today, everything should be moved either to her apartment or storage and life should start getting to a new normal. She sounded highly stressed, but I am hopeful she is at the tail end of the move-in process, and by the end of this month, her new job will also be awesome.

**9/2/19**

**4:56pm EST | Our House, NJ**

## The Days of Soccer

In the “old days,” my last two years of high school, August 1st meant the first day of soccer practice for the fall season. It was always the harbinger of the

end of summer and the beginning of a new school year. I always trained most of the year anyway, but getting ready for an actual sport always fine-tuned my focus to be ready for surviving drills and performing well during the games. More than forty years have passed and come August 1st, that old feeling still arrives. Even though I have not played in decades, it brings back good memories of what used to be.

### Learned Early and Still Works

School starts this week in New Jersey, and although I have not been “in school” for decades, the feelings are never far behind. Even to this day, I sometimes still panic trying to remember if I did my homework. I always looked forward to the first day of school because I liked the structure and competition it offered—not to mention picking out potential girls to try and date. School was a means to an end for me. I realized early that it was far easier to worry about getting As and Bs as opposed to passing or failing. Therefore, I learned to put in the effort necessary to eliminate the threat of not performing as needed, which gave me much peace of mind. I rushed to get through college as quickly as possible so I could work, and throughout the decades, the discipline I learned early about being prepared have never let me down.

9/2/19

8:13pm EST | Our House, NJ

*Hi Ben (my partner in China),*

*My mom is now 90 years old. I have been thinking about a way to honor her memory when she passes for the benefit of all. Although she was never directly in our family business, she always had a strong influence over my father and the rest of our family. In fact, over the past few years since my dad passed, I have found out she took direct action in key parts of my life to put me in position to excel in business and in life. She and I never had the chance to be in business together, but I have been working on a plan. She would never agree to invest in anything while she was alive in case it did not go well and could possibly affect her own financial well-being, plus the money she left to us. However, that leaves me with the potential to do something after she is gone.*

*Meanwhile, during the last decade, I have been thinking about my goal to plant 10,000 trees during my lifetime. As time has passed, it has become obvious that our planet needs millions more trees for reforestation, oxygen production, and air purification. From all of this, my plan has taken shape.*

*I told my mom today that I planned to use part of the inheritance I get from her when she passes to go into tree farming (another IJ division) and trading of carbon credits. She agreed that she would not want to take the chance now, but thought that it would be a wonderful idea afterwards so we could do something together that would last, help our planet, and make money. The question came up as to where to plant the trees, and one of the areas I thought might be suitable would be the polluted areas in China, which chemicals made impossible for food production. I am not sure if this is a viable idea, the cost of the land, if the government offered incentives to plant in polluted areas,*

*or if they recognize carbon credits, but if you think it possible I would like to talk to you about it. The model could be expanded easily once it was started. If you think this idea has merit, maybe we should get started now.*

Regards,  
Andy

Hi Andy,

*You are a good son. I was touched by both ways (to your Mom and to the environment). I will definitely start to research the land and regulation. If feasible, I also want to work with you together to expand the plan.*

Regards,  
Ben

**9/3/19**

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

No More Marching

When I was high school, I played the clarinet. I was serious about it and was in the orchestra and the band. Unfortunately, that also meant that I was automatically in the marching band in my sophomore year. I quickly realized that playing the halftime shows for the football team was not a lot of fun and definitely not “cool.” (Sorry to all those people who loved it.) When I told our band director that I did not want to do it as a junior, he smiled and said the only way out was if I played a sport. There was a soccer team forming at that time so I spent the summer of 1973 learning the basics of soccer and training, which meant running, more running, and even more running. I made the team—even played some varsity ball as a senior. It was a great experience that never would have happened if I did not like—and then dislike—marching band. The unintended consequences of life never cease to astound me.

Yelena returned today after being out six months for cancer treatments. She is starting part-time to make sure she can handle everything, but so far, she looks good and it is excellent to have her back.

**9/4/19**

**3:00pm EST | My Office, NJ**

Fall is coming here to New Jersey. Leaves are starting to turn and temperatures are cooling, which is very nice for bike riding. We caught a raccoon yesterday in the traps, but we got nothing this morning. Tim the Groundhog Man did see a groundhog when he came over and re-positioned the traps to try and capture him. Either way, we will stop this operation in a few days and see how things go for a while. My trip to Europe is now almost set and I am now focusing on India in October.

I spoke to Kayla and Alex, and they both sound well. Wendy and I are

looking forward to seeing Ben on Friday in Denver. I called the “target” in Wisconsin. I left a message for him to call me back. I also sent the manufacturer rep agreement to our attorney for final review. Once completed, it will be the contract we will use to try and create this new network. The blame game continues between the Democrats and Republicans here in the US, and all politicians globally regarding what is wrong, especially with the economy, and the best ways to fix it. We will continue on our current path.

**9/5/19**

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

As with most days before a trip, I have spent most of it cleaning up loose ends. Yelena is back and doing well. I spoke to the man from Wisconsin whose sales we might be interested in taking over. He was pleasant and mentioned that he was in the process of “going for the brass ring” one more time before he retired so I wished him well in his quests. I have “jumped off the cliff” a few times in my career. Sometimes, it worked out well, but I have never been sorry I did it because it always brought me further down the road to new things. If it works out for this man, he will have no need for us. If it doesn’t, then he should be ready within a year to talk seriously about joining us. I spoke to Mike Green; he was his lead and he agreed to go after a lot more companies so our overall odds will improve. This is not a journey you can rush.

We caught another raccoon this morning. We will try for a groundhog one more time otherwise we will stop.

**9/6/19**

**5:47am EST | Liberty Airport, Newark, NJ**

I had a quick phone conversation with a possible new part-time rep for California. I am not sure I want to do anything for a while now that Kayla has moved on, but I want the option. He is a former Oracle engineer and opened his own design company two years ago. We will meet in November when I am there to make sales calls and see Kay.

Kayla called me yesterday; she was able to set-up a quick vacation to Maui starting today and was very excited at the idea of going diving and getting away for a few days. She sounds great but stressed so a few days of rest and relaxation before she starts her new job is probably a good idea. I biked again yesterday afternoon and then watered our flowers. I was up at 2:45am and Wendy was ready—early as usual, which is something I really love about her. Transport here and getting through security was swift and without issues. I am going to start editing this year’s book. Last year’s galleys should be ready in a few days for a final check before going to the book printer.

**9/6/19**

**3:57pm MST | The Art Hotel, Denver, CO**

Sometimes God works in mysterious ways, and sometimes he doesn't. While in the airport this morning, I made a boisterous comment, and as soon as I did, realized that I was going to pay for it. We arrived on time—thank you, United Airlines. For some reason, I did not check the local time and thought we had an hour more than we did. On the way here to drop off Wendy, I realized that we could not make it there and to my sales call in time. I told the driver to get off the road; we found a hotel and Wendy took an Uber from there. She was not upset, but I was at having to do that to her. The driver took me to my sales call at the Plexus Design Center, but before getting there, Wendy called me from the hotel. The rooms were only in my name, and I had to give the employee permission to let Wendy check-in. It was a minor annoyance, but I figured it was more payback. The call went very well; they really loved Kayla's BuildTak Multi-Tool, and after leaving there, I went to Whole Foods for supplies. Once here, I found out the rooms were not ready and I had a few hours before I could get in. I was hoping that was the end of my penance. As it turned out, the hotel people were very nice and let me use their gym. I was alone there, set-up my own area, worked out, and had lunch before I went back upstairs. I took a nap, got an iced tea, snacked, and watched a documentary on the Woodstock Music Festival.

I really try to monitor what comes out of my mouth and am mostly successful in keeping the bad stuff from escaping, but the example of today just reminds me of the necessity for vigilance. I am responsible for everything I say and do, which I should never have to be reminded of anytime, anywhere.

As I was being driven here, I could not help but notice the amount of homeless people. It is now in the midst of a thunderstorm and I wonder how they are coping. What do they do in the winter time with the cold and snow? I have no answer and can only say that I never take anything for granted, and am truly thankful for my amazing life and for my family, co-workers, and friends. I would hope that with all the taxes we pay that the problems of global warming, homelessness, and immigration could be handled much better. But I am not in the shoes of the government workers in charge and cannot pass judgement—even if I did, it would not matter. Those in public service have chosen a noble path to serve and it is not my place to question them without being willing to take their place. I have a very limited sphere of influence which I am always trying to expand, but the older I get the less influence I probably have. That is easy to gauge because almost no-one asks me for advice. Regardless, I will continue to try and spread joy, good humor, laughter, and gratitude where possible.

**9/7/19**

**7:14am MST | The Art Hotel, Denver, CO**

Ben, Carla, Wendy and I had dinner last night. It was the first time Wendy and I met her. She is suitable—the highest ranking I can give and the only other person



who has gotten that is Wendy. We had a very pleasant evening. Ben and Carla are planning to buy a house and move in together. I think it is a good long-term plan.

**9/8/19**

**8:47pm EST | Our House, NJ**

Ben picked me up at 7:30am yesterday morning, and he drove us to the Red Rock area to go hiking. It was awesome—perfect weather—and Ben had nicely brought the SwaddlePax Vest that I had sent him, loaded with ice packs and a staff so I was well prepared for the strenuous climb up and down the trail. I was able to keep up and even talk along the way. We spoke about work, Carla, his plans to buy a house, as well as life and philosophy in general. I do not normally have long, deep conversations—if fact, they almost never happen, but this one continued through breakfast. I could tell that Ben sincerely wanted to know how I felt about certain areas, reacted to people as individuals and as groups, and how I had developed my life and work structure over the decades. He probed pretty deeply, and obviously I permit very, very few people to get “in there,” but he was also open so it was beneficial for us both. In the end, we both got to know each other even better, which was his plan and had good results. He then dropped me back at the hotel. He came back later for Wendy and I to spend the rest of the day with him and Karls. It was very pleasant and we got to know Ben’s girlfriend a lot better. All was well until we were on a walk before dinner and Wendy tripped on an uneven sidewalk. I turned as I heard it and saw her fall flat, but I was hoping her face did not hit the ground. Divine intervention was in progress. Very fortunately, she only had some minor scrapes—none on her face—and after some first aid by Ben and Carla, we proceeded to a very pleasant dinner and then ice cream afterwards. We bade each other sad farewells, but we will see them in November and it has been great seeing them. Both Wendy and I heartily support Ben’s choice for Carla and hope she can join the family whenever they are both ready.

Wendy and I were up early this morning, got to the airport and through security in plenty of time for our 8:00am flight, which was delightful—thank you again, United. We landed early and were home before 2:30pm, and I was biking an hour later. I did not do a full route; I was too tired, but what I did felt great. After cleaning up, I got us take-out for dinner and we had a pleasant, quiet evening. It is always wonderful to be home.

**9/9/19**

**9:05am EST | My Office, NJ**

Smoking: Good or Bad?

There is a saying that the length of women’s skirts determine the economic climate. The markets go down as the length increases. I have seen another potential indicator in my town. As I bike in the mornings, I sometimes pick-up litter, and I have noticed a strong uptick in the amount of cigarette packs left on the streets. This could either be a good indicator of outsiders coming in to

buy houses and settle here or the stress level of those who are already here are dramatically rising. Either way, the use of nicotine is skyrocketing. This could be one sign that the tough times are already here or that good times are continuing. As usual, reality is never clear until the tidal wave actually hits.

**9/10/19**

**11:01 am EST | My Office, NJ**

Tomorrow is 9/11, the anniversary of the various and vicious attacks that occurred 18 years ago. It is hard to believe that so many years have passed. Ask anyone from around the New York Metropolitan area and they, like me, will tell you about the people they knew who were murdered and the aftermath on everyone else, including the families, rescue workers, and psyche of the rest of America. That day was the turning point for all Americans who believed that the US could remain isolated from the rest of the world and what happened “over there” did not matter here. The only good result is to drive home the eternal ideal that we are one planet, one people, and we all have to learn to get along with each other because the alternative is too horrible to contemplate.

**9/10/19**

**4:51pm EST | My Office, NJ**

I have known Dr. Mesnard for almost two decades. In addition to his incredible competence, pleasant manner, and excellent sense of humor, he knows how to give a cortisone shot. I knew this from past experience when he treated my “tennis elbow.” I had my semi-annual checkup today, and after all was done, he agreed on the shot to my shoulder. I marveled at the almost complete lack of pain. He quipped that “sharp needles” were the cause, but I think it was more from his vast experience. The rest of the day has been more pricing, getting trips ready, sales, and generally having a lot of fun. One of our customers has moved to a new company near Chicago. Rich and Don will go there in a few weeks to review all of their products to see what we can do and provide any suggestions for price reductions. I am also considering a new rep for the Dallas area. I am not sure we are ready for new people in both Dallas and California, but if they are inexpensive it might be a good move. I heard from Ben; he, Allan, and Yinjiao had an excellent few days of sales calls in Israel with Netta. They, like me, are pleased with her performance and have high hopes for her future.

**9/12/19**

**4:15pm EST | My Office, NJ**

The preparations for the trip to Europe next week are done, as are the ones for Canada in October, most of India in October, and Israel in November. It is still strange not involving Kay, but I will get used to it and will start involving others. I did speak to Kayla; she is well. Her car is repaired from the break-in and

she is very ready to start her new job on the 23rd. There is another Democratic Presidential Debate tonight. From what I can see, most of the candidates are trying to take away as much of my money and my guns as they can. I will vote for none of them.

9/12/19

4:48pm EST | My Office, NJ

### Customers Are Gold

My father always taught me that the most important print job in our plant was for the wife of the Chairman of the Board of our biggest customer. If she was unhappy with us, then everyone else would be angry also. If she was content, then the way was paved for us for more business. It is not a brilliant concept. Service is everything, and our customers know it. If they want something really badly, they will simply start copying me on the emails to our people knowing that I will jump in to make sure they get what they need. I love to give outstanding service and I also want to know when there is a problem so I can both fix the problem and deal with any internal issues. As my dad also said, "The customers do not have to understand or forgive anything; they should be treated like gold." It is as true then as it is now.

9/13/19

9:15pm EST | My Office, NJ

*Hello and welcome to the October Edition of the Ideal Almanac...*

### *Don't Tell me What I Want to Hear Unless You Mean it*

*I love pushing the bounds of what is possible. If there is a chance that something can be done faster, cheaper, or better than I am all for it. We have built our business on the basis of being able to achieve the "almost" impossible and "almost" defying the laws of physics. The problem with having this type of mentality is that we are always living on the edge of what can be done. If there is a chance to make a rush delivery, we will go for it even if the part has never been built before and no-one even knows if it will work. Obviously, it is a much easier process for our normal products lines, and in those cases it is more of a matter of: if the materials needed are on hand, can the work be done in the amount of time allotted, and if any unanticipated problems occur. It is that last one that can often cause the issues because when we are working at maximum utilization of our people, machinery, materials, and available hours in a day, things can come up. That is why we always have to have alternative production capabilities ready at a moment's need. One of the reasons we helped create the two Ideal Jacobs plants in China (IJX) was for these occurrences. When we started out in 2005, we hoped that they would eventually get to the same quality levels as we have here in the US. We did not figure that they would be able to do it within twelve months, and in the ensuing twelve years, we have greatly benefited from the added capabilities they offer not only for the product lines we share but also for the new ones that they embraced themselves*

*like Membrane Switch Panels and SMART Labels. As a salesman—and that is my primary job, even though I am the President—there is nothing better than being able to offer the best of all worlds. We took a huge financial gamble with IJX—in addition to sharing our technology and customers—and it has turned out better than I could have hoped because we can promise almost anything and our plants globally can make it happen.*

**9/13/19**

**8:53pm EST | Our House, NJ**

The Democratic debate last night seemed to confirm that Joe Biden is the front runner and everyone else is chasing him. More candidates will fall by the wayside in the coming months. There is no real challenge to President Trump on the Republican side, I don't think that will change. Both the US and Chinese governments are hinting they could come to a non-formal agreement about the tariffs and trade war. I don't believe it but hope I am wrong.

**9/14/19**

**8:21pm EST | Our House, NJ**

Luck and the Jersey Shore

I had lunch with my mom today. She is 90 years old and her mind is as sharp as ever. She mentioned that the Beach Club that we went to when I was a child was originally found by my grandparents. They only stayed there one summer, but my mom really liked it there so we would go down a few times a week for many summers when I was little and actually stayed at the apartments there for a few seasons. While we were there, my life changed by watching Elliot Apter. He was a few years older, but while I was stuck in the transition of adolescence, he was already fifteen years old and the smoothest operator I had ever met. Not just with women—he could and did talk to everyone, making it look effortless. I studied his behavior and eventually adopted it as my own to force myself out of my introverted shell. It was an extremely difficult transformation that took years, but he put me on the path to be able to follow my dreams. I would never have had the chance if my mom didn't convince my father to stay at the Jersey Shore. Once again, another decision she made that made a landmark change in my life.

**9/15/19**

**6:05pm EST | Our House, NJ**

Place Your Bets

50% of Saudi Arabia's oil processing capability was destroyed by drones over the weekend. We don't know who did it or for what purpose. The easy answer would be Iran to help increase the worth of their oil and make others afraid of their capabilities. On the other hand, it could have been any other government or group that would have benefited by a disruption of Saudi oil. The

main thing to remember is not what happened, but how easily it was done. The money needed to launch a drone strike is within the budget of almost anyone, including individuals, which means that any and all targets are now within the reach of almost anyone. Maybe that was the real intent of this attack.

After sleeping until my usual 6:15am for a Sunday and exercising in our basement, I was off to a glorious bike ride. The weather was in the mid 70s and beautiful so I had a very pleasant time. From there, I worked on our garden, put in some new flowers, and moved others. Wendy and I had a very pleasant lunch, and then I went to the plant store and bought four more clay planters to go with the two from yesterday. They will all be used next year. I then met my brother for a walk and tea. He is well and just received his Master Gardener Certification from our county. We spoke about the Saudi Arabia oil situation and an update from Bloomberg Financial Network that oil prices had just spiked 19%. Neither he nor I has any idea who actually conducted the strike, but hopefully our President has better information than we do. General Motors' unions called for a strike—the first in 12 years. I think their timing is ill-advised since most companies are turning to robotics and this will just make it happen sooner.

#### Watch What You Wish For

The calls to impeach the President are getting louder, but those yelling the loudest are ignoring one major fact. If he is driven out of office, Mike Pence becomes president. While I will not vote for President Trump, I might vote for Mike Pence, which means that instead of having potential of six years of Mr. Trump they could get twelve years of Mr. Pence. If given the choice between a far left progressive or Mr. Pence, I believe that more than enough of those who vote will pick him.

**9/16/19**

**5:53pm EST | Newark/Liberty Airport, Newark, NJ**

I was up at my normal weekday time of 4:15am, exercised in our basement, then went out for a great bike ride. After getting cleaned up and to the office, I spent the morning finishing the loose ends before leaving soon after noon. I think it is good both for me and our team that I am going away. After the layoffs of last month, they could use a few days without me around. Once home, I biked again, finished lunch, got cleaned up again, finished packing, and spent some time with Wendy before Mike the Driver drove me here. I love my family, my life, and my job, and one of the reasons is that I go away enough that I am both sad and glad to leave and always happy to be home. I never take anything for granted, especially my wife, which keeps me incredibly grateful for the lives we have.

I am in the United Polaris Lounge, which has good food, but the last time I checked there was a waiting line to get seated. I have food with me; I am not hungry and I finished eating lunch late. I think I will take the risk and try to get on the plane and go to sleep right away. I'll miss a meal, but I can try to eat on the tail end of the flight.

9/16/19

6:35 EST | Newark/Liberty Airport, Newark, NJ

Change of plans. I passed a nice display of cooked salmon and decided I was ready to eat. Now I am definitely full so sleep will be my primary aim on this upcoming flight.

9/16/19

8:07pm EST | Newark/Liberty Airport

*Dear Dad,*

*I haven't written to you in a while and I hope all is well. This marks the real beginning of my life on the road without Kayla. It is a little strange—actually, it is very weird, as over the last few years we traveled a lot together. She is doing well, has a new apartment, and starts her new job next week. Once she gets into a new routine, I feel confident she will enjoy the new road she is on. As for me, having her leave has made some huge changes. First of all, I have changed our method of business from a growth to a profit model. We, meaning me, are more focused on making more money now as opposed to later, and with that in mind, I cut our staff significantly last month. I look forward to seeing how our overhead has been reduced by the end of this month to see if we need to cut even more. Downsizing also goes with the idea that we are going to have a global recession. So far, it seems to be working well—again, it will take a few months to see what has to be “tweaked.” I know that you were always in favor of reducing overhead as much as possible so I know you would be in favor of this. As always, it was incredibly difficult to let our people go, but there was no choice. The responsibility was and always will be mine. Elsewhere, Mom is good; she is getting lots of visits from us kids, grandkids, and friends. I wanted to thank you for giving me the training to be able to plan and put into effect a pathway for what I believe is coming. I am not afraid of a potentially difficult market; you trained me to handle it. More than four decades after you started, you are still helping me in a big way.*

*Love you,*

*Andrew*

9/16/19

11:16am BST | Aspire Lounge, Edinburgh Airport

The flight in was excellent thanks to the great staff at United Airlines. I had checked my bag all the way through to Frankfurt, so after I got through Immigration, I changed my clothes. Igor and Gordon the Driver were waiting for me. We were running ahead of schedule, which is always excellent, and got to Plexus about 20 minutes early. The engineer was already there, as was his boss, whom I have met before, but he could not stay for the meeting. We went through the various samples both Igor and I had brought, as well as our new product lines. I gave him one of the new Multi-Tools, which he loved. It was then back here and a good breakfast at this lounge. Our plane might be a little late, but we have

no connecting flight and are simply going to the hotel so it is not a big deal. I got some sleep on the last plane but not enough.

**9/16/19**

**12:49pm BST | Edinburgh Airport**

Jet lag and sleep deprivation are in full effect. I will try for a nap on this flight and eat so I have enough energy to walk outside later to get my dinner. I got an email from the head man from this morning who could not stay for the meeting. He apologized, which was unnecessary as he had an emergency, and complimented Igor on the work he had been doing. There is a potential for more business from this location—a very good thing. Igor was copied on the email; it is good he sees the compliments as well as the complaints.

**9/16/19**

**3:06pm CEST | En route to Frankfurt**

Maybe It Is You and Not Me

I am always grateful for the kindness and grace of people whenever I travel. The vast majority of people I meet are kind, considerate, and easy to get along with. My father always preached the Golden Rule: “Do unto others as you would have done unto you.” I not only believe that, but have extended it, as my father also did, to try and treat everyone as an equal with kindness and courtesy. In the rare event they were not worthy of that treatment, then I usually find out quickly and could then try and avoid them forever. People react to how I act towards them, which is why I believe the world is filled with so many good hearted souls. If your world is sour and negative, maybe you should judge yourself first before others.

**9/17/19**

**7:30am CEST | Frankfurt, Germany**

The flight here was on time yesterday and our driver for the rest of the week, Dimitry, was ready as soon as we got through baggage claim. By the time we checked into the hotel, it was after 5:00pm and Igor and I went our separate ways for the evening. I went for a walk; it was a beautiful early evening fall day. I picked up my dinner at a Middle Eastern restaurant recommended by the hotel. After talking to Kayla and Wendy, they were both well; I ate and basically did very little else because I was tired. I was asleep before 9:00pm, was up at 3:00am, worked out in my room and the gym downstairs, and had a huge breakfast. We are now on our way to Plexus for our only sales call today.

9/17/19

9:44am CEST | En Route to Nuremberg

The call at Plexus went well. We brought a prototype of a part we are working on for them, which the engineer liked. It is part of a big project and we are hoping for more parts from it. As I mentioned to Igor, there is nothing like showing up in person, and in this case, it might directly lead to more business. The more people know about us and can see actual samples, the better our chances at new sales.

9/17/19

3:58pm CEST | Movenpick Hotel, Nuremberg

We arrived at this hotel about 12:30pm and the desk attendant asked me a question that I had never been asked before. The rooms were ready, but there was a charge if we got them earlier than their 2:00pm check in. It was a momentary annoyance with no decision to be made since I wanted to get into our rooms so I agreed. Otherwise, this was a very nice hotel—just unusual. Regardless, Igor and I said goodbye until tomorrow before I got changed and went back to the main reception for directions. It turned out we were nowhere near the downtown area and I had three choices. I could walk around the airport for the rest of the day, which was not appealing, take the subway, which was not an easy matter for me, or take a taxi. Again, it was a very fast decision and I grabbed a cab and was in the city center 15 minutes later. I had been to Nuremberg before, but did not recognize it until I began walking and starting to see familiar landmarks. One of them was the castle at the top of the hill, which I visited again. It was a beautiful fall afternoon; the walking was very pleasant while monitoring my phone because IJUS was up and running. They were six hours behind and our IJX team were still answering their emails.

The city center was mostly for pedestrians and there were people everywhere as well as numerous shops and stalls selling everything a consumer might use. My goal was to get food for dinner and not sleep so I could rest early again tonight and be ready for tomorrow. I got everything I needed and was getting tired so I hailed a cab driven by a German citizen. After talking to him for a few minutes, it turned out we were the same age. He was the first person today to ask me about President Trump and I learned he was very unhappy with President Merkel. He felt that her immigration policy had gone to extremes and Germany and all of Europe were no longer safe. He said that whenever he said anything against her then people called him a Nazi, which I found fascinating considering what people call anti-Progressives in the United States. He was retiring within a few years and was planning to move to Spain because he could not afford to stay here. He was a nice man; I hope he retired to a place with excellent fishing and low living costs so he can have the retirement he deserved.

I just saw an email from a customer whom I have not spoken to in a decade. He does business with IJX; they make motorcycle parts for them and his company is getting killed by Asian knockoffs. He has just put a new product into



the market place and he is worried it being copied at lower prices. We discussed possible alternatives and agreed to talk next week regarding what “value added” “thing” we can both offer.

What do people who use specialized parts want?

1. Access to help
2. Input into new designs
3. Access to the inventors
4. Ability to get new products faster than the general public
5. The chance to design and build their own products
6. Discounts if they help sell the products to others
7. The chance to help reduce the effect of Intellectual Privacy Piracy and knockoffs
8. The chance to talk to their peers about their perspective interests (old fashioned chat rooms)

**9/18/19**

**11:36am CEST | En route to Teningen**

I am always curious about what a gym will be like. My requirements are simple:

1. It is clean.
2. There is a treadmill.
3. If there is music playing, it is low enough not to be annoying.
4. If I get all three of the above and I am alone, I have hit the jackpot.

This morning I got all four and had a very pleasant time.

After getting cleaned up and doing some pricing for parts that Rich had sent me last night, I met Igor for breakfast. We had a quick chat about immigration. He is in favor of governments actually taking a realistic look at the issues, a consistent and quick manner for admitting them, coming up with a program where they can be incorporated quickly and begin paying for social services right way so they are not a drain on their new countries. I commented it sounded too rational for most politicians, but we both hoped the global situation would improve.

Once checked out, Dimitri drove us to Nokia where we had a meeting with various people from purchasing and engineering. They had given us a long list of topics in advance, and with Vinnie’s help, we had a written response for all of them, which we handed out and then went over. We also showed them some of our new products. The meeting went well because we were prepared, a continuous reminder of what should be done for the future. The next city was about four hours away and we stopped soon after we began so I could use the men’s room. The food at the highway stop looked really good and the people were very pleasant. I am figuring we will stop another two hours, in which case I will need to break into my muffin and pretzel supply.

**9/19/19**

**5:33pm CEST | Teningen, Germany**

We arrived here at 3:30pm, got our rooms, and immediately split up. Dimitri is also staying here so we agreed to meet for breakfast tomorrow morning. I then got a call from my son Ben. He is in the midst of trying to buy a house and he is understandingly extremely nervous about putting out a great deal of money and a long term commitment. Happily, Carla is a fantastic supportive base for him; I like her more all the time. I remember vividly how I was when we bought our house: I had the same qualms and fears while Wendy was also wonderful at those same types of moments. In the end, the risk was well worth the rewards. Having your own house is an amazing blessing as long as you can deal with the mortgages, taxes, repairs, and everything else involved. Ben is an extremely careful man with a highly rational mind and he has already run all of the positives and negatives and just needed a reality check from me. After listening, I gave my wholehearted endorsement and I hope it comes about if this was meant to be. After changing, I went for a walk through this village. It is a very small area and I was able to go through it quickly. It is gorgeous, clean, and the picture postcard of German village with some houses even having barns for horses. I did not find a grocery store so I had no extra fruit, but I did have more muffins, cookies, and pretzels.

I woke up in the middle of last night and had trouble getting back to sleep; I hope tonight is more constant. This hotel seemed to cater to senior citizens who partook in daily walking excursions. Most are German, but I met the one person from the US. He was from Arizona, but sounded like he originated in New York. US stock markets are close to new highs—nothing makes any sense, but I am not sorry we down-sized and got rid of a lot of our debt. The US is blaming Iran for backing the bombing of the Saudi oil production areas; the President is calling for more sanctions. The Iranians say if they are attacked, it will be all out war. As I have said before, I can only hope that the leaders of the world have good intelligence information about what is really going on because if countries start attacking each other it will be very hard to stop it.

**9/20/19**

**12:25pm CEST | En Route to Frankfurt**

I had dinner at the hotel last night. The waitresses only spoke German and Google Translate did not seem to help so a man nearby came to my rescue. He told them what I wanted and then we chatted for a moment. It turned out he was a retired chemist and his former company had a location near us in New Jersey—a very small world. Mid-way through my meal, Dimitry came in to join me and we had a nice chat about our family histories. His family had immigrated from the former Soviet Union. It was a very swift decision; one day his parents said to pack and they left. I'm not sure if it was the diet soda and or the tea, but I had trouble getting to sleep last night. It turned out well because I had a lot of work

to do anyway. As I looked out my window, I realized that we were way out in the country and there were a huge amount of stars to be seen. However, I was already dressed for bed and I was afraid that if I went outside I could get locked out in a foreign country where I did not know the language and would have a really hard time getting back in so I did not do it. In retrospect, it was the better decision. Regardless, I was up at 4:00am, exercised in my room, and then went outside for a walk. I actually had to go back to the room twice to get warmer clothes; the first time I could not get in as it had some type of electronic key lock that I had trouble mastering. It was too cold outside without more clothes so I went back, tried again, and was successful. It was beautiful as the dawn was breaking. After getting cleaned up, I met Igor for breakfast and we had a discussion about global capitalism and how the odds were increasingly stacked against the company owners regarding being able to make enough money to make the risk of being in business worthwhile. He agreed, although he thought that the overall coverage and benefits for the workers was a good thing even though it inhibited the functioning of the overall system. Both he and Dimitry were ready early to get moving and we got to our call at Delta in perfect timing. I had gotten some background from Yui that IJX had the chance at some of their label business in Thailand. When we got to the conference room with their buyer and a group of engineers and designers, that was the first area of discussion. Hopefully, we can work out the plans to get the business and then we talked about SMART labels, gaskets, and a bunch of other areas. It was a good meeting.

Igor then went with another driver to a local airport and I am on my way to Frankfurt with Dimitry. There is traffic, but I have no other meetings so I am calm, as long as we get a rest stop soon.

**9/20/19**

**7:41pm CEST | Intercontinental Hotel, Frankfurt**

We got to this beautiful city at 3:00pm; I said goodbye to Dimitri, and after checking in, changing, and answering email, I went for a walk by the Maine River. It was great weather, and after stopping back here, I then went to pick-up my dinner at the same place as last Tuesday. I got double the amount so I could bring some with me tomorrow on the plane in addition to the fruit I had just purchased. All the while, I continued emailing and calling with the office. Once back here, I got a text from Wendy that she had arrived in Chicago and I spoke to Kayla who is definitely ready to start working at her new job on Monday. They both sounded great, as did Ben and Alex. I am a very fortunate man. Dinner was excellent and I plan on going to sleep soon.

**9/21/19**

**12:04pm CEST | Frankfurt Airport, Germany**

I got about seven hours of badly needed sleep, was up at 5:00am, exercised in my room, and then down to the gym for the treadmill. Once done, I went outside for

a brief walk; I wanted to get some fresh air before having a huge breakfast. I was packed, checked-out, and on my way to the airport by 10:30. The man driving me owned a transportation company based in Frankfurt he was an official partner of Peter, the man who takes care of most of my trips in Europe and is based 200 KM away. I try my best to be prepared to get through the security lines as quickly as possible; however, this time the bag with my food was selected to be searched. I had to wait, and when they finally looked, they said it was okay. I have no idea why they picked it in the first place—maybe a random search. Obviously, I did not complain or create a scene; I got my bag back, went to the Lufthansa Lounge, and filled my bags, which are now cooling my food. Once on board, one of them will be on my back in my seat and I look forward to the cooling pleasure once I am there. It has been a very good trip; I am very pleased we did it.

**9/20/19**

**10:00am EST | En route home**

I know I am really tired because I started crying watching a sad part in a movie and that usually only happens during jet lag and sleep deprivation. No worries—I have no place I have to be or work I have to do. I was able to get a lot of editing done during this trip on this year's journal so that is great. I apparently can't get onto the Internet, which means that, after I brush my teeth and let the water out of my bags, I will try for a nap. What a glorious thought—a nap. I love it.

**9/21/19**

**7:15pm EST | Our House, NJ**

I was home before 5:00pm yesterday and spent the evening unpacking, making and eating my dinner, watering our plants, and relaxing. I heard from Wendy that she was having a great time with her friend Diane and also enjoyed dinner with our nephew Sam and his girlfriend. I went to sleep at 8:00pm, woke up a few times, but was mostly able to sleep until 5:15am. After exercising, biking, and watering our garden, it was off to the shooting club for the annual meeting. As you might have imagined, those who like guns and target shoot, like me, are often conservative in their viewpoints and we are all very big on individual rights, the right to bear arms, and as little government interference as possible.

The meeting lasted less than 40 minutes and then I went food shopping. Once home, I ate a quick lunch then went to see my mom. I had called my brother and he met me there. It was great to see them both and they are all well, as is Ira's family. I also spoke to Irene; she is excited about retiring at the end of this year and her crew is also good. Once back here, I grilled food for my dinner tonight as well as for most of my lunches for the week. Wendy called me; she and Diane had seen the Downton Abbey movie and greatly enjoyed it. They are having a lot of fun, which was wonderful to hear. I am excited about getting back to work tomorrow; there is a great deal to be done and I want to get to it. In a new poll, Elizabeth Warren is leading Joe Biden in Iowa. The quality level of candidates on

both sides is disappointing. More Democratic candidates are dropping out; the pack is narrowing quickly.

**9/22/19**

**8:91pm EST | Our House, NJ**

It was great being back in the office again after almost a week away. There was a lot to do; I did not catch up, but made a lot of progress. Wendy got home safely from Chicago; she had a great time. After seeing my chiropractor, it was really nice to be back home. I brought dinner and we had a lovely, quiet evening. It was great having her home.

**Kayla Is Really Gone**

As my dad always said, you not only have to know something in your brain, you also have to realize it in your gut. I have known for months that Kay was leaving our company, and after her last day a few weeks ago, it was still a little amorphous. Today she started her new job with a software company, and reality hit home in my stomach. She was not coming back, which was probably better for both of us regarding our relationship as father and daughter. Still, we miss each other; we still usually talk at least once a day, and not having business influence how we act with each other is a definite plus. A new normal will take over soon and as long as we are still together as father and daughter it is all good.

**“Not Yet”**

I told two of my guys to listen to one of my old radio shows last week before I left for Europe on business. I could tell by the way they reacted that they probably would not do it. One of them always says to me “not yet” when I ask if a task has been done, which is extremely annoying because I know it is just an excuse. I checked today, and sure enough, neither had even started the task. One would have used the standard excuse of “not yet” had I not warned him first. I always find it fascinating when I tell people to do things and they think they can pick and choose what is to be done. I know that they were busy and not slacking off, but they figured they could define the schedule that best suits them, and if they don’t get to something, it will be forgotten. After seeing this posted, I don’t think either will make this mistake again.

**9/23/19**

**4:52pm EST | My Office, NJ**

The bike this morning was beautiful—not very chilly, but I did have to use my light jacket because it was just dawn. My day has been immersed in pricing and printing issues. We have a big purchasing meeting in India next month and there is a lot of prep work to be done. Mike is helping me get my new Indian visa. Teen-age environmental activist Greta Thunberg spoke at the UN yesterday. Her fiery passion is helping to galvanize the world to help our planet. She deserves all the

accolades she is receiving. On that note, Ben is still working on our project to buy polluted land in China and plant hardwood trees. It would have multiple benefits, besides helping to cleanse the soil, offset carbon emissions, and produce lumber to sell. That is, if it all works according to plan. It will be a heck of an adventure if it actually happens.

9/26/19

4:35pm EST | My Office, NJ

Yesterday and today were spent the same way: doing a huge amount of paperwork that was mostly finished today. It was a great feeling of accomplishment, and now I can move on to other things, including starting getting my next two trips ready, which will be California in November and Mexico/Texas in December. Nothing can move forward if there are tasks that have not been completed; one area where my Obsessive Compulsive Disorder comes in handy is I am forced to get things done. President Trump appears to be in real trouble with asking the head of Ukraine for derogatory information on the Bidens. Where I did not think there was a real chance for impeachment before, I now believe there is.

9/28/19

4:15pm EST | Our House, NJ

*Hello and welcome to the October Issue of the Ideal Almanac...*

*September marked the beginning of traveling season for me so I thought that you might like some tips about "going on the road." The suggestions are the same whether for business, travel, or a mixture—and of course, these are only my thoughts. You are in charge of your own destiny, so please do not consider holding me responsible for what happens to you—good or bad.*

*First of all, I would download my list of things to bring from our website. It's been a great help to me in preparing for my travels. It is really good to print the list and check off things as you go. If you are staying within your own country, then getting money and visas are probably not an issue, but even in the US on October 1, 2020, you will need a passport to travel to Canada and Mexico unless you have a special driver's license. The idea of being spontaneous while traveling, while romantic, can sometimes spell disaster. I would suggest you do the needed research regarding hotels, transportation, currency, credit cards, potential danger, finding resources "on the ground" for general help and especially when you are in trouble. If you are taking medications, you should be very careful to check the rules of the country you are visiting because what is legal in one is not necessarily approved in another. As always, it is worth almost any amount of effort and money to avoid problems while traveling and hoping for the best regarding your safety or freedom is generally a bad idea.*

*I really like to be "on the road" for business and pleasure, and unlike most people, the longer the plane ride, as long as I am in Business or First Class and in good health, the better. I look at it as "my time," when people can't get to me, where I can do whatever I want, and that is a true luxury. But that doesn't mean I like to spend a lot*

*of time in airports waiting for planes. On the other hand, I also don't like being pressured to make a fast connection, worrying about my luggage, and running to departure gates. I generally like at least two hours between flights—that seems to workout pretty well. However, I always have many hours of work to do so that when there are delays I can put on my noise cancelling headphones and generally be content for a while.*

*Try and have some currency in advance for every country you are visiting, even if it is only a connecting flight. I suggest you call your credit card companies in advance and let them know where and when you will be gone. When they see a purchase from another area or country, then they are less likely to cut off your cards, but that is not always the case.*

*If you think you are entitled to anything because you are an American, you are wrong. If you treat people like dirt, expect the same back. However, if you follow the Golden Rule and treat others like you wish to be treated, then you will probably have experiences like mine. People around the world are generally very nice, happy to help, and want to get along.*

*Happy travels, but remember your safety is your primary responsibility. If something doesn't look or feel right, then I suggest you don't do it.*

**9/29/19**

**3:45pm EST | Our House, NJ**

Yesterday morning, after exercising in our basement, I biked and had tea with David. He is well and we are both trying to figure out the best way to profit from whatever happens in our global economy in the next year. He thinks things will continue to prosper; I don't, but then again he has been right so far and I have not. After lunch, I saw my brother; he is well and enjoying retirement. We discussed the tree project; he is now a designated master gardener in our county and he passed on some information he had seen from Rutgers University. One of the people in their agricultural department sent out the information that the amount of carbon credits produced by an acre of trees was the same as regular grass. This got me thinking because planting and maintaining grass was probably easier and cheaper than trees. At this point, I am not sure how this project would go, whether small scale with 1 acre plots for individual types of trees or a larger mixture. Obviously, I need to gather more information. After that, I went to get food for dinner, and Wendy and I had a pleasant, quiet evening here.

This morning I exercised and biked again, did some packing for my trip on Wednesday to Canada, had lunch with Wendy, and then went to see my Mom. She is well and everything seems calm and good; she is continually excited about her great-grandchildren. I gave her updates on our kid's plans for the Jewish New Year holidays beginning tomorrow. She is coming to our house to celebrate the end of Yom Kippur a week from Wednesday.

After stopping at two stores for supplies, I came back here for fishing tackle. There is a river less than ten minutes away. I stayed for a bit; the fish were jumping, but not biting—I enjoyed just being there. I have nothing else planned for today, but a nap might be happening whether it is scheduled or not.

**9/29/19**

**8:44pm EST | Our House, NJ**

The end of the fiscal quarter comes tomorrow. Once I get the financial data from Mike and Gary, I should be able to assess if our cost-cutting program has gone deep enough to generate the positive cash flow needed. If not, we will need to cut more. We got more tariffs invoices from our Asian shipper. We are paying for the tariffs, not the Chinese, from imported goods. The president keeps saying the reverse is true; either he does not understand what is going on or he is lying to the American public and the world. Neither option is good. My gut is telling me that our program to take over smaller screen printing companies around the world should be starting to take shape soon. Unfortunately, that means the economy is already going down and the great majority of them, like in almost all other sectors, will be caught with high debt and overhead, too much inventory, and too many employees. They will resist downsizing until it is too late and we will then come in with the only option open to them, which is to liquidate their business and come work for us as manufacturers reps on straight commission. One of the hardest parts will be for them to lay off their people; I will do that for them if I am allowed to do so to expedite the process, make it easier on them, and put us in control of the situation. The world is going to be going through a lot more changes. Today starts the Jewish New Year, I hope it is a good one for all of our relatives, friends, co-workers, customers, and everyone doing positive deeds.

**9/30/19**

**2:15pm EST | Our House, NJ**

It is the Jewish New Year, Rosh Hashanah, and as per our tradition, we met our friends the Leveys at our synagogue. Their son Jason was also there with his fiancé. Afterwards, we met Laurie and Jerry for lunch, and while there, I discussed my proposal to create one acre farms, consisting of fruit trees, grass, and hardwood trees. We found out that Jerry had an extra acre of land on his property in Massachusetts and offered it to be the test case. It turned out he always wanted to try and grow hardwood trees, especially after the Chestnut tree blight that had killed many of them in the domestic US.





# OCTOBER



**10/1/19**

**1:54pm EST | My Office, NJ**

The plans for the trip tomorrow to Canada are almost completed. I gave my boarding pass, the drivers have been confirmed, Don is ready to see me in Ottawa, I am almost all packed, and I will stop by the supermarket on my way home to get some turkey for my breakfast tomorrow. I also plan to go biking again because there will not be a lot of time to exercise in Canada after our sales calls. I am already working on future trips, which means paperwork, but this is fine since I will be away for the next three days. Kayla called on her walk to work; she is well and sounds great. I tried to call Ben's friend twice regarding the tree/grass project. I left two messages. He is an academic and their sense of urgency is different than mine, which is immediate. I will try and be patient for a little while, but I cannot work with anyone that cannot match my passions and need for speed. I do not know if working with me would be a benefit for him or not; that will be his decision if we get to the point of us making him an offer.

**10/2/19**

**4:30am EST | Newark/Liberty Airport**

When speaking about Ben's friend Sam to Wendy yesterday, she cautioned me that he was a very kind and gentle person who needed to be treated in that manner. I had been planning to email and blast him for missing our meeting, but I took her advice and texted him that it was unfortunate that we had missed each other and I hoped he could help me find suitable help for the project. Meanwhile, since I did not hear from the Rutgers grass expert either, I decided to take another direction. I needed a coordinator, someone who could help me to find the right people and the initial acre of land, figure out what and where to plant, tackle upkeep and harvesting, and calculate the benefits of food, carbon credits, etc. The answer became obvious quickly. My brother was the perfect candidate so I

emailed him my plan and my offer to start a new IJUS Subsidiary and make him a part of it. I needed everything from him except money so I sent him the idea and he texted back he would think about it. Meanwhile, I got a call from Ben in China. He was calling regarding this project, but we both agreed there was nothing that could be done until we did all the background work here, which would take 6 months to a year. He was happy to be involved as soon as the idea was fully flushed out. Feeling much better, I went to sleep and was woken up from a text from Sam who told me his phone had been stolen. I texted back for him to let me know a good time to talk early next week. Now, I wait, first for my brother, then for Sam and re-assess once I know if one, both, or neither are onboard. This is not unusual for new projects; there are often many stops and starts, and most end up nowhere. It should be an interesting journey. I will keep my friend Jerry updated as things progress.

After biking a second time yesterday afternoon, I was really tired, and after spending a pleasant evening with Wendy, I was asleep early and up at 2:45am. It was not easy getting up, but once I was I was fine and ready to get doing for the day. Mike the Driver was early to pick me up, as I always like, and he dropped me at Terminal B as per my direction. Unfortunately, I was supposed to be at Terminal A, which necessitated a tram ride—a little surreal at this time of the morning. This train had individual compartments and the one I walked into was inhabited by an extremely well-dressed man; he looked European and we spent the next ten minutes together neither talking nor acknowledging each other. He then left; I got off 2 exits later and made my way through security, which was swift and pleasant. The lounge opens in thirteen minutes.

**10/2/19**

**8:27am EST | En route to Ottawa**

The flight in was excellent and early. I used my Nexus entry code and was through immigration quickly. Carmine, my driver for the next few hours, was waiting for me and now we are on our way to meet Don.

**10/2/19**

**5:28pm EST | Fairmont Hotel, Ottawa**

I met Don right on time and our first appointment was at Flextronics. They needed some help with a design project and we will have some ideas, prices, and proofs for them by the end of next week. It was then to Ericsson. Don had an old friend there and we went to a local Starbucks for a quick lunch. We then went into Ericsson itself to see a mechanical engineer. Fortunately, we were already an approved supplier for them through IJX and knew a lot about them, including their new location coming to Dallas, so the engineer had no major roadblocks to use us. We all agreed to submit color samples to prove we could match his company colors; Don will take care of that process next week. The next stop was to a company that utilized its software to help make other cleanses more efficient

in their manufacturing and operations. We had already made some special lens type labels for them; hopefully, more will be coming. The last call was to a design company. Don said they were not thrilled about seeing us and would only give us 15 minutes. As soon as we met the two men involved, I told them we would be out in less time than allotted, told Don to spread all our samples out in their conference table, and then spent the next 10 minutes reeling them about us and fielding their questions. The two men were very pleasant and interested; as I pushed Don to leave, I think they were very happy both at our presentation and the fact that we kept our word in the timing. By that time, I had not eaten much and was tired so we went to Whole Foods to buy supplies. Once there, we found out that Don thought that I had gotten him a room, which I hadn't, but luckily there was one available. I emailed Marina, who got Don a room in Montreal for tomorrow night, so we are set in that area. In the future, we will both double check on the accommodations to make sure we are both covered. As soon as I got to my room, I ate a big part of my dinner and answered emails. I have no effort left in me to exercise so I will go to the main desk, ask them to freeze my ice packs for tomorrow, walk outside for a few minutes, come back, get ready to go to sleep, and call Wendy. Don did a great job today.

**10/2/19**

**8:02pm EST | Fairmont Hotel, Ottawa**

*A Silver Lining*

Global stock markets have gone down a lot in the last few days. If the Recession has arrived, then things are going to get rough for a while, but there is one thing to keep in mind. The tougher things get, the more open people will be to new ideas that can help save their jobs, get better jobs, make them money, or improve their life in some way. There is an opportunity coming that is not available in good times; be ready with your idea, plan of action, who it can help, and why, but above all, remember that any new project you pitch has to benefit the other person first before you have a chance for success. You can have the chance of a lifetime to go for your dreams. Be ready and also be clear about your risk and the results if you fail. The responsibility for your life, as always, rests solely with you.

**10/3/19**

**9:50am EST | En Route to Montreal**

I was able to get to seven hours of badly needed sleep last night, was up at 4:00am, exercised, ate, and met Don at the car before 8:30am. Our first call to Jabil, where we are working on two projects, and the call went well. During the meeting, we got a message that our next one was cancelled so we are now on our way to Montreal. Don will try to get an additional appointment there for today or move one scheduled for tomorrow so I can leave earlier if there are any earlier flights available.

**10/3/19**

**5:06pm EST | Lounge, Intercontinental Hotel, Montreal**

We went to Skyfold Corp. where we saw Richard, an old customer and friend. He loves his current job; they make movable walls. We had a very pleasant lunch talking about life, business, sports, and family. Afterwards, he gave us a tour of his plant and then we made our way here. This is a very nice hotel; I have been here before. All was well until I got an email from a customer that a job was wrong and it was partly our fault. The fact that it was only partly our fault did not matter, they were in trouble and had escalated it up to their boss who emailed me. I called him and apologized before we worked out what he needed. I then called our team in New Jersey and loudly expressed my unhappiness with our mistake and the fact they had to reprint the job tomorrow and get it out. They understood and agreed; Mike actually called me back a little later to say he was involved and would take over talking with the customer. We have an excellent team and I rarely have to raise my voice and show anger, but this was one of those times. I feel very confident all will be well, and when I return, I plan to go over the problem to make sure it does not happen again. At that point, I was upset and went to the gym to calm down. It took about 30 minutes, but then I was fine and went back to my room. I ate my sandwich that I had planned to have for lunch and then came here for some peace, quiet, and the food they will serve in about fifteen minutes.

I am tired and on edge; I can feel it from being on the road. It is an emotional state I can use to my advantage to keep people a little off balance. I can never seem 100% pleasant and somewhat easy to get along with; a little short-tempered behavior can keep people from trying to take advantage of me. I also realized that I have not had enough liquids today so I am drinking water and will probably go to tea or soda next. Everything is great; I sometimes have to remind myself of that more than the twice each day that I pray, but I am usually in a state of being grateful so it is not a problem. The stock market went down a lot yesterday and the day before. I thought that this was the start of the downward trend, but things rebounded again today. I have already done everything to get ready so I am just watching.

**10/3/19**

**8:24pm EST**

Kayla texted me; she got her first order at her new company. It was her first day selling and she got the record for the biggest order of their new staff. She is ecstatic and I am a very proud papa!

**10/4/19**

**1:55pm EST | Montreal Airport, Montreal**

I was up at 3:30am, exercised in my room, headed to the gym downstairs, and after breakfast, we checked out. Our first call was to a design company that was

working on a new project that we hoped to supply: a “Smart Label”. We saw a bunch of people, including their customer for the new product, and there is a chance for business. From there, it was to a lighting company where we had been before. They had a label application that needed special color matching so we will attack that on Monday. Things were calmer regarding our office. The problem with the job from yesterday was fixed and I have not heard any other issues so I am hoping everyone will have a calm weekend. Don and I finished earlier than expected at the second call so he got me here right away and Marina was able to switch me to an earlier flight back home. It has been a very good trip; Don is doing an excellent job and I will see him next when we meet in Chicago within the next six months.

10/4/19

3:22pm EST | En route to Newark, NJ

Dear Dad,

*I think of you often when I am out on the road. You would not have liked the traveling, being away from home and Mom, disruption to your schedule. In fact, as I think about it, the only thing you would have liked was to be in front of the customers. That part you would have loved. The burst of adrenaline when seeing new people, the chance at new business, getting more sales, seeing old friends is a real privilege and a lot of fun. We are on the forefront of technology because we actually go to see people around the world. Yes, it expensive to go out on the road, it is not easy traveling, and takes a lot of planning, effort, and energy, but that is why it is so effective. Few people want to make the effort. They think that email, Skype, telephone etc. are good enough but they are wrong.*

*We get to see the future—at least the part the customers are willing to share—of what is coming and get to be included in the building of what the world will become. They trust us more—and rightfully so—because we make the effort to go see them and that relationship is what builds over time to get us more access and business. That trust comes into play when when things don't work, when unforeseen production and manufacturing issues come up. Then, our solutions have to be fast and correct, but there is never a guarantee that our ideas will work. It is highly stimulating to be in a conference room; a problem is brought forth and we literally have to come up with ideas to fix it immediately. One of the reasons I wanted the vertical plant in New Jersey was so that we could build almost anything, which gives us the freedom to come up with unorthodox ideas that others might not be willing to try. In our case, I simply give the idea to our people and we work out whatever needs to be designed and built without judgement. There are truly no bad ideas if the people in charge agree that everyone has merit and deserves to be heard. You taught me that, dad. Everyone is a human being, everyone has value, and everyone deserves to be treated with respect. Great ideas come from all of our people which is why I am happy to listen to them. They often have a different perspective than I do and their solutions work enough of the time that I always try and remember to treat them like the valuable assets they are. I will be traveling off and on until next summer—as I said, you would have hated most of it—but I would not trade it for*

*anything because it puts and keeps us in positions to do anything we want.*

*Love you,*

*Andrew*

**10/6/19**

**5:02pm EST | Our House, NJ**

I was home by 5:00pm on Friday, had a wonderfully good and calm dinner with Wendy, and went to sleep early. Yesterday was a mixture of exercise, seeing my friend David and my mom; both are well. I went fishing in the pond in my mom's apartment area. I could see the fish, but they did not want my lure, which was fine since I got all the enjoyment from being out in the beautiful weather. I was asleep early last night, up at 6:30am, and after exercising, Wendy and I had lunch at our favorite local diner where we also bought dinner for tonight so neither of us had to cook. After going to see my brother and stopping for supplies, I came back here to a calm afternoon and some packing. I leave next Sunday, but I want most of it done well before that day.

Think Before You Speak

Most people want to get along. If you start a conversation on a positive theme, they will usually do the same unless they are sour by nature, you have a past history, or you have some direct differences in parts of your life. If you know that a certain topic, like politics, will evoke a negative response then you have the choice to guide the conversation either towards or away from it. If you get the reaction from the interaction that you are expecting, the result is your responsibility since you knew what was coming. If you expect someone to agree with you whom you already know is opposed to your way of thinking, you are a sadist, an idiot, or you hold some power over them like being a boss or a parent to force them. In that case, they may say they agree with you, but really don't. If you want to change someone's opinion, be prepared to alter their attitudes based on their thought processes and beliefs, otherwise you are wasting everyone's time. If you don't succeed, they will end up hating you and everyone will lose.

**10/7/19**

**3:03pm EST | My Office, NJ**

Great to be back after a few days away. I spent the day mostly catching up, but did have one phone call to Sam, Ben's friend from High School.

*Hi Ben,*

*I spoke with Sam today. Hard to believe that Aurora is already 13 years old. He is due to get his PHD from Cornell in 2022 so the timing for working with us is excellent. I told him I wanted to buy an acre of land locally and maximize its capabilities for harvesting hardwood lumber, fruits, and honey as well as creating CO2 emission credits via those plus other types of plants and trees. He asked me whether I was more*

*interested in creating a better overall system for our environment or making money. I said that I was interested in both and it was up to him to figure out a plan to maximize the best for as many areas as possible. His research is in nut trees and I also mentioned that he could utilize anything that Cornell had to offer, including personnel and any new inventions regarding planting, fertilizing, and harvesting. There were no limits, which is both liberating and highly scary. I suggested that this would be a potential dream job for him. He could design the system and handle the planting, feeding and harvesting as well as overseeing the project and getting paid. He sounded very excited and a little overwhelmed. He has 8 weeks to bring me a plan with everything listed above. I can't wait to see it. After getting off the phone, I felt like we had started something really good. Thanks for his phone number.*

*Love you!*

*Dad*

**10/8/19**

**4:51pm EST | My Office, NJ**

It was a very productive, fun day of paperwork, pricing, and getting ready for Sunday's trip to India. World politics are in chaos—that seems to be normal but very disheartening and makes things uneasy at best.

**10/9/19**

**1:58pm EST | Our House, NJ**

Today is the Jewish Holiday of Yom Kippur. Over the decades, I have learned that there are some things I can change about myself, others not. I like to think that over the years I have become more tolerant and accepting of people as humans and try to optimize their strengths and accept their weakness. I have the most problem with my ideas about myself and still find myself bothered by things I did a long time ago. However, it was the worst actions I did that forced me to reevaluate myself and enact extreme change. I am a far better person for having done some bad things than never having done anything wrong. The mere specter of the memories have kept me from doing bad things and hurting others, and it would have often been without me realizing I was causing pain. I have a unique ability. I am not bragging because I am not sure it is a good trait. I can usually “read” people within a few minutes of meeting them, but from that instant analysis I can also often detect their weaknesses, and if their behavior towards me is in any way negative, I can verbally destroy them. It is like knowing that someone is very sensitive about a certain subject and then me making it public. As I said, it is not always the greatest ability. After not realizing its potent potential when I was young and doing it to a few people, I understood its power and have kept it mostly under wraps for decades. Hurting another person is highly destructive to both parties. The look on their faces as I viscerally spear them is not something I enjoy except for the momentary feeling of revenge, and those are the thoughts I conjure up before considering doing it again. On this day of atonement, my

biggest hope is that I never have to use the power again and will resolve to only do it if it will negate the need for violence. My hope is that I can just walk away first. Power is not always a positive thing; it needs to be used wisely, and in many cases, should never be used at all.

**10/10/19**

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

The US and China are talking about a limited trade deal; I will believe it when I see the tariffs reduce and go away. California has a rolling blackout in progress due to the potential for electrical issues to cause forest fires. Looks like that problem is not going away so I will time my visits there between the problems.

**Kayla Is Great!**

For those of you wondering how my daughter Kayla is doing after leaving our company on September 1st, let me assure you that she is doing great. We talk almost every day and she is loving her new job at a California software company. It is fun just being Dad and her just being my daughter again. As for me, there have been a lot of changes for our company regarding our organization and future, but it has been a positive and I am extremely excited about where we are heading. My new book covering 2018 will be coming out in a few weeks; you can read more about all the changes going on.

**There Is No Plan**

Our president says that he is close to an agreement with the Chinese regarding settling part or all of the trade war. He also said he was ready to wage an economic war with Europe. In the end, nothing positive is getting done and companies in all the countries mentioned are getting battered. Will a trade war make the economic landscape fair? Maybe over a long period of time, but not now. Now, the only thing it is doing is squeezing companies so that marginally financed entities will go out of business. That is usually taken care of by a recession, but since that is not here yet, the trade war is doing the same thing. In the end, only the strongest will survive and nothing the president or anyone else can do at this point can stop the process. We are on a road that has to be traveled—fasten your safety belts.

**10/11/19**

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

We had an auditor in today. Our crew did great!

Lots of odds and ends to get ready for my trip. I have almost everything I need and will hopefully have it within the next 15 minutes when I have to leave. The president says he has a partial trade agreement with China. I will believe it when the tariffs are taken away.



**10/13/19**

**10:02am EST | Newark/Liberty Airport, NJ**

Yesterday was happily crazy. I exercised in our basement, biked twice—it was a gorgeous day—saw my friend David, had lunch and dinner with Wendy, almost finished packing, and had a really good day. I was up at 3:30am, exercised in our basement, went out biking; it was chilly and I had on long johns under my sweat pants. The sunrise was spectacular. President Drumpf has allowed Turkey to enter Syria; they are warring with the Kurds, who are holding a lot of ISIS prisoners and are threatening to let them loose. Another huge mess. As always, it was very hard to leave Wendy.

**10/13/19**

**11:52pm GST | Newark/Liberty Airport, NJ**

I tried to get some Indian and Israeli money before departing, but both of my corporate credit cards would not function. It turned out that my American Express card did not allow cash, but our MasterCard was another issue. After checking in with Mike—he was at a 3D Printing Show in Maryland with the other Mike—I found out that our card had not been hacked, but had been misused by a supplier. No fraud was involved, but there was about \$24,000.00 that was incorrectly charged to us. Part of it was refunded immediately and the balance would be back within ten days. I am hoping that there is now available credit back in the account so I can use it in India. As you can imagine, it was a very stressful 20 minutes before we figured out what happened, but happily, we got it straightened out right before we took off.

**10/13/19**

**4:04pm EST | En Route to India**

I had tea with my good friend David yesterday. He is my barometer for the US financial markets. He is in commercial real estate, and every week I get a reading from him about how well his sector is going. He told me that his industry could not get any better. Anytime anyone has a building for sale or rent, there are immediate, multiple buyers and they are getting whatever price they are asking. He does not see a downturn coming anytime soon. He is doing nothing to plan for any downturns; he will react as the changes occur. The only issue he has is that some customers are falling behind on their rents. I believe we are heading for a one-third drop in world stock markets, 10% unemployment, and major defaults across all business sectors. Both viewpoints are valid; you decide.

*Dear Dad,*

*I am headed to Asia for a pricing conference with one of our bigger customers; it happens every year and they, as normal, are asking for a 10% reduction across the board, which—of course—is impossible. With the pressure of the tariffs, rising costs*

*of raw materials, labor, overhead, and delayed payments, there is very little available to give back. So the choices are simple, we can:*

*A. Offer some discounts if they order larger quantities*

*B. Maybe give back one or two percent—or nothing*

*C. Raise prices or it isn't worth keeping the business*

*As you taught me, I did a mixture of the above figuring that we can negotiate once I am there. But there is not a lot of room so I am hoping that everyone keeps their perspective and we get through it with a minimum of pain. By the way, the tariffs are causing a lot of direct pain to US businesses and indirect pain to the consumers. Certain sectors are showing it more than others, but the added costs are going to increase a lot over time.*

*Love,*

*Andrew*

**10/14/19**

**9:23am GST | Lounge, Dubai Airport, Dubai**

The flight was excellent; Emirates is a very good airline. I unfortunately got almost no sleep, but maybe there'll be some in the next leg to Bangalore. I did some work for the price negotiation meeting tomorrow. I am hopeful that I can cover all of the questions and requests with the other four people. My plan is to go in with a positive attitude, to thank them for their business, do my best to gel along, and go after more sales.

**10/15/19**

**1:21pm GST | Somewhere in Bangalore**

The flight from Dubai was excellent; we landed ahead of schedule, and by the time I got through Immigration and Security, my bag was ready for pick-up. The driver got me to the hotel by 9:00pm. After exercising and eating in my room, I was asleep before midnight and up at 3:30am. I exercised in my room, used the treadmill in the very nice hotel gym, had breakfast, and was early for my 9:30am meeting. The purpose was to go over things in general and price reductions in particular. I thought the meeting had gone well and we had an overall agreement, but I got an email after I left where they changed one of the terms, which was a very big deal. I am not happy at all and will not accept what they want.

We have now been on the road to my next appointment, which should have taken about 45 minutes, but traffic has been very heavy in some spots and will probably take almost two hours. I emailed the customer to see if he can still see me; I do not have his telephone number. I haven't heard back, but we will keep going.

The alleged mini-trade deal with China is falling apart as is the last ditch effort plan for Brexit. Turkey has invaded Syria to fight the Kurdish rebels, the Russian and Syrians have combined forces to help Kurds, and we, the US, look like bumbling idiots and—much worse—can no longer be counted on to support our allies.

**10/15/19**

**3:18pm GST | Somewhere in Bangalore**

I was very upset from the email from the last customer, but I had another call and had to get my mind back into the moment. We finally found the correct location for Tejas Networks—no thanks to me. I did not have the correct address and had the buyers telephone number when I thought I hadn't. Oh well, part of life on the road—sleep deprivation and jet lag. Regardless, I did see the buyer, who was very pleasant, showed him our product lines, and there is a chance for more business for IJX. While leaving, it occurred to me that maybe the buyers from the first meeting were “playing me.” They had tried to get everything from me in all areas, which was their job, and I reacted angrily, but in truth, I had structured the proposal to them so that we got the most benefit out of it. We were both doing the same thing. We have been emailing back and forth, and we will send them a new proposal next week. It will mean a few hours more work for us, but in the end, I am still hopeful for a very good deal for both sides. We are now on our way back to the hotel; I plan to exercise in my room if there is time before a dinner meeting at 6:00pm. I have a 4:30am pickup for the airport tomorrow so I won't be able to exercise first; hopefully there will be time in the afternoon/evening. My driver for the day, Suresh, is very good; cars, motorbikes, and motorcycles seem to be coming in from all directions. I am glad he is driving.

**10/16/19**

**6:08am GST | Bengaluru Airport, India**

I kept emailing with the first customer from yesterday regarding the negotiations and we will submit a new proposal next week. In retrospect, I went into the negotiations with a proposal that was excellent from our side. They countered with a proposal that was very good for their side. I could not accept theirs; they could not accept mine, which means we will most likely meet somewhere in the middle. I guess that's the point of the whole thing anyway so I stopped being angry by the time I got back to the hotel. I had a dinner meeting last night with a mechanics engineer I had corresponded with from time to time. We met for an hour; he basically just wanted to meet me, which was a high compliment. We spoke about the history of my company, life in the US, and then we talked about him, his future, and what he wanted. Most interestingly his parents were in the process of setting up an arranged marriage. Apparently, it was a standard process here. The two sets of prospective parents meet each other and agree there is a potential match, then the kids meet, and if all agree, they date, get engaged, and marry all within about six months. He seemed fine with the tradition, and, considering the failure rate of “love” marriages, who's to say this was not a better way.

After I left him, I had an excellent dinner at the hotel restaurant and was asleep by 9:00pm. I was up at 3:30 and here with no issues; the man who drove me also had kids and he too mentioned they would all have arranged marriages. It was then a new adventure began. As my baggage was unloaded at the curb, I saw

a porter service representative. Since I could use some help navigating through the airport, I hired them and it turned out to be one of my better decisions. Not only did the man handle my bags, but they also got me through the first set of security. Then, he got me into a special check-in line and the people there helped me when I had an issue with my credit card. There was a one suitcase limit so I had to check two of my bags, which gave me some concern since all of my clothes and sales materials were in them, but since I had no choice, I said fine. I also had to pay an extra fee for too much weight there. Therefore, the load lightened to just my computer carrying case and I was handed off to another porter who got me expedited through security and stayed with me when they searched my bag before he brought me here to my gate. Was it worth the \$55.00 for the service? Definitely yes. Without them, I still might be back at the check-in counter. I will look for the same service when I go to Goa and then New Delhi. I am starting to get hungry, but will wait to eat some of my muffins until I get on the plane.

### Sometimes the Old Ways Are Better

I am traveling in India this week on business and one of the interesting topics has been arranged marriages. Both a young mechanical engineer I had dinner with last night and the driver taking me to the airport this morning were involved with arranged marriages. It was nothing unusual; two sets of parents got together to see if they thought their kids would be compatible based on religious, cultural, and economic backgrounds. If so, pictures of the kids were exchanged, and if agreed to by the kids, they would then meet. If things looked positive, they started dating, got engaged, and then married all within about six months. The fathers of the daughters then paid for the weddings and gave a dowry to the groom. This was their norm and who is to say it is wrong; marriages for “love” have a dismal success rate. Maybe the old ways in this case might be better.

**10/16/19**

**11:55am GST | Somewhere in Chennai**

The plane ride here was excellent and on time. My driver for the day was waiting for me and we were off to Sanmina, a customer who is a global contact manufacturer. The trip there was a little rainy with some traffic; it is always fascinating to see sacred cows roaming wherever they wanted, which included going the wrong way on main streets. No-one seemed to mind, especially the cows themselves. The sales call to Sanmina went well; IJX does business with them and there is the chance for more business. I was planning to go to see another IJX customer, but it turned out that we did not have the documentation for this commercial vehicle to go to another state. I did send my itinerary in advance, but no-one noticed the necessity. It would have meant going to my hotel, getting the form, and then going to the customer, who would have been about 2 1/2 hours away. There was a chance that we might not get to our destination with rain and traffic before 5:00pm so I called the customer, gave my apology, and we will try again next time

I am here. These are the types of things that happen when traveling, you have to stay flexible and preferably pleasant to get through the bulk of what you want to accomplish. If you let stress and frustration build up inside of you, bad things will happen. I can't always accomplish this, especially with lack of sleep and jet-lag, but most of the time I have an upbeat view of life, which normally transmits to others around me. We are headed to the hotel. Hopefully, my room will be ready early. By the way, this Audi has a massage feature in the seat, which feels really good in my back. I don't have any ice, but this is a pretty good alternative.

**10/16/19**

**4:35pm GST | ITC Hotel, Chennai**

When I got here, I had two choices: go to the buffet and have a big lunch since I had very little to eat so far today or eat some pretzels, 2 apples, and a fudge treat from Elena and start working out before I got too tired. I chose the latter, and after finishing in my room, it was downstairs to the gym.

**Dancing on the Treadmill in Chennai, India**

When traveling, there is often the choice of whether to eat, sleep, or workout. I have found over time that unless I exercise, the rest of my being does not function well, so today, after getting in from Bangalore early this morning and going on a sales call, I got to my hotel early this afternoon and had a snack as opposed to the big lunch and nap I wanted. By the time I finished on the treadmill, my adrenaline was soaring and I felt great; I was texting with my wonderful wife and mentioned that I was watching Pitch Perfect on my iPad and trying not to dance. She had no response except to say she loved me and probably chalked it up to my sleep deprivation and jet lag. The point is I can now eat, relax, and hopefully get to sleep early because I am up at 1:30am to do it again in another city. I wonder what movie I will watch tomorrow.

**10/17/19**

**10:21am GST | Somewhere in Goa**

I was up at 1:30am and was at the gate—thank-you, Spice Janet Airlines—with plenty of time for my flight. We landed early and I was on the road to the hotel soon after I got my luggage. I had checked to see how long it would take to get to the hotel and realized with horror that I had messed up in my preparations. By the time we got to the hotel, I would have to leave right away to my sales call to Commscope. I had hoped to change my clothes and get breakfast, but instead made a mad dash to check in, brush my teeth, grab the needed stuff, and meet the new driver. I emailed and tried to call the customer to tell them I would be late, but could not get through so we did our best. Amazingly, we got there only 7 minutes late and that was because I told him a wrong turn. I was trying to help navigate. Regardless, I got into the customer; the people there were very helpful with the check-in process and had a really good meeting. As usual, when we see

people in person and lay out all our samples, they are usually surprised at the scope of what we could do and they really liked looking and touching the actual samples. This happened here and we have the chance for more business, which made the effort to get here totally worthwhile. The buyer mentioned he would like us to have an office in India; I said that I was looking for someone part-time to start. He might know a few people so we will see if anything comes from it. Many times, in situations like these, new relationships can be created to the benefit of all. We are now in our way back to the hotel where I plan to eat, sleep, and exercise for the rest of the day. Tomorrow it is on to New Delhi.

**10/17/19**

**11:56am GST | Marriott Bonvoy Hotel, Goa**

Since I was up at 1:30am and have had very little food or sleep, I decided to give myself a break, eat lunch, and take a nap before working-out. Since I have no plans for the rest of the day and have been “burning the candle at both ends”, I am going to take it easy.

**10/17/19**

**6:02pm GST | Marriot Bonvoy Hotel, Goa**

I ate, exercised, and had a nap. I am about to eat dinner, and when I finish, I will go back to my room, pack, snack, and try to sleep. I have to be careful; I am really tired and starting to make mistakes. My Obsessive Compulsive Disorder always kicks in big time in situations like this, which means I will be checking and rechecking to a ridiculous degree.

**10/18/19**

**3:37am GST | Goa International Airport, India**

I was asleep by 9:00pm, up at 1:25am, and to the airport by 2:30. We got here, through security, and to the gate with no issues. We got an invitation to go to a customer conference for a new project in Romania. It was scheduled for the week of our US Thanksgiving so not only could I not go, but I would also not ask any of our people here. I spoke with Don and we both figured that Igor would be the best person to represent us so I sent him an email and am waiting for a reply. Elsewhere in the world, based on the information I have available, it looks like we have another foreign relations disaster with our withdrawal from Syria and leaving the Kurds to be on their own. The Russians and Syrians have rushed to their defense and a ceasefire was agreed to by Turkey and the US, but not without the Turkish Ambassador announcing that they have gotten everything they wanted by us and the incursion. Again, from the information I have, it looks like it could have been handled a lot better, but then again, I am not in charge.

**10/18/19**

**4:05am GST | Goa International Airport, India**

The Goodness of the World

I am in ever-increasing awe at the general goodness of people around the world. I am in India and the people from the airport and hotel staff to everywhere I visited were really nice and helpful. Even when we did not share a common language, the general tone was all positive and filled with the desire to get along. I remember my dad telling me about someone who asked if the people, where they were moving to, were nice. He asked if the people where they lived before were nice. They were the definer of whether the initial and subsequent encounters were positive or negative. We hold the key to whether we have lives of happiness and fun or distrust and paranoia. We get back what we give first, and if we put out positive energy first, then generally that is what we will get in return.

**10/18/19**

**7:19am GST | Goa International Airport, India**

Our flight was early—what a great thing. Also, when walking towards my next gate, I saw a sign for an American Express Lounge. Turns out, I had the right card to get in and got eggs for breakfast! How cool is that? I was wondering how I was going to be able to get through my sales call, and with my muffins, apple, and hopefully some bananas I can buy along the way, I should be fine.

**10/18/19**

**3:38pm GST | Somewhere in New Delhi**

The second flight was slightly delayed, which made no difference since my appointment was not for two hours after I landed. My driver was Amit, a very capable driver who avoided the seemingly endless cars darting in front of us with ease. The man I was going to see at CTDI was in charge of the operation and could not see me earlier; instead, we took the opportunity to go to a local mall so I could both look at the stores and also walk around in cool air—it was in the high 80s °F outside. It turned out to be a mini-mall with only two floors and most of the store fronts seemed to be out of business. It was actually pretty depressing and warmer than I thought, so I left quickly and we tried to find a place to grab an iced tea for me. That did not work out, which is just as well because it took us a while to find the building. We did with minutes to spare. My meeting with the CEO and the General Manager went well and there is a chance for more business—the most I always hope for. We are now on our way to the hotel. I will only be there for a few hours before I get to the airport to start for home. Overall, it has been a good trip.

**10/18/19**

**11:45pm GST | New Delhi Airport, India**

With the expert driving of Anit, we were back at the hotel by 5:00pm; I was in my room by 5:25 and began exercising immediately. I had less than three hours with a lot to do so I did an abbreviated room workout then 40 minutes on the gym treadmill. They had beautiful tennis courts and I longed for a chance to try them, but knew that the probable back results would be a disaster so I quickly put it out of my mind. I had ordered room service, which I gobbled down as soon as I got in from the gym, before showering, repacking, and heading to the front desk 10 minutes late for my ride to the airport. Everyone was ok with it though. The people of India are wonderful. It was a really nice hotel and I wanted to stay longer than 3 hours. Amit got me here in less than an hour. He is trying to immigrate to Canada; he says he loves cold weather. I mentioned I hope his wife did, too. He seemed really psyched to go so I gave him my business card, and if he actually goes and needs help, we have Don in Toronto. It was crowded in Immigration, and when I got to security, they pulled my bag because of the 2 razors I had, which is the first time that had happened. I then found a lounge and got my ice bags filled before grabbing a Diet Pepsi with lots of ice. There was another security check line at the gate and I got worried because I had filled ice bags, which technically should have been confiscated. However, they were nice and let me through; I never know what security will do depending on the airport and country, so I will continue to do my best to follow the rules and go from there. I am extremely excited to be going home and seeing Wendy. I also get to see Alex tomorrow at Lisa's engagement party—an added plus.

I will do some more editing on this year's book. I don't have a lot left in me.

**10/18/19**

**2:20am EST | Somewhere over Canada**

I slept almost ten hours! Wow baby! That was amazing, which also meant that I should be well on my way back to being in East Coast time. I will attempt to go on email in case of any emergencies, and if not, I will then soon eat.

...I could not get onto my email, therefore it was meant to be. Time to eat soon.

**10/19/19**

**3:08 EST | Our House, NJ**

We arrived here early—thank you, United Airlines for a great flight—and Mike the Driver was there to pick me up. Speaking of airlines, my compliments also to Emirates and Spice Jet airlines; all were excellent, on time or early, and I had great flights. It was wonderful to see Wendy and be home again. I exercised in our basement, went out for a bike ride—the weather was absolutely gorgeous—and had a feeling I should stop by and see my old landlord. Tim runs a school



certifying people for real estate licenses. I wanted to get a reading from him on the residential real estate market. It turned out that it was slow and he did not have a feel as to where it was going, but the slow description was all that I needed. It was really good to see him; we have been friends for more than two decades. I then got cleaned up, snacked, and arrived at Lisa's and Mark's engagement party right on time. Mark is from the Netherlands and he is an excellent match for Lisa; we all hoped they had a wonderful, healthy, long life together. There were a bunch of our relatives there, including all of Irene's and Rachel's family as well as many first and second cousins. Ira and Eve looked happy and tired by the end, and we are looking forward to the wedding in the Netherlands this spring. In fact, both our family and Irene's are going to go on vacation in Germany after the festivities are completed. Alex came in from the city; he looked great and happy. We're going target shooting in about a month. Once home, I took a nap then got us food from a local diner. On the way, I called my good friend David. While talking, he told me that one of his friends in manufacturing was experiencing slower business. I added this information into my mental database to try and help get a good reading on the overall economy. It is a constant work in process, and every once in a while, a feeling pops out of my psyche about what is coming and how to prepare for it. I got nine hours of sleep, exercised downstairs, and then biked outside. Rain was coming and actually started just as Wendy and I were leaving for lunch, so it's good I got it in then. While getting my bike out to go, I noticed something.

### I Hope It Was a Fox

While going to get my bike out of our shed this morning, I noticed that an animal had pooped on the steps. This was a little unusual since we no longer had a dog, and after a visual check, I came to the conclusion that it was from a fox. Far from angering me, this was a very good thing because of the pecking order of the animal kingdom. We have been so plagued by groundhogs that we hired a specialist to trap and relocate them. He eventually "moved" five raccoons, two opossums (Actually, we think it was the same one twice. We nicknamed him Scooter and let him stay in the yard because they eat mice.), and two groundhogs. However, we think there were more that we missed, therefore I was happy to see the poop because foxes eat groundhogs. Even if the fox missed the ones under our porch, the scent from his poop might be enough to scare them to move somewhere else. Groundhogs can be very destructive. I am more than happy to leave it to the fox to handle the situation.

Once back from my ride and cleaned up, Wendy and I went to our favorite local diner for lunch where we also picked up dinner. It was very pleasant and we worked out the timing for our upcoming trip to Hawaii with stop offs to see Ben and Kayla on the way and back. We also did some work on our European trip with the kids right after Lisa's and Mark's wedding. Later, I went to the pharmacy and supermarket for supplies. I spoke to Elana on the way back to tell her how great her baked goods were on my trip. She loves feedback like that. It is a rainy Sunday afternoon; I have finished prepping my food for this week and plan to

take it easy for the rest of day—I am a bit tired and still jet lagged. It is wonderful to be home; I am a very fortunate man.

**10/20/19**

**7:24pm EST | Our House, NJ**

It was an excellent day back on my regular schedule. There was a lot of catch-up paperwork as well as going over the annual review forms from our people and writing mine. I tend to be hard on myself and am never completely happy with anything in the past year, especially if there has been a lay-off, which is always totally my fault. We are still having issues collecting late money, but overall, things are very good. More rumors that there might be a China/US trade deal and Brexit might be settled. I don't believe either.

**10/22/19**

**7:59pm EST | Our House, NJ**

All but one of the reviews were completed. Everyone involved seemed pleased with the process, and now we move forward. The bulk of the pricing we have been working on for weeks is submitted and we are waiting for any comments. Plans for tomorrow's trip to Massachusetts are set, the food and water is ready, my car is gassed up, GPS is programmed, and samples are packed.

**10/23/19**

**5:55pm EST | Our House, NJ**

I was up at 2:45am, Mike the Driver was here by 3:45, and off we went for Boston. Due to his excellent driving, we made great time right up until we were 20 miles outside of Boston and the traffic got very heavy. Our 90 minute time buffer shrunk to 60 and then to 30, and by the time we arrived at OPAM, a design company, I was ten minutes early. I had never been there before; it is a beautiful building and set-up for their office and design centers. I met with three of their people and showed them everything we made; they were happy that I had come in person. They especially liked being able to touch the various products, which were imprinted on their memory, which is why I brought them, and would hopefully serve to get us a lot of business in the future. It took almost five hours to get there. The meeting lasted thirty-five minutes, and yes, it was highly worth the time, effort, and expense to get a possible big account. I have gone to other countries on the same mission and would not hesitate to do so again. Our willingness to go in person, I believe, sets us apart from our competitors and we will continue to do so. We took an alternate route back, which we correctly figured would have virtually no traffic, and made it here in 4 1/4 hours. On the way, Kayla called; she is doing very well at her new job and I have the feeling they will have her involved in their trade show appearances in the very near future, which is something she would like. I then went biking; the weather was glorious. By the time I got back

home, I was delightfully tired and just finished a great dinner with Wendy. I have nothing scheduled for the evening except taking a bath and going to sleep early. It has been a very good day.

**10/24/19**

**3:03pm EST | My Office, NJ**

After getting up at 2:45am yesterday morning and the round-trip to Boston, I was exhausted and Wendy suggested I turn in early. Great advice—I was asleep before 8:30pm.

After I exercised in our basement, I went biking. It was cold enough that I had my ear warmers on and could see my breath; fall was definitely in progress. My garden was showing the effects of the cold and the end of the season. I plan to start replacing flowers this weekend and put in kale plants—Wendy likes those. Once here, it has been an excellent day of catching up from being out yesterday, pricing, and completing additional paperwork. According to Bloomberg News, our annual budget deficit is near 1 trillion dollars—up 26% from last year. Our stock markets are all up, but I still think we are headed for a big downturn.

**10/24/19**

**8:35pm EST | Our House, NJ**

What Makes A Good Leader?

I have been in our family business for over four decades and leading it for more than thirty years. I have seen a lot of managers, leaders, company owners, and politicians over that time, and I have come to the following conclusions regarding the kind of person I would want to follow in any area of my life.

1. A good leader is human, can get sick or hurt, makes mistakes, and is willing to admit them all. How they handle themselves in difficult situations will either create loyalty or breed distrust, which ensures their eventual destruction. No one trusts anyone who never makes a mistake or is never responsible for a problem. Nobody wants to work for someone who is weak, whines, blames the world or—worse—their staff, for their troubles.

2. A good leader knows it is okay to make some mistakes because, if you don't, it means you are not taking enough chances to go into new areas, expand, and grow. Being safe usually means making a decision not to move forward, which normally spells doom in any endeavor.

3. A leader is willing to look bad in their quest to move forward, and if their ego can't handle it, they should be replaced by someone who will. If you are going to fail, most people want to go down fighting, and since the only chance to succeed is to attack, you might as well go with someone who is willing to attack and accept the consequences—good or bad. At least then, you have the chance to soar.

10/25/19

7:17pm EST | Our House, NJ

I Will Never Be “Cool.”

I will never be that guy who everyone looks at as a “smooth operator” who never makes mistakes, looks frazzled, or loses his temper. I am not that guy who spends his time at parties, sporting events, or hanging out and speaking about the most popular ideas and how, in a perfect world, this and that would happen. That would never be me because, instead, I am living on the edge. In my world, making mistakes and failing is a daily part of life. Admitting my ideas did not work, inventions failed, I read the world markets incorrectly, and couldn’t figure out where our customers are going is normal. In my life, instead of wanting people to watch and emulate me, I am constantly watching them to analyze who they are, where they are from, what they do for a living, and if I can or want to interact with them. My world is one of motion, which I use my God-given gift of energy to help myself, our teams, families, and friends to find better ways to live and benefit others. No one wants to be like me because few would want to take on the responsibilities and problems that go with it. However, the chance to make positive change far outweighs all of the other possible negatives, including the truly minuscule one of never being thought of as “cool.”

10/26/19

8:05pm EST | Our House, NJ

*Hello and welcome to the November edition of the Ideal Almanac...*

*Dear Dad,*

*It has been almost four years since you passed and I hope all is well. As you know, Mom was always the backbone of our family, the staunch supporter of all of us kids, and the one to keep our family ship moving forward in as positive and harmonious a direction as possible. She had no chance to be in business herself, and since you died, we have grown closer. I have seen the lost potential that has never been utilized. I also know that she will never risk any type of business venture now. Mom wants to make sure she has enough money to live so as not to be dependent on anyone and to leave as big of an inheritance as possible. Knowing that and also realizing she would have relished the chance to do something, I put together a plan where we could not only work together, but also hopefully help our world. Like you and Mom, I have always had a passion for flowers, plants, and trees. I also want to help our planet and leave this world a better place than when I arrived. I have thought for decades that creating a business that would financially reward the planting of trees to repopulate our world would be a very good thing. With the advent of the carbon credit exchange, where a tree's potential to absorb carbon instead of it going into the atmosphere, a whole new industry was created. The carbon would be measured and quantified before creating a credit, which could then be traded like stock. In order for me to be able to practically go into this new business, I needed to personally be involved in planting and growing. Like having our*

*own manufacturing facility, in order to be taken seriously by those in the field, I would need hands-on experience in all the related fields.*

*I put forth the idea to Mom saying that, when she passed, I planned to use some of my inheritance towards this project and she loved it. The project has already grown to the idea of creating an experimental farm where we take a few acres of land and plant multiple crops, including hardwoods, fruit and nut trees, various bushes, grasses, and aviaries to produce honey. Mom and I have been having a great time talking and planning how this can really happen and Ira, a master gardener, will also be involved. Mom always had a very good sense of what can work, the people who can function in various areas, the risks that should be taken, and the willingness to go for it. It will take some time, but the excitement level is already growing, and once we decide to buy the land and actually go forward, I feel very confident that our teams around the world will also want to get involved.*

*If this plan is successful here, we can modify and replicate the formula for anywhere in the world, and perhaps the idea will catch on for people to start producing their own "patches of heaven." I know it sounds a little strange to be talking to Mom about what will happen after she passes, but this is the only way where she can be directly involved, but also have no risk since we will finance it on our own to get started. She has a really good head for business and it is unfortunate that she never had the chance to use it up until now, but happily she will be directly involved for wherever we go from here and I can tell from the smile on face that she is loving the process. That alone is worth the effort. Once this is underway, it will be a permanent reminder of everything good she has done. I will think of her when I am in the fields, when we harvest, and when negotiating for the carbon credits. You taught me many things, including a love for nature, the preservation of our environment, and how to find ways to make money. This covers them all. I'll keep you updated as things move forward, and when she comes to join you, then you can speak as equals because she will have created something as big and as real as the company that you, grandfather, Wendy, and I built together.*

*Love you,  
Andrew*

**10/27/19**

**8:42am EST | Our House, NJ**

I had been writing last night and I woke up earlier than planned because I got a better ending for the newsletter than the original version. It was supposed to already have been raining, but when I checked the weather at 5:20am the rain was now pushed off until 7:00am. If I left quickly and pedaled my fastest without warming up first, I thought I could make it. As I left our driveway in the dark with my bike lights on, the air was filled with water and the impending rain was ominous, but I had rain gear and a mountain bike, which was the safest kind, and off I went. A little while into my ride, I saw a rabbit. It made me immediately think of my wonderful mother-in-law, whose nickname was Bunny. I felt both safe that she was watching and sad that she was gone. It has been years and I still almost cry when I think about her, but for today, at least for this ride, she was with

me and I smiled for the memories and was very grateful she was still watching over me. I did get wet; it did not matter.

**10/27/19**

**7:27pm EST | Our House, NJ**

### A New Language

My dad always taught me that every industry had their own terminology, whether it be printing, machining, hunting, or fishing. All have their own ways of speaking, and if you wanted to get maximum efficiency and results from communication with them, it was best to take the time to learn the basics of how to handle yourself. Therefore, I downloaded a book on how to plant and nurture fruit bushes and trees. If we are going to go into farming, carbon credit production, and trading, I need to know the basics of how things “work”, what they are called, and how they are described. This will also mean doing research on hardwood trees, various types of grasses, aviaries, and buying land. My dad was also very big on being prepared in every way possible before launching into a new endeavor. He was a very smart man.

**10/28/19**

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

Regular workouts and a day of paperwork, meetings, and getting ready for my next trip to California after Israel. The procedure is the same: find appointments and set them for maximum efficiency. One additional issue is the forest fires and the power cutoffs they cause in some of the areas I plan to visit. I will keep checking to see if it will affect my schedule. The S&P stock exchange hit a new record.

**10/29/19**

**9:22am EST | My Office, NJ**

### High School Degree Not Necessary

We employed a summer industrial design intern a few years ago. Her name was Ariel and she was fantastic. She helped design the SwaddlePax Vest, which was created for my badly messed up back and worked great. (I am wearing one as I write this.) She just graduated from college and mentioned that most employers wanted five years job experience to consider hiring her. I immediately offered her a part-time job selling for us, which she gracefully declined. It got me remembering when I first joined our family company as a salesman. At that time, no one cared where I went to college, if I went to college, or even if I graduated from high school. It was and still is the only career where people generally don't care about your background or credentials; they only care about results. If you could sell, you kept your job with the chance to make a lot of money. If you did not, then you failed and were fired. Amazing that, throughout time, it is the only occupation, at least for our company, where getting actual profitable sales is the

only criteria, which is why it is so hard, why so few people can do it, and why there are always jobs available.

**10/29/19**

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

I saw Dr. Mesnard for another cortisone shot this morning. I have not had many over the years, but his “feel” is amazing and I barely felt it. My shoulder is slowly improving; I am hoping this is the last one I will need for a while. I have begun work on my trip to California, which consists of a blitz of personalized emails to various potential appointments. I hope to have a decent idea of my itinerary by Friday so I can do the interior flights of San Francisco to Los Angeles and Los Angeles to San Diego. It takes a lot of work, but is generally a fun process—unless I can’t fill up my schedule, in which case it will create a stream of continual stress until it is resolved.

**10/30/19**

**2:55pm | My Office, NJ**

**Terror**

There are not a lot of things that cause me terror, but getting cancer is one of them. My father got prostate cancer when he was about sixty-two years old and I am now sixty-three. He also had other cancers, but was a very tough old bird and still lived to be ninety years old. Regardless, since the time I was forty, and worrying about this, I have been getting tested by my urologist. Usually twice a year, I start to freak out when the review process begins. The latest started two days ago with a blood test called a PSA. I highly recommend it to any male over 40 years old because it is an indicator of any problems. Like clockwork, I get the test and then I start to worry, which builds until I get the results. In this case, I just got them, and I am fine and feeling wonderful. I will still go to the urologist for my checkup.

Yes, I can keep checking to make sure I am okay, and yes, I can take care of myself as best as possible regarding health, exercise, and living to my fullest, but when it comes down to it, none of us knows how much time we have left. Therefore, I will keep running at breakneck speed—both to get the most positive things done as possible and with the hope that the more positive actions I do, the more God will shine down and keep the odds in my favor.

**10/30/19**

**6:39pm EST | Our House, NJ**

Ben just called us. He bought a house! We are very proud of him and he is so excited! He and Carla will move in together next month. A new part of his life has begun.

I got an email from Paulina asking if I was still coming to see her in

December. The Dengue Fever Epidemic caused by mosquitoes has not abated. I tried to send her some bug repellent, but it was stopped by customs. However, the six fly swatters I bought that we labeled with our logo did go through and she loved them, so I just ordered 120 more. When they come in, we will add our logo and give them out to customers on our sales calls. I have a feeling people will really like having them.

I truly love learning, especially in new areas where I have a passion. I have been studying about how to plant fruit trees and bushes, and over time, I plan to expand to other types of trees and grasses. There is a lot of science involved, in which I had little interest before, but I want to absorb and I am enjoying the process.

**10/31/19**

**4:54pm EST | My Office, NJ**

Today is Halloween! I like this day not for the candy but for the changing colors of the leaves, them falling down, the coming of Autumn, and the colder weather. I love this time of year and all of the seasons, which is why I doubt I will ever move to a different climate. Luckily, Wendy feels the same way. Another way we are well-matched.

The House of Representatives voted to start Impeachment proceedings against President Drumpf. No matter what happens, this is not a good thing for him, them, or the rest of our country.





# NOVEMBER



11/1/19

2:48pm EST | My Office, NJ

The bulk of the preparation for the trip to Israel is done. The final packing, food, and tickets will be finished by Saturday afternoon, so for now I can start to wind down. Going to the chiropractor in a little while will be a great start to that process. It is hard to believe that three quarters of the year is already completed.

## The Right Choice Over Time

When I first met Wendy, I thought she would be a suitable wife. Before you get upset, suitable to me was the highest level possible, going across all possible areas from partner, to wife, to mother of my children, and numerous other criteria. As the decades have passed, I have concluded that my initial “reading” of her was spot on. Looking out on the horizon regarding our married friends and relatives, it becomes ever more apparent that I don’t think that I could be married to anyone else. Yes, there are parts of her that drive me crazy and the same for her towards me, but overall there is no one else. Wendy and I began discussing marriage six weeks after we met and were married within a year. Our next anniversary will be year thirty-five. I can’t even caution you to wait a certain amount of time to try and be sure because I did not do that—nor did my parents. I was looking for someone who was pretty, happy, easy to get along with, punctual, a similar cultural and ethnic background, had a nice family, laughed at my jokes and my dancing, and was able to look at my various phobias as endearing as opposed to forcing me to change. I am an incredibly fortunate man; I know it and I am thankful for it every day.

**11/1/19**

**7:34pm EST | Our House, NJ**

**They Don't Have to See Me**

For the past few days, I have been preparing for my sales trip to California. My normal procedure is to print out a list of our contacts and then email the bulk of them individually with an offer to come see them with an update. In the email, I usually post a picture of our various product lines so when they open the correspondence, they have little choice but to at least scan the picture. When they see my name, our company, and the picture, for that instant, they make a connection. If they happen to actually want to see me, that is great, but if not, we are imprinted in their memory for a short time. I believe that we get a huge amount of benefit from that brief scan and memory. This means that even if I don't actually visit a lot of people, the benefits of my willingness to go there, what we make, and our company in general have already been achieved. This means the bulk of my work is already done before I ever leave home.

**11/3/19**

**1:54pm EST | Newark/Liberty Airport, NJ**

I had a great day yesterday, exercised in our basement, biked twice to get ready for today's trip, had lunch and dinner with Wendy, saw David for tea, and relaxed the rest of it with Wendy.

Yesterday marked Daylight Savings Time here in the US, which meant we got an extra hour of sleep. I exercised in our basement and went biking—it was a gorgeous day with very cool temperatures. Came home and snacked, printed my ticket at the office, went to the pharmacy for a prescription and back home to exercise more in the cellar. That was curtailed because my body went into rebellion—too much exercise in the last forty hours—so I listened and stopped. Hopefully I did not re-injure my shoulder in the process. Obsessive Compulsive Disorder can be a very good thing regarding getting things accomplished, but has to be watched because it can also push me into over-doing certain tasks.

My son Ben called me. He is well and we had a very pleasant chat. He and Carla are very excited about moving into his new house and we are all psyched to see them both here in a few weeks.

Mike the Driver picked me up; as always, it was hard leaving Wendy. Once here, I saw a very welcome sign. The CLEAR Program has arrived at this airport and I am a member. Once you are signed up, you go to a special check-in area, and then they put you in the front of the security scanning area, saving a lot of time and hassle. It was wonderful! I called Kayla and told her about it; she was also excited, as she also is a member. She sounds great and is planning a day of rest, relaxation, yoga, and laundry.

11/4/19

4:06pm IST | Somewhere in Netanya, Israel

We landed on schedule and I quickly made my way to Passport Control. Unfortunately, I picked a slow line, which took forty-five minutes. Once through, Netta picked me up and off we went to our first sales call to a biotech firm. On the way, I saw a roadway sign pointing towards Nazareth. I asked Netta if that was the Nazareth and she said there was only one. It was a thoughtful moment for me because we had also been talking about Jerusalem and the Walled City. It was cosmic to realize how close we were to the birthplace of many of the world's major religions.

The potential customer was working on a new device that may need some of our products, but it could take a while before they start ordering. I also met Netta's brother-in-law Zohar, who was also in sales, does business with this company, and had made the introduction for us to get in there. He is nice and a competent salesman. Once done, we left Zohar for our next stop to a company that makes agricultural products. They were owned by a Kibbutz, which was highly relevant because they were committed to giving older and handicapped people work. Apparently, a past CEO had tried to outsource some of their tasks to save money and he was fired for not keeping as many jobs as possible in their group.

We toured through the plant and their production schedule was severely hampered by too many slow workers and not enough mechanization. The buyer wanted to save money so I suggested they outsource all their handwork to IJX in China. He said the owners would not permit it. I said to keep us in mind because, if there is a global economic downturn, they may have no choice. He agreed and thanked us for coming.

The last stop today was to a company that made lasers. Zohar also gave Netta that lead and was there for the meeting. However, the air conditioning in our rental car was not functioning well and we had to get another one so I moved through the last meeting quickly; we actually are supposed to get a part for IJX to quote on. I told the buyer our situation and he understood as we got up to leave. It was good to involve him in this issue, and by moving quickly, he was able to help us fix it and have us there for less time—a win/win for everyone.

We stopped for gas and then got to the rental car place. Netta took charge, and after having a somewhat heated discussion with the manager, we got a new car. By that time, the tension was broken, everyone was smiling, and we left on good terms. We are now on my way to my hotel.

11/4/19

6:27pm IST | Dan Panorama Hotel, Tel Aviv

Netta dropped me off at the Dan Hotel where I stayed before. I unfortunately learned that I was actually booked at a different member of the chain and taxed here. It turned out it was my mistake; Marina had told me about it, but I forgot to write it down. It was a temporary annoyance, but got me thinking as to why

it happened. Perhaps I was being told to re-think what was going on. My idea about reducing their labor force at the Kibbutz-run company, while good monetarily, would not have benefited those employees who were too old/sick to work somewhere else. Maybe there was a message there to try and look at the bigger picture; on the other hand, keeping a non-competitive workforce also drew down the companies ability to compete, upgrade, and stay current because of less-generated resources. I will give it some more thought. For now, it is onward to try and find dinner since my usual spot was way too far away to walk.

**11/5/19**

**8:46am IST | Dan Panorama Hotel, Tel Aviv**

I was up at 4:00am, and after exercising in my room, I walked up the promenade outside my hotel that leads to the Mediterranean Sea. It is a route I have walked before and the earring morning light hitting the water was truly magnificent. There were lots of people out and about; it had a general vibe of pleasant determination. The goal for my walk was the lighthouse, and the closer I got the more I was thinking about breakfast, so as soon as I circled around it, I came right back here and had a large, very good meal. Once cleaned up, I had some extra time and realized that my back was starting to ache a lot, so I went back to the breakfast area and they nicely filled up one of my ice bags.

**Sometimes It's the Little Things That Count**

The air security laws of the United States forbids people from carrying on ice/heat gel packs into the cabin. In my case, that meant that I could not use my SwaddlePax Vest for my back and had to rely on my ice packs. This is not a horrible situation, as I have done this before, and the bags do a great job of not only helping my back feel better, as one is now, but also keeping my food cold. I have been extremely fortunate in that I destroyed my back (totally my fault) through exercise overload, but even with five messed up discs I am still able to do most of what I could before. However, the pain level can get high pretty quickly, which was what just happened. I rarely take pain meds of any type, I am supposed to get some ice packs from Netta within an hour, and I can then wear my vest, which is the best solution of all. But until then, I am highly content sitting in this chair with my ice bag wedged against my spine. The numbing feeling of the ice is a welcomed friend and brought my pain level way down right away. Who would have thought that with all of the high tech stuff available an ice bag does the job?

**11/5/19**

**11:39am IST | Petach Tikva Landver Cafe, Tel Aviv**

Our first call was to an engineering company started by an ex-Israeli army officer. He was very nice, intelligent, and intense; we all got along well. His company placed other veteran army engineers in jobs for various lengths of time. His people work on existing projects and also help design for new areas. He was

a fascinating man and told us about his family emigrating from Iraq to Israel. I got the feeling that he was a man of authority, so at the end, I mentioned that I thought his rank must have been around a colonel. It turned out he was a lieutenant colonel so I was very close. He liked that I thought of him that way. Netta and I are now sitting in a cafe eating lunch. We have some time before our next call. I finished the first edit of Part Two of this year's book.

### There Are Times to Start Over

I am in Israel on sales calls and one of the potential customers here has an assembly process they are trying to streamline. Unfortunately, their system is backwards. Their company was started when Israel was founded and the owners were fundamentalist in their view of giving jobs to anyone who could work, including those who were old, inefficient, and infirm. While an extremely admirable utopian ideal, it did not lead to efficiency in their operations. The company, however, seemed profitable; I could never be sure without seeing the financials. We were asked to help streamline one of their assembly processes, but were specifically told that the number of workers involved, regardless of their output rate, would not change. They simply wanted to be able to boost output if needed. That meant that no matter what we did, we could never decrease their overhead costs and only increase their output. In essence, we could only affect, at best, half of their process efficiency. While that was extremely frustrating for me, it also meant the company could never compete long-term internationally, no matter how unique their products, and it was only a matter of time before their good intentions would force them into economic disaster. When that happens, all their jobs will be gone. So the question remains: is it better for them to keep a third of their staff employees, who should not be there for now, and risk everyone losing their jobs in the future, or cut them off now and survive for another decade.

11/5/19

2:02pm IST | Somewhere in Israel

I believe in God and Fate and that faith was just reaffirmed. Our sales call for noon was cancelled so we had extra time. Sitting in the cafe, it occurred to me that there are farms all over Israel, especially adapted to drought conditions, and maybe we could use the extra time to talk to a farmer. Perhaps we could coordinate with our efforts in Ithaca, New York. I asked Netta if she knew any that were local. She attacked her mobile phone and actually came up with a man who worked at the Farm for Agricultural Education. Now picture this scene. I am in a tie, suit pants, and my Vest walking into a small, instructional, educational farm for kids with Netta. I looked amazingly out of place, but for some reason I felt it was the right spot for us to be. We were introduced to a nice man named David who helped run the educational programs on the farm. I told him about my plans to create an experimental farm in the US to maximize what could be grown on an acre of land and producing carbon credits at the same time. He stopped me

and invited over a young woman named Sahar, who had just come from living in Australia and was working on the same concept. We sat down to talk on some very low metal benches used by the kids. I must have been quite a sight the way I was dressed. Within two minutes, it was obvious that we were all kindred spirits and that we had all been brought together for a higher purpose—Netta included.

Sahar told us her family had just bought some land to start their project; David said he already had a few acres of trees in fruit production. I handed Sahar my card and said when she was ready to launch to call us as I would like to do it jointly with our venture in New York state. She looked a little shell-shocked that I was offering to help finance her dream, but she was going to do a lot of the leg-work to help me do mine so it will be a good alliance. From my initial impression, however, I didn't think that she has the toughness to handle the rough personnel, purchasing, and selling to actually run a company—Netta, however, does. The meeting ended after fifteen minutes; Netta and Sahar seemed to bond and were already set-up communicating with each other. I was reminded of the first time I met Ben in the McDonalds in the Hong Kong Airport. It was a very short meeting there also to decide to work together and it turned out great—I got the same feeling here.

**11/5/19**

**11:02pm IST | Dan Panorama Hotel, Tel Aviv**

The second sales call was to a company that made assembly systems. They may use us for various types of labels and plastic parts. They are supposed to send us an NDA to get started.

Any time you visit a new company and there is a chance for business, it went well. We had a very good day.

Once done, Netta dropped me here, but I was too wound up to take a nap, so I watched most of a movie and then went downstairs to catch a taxi to go to dinner. Unfortunately, that turned out to be a lot harder than I thought, and even with the front desk helping, there were no cabs available until I spotted one at the main entrance dropping someone off. He was not thrilled when I asked him to turn on his air-conditioning, but by the time we got to the restaurant, the effort I had made to get along had panned out and he was rewarded with a very generous tip.

Besides Netta, dinner included Zohar, who was instrumental in helping Netta find new customers and giving advice on sales, and Zohar's wife, one of Netta's sisters. It was a very fun time with good food and lively conversation that kept crossing between participants. I told some stories about my youth and we also spoke about the visit to the farm today and what it could mean to the future. They are really good people and I look forward to Wendy meeting them. Zohar dropped me back here. I am hopeful that Marina will send me my boarding pass tonight so I can ask Netta to print it in the morning.

11/6/19

12:32pm IST | **Dan Panorama Hotel, Tel Aviv**

I was up at 4:00am and got less than five hours of sleep—sleep deprivation and jet lag were in full effect. I called Wendy at 4:30am, her 9:30pm last night. She sounded well, Alex was back from Puerto Rico and the gardeners had done all the pre-winter planting and maintenance I had requested. After exercising in my room, I did the same walking route as yesterday up to the lighthouse and back. It was very pleasant, and since I knew the way, I allowed my mind to wander, which helped quickly pass the time. For breakfast, I had some excellent honey, which went well with the cornflakes, nine hard-boiled eggs, and water. The checkout was swift and easy, and the very nice staff printed my boarding pass. When Netta picked me up, I suggested that we go to the botanical garden in Jerusalem so I could see the types of trees, bushes, and grasses that could be planted in our new project. The more knowledge we both had the better. She loved the idea, but first we went off to our first and only sales call. The company developed a special software system that helped focus radiation therapy for machines already in the field. It was like a super upgrade that meant that many of their customers would not have to put in more expensive new equipment, just simply retrofit what they had. We loved the idea and showed the buyer our various metal and plastic products, which he really liked. He said he would send us drawings for some new parts. He also liked Kayla's Multi-Tool and is thinking about creating a special version for his tech people. I will email Kay and let her know her design was a hit; she will like that. After tea, we are now on our way to Jerusalem. I am excited to see what is possible to grow here, both the same and different from Ithaca. No word yet from Sahar from yesterday.

11/7/19

7:09pm IST | **Ben Gurion Airport, Israel**

Before we left for The Walled City we stopped at a nearby farm area. Netta had the great idea to see what they were growing. Netta found a garden store, and after introducing ourselves to the manager and looking around, I recognized most of the flowers as the same type we grew in New Jersey. I reasoned therefore, if the same type of flowers could grow in Israel, then maybe the same types of trees and bushes could also be done.

There are few words to describe entering Jerusalem, except to say it has an energy force all its own that emanates throughout everything. Add that to the overall life force of the people living and working there and it all added up to a cauldron of surging potential. Netta and I stopped for lunch at a café. The food was only okay, except for a really good gluten free roll, but finding a nearby parking spot upped the overall experience to good. Parking in Jerusalem was a continual challenge, but Netta is so good at it that I even took a picture because I could not believe one space that she utilized. We went to the botanical garden and it turned out that it was not the reason we had been brought there. The

gardens were nicely laid out, but the variety planted gave me the assurance that we could do whatever was needed regarding finding suitable trees, bushes, and grasses. That took little time; what did need a lot of attention was a discussion that Netta and I had begun at lunch, which was how to meld together her Israeli culture, Jewish religion, and Socialist ideals with the realities of sales and running a business. When I initially asked her how much money she wanted to eventually make, she had no definite goals. Goals without achievable markers defined with timelines are nothing more than amorphous dreams and mean nothing. I pushed her to define what she wanted, and it got a little tense regarding what she was willing to sacrifice and commit to achieve them. She had to define amounts of hours and commitments to find and build customers to a level that meant she would have to take business away from others, mostly Israeli businesses. She had to be okay with the idea that she would take sales from others and potentially put them out of business. It was a difficult conversation that went very deep as I spoke to her about the positive and negative aspects of my dad, his influences on me, and where I wanted to go from here. She has a lot to think about because the more success she achieves, the more business she is pulling from someone else. It is capitalism at its purest form—survival of the fittest—and she will only succeed if she has peace in her soul and an armor made of steel.

Because of the traffic, we abandoned the idea of seeing the Western Wall and went instead to the market. It is an amazing bazaar with many vendors selling all types of food. It was wonderful and gave us a chance to switch gears to a positive, fun last event. I was able to buy enough provisions for the trip home; I still may buy more to be safe as I don't want to be hungry on the flight back. The ride here was alternated between me playing songs from my music to see if she recognized them and me passing out from exhaustion. I got through security and passport control in a short time and am in one of the lounges, which is very nice, with great people—one of whom filled one of my ice bags.

11/7/19

8:57pm IST | Ben Gurion Airport, Israel

*Dear Dad,*

*One of the advantages I and our company get from me traveling outside the US is a different perspective on what is happening in our country and the world. What I am seeing from a sleep-deprived and jet-lagged reference point, unfortunately, continues to make sense only from one direction. Global stock markets continue to go up with the idea of an impending "partial" US/China trade deal.*

*Even in the best of worlds where:*

- 1. All of the tariffs are gone tomorrow, which is impossible.*
  - 2. Everything goes back to normal regarding supply chains, which it can't because the disruption has already forced global changes.*
  - 3. The leaders of the US, China, Russia, and the EU all suddenly come together and agree to act in the best interest of our world—keep dreaming on that one.*
- Even if all that happened tomorrow, it would take years to fix all the damage that has*



*already been done. If that is the case, why should the stock markets be up at all? There is no room for optimism—at best, a reduction in the level of pessimism. It is like the world is living in a fog and everyone is talking about rainbows and unicorns.*

*You taught me to view reality, forget the media and the financial advisers, and act.*

*We have gone into “defense mode” in all areas and I will be happy to ride out and profit from this unfounded, indefensible prosperity until people suddenly realize what is going to happen, stop spending, and the world economy takes a nosedive. At that point, if our plans work, then will start to take over our competitors on a global scale. There is going to be a lot of pain and people will not know what hit them—just like in 2007. Maybe then the global economic landscape will start making sense again.*

*Thanks!*

*Andrew*

**11/7/19**

**2:52am EST | En route to Newark**

*Dear God,*

*I hope it is okay that I am writing to you. Over the last few months, I have felt an ever increasing bond with you, which corresponds with amazing things that have been happening. Over the past four years, I had decreased my optimism regarding my ability to help make a global change for the better. I figured that, since I could not change the world, I should try and positively influence those in my sphere to the best levels possible. The only problem is that, while in my head I am fine with that concept, I am not in my heart. I am finding it increasingly difficult to watch our overall world and not try and help on a bigger scale. With that, the more I believe in you, ask for help, and push to expand and reach, the more that seems to happen. The idea for the experimental farm came from both wanting to be in that area and going into carbon credit trading as a secondary path for Ideal Jacobs or for retirement. But as things have progressed, that concept has morphed into finding a formula to utilize small pieces of land all over the world where people can produce food, wood byproducts, and massive amounts of carbon credits both to sell but, more importantly, to help store carbon before it goes into our atmosphere and pump oxygen back into the world. The only way that people in general will get involved with helping our planet is if they can benefit personally. Figuring out a way to make doing good acts also profitable will be the major question for the next few decades.*

*Having our farm idea suddenly jump to other places in the world and, as they prosper, be the examples to others to do the same is key to this idea. We need to prove on multiple platforms what can be done, offer self-reliance, better quality food, and a chance to make a difference on a personal scale. I know that you want me to do more. I know that you have given me a fantastic life and, with that, a responsibility to help set a framework to build more with others. We, I, will keep putting out the energy first with this idea, then others. I will figure that you are behind the ones that succeed and use those as our foundations to do more. The more successful we are, the faster, bigger, and more broadly scoped we can be. We have the potential to help in a big way; I only hope that the path we have chosen agrees with what you would advise, and if not, you*

*will move us to a different road. I know now that you did not want Kayla in the business because the pressure on her to succeed in all of this would have been unbearable. I was meant to travel this final part of my career in the lead by myself because I will not hesitate to take the chances needed to go for it. I also know that Wendy is there as my reality check so as to not throw everything over the cliff in a wild gamble. The three of us will move forward as a team and I am really excited to see where we go. I am eternally grateful for everything you have given to me, my family, our various teams, and friends. I will never take them for granted. Thank you again for everything and the chance to do more.*

*Love,  
Andrew*

**11/7/19**

**11:26pm | Our House, NJ**

We arrived early—great job, United Airlines. Mike the Driver was there to get me, and after I got home, I unpacked and exercised. Wendy woke up and came downstairs to see me; she is well and it was great to see her. Afterwards, I went to get my Trek bike out of the shed; she was not back from the repair shop, which upset me because she is the heaviest, the hardest to pedal, and the best calorie burner. I took my Cannondale instead; she is lighter and faster, which probably turned out to be better since I was tired. Midway through the ride, I called the bicycle storeroom to complain. The owner apologized and said he would have the Trek delivered today. After getting home and cleaning up, I went to the office. I had planned to stay home, but I felt good and I had a lot to do. It was good I did because I got a lot accomplished and it was great to be back. I left early to go to the pharmacy. Besides the pick-up of some meds, I was very fortunate as I got the second Shingles shot I had needed. The vaccine had been in short supply. It was then home to dinner by myself, as Wendy went to a reception at the arboretum where she volunteers. I then got an email from Sahar. Both Netta and I had hoped she would contact us. She was excited about us all working together, gave me some brief information about what she was planning, and told us that she would send a full detailed plan of her project soon so we could see if we wanted to collaborate. I emailed her back, very happy—thank you, God—and then emailed her letter to Netta.

By then, I was very happy and tired, got cleaned up, and saw Wendy for a few minutes right before I went to sleep early. I woke up to go to the bathroom and started writing; hopefully, I can go back to sleep now. What an amazing life adventure we are on.

**11/8/19**

**7:29pm EST | Our House, NJ**

One of the possible side effects to a Shingle vaccine are flu-like symptoms, which hit this morning. It made exercising difficult, as well as biking, but the effort was

more important mentally than some discomfort. I kept going. Once finished, I had some discussions with Mike regarding the future of BuildTak. I have had some concerns regarding its viability, especially after Kayla leaves. I told him her plans, and after much talk, Mike and I agreed that he would become the new face of our product line. He would be designated Mr. BuildTak and the marketing begins on Monday with video interviews that will be posted as soon as they are ready. I spoke to Kayla this morning and she said the bulk of the 3D Printing industry manufacturers and distributors were either bankrupt or in trouble, which meant a vacuum would be formed when more go out. Mike and I both agreed it was a perfect time to go after other people's accounts—another reason the videos had to be produced quickly and be fun to watch. I wrote up questions and sent them to David and our other Mike to get ready for Monday's recording. I look forward to seeing how they come out. I am having trouble getting enough sales calls to fill my time in California; I have next week to complete that task or may reduce my schedule. Michael Bloomberg looks like he might be running for president. If he does, he will be the first candidate Wendy and I can both agree to support.

**11/9/19**

**6:21pm EST | Our House, NJ**

### Now or Later Choice

A downturn is coming sooner or later so it will be better for everyone to take stock of their various positions as soon as possible. Quantifying your assets and liabilities now will help you to decide the future as the economy goes up or down. By the way, it is periodically good to do this every six months, no matter what is happening in the world. I know it does not sound romantic, but when I was thinking of marrying my wonderful wife, one of the top things I considered was that it would be one of the biggest financial decisions I would ever make. If things worked out well and my wife-to-be turned out to be able to live within a budget, have a brain that would have a clear picture of the world, and be able to help with concise guidance regarding our family, then I would have won the lottery. On the negative side, if she spent money we did not have, put us into debt, and—worst of all—we ended up in divorce then the financial repercussions would last for decades. In the end, it was an easy decision. I loved and respected her, knew she had a clear brain, and I did not hesitate to go through with our marriage. It turned out to be one of the best decisions I ever made.

In your case, if you are in a relationship that is positive or negative, you have to figure that, with the added pressure of difficult or really tough global financial times, whatever your mate “is” will only go more in that direction. Hoping for a change, especially in stressful times, will normally not happen. When times get tough, measure them with a clear set of eyes and predict reality. Again—not romantic, but a very good thing to do.

Look at your financial situation. If you are spending everything you make or, even worse, are in debt, I suggest you change your lifestyle now before things

get a lot worse and it could happen quickly. Tough times mean hard choices for bosses; layoffs are the quickest way for them to cut overhead. Do you have a financial safety net if you got laid off or fired tomorrow? Are your kids in private schools or do you pay a lot for private lessons, vacations, cars, clothes, liquor, recreational drugs, or second homes? Do you have a huge mortgage? Is it adjustable? What happens if your monthly expenses suddenly go way up and your salary decreases? If you and your significant other work, what happens if one of you loses their job?

Don't expect the government to care or help you because, in almost all cases, you are on your own. If you are figuring on getting help from your relatives or friends, you might want to think about that again. In tough times, people with money don't want to give up their security.

Make a list of your expenses, your debt, your assets, and your income(s). How do they stack up against each other? Are you happy or scared when you look at the actual numbers?

Monitor your health. Are you overweight, exercise averse, overindulgent in alcohol and drugs? If necessary, do you have the endurance and energy to fight others for your job? Are you in good shape mentally and spiritually? Do you believe in God, fate, or anything else? Get your physical, mental, and spiritual houses in order because, when the next economic tsunami hits, you will need all your faculties in good working order to cope with the incredible amount of stress that will come with it. It has happened before and it will happen again; it is only a matter of time. If you ignore history, be prepared to accept the consequences and relive the bad parts. Planning, discipline, and structure can help you to immediately figure out where you are and where you need to be. The simple but very hard fact is that you just need the guts to do the work and then follow the path needed for safety and security. Do yourself a favor and find people who went through the 2007 Recession. Ask them what it was like when the economy tanked and stayed that way for years. Ask them about the toll it took on their health, their relationships, and their confidence to keep going.

I can't tell you exactly when tough times are coming, though I think it will be soon. I can tell you that, when it happens, it will probably be fast, a lot of people will be caught by surprise—many will be fired or laid off immediately—and rough times will ensue quickly. It is better to have an accurate assessment where you are now in all parts of your life so when you have to change, and that time might be right now, you can think with a clear head and move quickly.

In the Great Recession, many people were surprised, as will many be again when the next downturn happens. You don't have to be one of them.

**11/10/19**

**4:42pm EST | Our House, NJ**

I spoke with Netta today, she asked for a brief description of what we are trying to accomplish regarding the farm project.

Here is what I will send her:

### *It Is Time To Act*

*Our initial goal is to see how much wood, fruit, nuts, honey, different types of grasses, and carbon credits can be produced on a one-acre piece of ground in Israel. Later, we plan to pick one acre plots all over the world to prove it can be done on a region by region basis. With those results, we hope to expand the program either through interior financing or gain financial backers to spread the plan to make it possible for both bigger operations and those individuals who happen to have an extra available acre of land to start their own farms. Think of it like in the United States during World War II. People had victory gardens to not only supply themselves fresh fruits and vegetables, to save money, and to get better food, but also to take a strain off of the war effort. We are moving into a new "war" scenario. Our planet is in trouble and we as individuals can help replenish what we have taken by not only producing food in a much more eco-friendly manner with little or no fertilizers or pesticides, but also by sequestering carbon so it doesn't go into our atmosphere and returning oxygen back into our environment. We have the chance to make a direct impact, replace what we have taken, and help ourselves at the same time. We need to grab and embrace this opportunity before it is too late and future generations are doomed to extinction.*

**11/11/19**

**3:20pm EST | My Office, NJ**

We had our global sales meeting this morning. Everyone was present except Yui in Thailand. It is staggering to me that we could set-up a call like this to cover three continents and multiple countries. I come from the time of manual and electric typewriters and this new technology is amazing, efficient, and saves a huge amount of time. The meeting went well; our teams are motivated and most are ahead in sales over last year. I am always watching for those who aren't.

The president has back-tracked on his promise that tariffs would be reduced or stopped if a first-round agreement was made with China. As usual, no-one knows what he will do.

**11/13/19**

**2:00pm EST | My Office, NJ**

### *It Is Not A Surprise*

I am setting the final preparations for my sales trip to California next week. I need a driver for the Los Angeles area, and since the recommendation from my guy in Palo Alto did not pan out, I tried the Internet. Amazingly, for those I tried, either their website did not function or they did not get back to me right away. My go-to driver companies in Canada and Germany, who I have used repeatedly, did and they are both checking their costs now. They both have international networks and can book anywhere. I suppose I should not be surprised that the really good operators are the best in every way, which is why people come back to us.

The impeachment trial for President Drumpf began today. Even if the House convicts him, I don't believe the Senate will try and throw him out. The first round of the trade deal between the US and China seems to be in peril, which is no surprise. If he does not get his way, President Drumpf is threatening more tariffs—again, no surprise.

**11/14/19**

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

The trip to California is now done. Always good to be able to say that. I am currently working on the next one in early December for Dallas. From there, I go to Mexico and Paulina handles all the sales calls. I am also working on the next one after that for Asia in mid-January. Gary, our accountant, was in today. We are still working on our financial processes, but things are improving.

I hurt my back yesterday and my chiropractor said it was from the strain of using different muscles on my new pieces of workout equipment. His treatment seemed to help and I was better this morning. It is supposed to be 27° F tomorrow when I am next due to workout. I will probably take the chance and bike; it will be cold, but I will have on lots of clothes and I have been missing the harder exercise of going up our local hills. Every year, I push to see how cold I can get before I move inside. I look forward to the test tomorrow.

The situation in Hong Kong regarding disruption and protests is getting worse. I will try and avoid going there for the indefinite future, which is too bad because it is one of my favorite cities.

If one of your friends told you that they were making a fortune because they were borrowing money at a rate far higher than they could earn at their jobs so they could put it into a new business or investment, you would probably be a little uneasy with their actions. However, since they are only one person, if they went bankrupt it would not matter. However, what if a whole country did it, or even a whole global economy? According to the Bloomberg Financial Network, global debt went above 240 trillion dollars for the first half of 2019. Global borrowing was now 2.4 times the world's domestic product. If the global economy slows and everyone can't pay the interest on their debt, the following will occur: people, companies, and countries will effectively go bankrupt; credit markets will dry up because there will be no lending for people who actually have good credit ratings; governments like ours will be forced to either devalue or inflate their currency or foreclose on whatever debts they can, like taxing everyone's 401K accounts; the potential mass defaulting on US student debt. It is not a pretty picture of what could be coming.

**11/18/19**

**4:36pm EST | Newark/Liberty Airport, NJ**

After exercising yesterday, I met Wendy at Cliff and Barbs. Barry, Emily, and Max were there, as well as Myrna. Barry goes into the hospital tomorrow for surgery;

they found a lump on his throat. Everyone is understandably freaking out, but his prognosis is good, so we will hope and pray for the best. After that, I spent the rest of the day exercising more, spending time with Wendy, and getting ready for this trip.

We had dinner with the Greens. It was very pleasant. Paula is heavily into plants and gardens, and we will talk when I get back about her joining our Experimental Farm Project. The initial sales call that I have set-up at one of our bigger customers in California has morphed because there are now problems in two areas where we do business. We are doing everything possible to be prepared with as much information as possible; I am concerned about how it will go. I was up at 2:30am and have already been in contact with Sophy to get ready.

Mike the Driver got me here in good time; I was through security quickly and visited the ice machine to fill up my two bags. I will count on IJX getting more information ready while I am in the air.

As always, it is hard to leave Wendy.

**11/18/19**

**6:50am PST | En route to California**

Say Yes to the Email

I am on my way to California and, as usual, the question comes up: do I monitor my email for all of the trip, part of the trip, or none of it? There are advantages both ways, but in this case, since I have a big meeting with possible trouble when I land, there was only one answer. I gladly paid the \$32.99, and over the course of the last few hours, have been in contact with our people from both China and New Jersey. I got the bulk of the information I needed so we seem to be in a much better spot. That, plus the additional emails I could answer, added up to me being able to work a lot of the way. The downside is that I am already sleep deprived; I was up at 2:30am and the nap I got on this flight was not enough. However, I have a driver waiting and I should be able to grab more sleep along the way today. I am also hopeful that my normal adrenaline reserves will kick in as needed. This is not unusual traveling for me, and by Friday morning, after the Red Eye flight back home, I will be very ready for the Thanksgiving break next week. I love my family, my life, and my job, and would not want it any other way.

**11/18/19**

**10:22am PST | Starbucks, San Jose, CA**

ZK, my driver for the day, stopped at Starbucks to buy an iced tea and use the restroom. Unfortunately, the bathroom was not available so we are on our way to another one. Such are the minor pitfalls of the road. Since getting up almost eleven hours ago, I have now eaten 3/4 lbs. of sliced turkey, 2 turkey burgers, 1 veggie burger, half a bag of grapes, and three muffins. One of my standard rules of traveling: the more I eat, the less I have to carry.



**11/18/19**

**11:51am PST | Another Starbucks, San Jose, CA**

By the way, the flight here was really good and early—thank you, United Airlines. ZK found another Starbucks before we went on my first sales call to Lumentum. They are a customer of IJX's and I showed the buyer what all of our companies were doing. She was born in China, but had moved here to be nearer her daughter who goes to New York University in Manhattan. She was a pleasant, competent buyer. When leaving, I told her that if her daughter ever got into trouble, we were only forty minutes away from Manhattan by train and would be happy to help. All parents worry about their kids, and having someone nearby "on the ground" is always a very good thing. ZK found us this Starbucks and I am waiting to hear from Vinnie and Rich regarding a revised label color match for my next sales call; I will talk to Vinnie or Rich before going in. It is never a good idea to put sales calls too closely together. First, there could be traffic delays. Second, they can run longer than expected, and sitting in a meeting getting antsy because you are late for another is a bad plan.

**11/18/19**

**7:07pm PST | Hotel Ziko, Mountain View**

ZK got me to my meeting with Nokia in good time. I met with various engineers and designers to go over multiple projects and all seemed to work well. Once finished, we went to another Starbucks, this time to meet a potential part-time rep. He was pleasant and competent, but I don't think it would be a good fit. It was then to Whole Foods where I got my dinner before arriving here. I then realized that I had stayed here before. After a quick workout, I called Wendy; she is fine. Barry goes in for his surgery tomorrow. We are hoping and praying for him. I ate a quick dinner and hope to be asleep soon. It has been a very good day.

**11/19/19**

**10:45am PST | Half Moon Bay, CA**

I was asleep by 8:00pm local time and was up before 4:00am. I worked out in my room and then on the treadmill in the hotel gym; it was very pleasant. All the while, I was answering emails; NJ was already in full operation and a lot was happening from yesterday's meeting. I spoke with Alex by text and Ben and Kayla by phone; all are well and looking with great anticipation to be together next week. My driver for today is Gary. I have been with him before; he is very pleasant, aggressive, and a bit eccentric—like me.

Let me describe him. He is about five foot five, has a huge torso, and looks like a pro-wrestler. He is a Libertarian and a huge defender of the Second Amendment. Gary is also a huge conspiracy theorist. In short, a very interesting man. One of my sales calls had cancelled so I decided to go looking for local organic farms to see how they operated and if they looked like they were profitable.



I checked online and the closest place is here in Half Moon Bay, so off we went. On the way, we discussed life, gold ownership for when the economy goes down, pollution of all types, and the value of producing hemp. It was highly interesting. As we stopped for gas, it occurred to me that God did not have me there to look at organic farms, which by the way we did and they did not look highly profitable. I was there to meet Gary. I was not sure why, but I was open to hear what was possible.

**11/19/19**

**1:40pm PST | Mountain View, CA**

Being with Gary is an amazing experience. He wants to go into hemp farming. I am interested in farming in general, but I think hemp is illegal. Still, he will check it out to see what is possible. I am not sure if we were meant to work together, but I am glad for the option. It was interesting seeing the farms before; they did not look like they were making a lot of money. We will need to be very careful how we go about this.

Luckily, there are people watching and questioning me to keep me from going too crazy. Gary then took me to a friend of his who bought and sold precious metals. Another fascinating man; I don't think Gary knows any other type of person. It was then to lunch; we went to a very nice restaurant where Gary knows the family.

Then, it was back to work; I had a sales call at Infinera, where we hope to do a lot more global business. At this moment, we are stationed outside of Google. I emailed them to see if I could come in early. No word yet.

**11/20/19**

**12:38pm PST | San Francisco Airport, CA**

I got word from Wendy that Barry is okay! He has more tests to go through, but so far everything was looking good. Our whole family is very thankful and I will continue to pray for him until he is okay.

We got to San Francisco in excellent time yesterday, and after I checked into my hotel, Kayla met me and we walked to dinner. She looks wonderful and happy; I am convinced she made the right decision to leave IJUS and live here. We also walked for a little while after dinner; the city was more alive than usual because there was a huge group in for a trade conference.

I was up at my regular time this morning, and after exercising in my room, I walked on the treadmill in the gym. I ate the food I had bought for breakfast and was picked up on time for the airport. Once here, I got a lot of work done, including getting more of our family trip to Europe plotted out for our travel agent Marina.

I am onboard the plane for Burbank and hope we leave soon.

**11/21/19**

**9:33am PST | Courtyard Hotel, Sherman Oaks**

The trip into Burbank was delayed but not enough to cause a problem.

My driver was Antonio and he obviously had a lot of experience. We got along really well and got me to my sales call at Benchmark with ten minutes to spare. The meeting there went well. I got to see the two people I had planned, plus their supervisor. We went over some paperwork requirements, which should make it easier for them to give us more business—always a good thing. From there, it was to Whole Foods; I did not have a lot to eat during the day and was really hungry. The deli counter built me a huge turkey sandwich and I also got some fruit. It was then to here where I went to the gym for some more time on the treadmill and proceeded to have a feast of what I had bought plus the cookies from home. It was awesome.

I spoke to Wendy later; we are working on the trip to Europe for Lisa's wedding. I was asleep by 8:00pm. 8 1/2 hours later, I was up, exercised in my room, then headed down to the gym for the treadmill. Breakfast was excellent and I have an hour before I need to be downstairs for Antonio to take me to my first sales call.

Now there might not be a trade deal between the US and China—unfortunately, not surprising. The impeachment trial continues; I have no idea if it is moving to a conclusion. Various news outlets are reporting different versions of what is going on. Hong Kong is still in a huge mess and the Democratic candidates continue to battle each other to see who can be further towards the left. I am hoping to have some fun this afternoon after my sales calls and have Antonio help find some organic farms to look at. I need to get a feel as to whether there is any profit in farming and whether we can hope to bring our idea to fruition and expansion.

**11/21/19**

**4:17pm PST | United Lounge, LAX Airport, CA**

I know that I am getting really tired and ready for home when I notice that someone near me is eating some type of snack out of a bag and is taking out one item at a time and rustling the bag every time they do it. My two options were to snatch the bag out of his hand and tell him to be quiet—of course, getting myself thrown out of the airport—or changing my seat, putting on my head phones, and having no-one directly in front of me. I chose option two and moved my seat.

The day has gone well. Antonio the Driver turned out to be as competent as I hoped. We got to my first call at HTX in good time and it turned out well—both because I got to meet three of their prime mechanical engineers and also because I got to hear about their business plans. We have a chance for more business in the early future. After that and getting an iced-tea at Starbucks, we went in search of farms. I had told Antonio about our plan and he was psyched to see some examples for himself. The first was a community organic planting project that

should have been open, but was chained up tight. We walked around anyway and saw what they had planted; it looked like a positive role model for young people to learn about planting and farming, but wasn't a big help to us. It would have been helpful to talk to their people, but no one was around. We then tried another farm, which turned out to be someone's backyard, so we did not pursue that.

It was then time for my sales call to UPM, an injection molder that bought labels from us. While I was waiting for the buyer, I noticed a hummingbird outside gathering nectar from one of their flowering trees. Both were beautiful and it was a joy to watch. The buyer was very pleasant, especially since I was a day late. I took full responsibility for the mess-up and promised to be quick. I showed her everything and was out in ten minutes; she liked our products and there was a chance for more business. Both calls today turned out better than I had hoped and I was doubly glad I came. Seeing people in person is rarely a bad idea. At that point, traffic was building so we forgot about trying to visit any more farms—besides, the odds of finding one closer to LA were slim. I spoke to David; he told me a story about how he had envisioned a potential client to contact him and within an hour it had happened. There is more and more of that happening for both he and me. I will do my best to stay in eternal gratitude, not take anything for granted, and ask for continued help and support. I don't know if David believes in God as much as I do, but he sure feels something is going on. Antonio dropped me off here; I will put him into our system so we can use him again. As for now, I have fresh ice in one of my ice bags; it is wedged between my back and this chair. There is food, soda, and water nearby, and my iPad and iPhone are charging. I will do some editing, then watch something on my iPad. One of the greatest parts of my job is that I get to leave and then go home; I love them both.

**11/22/19**

**3:20pm EST | My Office, NJ**

We ended up being 15 minutes late into Newark. It was great to be home and see Wendy. I did not get a lot of sleep, but exercised and biked, stopped for Sushi on the way in for my lunch, and had a crazy, fun, and productive time at work. I leave in a few minutes for the chiropractor; I am looking forward to the visit.

**11/22/19**

**8:53pm EST | Our House, NJ**

I did not have a lot of luck with finding farms to look at in California, but on the plane back here, I saw The Biggest Little Farm and it was about a couple who gave up city life to become farmers. They were in Moorpark, CA, one of the areas I had been researching to go visit. As I started watching, I realized that this was a gift from God. These people were doing, on a big scale, what we were planning for 1-3 acre plots. The photography was amazing and the philosophy inspiring; I got a great, comprehensive picture of the pluses and minuses on what we were planning. Suffice to say, I learned a lot, including the idea that we would restrict

our experimental farms to trees, bushes, grasses, and bees. Combined with carbon credits, we will create a plan that could be profitable on a small scale, which means that many people could do this in their spare time as a source of food, money, and helping our planet. I am continually amazed at how I am being guided right now; the journey is front of me and I will travel onward.

**11/23/19**

**10:02pm EST | Our House, NJ**

I have tried multiple ideas in my life and career; many have failed.

For some unknown reason there is always a fire and passion inside me to put the failures in the past, give myself a few minutes, hours, or even days to mourn the loss of potential success, money, and time, and recharge myself to open up to the next idea. I have this belief that my ideas, in addition to giving me a great life, career, and fantastic family, will help me to help the world on a global scale. I have started on a new road, regenerative farming.

It is actually a step backward in that it is an organic-based process that uses virtually no chemical pesticides or fertilizers. In addition to producing the highest grade food, it is also the most economical model, depending on the region, for micro (1-2 acre) farming. Don't worry; it is being done in my spare time—call it a hobby for now. It also has nothing to do with my basic skill set, but still has lit a fire in my soul to help our environment, produce healthy local food, and make money. People are already fired up to help, but first we have to prove that the concept will work. That is our due diligence and our immediate road. Yes, I am setting myself up again for failure and the loss of money and time. But what if this actually works? What if we really can change the world? Then all the failures would be nothing more than a journey to get right where I am at this moment, and after all, isn't that just life anyway?

**11/24/19**

**3:18pm EST | Our House, NJ**

The Ultimate Responsibility

For whatever reason, good or bad, people have been willing to trust and invest in me. Whether it be my partner and good friend Ben in Asia, our teams globally, or our relatives and friends. Whether financially, with their own hard work, or spiritually, they have been frequent and constant supporters of most of what I have done all my life. In the face of a failure rate that would scare most off, there have been enough very good successes that they still want to join in whatever direction I choose to launch. They are not mindless automatons or pressured pawns and they push back whenever they feel I have gone off the rails. It is both extremely gratifying and terrifying that they are willing to invest in various capacities to my dreams and for which I am eternally grateful. But with their support comes the huge responsibility of their well-being and opinion; if I choose a wrong or impossible path, then they could get hurt. I start most of these

journeys with our own company resources so that, in the event of another failure, which will, based on percentages, have to happen again sooner or later, I can absorb the worst parts myself. At this point in my life, I would not invest in another person's theories, inventions, or great ideas. I will put our resources in what I think will happen so there is no-one to blame if things go wrong. The farm idea has already attracted investors, but they will have to hold off until the idea has proven workable. If we win, we win as a team, If we lose, we lose because of me.

It has been a good day; I exercised in our basement and then went out for a walk/run, which included going through our local woods. It was drizzling, cold, and beautiful and I saw a buck deer and his family along the way. Wendy and I had lunch at our favorite diner and then Skyped with Ben and Carla so they could show us their new house in Denver. It is awesome and already looks like the perfect place for them. Kayla just texted that she landed at Newark/Liberty Airport. Wendy will go to pick her up soon. My new book is printed; Wendy got the first autographed copy and I will start signing them for the NJ team and then our other teams and their customers tomorrow. I have a few thousand to sign, which will take me weeks, but I hope to seriously dent that number before the end of the year.

Ben called me from China last night and was talking about the possible terrorist attack on Syracuse, New York. I did not connect the dots until this morning; his daughter Emporia goes to school there. I sent him an email this morning hoping she was okay. It is very sad that terrorists all around the world, including here, leave such an immediate and lasting psychological scar that can never be erased. Whatever minority we are, someone will hate us and blame us for whatever trouble they have, even though their bad lives are most likely from their own erroneous decisions and selfish acts.

After viewing the US markets, it seems to me that most types of personal and government debt are past the point of being sustainable. This means that there will be defaults of all types, possible currency devaluations, inflation, and a general eroding of our global economy. I am highly concerned.

**11/26/19**

**8:10 EST | Our House, NJ**

One of the hardest things to define in all life situations is what do the players involved want? It may sound simple, but to quantitatively spell out what you want instead of something vague, like "I want to be rich", is difficult. You might want to try it yourself regarding some area of your life like, where do you want to be in fifty years? You will get the idea.

**11/27/19**

**9:42pm EST | Our House, NJ**

It is the Wednesday before Thanksgiving and I mostly took the day off. I was up at 6:00am, exercised downstairs, biked, and ate before going to the shooting club with Kay and Alex. We had fun, and after returning, the three kids began baking desserts for tomorrow. That led into our annual Chanukah present celebration; Wendy makes up a bag for each with multiple gifts, and they are opened by all three while Wendy and I have great fun watching. We had Chinese food for dinner and the three kids are now out visiting their friends; they're due back at various times tonight.

**11/28/19**

**9:44pm EST | Our House, NJ**

Thanksgiving is my most favorite holiday. It is a wonderful time of year here in New Jersey; all three of our children were able to come home and brought along Ben's girlfriend Carla and Alex's boyfriend Scott. They are both total delights.

I had picked up my mom in the early afternoon so she could come over and meet Carla and Scott; she liked them both a lot. I dropped her over at Irene's; her crew was there, including Rebecca and her fantastic son Isaac, who I got to hold for a few minutes. The day was spent cooking and preparing; I grilled a turkey for the first time and it came out great. Barry was able to come; his operation from a week ago went well; Emily and the incredibly cute Max were also present, as were Emily's parents, and other very welcomed annual guests, like Barb, Cliff, his mom Myrna, and two of Alex's friends. We all had a great time, the food was excellent, and there are leftovers for more good meals.

Perhaps divine intervention has struck again. I have been reading about contract futures and thinking of a new type of commodity that could be sold. In all cases before this, single commodities, like wheat, corn, or pork bellies, have been traded. What if instead we commoditized an acre of land and what it could produce over a one year period? What if the combined total of all of the money made from a year could be sold and traded? I will give it more thought.

**11/29/19**

**7:54pm EST | Our House, NJ**

It was cold but pleasant biking this morning, and after lunch, I started signing books for our sales locations. I started with Don in Canada because he needed the most help and I spoke to him via Skype. He needs to produce more business, which I relayed to him, but then it occurred to me that with his analytical mind he would be the perfect person to do the preliminary information for the farm project. Laying out the possible field configurations and setting up the types of trees that would fit the location and still give the farmer some leeway as to what to plant. It would mean a lot of work coordinating costs, yields, and carbon credits,

but he would be perfect for that, so I will organize my thoughts and get it to him soon. I believe that the only way to save our planet is to monetize the situation, and only then will people gather and then swarm to be a part of it. Profit first, then save the Earth. No judgement, just reality. Since no one can really be sure how close we are to devastation, saving us has to be a secondary point, albeit a very important one. It is like the issue of global warming. Who caused it is irrelevant; it is happening and we have to deal with it. Blame is secondary to marshaling our forces to change what we can as quickly as possible. The quicker we can get to more positive areas, the easier it will be to start systemic change.

Ben, Carla, and I went over to see Irene, David, Rebecca, and Gavin. Baby Issac was, as usual, the center of attention; he is a really sweet baby. Carla charmed everyone and got the immediate approval as suitable for Ben. From there, it was over to Barb and Cliff's house; all of their kids and their families were there and it was a very pleasant time. Of course, Max stole the show and Carla won everyone's hearts. Tomorrow is the last day of November; it has been a good month for business, which gives us some breathing room for new projects. We are launching a big sale on some BuildTak products. I am hoping we sell a lot of inventory. The whole 3D printing industry seems to be going through a lull right now.

**11/30/19**

**7:26pm EST | Our House, NJ**

### The Snow Clouds of Winter

My father was a weather forecaster when he was in the Army Air Corp. during World War II. He taught my siblings and I about how to spot thunderstorms and how to see when snow was coming. I did not need to read the news reports; all I had to do was look at the moon tonight and see that the cloud pattern signaled snow, if it was cold enough, would be coming. It can also happen during the day, but the cloud cover is always the same and a great warning to all of us of what may be ahead. Mother Nature is truly wondrous in how she shapes our environment. There are indicators of all types of things if we are just willing to see them. Global warming, regardless of what causes it, is real and our choices are to ignore it or help. We have chosen to attack, starting off small and then scaling up to change the world through regenerative and organic farming. Can we make a difference? I have no idea, but sitting around waiting for potential disaster was never my idea of a smart bet. If you want to join us, email me at [acj@idealjacobs.com](mailto:acj@idealjacobs.com). Who knows what we can accomplish together.



# DECEMBER



**12/1/19**

**6:47pm EST | Our House, NJ**

There was a threat of a snow storm so I was up at 4:15am, exercised in our basement, and then went out biking. The wind chill was in the low 20s F and I was fine so I am getting better at riding in the colder weather, but now I have to be careful of ice. Once back here, I took in the garden ornaments and hoses, and started getting the porch ready for winter. Ben and Carla moved some of our garden pots—they were way too heavy for me—so if we get snow this week they won't be broken by the plow. I then took them to the airport; it was pretty crowded.

Wendy and I went out to lunch; it was very pleasant. We heard that Ben and Carla's plane had been weather delayed. They finally got out and are due to land within the hour. The rest of the day was spent packing, exercising in our cellar again, and spending time with my wonderful wife.

I have been giving a lot of thought to the farm project. I am reading a biography of one of the people who helped start the Carbon Credit in Chicago. We need to get the single acre plots set up as commodities so they can be traded on that exchange. As soon as I am finished with his book, I will contact the author for guidance.

**12/2/19**

**4:53pm EST | Newark/Liberty Airport, Newark, NJ**

I was up at 1:45am, got ready, and met Mike the Driver early—always a good thing. The snow is supposed to start later this morning; I hope our crew and everyone else can get in and home safely. Wendy mentioned she might go out early; I hope she does not stay out too long.

I have been reading about commodities in preparation for the farm project. I have a lot to learn.



12/2/19

8:34am CDT | Dallas, TX

The flight was fantastic and early. I am being driven by a young lady named La La. I Skyped with Don and he is working on a sketch for the new crop harvester. It will be the base design for our new operations so I hope it works well and is easy and cost efficient to make. I texted with Wendy; the snow has begun falling back home.

12/2/19

1:15pm CDT | Dallas, TX

The man for my first call got delayed in Austin so I went an hour early to my second call and the man there at Tellabs was exceptionally nice, as he always been before, and met me when I got there. He is well, liked our new capabilities, and was excited about the global organic farming project. I tend to talk about whatever interests me, figuring it might do the same for the people I see. In this case, he was interested, but I don't do it every time. I then met the man from Infinera, my first call, who met me in the lobby of my second call. A mechanical engineer, he is involved in new areas for him, including what we make, so it was a good talk and we will hopefully continue to be a good fit for his company. We also spoke about traveling; he had just been to Rio De Janeiro on vacation with his wife. He did not seem to be afraid of much and was in really good shape; it all made sense when he mentioned he had been a paratrooper in the military. A very pleasant man; I hope we work together more.

### Steel Lasts Forever

I am in Dallas on business, and whenever I come through, I try to have lunch with my Uncle Alan. He is 95 years old, has Parkinson's Disease, and is hard of hearing, but he still gets around. He may be frail on the outside, but he is still steel on the inside. His brain is sharp and he wanted to know about our family and especially my work because he also used to be in sales, traveling at least 48 weeks a year. I still don't know how he did that. The level of stamina needed was enormous and I have the greatest respect for him. He is also a World War II Navy Veteran and was on the cover of Life magazine with his amphibious vehicle group. He said they took the picture in New Jersey even though it looked like the Normandy Invasion. Unfortunately, he still saw a lot of combat, but fortunately got through it. Like my dad, he was a member of that amazing generation that changed the world for the better and we could use a lot more people like them today.

12/2/19

3:51pm CDT | Dallas, TX

The first afternoon call was to Flextronics, a contract manufacturer. I was in a

meeting with four people when one of the engineers saw a SMART Label sample and thought it might work for one of his products. In this case, it meant not having it with me for the rest of my trip, but my gut said to give it to him to show others. Hopefully, he will send a drawing, IJX can make it, he will return our sample, and we get the business.

From there, I met a Nokia engineer at a local Starbucks. She is smart, tough, capable, pleasant, and has helped us to get more business. Needless to say, I thanked her and we had a very pleasant meeting. She had a soft spot for Kayla from the past and was happy to know she and I were fine with her leaving.

La La and I are now on our way to my “Mother Ship,” Whole Foods, where I will get my dinner to eat later in my hotel room.

**12/3/19**

**2:59pm CDT | Dallas/Fort Worth International Airport, TX**

It was quiet last night at the hotel; I walked on the treadmill, ate dinner, called Wendy—she was home safe from the storm—and I was asleep by 9:00pm. Up at 4:00am, I exercised, ate a large, good breakfast, and checked on Wendy; the storm was over and the roads were fine. My first call was to Nautilus Hyosong, which we make various labels for, and there was a new buyer to meet. It was a brief meeting that went well, and then it was on to Starbucks where I spent some time reading about commodities before meeting with a man I had known for a long time. He now worked for Celestica and did business with mostly IJX. We also talked about the farm project; he found it fascinating. His youngest son was into 3D printing; we will send him the new Multi-Tool. The last stop was to Commscope. We have been doing business with them in various forms for a long time. It was good to see both engineers and hopefully there will be more work for the future. It was then here; security was swift and excellent.

**12/4/19**

**5:41pm CDT | Intercontinental Hotel Guadalajara**

We were 30 minutes late last night because, unfortunately, someone got sick on the plane; I hope they were okay. Once landed and into the Arrivals building, I was through security and customs in very good time. Unfortunately, it was too late to call Wendy, but I did text that I had arrived. I had planned to get a soda or tea at the lounge once I got here, but I was too tired and was asleep by 11:00pm. I was up at 4:00am, exercised, had breakfast, and met Paulina at 8:15. I had forgotten to email her to bring packs for my Vest so when I found out she did not have any with her, I went back to my room, grabbed one of my ice bags, and went to the lounge where they were very nice to fill it immediately. Once in the car, all was well and we went to our sales call at Plexus. Their new building, which was just being finished, was huge and beautiful. They hoped to fill all the open manufacturing space within four years. Our call there went well; we have been doing more business with this company globally and all looks clear to keep that going.

From there, it was over to one of the Flextronics campuses. We met a lot of people and there was the usual discussion about payment terms, prices, getting more business, and doing more work together. By the time we finished, my back was really sore, but we were stopping for lunch where I got my ice bag refilled. The food was very good and Paulina and I got a chance to talk about life, family, and business. She had just had her second child and planned to be done, but the door was not completely closed. I told her whatever she decided was okay with us, which she was very happy to hear. From there, we went to the other Flextronics campus nearby where we saw more buyers and continued giving out my new book as we had done this morning. Most people really liked getting a signed book and will never throw it away, both because they know me and in case they become worth something in the future. Therefore, they are an excellent source of branding. We also gave out the fly swatters we had sent down from New Jersey. I thought people might like them; they did and we ran out quickly. We will buy more and send them down soon. Also, besides helping to add protection, they were another excellent source of branding; we had labeled them with our company name. Paulina had me back here early enough that I could go to the pool and swim laps. The weather was gorgeous and I had a great time.

**12/5/19**

**1:16pm CDT | Chili's, Guadalajara**

Our first sales call was to Siemens, a man who used to work at Flex; Paulina knew him from there and gave us the okay to come in. There were three buyers total and a chance for business. One of them emailed Paulina later for some temperature extremes of one of IJX's foam materials—a very good start. Then it was to Sanmina where we saw numerous people; we do a lot of business with them and all was well. The last stop this morning was to Benchmark Electronics. We do business with their other locations but not in Guadalajara. It turned out that Paulina knew one of the new buyers from previous days so we have a chance there. If we are in business long enough, people often move around and we can get new customers simply because we know them from before. We also offered them free color matching so we could take over from their other suppliers without consistency worries.

**12/6/19**

**6:13pm CDT | Intercontinental Hotel, Guadalajara**

Our last sales call went well; there was a chance for more business. Afterwards, Paulina dropped me off here. The sales calls had gone very well; Paulina is doing an excellent job and I have high hopes for her to continue growing our business here. It was also very nice spending two days with her; she is very pleasant and we get along well. Once back here, I exercised in my room, and then went for a quick swim. I am waiting for my dinner.

**12/7/19**

**5:39am CDT | Guadalajara Airport, Mexico**

I was up at 2:30am and in the hotel car at 3:30am. It was a quiet ride, except we got pulled over with some other cars by the police for a drunk driving check. The officers were hooded, which always makes me uneasy, but the person checking us was pleasant and turned out to be female as I could see her smile behind her mask. Once here and on line to get into the plane, a man behind me called me by name. It turned out to be a man from a Plexus who I had known for years, but had not seen in a long time. We talked briefly and I mentioned the organic farm project; he thought it an amazing departure from our normal business, but liked the idea. He is pretty high up in his company, but has young kids so being on the road is starting to take its toll. He looked like he might be ready for a change.

**12/8/19**

**4:09pm EDT | Our Home, NJ**

I was home by 4:00pm—always great to be here and see Wendy. I did more thinking on the farm project, really letting my brain soar, and with divine intervention came up with some more ideas. I need to think more about this.

I had tea with David. We spoke about life and the farm project; he thought it had great potential. I saw my brother and my mom this afternoon; they are both well. I then went to his home, saw Eve, and got some mushrooms he had been growing inside. He is truly a great gardener.

**12/9/19**

**4:40pm EDT | Our House, NJ**

Make the Effort

The older I get, the more I try and listen. But to really do that, I have to get my mind calm enough to receive the information. That is not restricted to people speaking but also includes non-verbal cues, our environment, and, if you are really listening, maybe even God. I find that when I exercise, especially outside, my mind moves to a zen-like state and allows me to think in ways that are not otherwise possible. It was cold and rainy here in New Jersey this morning. I did not want to go out and walk, but I also knew that if I stayed inside on our treadmill watching a movie then nothing would have the chance to happen. The only way to glimpse another dimension was to put out the effort to get there. It doesn't happen every time but enough to keep me highly motivated and keep forcing myself forward.

**12/10/19**

**4:23pm EDT | My Office, NJ**

The organic farm project is moving ahead, except that Don and I will have to do

a lot of the estimating when it comes to crop yields, carbon credits, etc. The good news is that we will both really learn it and I will do my best to build in safeguards in case I am wrong.

The House of Representatives plans to impeach the president.

**12/11/19**

**8:41pm EST | Our House, NJ**

We have to make some really big assumptions for this organic farm idea to work. One of them is that the Chinese government will go for it; they are the only country where we think we can negotiate good terms and then everyone lives up to their highest capabilities to see it happen. It would also be a good place to create a new futures market, on one of their stock exchanges, where each hectare of land will have to be able to stand on its own regarding how much certified organic produce and carbon credits can be created every year.

**12/12/19**

**4:45pm EDT | My Office, NJ**

More books signed. It turns out we have to do two separate mailings to get the best price for shipping. We will send out the books from here, but the calendar and greeting sheet will be done by an outside mailing house.

**12/13/19**

**3:11pm EDT | My Office, NJ**

I was able to bike this morning; it was cold and invigorating. My day was spent in pricing, signing books, and working a little on the organic farm project. Don helped with that research. Allegedly, there is a phase 1 trade agreement between the US and China. The House is set to impeach the president and have it go to the Senate. Boris Johnson remains the UK Prime Minister.

**12/13/19**

**9:40pm EDT | Our House, NJ**

It suddenly occurred to me that, since John the Chiropractor and his peers are looking for a new way to market and get business, now might be a great time to try re-marketing the Vest. We talked when I came in today and he was all in favor of it, so I will write a marketing plan to present next week. The good news is that the Vests and advertising copy are already done; we can move immediately.

Tonight was the anniversary at our temple regarding my dad's passing. It was a quiet service and gave me time to think. I continually try to focus on the good things he did and let the others fall to the background. I am generally successful, which has both allowed me to focus on the good things and not disrupt my peace of mind. It can be a very confusing process.

When I got back from the service, there was an email from one of our bigger customers that we were starting to lose their business because we could not match one of their printed colors. It is not like we have not been trying, but that is our fault, not theirs. I called to apologize, told him our progress, and that we would get a new color sample out on Monday. We had to get in a new color reading machine to match theirs and it had just come in. I emailed Vinnie that we were in trouble and he had to stay on this issue until it was solved.

#### Vest Business Plan

1. Has to be profitable for everyone
2. We have to control how and where they are sold
3. No false claims
4. First launch through chiropractors.

#### Vest Action Plan

- A. Check how we market to them
- B. What marketing help will they need? (stand-up picture of me wearing the Vest in waiting rooms?)
- C. Check payment terms
- D. Retail for \$160.00, sell to chiropractors at a 40% discount
- E. Chiropractors get the chance to sell the vests, have their patients wear them like walking billboards.
- F. Possibility: give a free adjustment to anyone who brings in a referral that leads to a sale

**12/14/19**

**7:54pm EDT | Our House, NJ**

It was not a great night for sleep. The color issue from last night sent me into an emotional tailspin, but I was better after I exercised this morning and got my priorities back into perspective. It also forced me to review things in general, which gave me the chance to clear my mind to let in some new ideas percolate—both for the organic farm and the Vest sales through chiropractors. I had tea with David and discussed everything. He was very supportive about all of them, including re-launching the Vest. As the day went on, I thought more about it. For the chiropractors, they had a few issues in general. Problems with insurance companies, getting money, and also new customers. If they sold the Vests to their customers, that could be a new money source without having to go through the insurance companies. Their patients would wear the Vests and show it to their friends, relatives, and co-workers, which in turn would bring in more Vest sales and potential customers. It was the old way of selling, belly to belly, and has always worked well for us. I am trying to set-up the first sales meeting with John and at least one other doctor in the next two weeks to get solidified and launched.

I saw my mom and Ira; both look good, except Mom's knees are sore. Wendy and I went out to a very nice restaurant to celebrate our 35th wedding anniversary, which happens this Tuesday. We had a great time and she reminded

me that one reason I wanted to stay here in our house was to plant our garden. If the new project ended up taking a lot of time and I am traveling more, it might become a reason to consider moving. If that happened, I agreed to revisit the idea in five years instead of ten, but that is a long time away and a lot has to happen before that can become a real consideration. I love our house and our life here, but it has to work for both of us so I will remain open to see what happens. My mind is a little calmer regarding the customer problem; I am hopeful that as of Monday we can launch forward and retake the momentum. In the meantime, I will keep working on the other projects. Over time, accounts and pieces of business are lost, so we have to try and be as ready as much as possible with replacements.

**12/15/19**

**8:33pm EDT | Our House, NJ**

It has been a fun weekend despite the color issue with the customer weighing on my mind. I was able to bike outside this morning, had a very pleasant lunch and dinner with Wendy, and worked during the day on the farm project—it is nearing completion. I also signed books and thought a lot about life in general. I saw an article on how the countries of our world could not agree how to reduce the global carbon footprint. The leaders in this area were highly distressed that the big governments would not take the lead to deal with it. Interestingly enough, our project, over the next twenty years, would generate millions of carbon credits, which could impact China's carbon imprint in the world.

Our timing probably could not be better; we will see if anyone is ready to listen to us.

**12/16/19**

**10:30am EDT | My Office, NJ**

Face a Situation Straight On

There is an ordinance in our town that cars cannot be parked on the street all night. Our police department is vigilant, and usually when it happens, the owners are ticketed and it stops immediately. A few weeks ago, I noticed a car parked all night across the street from us. At first, I thought it was a visiting college student at their home, then I thought it was an abandoned car, and then I saw a young man drive away in it. I did not want trouble with my neighbor or to call the police to complain since we got along well in that we say hello when we see each other. I did not want an enemy, especially across the street, but the car was bothering me, so the other day, I decided to do something about it. I went over and knocked on their door; it took a few attempts, and when he opened and realized it was me, he relaxed. He mentioned that he had thought I was a traveling evangelist. I asked him about the car; it did belong to his family. I mentioned the town ordinance, and that if he had not been ticketed yet, it would probably happen soon. He said he did not know about the rule and thanked me; the problem did not occur again. Sometimes, the direct approach is the best way to go.

**12/16/19**

**4:40pm EDT | My Chiropractor's Office, NJ**

It is Wendy's and my 35th Wedding Anniversary! She is an amazing wife, partner, and friend; I am very fortunate and know it.

Our people were troubled today when the news of the ink color problem with its potential of hurting our business with a big customer, but Vinnie spent the day working on it and the color that he came up with seemed to be good. I called the customer to let them know what was happening and we had a discussion regarding the color requirements; there are still some questions regarding what is really needed, but hopefully by tomorrow afternoon we will once again be approved to print new jobs for them. It has been a good day otherwise with a lot of paperwork, pricing, working on the farm project with Don and the Vest project, which is now back in action. I spoke with my chiropractor, John; he and his friend are scheduling lunch for the first week of January to see if we can all work together. I have to start working on the annual interior audit and keep signing books.

**12/17/19**

**4:05pm EDT | My Office, NJ**

Proposal for the Chinese Ministry of Agriculture to Build Twenty 5,000 Hectare Organic Farms in 20 Separate Areas of China

These farms will have a significant impact on the food supply for China as well as significantly help reduce China's global carbon footprint.

We believe the Chinese government in general and the Ministry of Agriculture in particular wants:

1. Clean, healthy, organic food for its people
2. To help our environment through the planting of trees, bushes, and grasses that will produce carbon credits to help offset China's use of fossil fuels.
3. An attractive investment potential for its people that gives them the chance to be part of a company that can lease long-term or own land.
4. To generate jobs and tax revenues
5. To become a blueprint for the world on how to handle the global environmental crisis and safeguarded the food supplies for its people

The Chinese government's part in this project:

1. Supply us with a total 100,000 hectares of land divided into 5,000 hectare farms located in twenty different areas of China.
2. Expedite the various permits across all aspects so we can move quickly and efficiently.
3. Create a road system to get into and out of each farm center.
4. Connect each center to the power grid.
5. Optional addition of 100,000 hectares in the next twenty years.



Ideal Jacobs Xiamen's (IJX) Part:

- 1. Create twenty 5,000 hectare farms that will grow various types of wood products, fruits, nuts, vegetables, grains, eggs, and honey as well as raising various types of animals and fowl that will produce high quality, organically-grown food.
- 2. Help stabilize the land to reduce the threat of soil erosion.
- 3. Create at least 20,000 jobs overall.
- 4. Utilize the latest organic farming methods and machinery.
- 5. Make money for our investors.
- 6. Make the system scalable to go global.
- 7. Build and operate its own food processing plant for each farm to create ready to cook appetizers, complete meals, and desserts to be distributed throughout China. Unused meats, grains, fruits, vegetables, and nuts, as well as wood products and finished leather goods, will be packaged and sold on their own.
- 8. Create our own trucking company to deliver the finished products.
- 9. Build our own semi-automated supermarkets across China to sell only our products in addition to distributing to other stores and outlets.

Costs per Farm

UPFRONT COST

Land itself, permits, and roads from the government will be paid for in carbon credits

- \$ 15,000,000.00 preparing the land, plants, and infrastructure
- \$ 25,000,000.00 for farm equipment
- \$ 5,000,000.00 for infrastructure, power, water, animals, and food
- \$ 40,000,000.00 for food processing, including animals, fowl, fruits, vegetables, fish, and shellfish (if possible), includes packaging and an air-conditioned storage center that can produce up to 500,000 complete meals per day
- \$ 4,000,000.00 Air-Conditioned Trucks
- \$ 3,000,000.00 Business Overhead Costs
- \$. 2,000,000.00. Organic and Business Consultants
- \$. 3,000,000.00 Advertising and Branding
- \$ 5,000,000.00 Costs for the various herds, flocks to get them started,

and duplicating

- \$. 20,000,000.00 aet up 40 small supermarkets only for our products
- Total upfront Cost \$ 122,000,000.00

RUNNING COSTS

- Payroll for 1100 workers. X \$10,000.00 = \$11,000,000.00/year
- Expenses for the company per unit/year including land preparation, planting, upkeep, harvest, taxes, selling, and delivering the product: \$30,000.000.00/year
- Cost for the animals, fowl, fish etc \$ 3,000,000.00/year
- Costs for running the processing plant \$ 5,000,000.00/year
- Cost for running the trucking operation. \$ 3,000,00000/year
- Cost for running the supermarkets. \$ 5,000,000.00/year

Management Team \$ 5,000,000.00/year

Total running costs/year \$62,000,000.00

### SALES PROFITS

Estimate profit from the selling of the vegetables, fruits, nuts, meat, fowl, eggs etc. (example 100,000 meals per day 5.00/meal x 365 days a year= \$182,500,000.00) sell through our stores and other venues like schools, markets, hotels etc. beginning year 3 10 year average/year

\$ 182,000,000.00/year

Carbon credit (10 year average, 250,000 credit/year x 30.00ea.

\$ 7,500,000.00/year

Hardwood trees as trees and lumber 10 year average

\$ 12,000,000.00/year

Total Projected profit: 10 year average /year

\$ 202,500,000.00/year

Projected First 10 years

Total upfront costs \$ 122,000,000.00

Total running costs \$ 620,000,000.00

Total costs for first 10 years \$ 732,000,000.00

Total sales for 10 years \$ 2,025,000,000.00

Gross Profit \$ 1,293,000,000.00

We figure the land itself, with the road hook-ups and all the improvements, building, and business, is worth \$25,000.00/hectare because no-one can get it now.

5000 x \$25,000.00/hectare= \$ 125,000,000.00

Projected profit for 10 years \$ 1,315,000,000.00

Total \$ 1,440,000,000.00

Second 10 years all farms are then in continuous operation, fixed cost are done and the profits improve.

Projected second 10 years

Total up front costs \$ 0

Total running costs \$ 590,000,000.00

Total costs for first 10 years \$ 590,000,000.00

Total sales for 10 years \$2,500,000,000.00

Gross Profit \$1,768,000,000.00

Raising Money

IJX will issue 1,000,000,000 shares of stock.

Estimated opening price would be 10 times the total gross profit of the first 10 years or \$17,680,000,000.00, which equals \$17.68/share for just this one farm

After the first 2 years, 4 additional farms would be started each year. Shareholders from the first farm get priority to invest in the next 19 farms.

Total potential sales/year for the first 20 years when all farms are operating and figuring three years each to get going average sales \$20,000,000,000.00, projected share price \$400.00/share

Chinese government will be paid in Carbon Credits: \$ 1,250,000,000.00 for the land and roadways as they are utilized at the going price (not to go under 25.00/credit)

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Today was our holiday party. It was very nice; everyone had fun. We then got the color approval for the issue that has been haunting Vinnie and I since last Friday—YES!!! It feels wonderful to have the okay to produce again.

Business for IJUS for this month is not great so far, but we still have two weeks to go. I will always be concerned about business, and I don't want to be at a point where I am not because it will mean I am no longer needed. More work on the Vest advertising; we are making progress to be ready for the presentation the first week of January. The mouthguards my brother and I are using for sleep apnea are doing a really good job; I will take a new sleep test at the end of the month to see if I have to ratchet down another level to get even better results.

**12/18/19**

**3:23pm EDT | My Office, NJ**

Why Three?

Why do people say bad things happen in groups of threes? Human beings spend their lives trying to have the best time with the least amount of effort. If things are going well, they tend to slack off on the discipline in taking care of their relationships, tasks, maintenance, and responsibilities. Once that happens and things begin to slide, there is a momentum that takes time to correct, like a big ship changing direction. The hard part is that even if you are not slacking off yourself, the more successful you are in the number and types of relationships in action, the more potential for other people's "stuff" affecting you. By the third incident, usually there is enough positive energy in motion to fix the various problems for a while until they, you, or a combination thereof trigger another three events. Vigilance will help, but realize this cannot solve everything because we are not alone and always influenced by others. The best you can do is hope that your efforts will reduce the potency and duration of the problems, but also make you continually count your blessings that the hard times are not usually permanent.

**12/18/19**

**7:32pm EST | My Office, NJ**

Some of the people I sent the farm proposal had comments; those were mostly positive. Ben from China emailed me; he got it and will review it. Now we wait. I walked this morning because it was too cold to bike. The sleet from last night had stuck to the trees so the early morning light reflected off of the limbs like a huge ice landscape. It was breathtaking in its beauty. I signed more books, but there's a lot more still to go.

12/19/19

4:26pm EDT | My Office, NJ

*Hello and welcome to the December edition of the Ideal Almanac...*

*Dear Dad,*

*Organic Farm Project Update #3*

*You probably noticed that Experimental and Small have been deleted since last month's issue. I like to think that divine inspiration can occur anytime and that I can sometimes be smart enough to be open to it. After a lot of research, it became apparent that the farm project could never make a global difference unless it grew to a massive scale. Both Mom and I want to help our planet and to do that we need to help develop a large source of organic foods and help take massive amount of carbon dioxide out of the atmosphere by planting thousands of trees. Therefore, the project was expanded to include twenty separate organic farms, each roughly 12,500 square acres and getting the permits for a project of that size was virtually impossible here in the the US. I looked around the world for governments that could both act quickly in getting us land and also help with expedited approvals. It boiled down to China becoming the main option. Unfortunately, in that country, no farmland can be owned or long-term leased by anyone but the government or their own Collectives, which was probably one reason why this has not been done there before. As far as I know, no one has ever designed a complex of this size focusing on efficient organic food production, processing, and distribution while also attacking the problem of global warming. Therefore, after a lot of intensive research, done over the last few weeks, we drafted a proposal for the Chinese government. It is a chicken and egg issue. If we can get the land, we should be able to get the investors to back us; however, we have to have both at the same time. That is what we are working on now. If it happens, this will become a billion dollar enterprise and help to reduce China's carbon footprint over the next twenty years. If not, we may try for another country, but it will be a much harder road. I have no idea where this is going, but there are times in life to "go for it" and this is one.*

*Love,*

*Andrew*

12/20/19

5:50am EDT | Our House, NJ

I woke up to the morning and am now ready to change the world. I emailed as such to Ben. We have this chance in time to make a possible difference and we have to go after it. He said the organic farm proposal would not work as is and had to be modified. He asked about the potential to move it to Malaysia. He said we would talk over the weekend. I can't do this alone, but with him, our teams, relatives, and friends, we can impact the world and make a difference. At the least, we have the responsibility to try and keep going until all doors are shut, but oh what a journey this can be.

**12/20/19**

**3:00pm EDT | My Office, NJ**

I just received and sent multiple emails to Ben in China. He says the project can't go as is, but he has possible modifications. I emailed him back that was fine and offered to start in Malaysia, if that worked better. We are supposed to speak over the weekend. It is both very exciting and a bit daunting, but I am not giving up unless all doors are slammed shut. Meanwhile, my son Ben should have arrived from Denver, Kayla should be in early tomorrow morning, and then we all go to Manhattan to have a birthday dinner with Alex and his boyfriend Scott who will also be there. Meanwhile, work continues on the Swaddle Vest domestic launch. I am also very excited about that!

The world is going into fast forward and I want to be in the front.

**12/21/19**

**5:40pm EDT | Nobu Restaurant Bar, Manhattan, NY**

It has been a really good day so far. I got nine hours of sleep. I exercised, which included the treadmill and the ARC machine, then went outside and jogged—it was very pleasant but too cold to bike. After a very large lunch, I went out for coffee with my son Ben. He had arrived last night and looked very fit. He had picked up Kayla this morning and she also looked great. Everyone had gathered for Alex's birthday dinner and we were all excited about being together. Ben and I spoke about his new job and my work and life in general. We both agreed it was good that Kayla and I were no longer working together, and even better that he and I were not in business. In the end, I was meant to work without other family members. I have enough issues with self-doubt and launching off the cliff of life without having to convince my kids. For my team members, they are stuck with me or they can always leave; although, that has happily been rare. My family should and do hold a special position of influence so it is best I keep them at arm's length for some of the really way out stuff I am doing. We had a driver bring us into Manhattan; Ben, Kayla and Wendy are over at the christmas tree at Rockefeller Center and should be here at any moment.

**12/21/19**

**10:15pm EDT | Our House, NJ**

When I was talking to David this morning, I mentioned that I thought that I was two different people.

I was one way about 80% of the time when I was not with my family. During then, when it was a benefit for business, I was extremely aggressive, driven, and sometimes arrogant, bossy, direct, unbending, highly-opinionated, brusque, insensitive, and uncaring in certain areas. That all got us moving forward. These are not the traits that my family wanted exhibited around them so I developed two different personalities to change as I left and entered my private life. I also

liked not having to be in charge at home, and my wonderful wife, who has a very strong personality, had no problem with being in charge at home.

Sometimes I forget where I am and Wendy has a hand motion she utilizes when my ego starts taking over for me to “tone it down”. I love my life and I understand that my various “parts” should and have to be sectionalized for the good of me and everyone around me. It is not a problem; I am simply stating what is and what works best.

Dinner at Nobu was great; we all had a wonderful time and created memories that will stay with us for decades. Ben is staying in Manhattan to go see Carla in Ithaca, NY tomorrow. Alex and Scott are going on vacation tomorrow. Kayla is home until next Sunday, which is great.

It has been a wonderful day; I am a very fortunate man.

**12/22/19**

**8:37am EDT | Our House, NJ**

I was up at 6:15, exercised in our basement, which included fifteen minutes on the ARC machine, something I did not normally do when I biked outside. When I got on the scale yesterday, it was 3.4 pounds over my goal weight and I had been expecting it to be much lower. I spent the extra time on the ARC to burn more calories. It was good to be outside biking again; by the time I finished, the temperature was almost 40° F. Wendy and Kayla had gone to yoga and then over to Barb and Cliff’s house. They took Kayla over to see Jessica, Joe, and the kids. I met Wendy for lunch at our favorite diner then later went to see my mom, who is well. After stopping off for food supplies, it was back here where Wendy and I spent a peaceful evening together. I had gotten an email from Ben in China earlier this evening regarding changing the time that we could talk about the farm project tomorrow morning as opposed to tonight. I was happy to do that; 9:00pm is a bit late for me since any good news at night often makes it harder for me to get to sleep. For tonight, I get to dream about what can be, always a wonderful endeavor. Also, I heard from David; he has been having some hip issues and I gave him a pair of the SwaddlePax Shorts. He said they were helping reduce his discomfort, which was great news. I had also been working in the presentation for my chiropractor John on Friday. I think we have a good path to market the Vests and benefit everyone concerned.

**12/23/19**

**2:39pm EDT | My Office, NJ**

This was the result of the 5:30am phone call with Ben.

*Hi Ben,*

*Good speaking with you this morning and thanks for doing the research for the farm project. I now understand the complexities with the Chinese government and have turned my thoughts to other potential targets. If you think the idea, in a scaled down*

*version, has merit, then I would like to talk to or go see your friend who is the farmer in Malaysia, since I will be there next month. If not, no worries; we will try Mexico, and if nothing there, stop all efforts.*

*Regards,  
Andy*

We have now focused our efforts on the SwaddlePax launch starting this Friday. I love a challenge!

**12/23/19**

**8:58pm EDT | Our House, NJ**

Since the big plan in China won't work, I want to switch to a different direction. It is my feeling that carbon credits in Malaysia are being ignored. However, we as a company have little chance to be able to buy, represent, or partner with farmers if we are not farmers ourselves in at least some capacity. Therefore:

*Hi Ben,*

*We may want to invest in a small farm in Malaysia to test our various theories about marketing and sales before going big. I can go over my plans when I see you in person. For now, questions for your friend.*

- 1. How much would 10 or 20 hectares of land cost?*
- 2. How much would it cost to plant various types of either Durian or other fruit trees?*
- 3. How much per hectare per year would it cost to maintain them?*
- 4. How much would it cost to harvest them to then be able to be transported by truck?*
- 5. What would the taxes and other upkeep cost?*
- 6. Can your friend do this?*

*Thanks,  
Andy*

If we own land and can build up enough trust with other farmers, maybe we can buy, handle, or broker their carbon credit across the country. An interesting idea. Perhaps divine intervention has led me to a new path; we will see.

Work on the SwaddlePax presentation continues; we need to be ready for Friday's meeting. We have one chance to bring on Dr. Capriglione and I want it to be our best effort.

**12/24/19**

**9:35am EDT | My Office, NJ**

Failure Is Part of the Equation

I recently put together and submitted the biggest project of my life; it would have meant billions of dollars in sales and a whole new industry for us. It was

rejected. We are re-configuring it and will attack it from a whole new angle in the months to come. The SwaddlePax Vest, our compression garment that we developed for people with sore backs, failed to sell in multiple countries, but we are launching it here in the US next week. The point is that we try numerous ideas throughout the year and the bulk of them fail; they never get past the idea stage and it doesn't matter. We cannot get to something that works until we go through things that don't, learn what did not function, re-design, and launch again. Failure is simple; we have it happen all the time. Success is scary because it is always new. For this holiday season and the coming year, I urge you to get out of your comfort zones and try things that might fail. The very act of going after something new will often put you on a new road to a success somewhere else.

Do I look dumb when an idea doesn't work? Do I feel stupid when I fail? Do my relatives and friends ridicule me if I spend resources that don't succeed? Yes, it does happen sometimes, but it doesn't matter. All that counts are the ideas that work and in the end, that is what you and everyone else will remember most. Happy Holidays! Regards, Andrew

**12/24/19**

**4:40pm EDT | Our House, NJ**

I spent the day signing more books, working on the SwaddlePax Presentation for Dr. Capriglione with our team, and pricing. Friday is taking on major importance as I need a professional spokesman to give the Vest credence, and since he is my doctor and has been there from the start, having him on our team will give us a huge push forward. I know he has been thinking about joining us so hopefully we can come to a preliminary agreement soon and begin marketing right away. I had lunch with Kayla—a joyous event—she is wonderful. We spoke about her new job and keeping contact with her 3D printing buddies. I am worried about our BuildTak product line. We have been offering new products, but I don't get the feeling the industry itself in our area is doing well. As always, when going into a new year, there are a lot of amazing great things that could happen and not good things along the way.

Impeached President Drumpf does not appear to be worried regarding any punitive outcome. As long as the Senate stays with him, he is probably correct. The only candidate I will elect for president is Michael Bloomberg; happily, he is running and I believe that most of my family will support him as well. It's a very rare occurrence that we could endorse the same candidate.

**12/25/19**

**8:37am EDT | Our House, NJ**

I wrote the following letter to a friend in Malaysia:

*Hi Azwan,*

*It has been a while and I hope all has gone well. I know that your political party*



*is no longer in power for now, but God came to me in a series of dreams to help you, us, the Youth Party, Malaysia's farmers, and our global environment.*

*With the onset of Global Warming, our planet is heating up because of the increase of carbon dioxide (CO2) in our atmosphere. Trees, bushes, and grasses all, to varying degrees, absorb CO2 while emitting oxygen. That process is quantified by creating Carbon Credits with each credit worth the equivalent of one ton of CO2. Each government of the world and individual companies are monitored for how much CO2 they put into the atmosphere. Many of those are or will be taxed when they put in more than they can offset using instruments like the carbon credits above. There are numerous financial exchanges where people or organizations who have credits can sell them to companies and governments who need them to offset their emissions.*

*Here in the United States, we have various youth organizations and one of them is called the Boy Scouts of America. Many years ago, they used to raise money going house to house selling light bulbs to make money for their organization. I have a similar idea for the Youth Party. You, Ben, and I start a new company where we offer to set up the following program.*

*As a fundraising event, raising awareness for the environment, and helping farmers, they will go farm to farm and sign up the owners into our program. Our company will figure out how to quantify how many credits each farm has. In exchange for signing over their CO2 credits to us, they will get 50% of the sale of the credits for that year while the Youth Party gets 5% and we get 45% for quantifying the credits, administering the program, selling the credits, dispersing the money, and having everything audited by an outside firm. The Malaysian government will need to certify that the credits are real and tradable.*

*At the same time, each farmer will also sign over the rights for the next ten years for their credits, enabling us to trade for the future. If this idea has merit and you think the Youth Party or other organizations would like to be involved, I would like to talk.*

*Regards,  
Andrew*

**12/25/19**

**1:06pm EDT | Our House, NJ**

I don't know whether to tone down the idea of me talking with God or bring it higher. The more I talk about it, the more it seems to happen, and the ideas are coming mostly at night while I am asleep. The one I wrote about this morning involved a man I have not spoken to or thought about for at least five years, and suddenly he came into my head. The fact that Ben agreed to send it to him so quickly is another example of us being on the same page. No word back from Azwan; I am hoping he still has the same email address. If he wants to meet, I will be in Malaysia in about three weeks; the timing could not be better—or perhaps it is pre-ordained that I would be there. At this point, I am simply following what is coming into my head and trust it is for the best of all.

Kayla just popped her head into my room and told me she loved me. Oh, how that makes my heart sing with joy and happiness—she is amazing. Elsewhere

in the world, it is Christmas Day. As per tradition with many Jewish people, it is a day for a movie and Chinese food. We leave for Barb and Cliff's soon for both. I am a very fortunate man.

**12/25/19**

**8:49pm EST | Our House, NJ**

I Am Not Calm

Here is the issue, we have two potentially huge deals in the mix and we may not have confirmation either for days, weeks, or even a few months. While waiting has never been my strong point, I have also learned that just having the potential for a positive, life-changing event can create an avalanche of a adrenaline that can cover the entire fabric of my life. The chance for extreme, positive change is both potentially life-altering and a lot of fun. Even if the new projects don't go through, the positive vibes from the potential journey are enough to keep my mind racing, my pulse accelerating, and my creativity and efficiency levels zooming. Never underestimate the power of what can be. Use the journey to help propel you everywhere else, and even if the big ideas fail, the overall benefits will far outweigh the efforts put out. I do not need to be calm; I would rather be having fun with the chance to soar.

**12/26/19**

**4:23pm EDT | My Office, NJ**

No word back on any of the new projects. I know I said I liked the anticipation of waiting for a response, but that was a day ago and I am getting fidgety. Meanwhile, tomorrow is the meeting with the chiropractor to set-up a formal alliance to sell the SwaddlePax Vest.

**12/27/19**

**9:22pm EDT | Our House, NJ**

It has been an amazing day.

Azwan texted that he liked the carbon credit idea and wanted to meet the next time I was in Malaysia. That was great news, and hopefully, we can meet there next month.

I was up at 3:45am to have time to go biking and exercise before my urologist appointment, which worked out well. As far as I am concerned, Dr. Seidman is the best around, and I was very happy to hear a positive report that all was well. With the history of prostate cancer in my family, it is a possibility that can't be ignored and I am very thankful for good reports. Buoyed by that great news, it was onward to the office where I got ready for my appointment with Dr. Capriglione. Our team and I had spent a lot of time getting prepared so I was very confident when I got to his office. My appointment went very well. We agreed to work together and our ideas about how to move forward are already in close alignment.

We have a lot of work to do, but the potential is huge for both of us. After the meeting, I had my usual chiropractic visit, which was great, and then it was off to my sister's place for Shabbat dinner. She had invited my mom, brother, and Eve along with Wendy, Kayla, and me. We had a great deal of fun; Rebecca and Gavin's baby Issac was the center of attention. Jeremy has lost about fifty pounds and looked great. He had started dating—Liz passed away more than a year ago. He looked like his old self, which is a very good thing. Dinner, as always, was amazing; Irene and Rebecca are fantastic cooks. David, Irene's husband, looked tired from hard work, but I probably appeared the same way. Neither of us is ready for retirement, although he is talking about it. Irene retires this Tuesday; she is very excited.

**12/28/19**

**11:55am EDT | Our House, NJ**

Contrary to past years, I resolved to print enough books so I could send them to everyone I wanted. That ended up being more than I planned—probably about 4,500 by the time I finish next week—but I am already receiving emails from people who want the latest edition. One from this morning was from a very old friend from grammar school named Jed. He gave me a quick update on his life; he sounded great and has a radio program in New York City—I am listening to a podcast now. He and I were friends because we walked along the outside perimeters of the various social groups. Our bond was music and the acknowledgement that we were somewhat different from the norm; it was good to have a common friend. My memories of him are all positive; he was and is unique, a category that few people I know have attained.

**12/28/19**

**8:59 EDT | Our House, NJ**

I saw my mom, brother, and Eve today. All looked well. Kayla, Wendy, and I went out for a sushi dinner. It was very good and we had a lot of fun. Alex and Scott are having a great time on vacation in Bali. Ben and Carla are in Ithaca, New York visiting her relatives. All is going well, but there are a lot of new people and I think he is looking forward to going back to Denver to relax. All part of being a couple. I really like Carla and Scott.

**12/28/19**

**6:36am EDT | Our House, NJ**

*Dear Dad,*

*While you were alive, we had a few discussions about God. You said you did not believe in the idea of him generally and specifically not as some bearded, aged man sitting in heaven watching everything we do. At that time, I countered that I did think he existed, and besides, it gave me comfort to believe. Since you died, a lot has happened*

*to make me believe more and pray to him daily. You might ask what has it done for me and I can actually give you some concrete examples of praying for good things to happen and, sometimes within the space of an hour, they do. In fact, it just happened. We are working on a huge project to help attack the problem of excessive carbon-related gasses in our atmosphere.*

*Not only is this a great thing for our environment, but it is also a potential huge source of revenue for them. As soon as this project takes off, others will plant more trees there and in other parts of the world and we can morph the idea globally. Only when it financially benefits individuals will they move to help to save our planet; that is the formula we are trying to instill. Regardless, there is one key man in Malaysia whom we happen to know who is high up in their government and can help make this plan real. I have been texting back and forth to set-up a meeting when I am in Malaysia next month, but I needed confirmation that he will see me before I could move forward with changing my travel plans. I had emailed him earlier and then asked God to help with a reply—within 30 minutes I got it. You might have said it had nothing to do with God, but this sort of thing—ask and it happens—has been occurring with an increasing rate. I can not argue with the cause and effect; I am even more convinced that there is a God and he is on my side when I am doing things for my own good and the betterment of others. I find it extremely comforting to have someone watching over and helping me. Perhaps you were there on purpose to make me commit to believing because our discussion helped solidify what I felt. Thanks for the help.*

*Love you,  
Andrew*

**12/29/19**

**8:45pm EDT | Our House, NJ**

As is usual, after more research, it appears my idea regarding the carbon credits will not work. If the trees are already grown and in use for another purpose, they can't be counted for carbon credits. But! If the trees are harvested without burning, then there is a huge amount of carbon not being released into the atmosphere. This is evident every year with the burning of the Malaysian and Indonesian forests to either take care of the tree trimmings or make way for new tree plantings. If we were to create a system where each hectare is reviewed by an aerial drone and all of the trees are individually mapped and quantified, then the amount of carbon not released by burning would, I believe, qualify for carbon credits. If we created a company that did the mapping and kept track of the land, then we would be in a position to know what land was cleared correctly and what was burned. In fact, a government financial bond could be created to sell these potential credits, which would fluctuate as the carbon market changed. If the credits become worth enough, then it will encourage the owners to do the right thing and clear the land responsibly. If not, they would be fined—or worse—and the money from those fines would go towards what the bonds should have paid. Divine intervention again; I need to think more about this.

Elsewhere, it has been a great day. Ben, Carla, and Kayla have all landed

back home. I exercised, biked, did some research, and had dinner with Wendy—all very pleasant.

12/30/19

4:52am EDT | Our House, NJ

Hi Mike,

*I hope all is well and happy New Year.*

*There is a huge problem in Southeast Asia with farmers both burning their farmland to make way to plant palm trees for palm oil and also burning the cutting when they prune their trees. The amount of Carbon Dioxide being released is causing huge environmental problems and they are only getting worse.*

*Premise: The various farms and forests of the world contain a huge amount of stored carbon.*

*If released by burning, the amount of CO2 emitted is huge. If we create a company that utilizes drones and specialized software to map and quantify all of the trees, bushes, and grasses on a particular piece of land to calculate how much carbon would be released by burning, we could convert that amount of CO2 to carbon credit if the land is not burned. It is actually a preventative carbon credit. If the land is cleared using environmentally friendly means, then the carbon is not released. The worth of those credits would fluctuate based on the global market and be tied to a bond to be sold by the various governments where the land is located. The company would periodically audit the land to ensure it is still intact and how it has been cleared before fining the owners or awarding them part of the worth of the bond because the carbon was not released. Can this be covered by a process patent?*

*Regards,*

*Andrew*

12/30/19

2:35pm EDT | My Office, NJ

No word back from our patent attorney yet, but I did hear from the man whose book on carbon credits has been my main reference point. He answered me on LinkedIn and I sent him a version of the message above. He is one of the people who created and started the Chicago Climate Exchange, so if he thinks the proposal has merit, then we have just taken a great leap forward. I finished signing my books—at least until they are needed on an individual basis. I am working on finishing my trip to Asia in a few weeks, and I am trying to get one or two more appointments for Singapore before I finish the preparations. I now start work on our internal audit.

12/31/19

11:42am EDT | My Office, NJ

I think it is fitting that this is the last entry for this year's book. I got the idea about

5:00am this morning and just finished editing it to go to Elana and her friend Michael. As always, the chances for success in anything new is very slim, but the more new things I try, the broader my scope and the chances for success.

*Hi Elana,*

*I got a message from God this morning that I should send this to you. Show it to Michael if you like; if not, don't bother. I just have to send it, you can decide if you want to do anything with it. Virtually no-one can understand the minds of billionaires, Nobel laureates, sports stars, and brain surgeons. They are nice to listen to, but they speak and act in a way that is incomprehensible to the rest of us. People need someone closer to the "norm" for advice, someone who has fought through the ranks for a high level of success but not too high.*

*That would be me.*

*Regards,*

*Andrew*

TV Series Idea: The Lost Art of Communication

7 shows, 30 minutes each

Our world does not need another superstar; it needs a "Rosetta Stone", someone who can translate what other people desire, require, and don't care about.

Why listen to me?

Because I have what you want. I have been married to the same wonderful woman for 35 years. I have 3 great, adult kids who all are working in careers they love. I live in my most favorite town on the planet. I love my job and working with our people around the world and the work that we do. I am a millionaire but not what I consider "rich". I can do what I want within the constraints that I have created. I am happy, have a great life, and I know it, but there is still a lot more I want to achieve so I keep running, pushing, and learning to go further.

Life is a series of ladders. You can't jump rungs because you don't have the communications skills to understand what is being offered and taught. To put it simply, you can't run until you can walk, and you can't walk until you can crawl, and you can't crawl until you can think.

I am going to teach you the basics of communications so that you can think and begin the process of getting what you want. I am the man who can get you into position to get the chance at everything you want. I am your Rosetta Stone, the translator and the definer for where you are to where you want to be.

I started my career in our family business with no training and having failed at being a broadcaster, which was my dream at that time. I have failed many times along the way—more than I succeeded—but in the end, my success is a culmination of everything that has happened, which has forced me to understand how other people think, act, and react. I can define the questions and give you possible answers so you can at least get onto the playing field for whatever you want to try. Whether it is for job interviews, family relationships, dating, or any other aspect

of life that involves other people, I am your man. I am your Rosetta Stone.

It has been an amazing year across all of my life. The vast majority has been positive, amazing, and a lot of fun. Our teams globally have done a great job and we are poised to do even better in 2020. I have no predictions regarding the global economy, politics, governments in power, or our place within them. I do know that we will strive to continue as we have done, supply what our customers need, grow our various locations, and step off into some new areas—some of which can also be huge. I am extremely fortunate as the bulk of the bad or unpleasant events fade quickly in memory so I am usually left with a lot of good memories and how great things were and can be. That is how I leave you for this year: with the hope, joy, perseverance, and passion to keep going after whatever it is that makes your blood and mind go faster and keeps a smile on your face.





# NAME LOCATOR

## JACOBS FAMILY

Morris Jacobs 1897-1997 & Rose Jacobs 1905-1967  
| Jerome Jacobs 1924-2015 & Phyllis Jacobs 1929 -  
| Ira Jacobs 1951 - & Eve Jacobs 1952-  
| Rachel Jacobs 1980- & Jeffrey Richter  
| Jacob Richter 2011-  
| Adina Richter 2015-  
| Lisa Jacobs 1984-  
| Irene Jacobs Beyth 1953- & David Beyth 1955-  
| Jeremy Beyth 1984-  
| Rebecca Byth 1986- & Gavin Stern  
| Isaac Stern 2019-  
| Andrew Jacobs 1956- & Wendy Jacobs 1959-  
| Ben Jacobs 1986-  
| Alex Jacobs 1988-  
| Kayla Jacobs 1991-

## AARON FAMILY

Jeffrey Aaron 1930-2015 & Bunny Aaron 1934-2011  
| Barbara Frish 1954- & Clifford Frish 1952-  
| Barry Frish 1981- & Emily Demast-Budner  
| Cooper Frish 2010-  
| Blake Frish 2014-  
| Max Frish 2019-  
| Jessica Frish 1984- & Joseph Gothelf  
| Wendy Jacobs 1959- & Andrew Jacobs 1956-

## BUSINESS ASSOCIATES      FAMILY FRIENDS

Ideal Jacobs US  
| Vincent Santoro, *VP of Global Manufacturing*  
| Mike Valentine, *VP of Operations*  
| Richard Green III, *Sr. Manager of Technical Sales*  
| Eileen Mroczek, *Sr. Manager of Customer Relations*  
| Dave Alexander, *Die Maker & Tooling Specialist*  
| Doug Winters, *Production Manager*  
| Igor Lebre, *Pre-press Manager*

Ideal Jacobs Europe  
| Igor Gomes, *Managing Director*

Ideal Jacobs Mexico  
| Paulina Vallejo, *General Manager*

Ideal Jacobs Xiamen  
| Ben Meng, *IJX President*  
| Allan Du, *IJX General Manager*

Ideal Jacobs Canada  
| Donald Lem, *Saled Representative*

Dr. Kevin Browne, *Andrew's Dentist*  
Elana Hager, *Family Friend*  
Paula Green, *Friend*  
Jerry and Laura Levey, *Friends*  
Gary Moscovitz, *Accountant, Godfather to Kayla*  
Jean Shepard, *Radio Celebrity, Ansrew's Mentor*  
David William, *Godfather to Ben*  
Dr. John Capriglione, *Chiropractor*

# COLOPHON

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This book was prepared using Adobe InDesign 14.0.3 on a Dell Inspiron 15 7000 Series 7548 Intel Core i7 running Windows 10. The original text was supplied from the author as individual Microsoft Word files and was imported into Adobe InDesign.

The body text is set in 10 point Garamond. Time stamps are typeset in 10 point Garamond Bold. The headings are 24 point Myanmar Text Bold.

Cover design and concept created by Rachel Barton using Adobe Illustrator CC on an Apple iMac 3.5 GHz Intel Core i7 running macOS Mojave 10.14.5.

Layout and formatting were done by Rachel Barton.

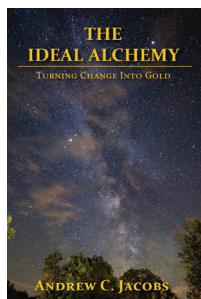
Editing was performed by Rich Green and Rachel Barton. Proofreading edits were entered into master Microsoft Word documents. Text was then imported and formatted in Adobe InDesign.

The finished layout was exported from InDesign 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.

# ALSO BY ANDREW

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## Books



### **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).



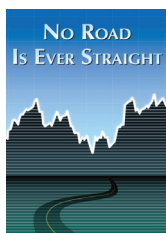
### **Travelling At The Ideal Speed**

Fasten your seatbelt! Hop in and take a trip with Ideal Businessman Andrew Jacobs as he travels around the world pursuing new areas of business and other challenges.



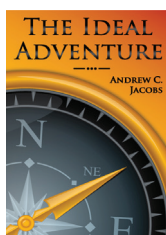
### Going Public The Ideal Way

The adventure continues with one of Andrew's lifelong dreams coming true of the Ideal Jacobs Asian group going public on the Malaysian Stock Exchange. Read about what it took to complete that quest and the other momentous advents that occurred.



### No Road Is Ever Straight

Come ride the road with Andrew Jacobs and his team and see how the three dimensional highway of world business keeps changing the landscape ahead and forces them to adapt, improve and want more.



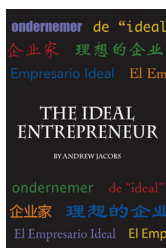
### The Ideal Adventure

The Ideal Adventure is the continuing story of eccentric, crazy, obsessive compulsive Andrew Jacobs who is leading his small mutli-national company into the 22 century. Why wait until this one is over?



### The Ideal Era

The Ideal Era chronicles the adventures in the life of global entrepreneur Andrew Jacobs. His diary picks up from his last book with the exploits of life on and off the road as he tries to build a small global empire. Come along for a truthful ride of world business from one man's perspective.



### The Ideal Entrepreneur

We had a window to get bigger, we knew it and tried to move as quickly as possible. While manufacturing plants were not necessary we did put in distribution centers in Mexico, The Netherlands and China. Coordinating sites, people and various cultures was and continues to be a fascinating challenge.

# ALSO BY ANDREW

## Audio CDs

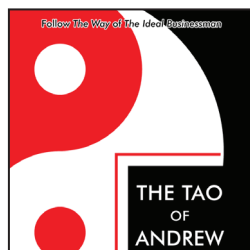
### On The Air

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.



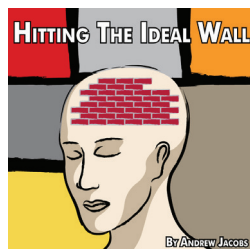
### The Tao Of Andrew CD Box Set

In my life there have been turning points that have defined who I am. The four CD's in this box set have documented some of these moments, the people involved, how they have affected me, and what I have learned. It is my hope that talking about some of my bumps and bruises will enable you to avoid them and allow you to move forward faster with a little less pain.



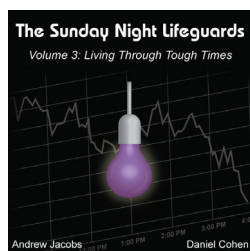
### Hitting The Ideal Wall

It happens to all of us. The world closes in and there appears to be no way out. We have hit “the wall.” Listen how you can keep that wall from crashing down in front of you and blocking your way. Turn it into the “Ideal Wall” by putting it behind you as a support to launch you toward success.



### The Sunday Night Lifeguards: Living Through Tough Times

What happens when the economy slows down, unemployment skyrockets, retirements are pushed back and suddenly job security and the mental well being that goes with it are in jeopardy? How much money does it take to make us happy? Who decides and how do we know if we are doing it right? Our answers may surprise you.



# NOTES

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