

# **The Trial of the Maintenance Manager**

**Script for Production of an Audio Cassette**

**HEWLETT-PACKARD  
MAINTENANCE MANAGEMENT**

FINAL DRAFT  
April 29, 1986

JOHN-MICHAEL BATTAGLIA  
GALILEO II PRODUCTIONS  
17 Los Altos Avenue  
Los Altos, CA. 94022  
(415) 948-6645

Copyright © 1986 by Hewlett-Packard, Inc.

MUSIC TV THEME SONG MUSIC: "DRAGNET", WITH  
NARRATOR SAYING: "LADIES AND GENTLEMEN,  
THE STORY YOU ARE ABOUT TO SEE IS TRUE. THE  
NAMES HAVE BEEN CHANGED TO PROTECT THE  
INNOCENT."

SOUND EFFECTS NOISES IN A MANUFACTURING PLANT: MACHINES  
AT WORK. MOTORS WHIRRING. RHYTHMIC  
THUMPING. METAL STAMPING. CLANGING.

MGR. INNER VOICE [DETECTIVE STORY-LIKE, NICK DANGERFIELD  
STYLE:]

TAKE IT FROM ME. SOMETIMES,  
MANAGING A MAINTENANCE DEPARTMENT IN A  
LARGE COMPANY CAN BE PRETTY EXCITING.  
SOMETIMES, YOU DON'T WANT TO GET OUT OF  
BED. THE OTHER DAY WAS ONE OF THOSE DAYS I  
WISHED I HAD STAYED HOME IN BED...

I WAS RETURNING TO THE OFFICE AFTER  
RUNNING AROUND THE PLANT PUTTING OUT ONE  
FIRE AFTER THE NEXT, WHEN...

SOUND EFFECTS FOOTSTEPS INTO AN OFFICE. DOOR CLOSES. DIN  
OF MACHINES LESSENS.

SECRETARY WHERE'VE YOU BEEN? I'VE BEEN CALLING  
EVERYWHERE FOR YOU.

MGR. INNER VOICE THAT'S JULIE, MY SECRETARY. SHE RUNS THINGS  
WHEN I'M OUT DEALING WITH EMERGENCIES, OR  
AT LEAST, SHE TRIES.

MAINTENANCE MANAGER YOU SHOULDA BEEN ABLE TO REACH ME. I'VE  
BEEN EVERYWHERE. TWICE. WHY? WHAT'S THE  
MATTER?

SECRETARY

IT'S MR. BIG. HE WANTS TO TALK TO YOU RIGHT AWAY. SOMETHING ABOUT ... ASSEMBLY LINE SIX.

MUSIC

OMINOUS, MELODRAMATIC THEME MUSIC ASSOCIATED WITH "ASSEMBLY LINE SIX." (HIGH CAMPISH IN STYLE, ALMOST CORNY, TO INDICATE A SELF-SPOOFING TRAIT RUNNING THROUGHOUT THE PIECE.)

MGR. INNER VOICE

ASSEMBLY LINE SIX WAS OUR MAIN PRODUCTION LINE. WE HAD RECENTLY SCORED A LARGE ORDER WITH A MAJOR CUSTOMER AND WERE WORKING OVERTIME TO MEET A DEADLINE. FAR AS I KNEW, EVERYTHING WAS GOING SWELL. WHAT COULD THE PLANT MANAGER WANT WITH ME NOW?

SOUND EFFECTS

TELEPHONE RINGING.

SECRETARY

MAINTENANCE. THIS IS JULIE. YES, SIR, MR. BIG. YES, SIR. HE'S RIGHT HERE. HE JUST WALKED IN.

SOUND

PUTTING CALLER ON HOLD.

SECRETARY

IT'S HIM. MR. BIG. AND HE'S FUMING.

MAINTENANCE MANAGER

DON'T SWEAT THE SMALL STUFF. LET ME HANDLE THIS.

SOUND

PICKING UP THE PHONE.

MAINTENANCE MANAGER

THIS IS O'TOOLE. WHAT'S UP?

PLANT MANAGER

WHAT'S UP? WHAT'S DOWN IS MORE LIKE IT. YOU'RE SUPPOSED TO KEEP THE MACHINES OPERATING. ARE YOU TRYING TO PUT US OUT OF BUSINESS OR WHAT?

MAINTENANCE MANAGER

WHOA! SLOW DOWN, BIG GUY. TELL ME WHAT THE PROBLEM IS.

PLANT MANAGER

SLOW DOWN, YOU SAY. THAT'S EXACTLY THE PROBLEM. WE CAN'T AFFORD TO SLOW DOWN. WE HAVE AN ORDER TO FILL. WE GOT A DEADLINE TO MEET. AND WE'RE NOT GOING TO MAKE IT WITH NUMBER SIX SHUT DOWN.

MGR. INNER VOICE

OH, NO! I HAD JUST HEARD THE MOST DREADED WORDS A MAINTENANCE MANAGER WOULD EVER HEAR: A MACHINE IS DOWN. FATALLY WOUNDED ON THE BATTLEFIELD OF CORPORATE COMPETITION. OUT OF COMMISSION. KAPUT. SNAFU. BROKEN.

I COULD FEEL MY STOMACH MUSCLES TIGHTENING. I HAD A FEELING I WOULDN'T BE HAVING LUNCH TODAY. MAYBE NOT EVEN DINNER. NUMBER SIX HAD PUT ME IN A FIX. I DECIDED TO PLAY IT COOL.

MAINTENANCE MANAGER

SO, WHO SHUT IT DOWN?

PLANT MANAGER

WHO SHUT IT DOWN? YOU MEAN WHAT SHUT IT DOWN. THAT'S WHY I'M CALLING YOU. DON'T YOU KNOW?

MAINTENANCE MANAGER

HAVEN'T GOT A CLUE. I'VE BEEN WORKING ON SOMETHING ELSE.

PLANT MANAGER WELL YOU BETTER FIND OUT. AND FAST. I WANT SOME ANSWERS.

MUSIC TV THEME SONG MUSIC: "TWILIGHT ZONE"

PLANT MANAGER WHAT ARE YOU DOING DOWN THERE ANYWAY? WATCHING TELEVISION?

MAINTENANCE MANAGER UH, NAH. MUST BE STATIC ON THE PHONE LINES.

PLANT MANAGER WELL, WHATEVER IT IS, MEET ME AT LINE SIX IN TEN MINUTES. AND BRING SOME ANSWERS. OR YOU'LL FIND A LOT MORE STATIC ON YOUR LINE THAN YOU BARGAINED FOR.

SOUND TELEPHONE HANGING UP ABRUPTLY.

INNER VOICE I HAD TO DO SOMETHING AND FAST. BUT WHAT?

MAINTENANCE MANAGER JULIE, I NEED TO KNOW WHAT'S HAPPENED ON LINE SIX. WHERE'S OUR RECORDS ON THE HISTORY OF ALL THE EQUIPMENT ASSOCIATED WITH THAT LINE?

SOUND RUSTLING OF PAPERS ON DESK. FILING CABINET DRAWERS OPENED AND CLOSED.

SECRETARY BEATS ME. WITH ALL THIS PAPER ON YOUR DESK, IT'S HARD TO FIND ANYTHING AROUND HERE.

MAINTENANCE MANAGER WELL, HOW ABOUT THE REPORTS SHOWING WHO'S BEEN ASSIGNED TO THAT AREA?

SECRETARY ARE YOU KIDDING? THAT KIND OF INFORMATION IS SCATTERED IN SO MANY FILES, YOU'D NEED A COMPUTER TO SORT IT ALL OUT.

MAINTENANCE MANAGER                    A COMPUTER? ARE YOU CRAZY? WHERE DO YOU THINK YOU ARE? THIS ISN'T ACCOUNTING OR PAYROLL, YOU KNOW. THIS IS MAINTENANCE. WHAT GOOD WOULD A COMPUTER DO HERE? BESIDES, THIS IS NO TIME TO START TALKING ABOUT COMPUTERS. I NEED SOME INFORMATION.

MGR. INNER VOICE                        SECRETLY, THOUGH, I KNEW SHE WAS RIGHT. THERE JUST HAD TO BE A BETTER WAY... A MORE PRODUCTIVE WAY TO MANAGE ALL THIS WORK... AHFFFH! IF ONLY I COULD CONVINCING THE FRONT OFFICE TO BUY US A COMPUTER.

SECRETARY                                 IT'S NO USE. WE'RE NEVER GOING TO FIND THAT STUFF IN TIME.

MAINTENANCE MANAGER                 O.K., NEVER MIND THAT. CALL JOE AND HAVE HIM MEET ME AT THE SITE.

SECRETARY                                 JOE'S ON VACATION TIL NEXT WEEK.

MAINTENANCE MANAGER                 CALL HARRY THEN.

SECRETARY                                 HARRY CALLED IN SICK TODAY.

MAINTENANCE MANAGER                 WELL, WHO'S ON A LOW PRIORITY ASSIGNMENT THAT I CAN SWITCH TO THIS NEW JOB.

SECRETARY                                 I DON'T KNOW. WHY DON'T YOU CHECK YOUR SCHEDULE OF WORK ORDERS?

MAINTENANCE MANAGER                 WELL, WHERE THE HECK IS IT?

SECRETARY                                 ON YOUR DESK SOMEWHERE, I THINK. I DON'T HAVE A COPY, THAT'S FOR SURE.

MAINTENANCE MANAGER (FRUSTRATED) NEVER MIND. I'LL CHECK THAT LINE OUT MYSELF.

SOUND EFFECTS FOOTSTEPS. DOOR OPENING AND CLOSING.  
MANUFACTURING NOISES INCREASE.

MGR. INNER VOICE I GRABBED MY HARD HAT AND WENT TO FIND OUT OUT WHO OR WHAT HAD THROWN A MONKEY WRENCH INTO LINE SIX.

MUSIC TV THEME SONG MUSIC: "THE UNTOUCHABLES."

MGR. INNER VOICE AS I APPROACHED LINE SIX, I COULD SEE THE PLANT MANAGER WALKING AROUND FRANTICALLY, DIRECTING ONE OF MY CREW WHO WAS LYING ON THE FLOOR NEXT TO HIS TOOL BOX. IT DIDN'T LOOK GOOD.

PLANT MANAGER IT DOESN'T LOOK GOOD, O'TOOLE. I GRABBED ONE OF YOUR GUYS ON THE WAY OVER HERE. HE WASN'T BUSY. DON'T YOU PEOPLE HAVE ENOUGH WORK TO DO? AH, NEVER MIND THAT NOW. HE'S CHECKING IT OUT.

MGR. INNER VOICE I COULDN'T TELL BY HIS SHOES EXACTLY WHO WAS LYING UNDER THE CONVEYOR BELT, SO I JUST ASKED:

MAINTENANCE MANAGER SO, WHAT'S THE GOOD WORD, MY MAN?

WORKER SORRY, CHIEF. NO GOOD WORDS. THE MOTOR'S SEIZED-UP SOLID. THIS HERE BEARING IS THE ROOT CAUSE OF THE PROBLEM. IT'S SHOT. LOOKS LIKE IT SHOULD'A BEEN REPLACED A FEW MONTHS AGO.





MUSIC TV THEME SONG MUSIC: "MISSION IMPOSSIBLE."

MGR. INNER VOICE

THE REST OF THAT DAY WAS A NIGHTMARE. I WENT BACK TO THE OFFICE, SORTED THROUGH THE WORK ORDERS, REASSIGNED MEN TO THIS NEW EMERGENCY, HAD SOMEONE CANNABALIZE ANOTHER MACHINE FOR SPARE PARTS, AND BROUGHT IN A SPECIAL CREW TO WORK THROUGH THE NIGHT TO MEET THE BOSS'S ORDER. BY THE TIME I GOT HOME, IT WAS SO LATE I JUST CRASHED ON THE BED AND FELL RIGHT ASLEEP.

SOUND EFFECTS

ELECTRONIC MUSIC EFFECT. FALLING INTO A DEEP SLEEP AND BEGINNING TO ENTER A DREAMLIKE STATE.

SOUND EFFECTS

GAVEL RAPPING. SOUND OF PEOPLE STANDING UP IN A COURTROOM.

BAILIFF ALL RISE. THE TRIAL OF CUSTOM MADE PRODUCTS, INCORPORATED AGAINST ITS MAINTENANCE MANAGER, "CHIEF" O'TOOLE, ON THE CHARGE OF NOT RUNNING AN EFFICIENT MAINTENANCE OPERATION WILL NOW PROCEED. THE HONORABLE JULIE SPENCER PRESIDING.

INNER VOICE I RECOGNIZED THAT FACE, THAT SMILE, EVEN IN A NIGHTMARE. THERE SHE WAS, MY SECRETARY, AS THE JUDGE. THERE WAS MR. BIG, MY PLANT MANAGER, AS THE PLAINTIFF. AND SITTING NEXT TO MR. BIG WAS THE CONTROLLER, OLD PENNY-PINCH HIMSELF.

JUDGE MR. O'TOOLE, YOU'RE THE MAINTENANCE MANAGER AT CUSTOM MADE PRODUCTS, ISN'T THAT RIGHT?

MAINTENANCE MANAGER SURE, JULIE. I MEAN, YES, YOUR HONOR.

JUDGE MR. A VERY BIG, THE PLANT MANAGER, ACCUSES YOU OF NEGLIGENCE AND INCOMPETENCE IN CARRYING OUT YOUR DUTIES. HOW DO YOU PLEAD?

MAINTENANCE MANAGER OVER-WORKED, UNDER-BUDGETED AND UNDER-STAFFED, YOUR HONOR.

JUDGE I'M SORRY, MR. O'TOOLE, BUT THAT IS NOT A LEGAL EXCUSE. YOU'RE EITHER GUILTY OR INNOCENT.

PLANT MANAGER I'D SAY "DISORGANIZED" IS MORE LIKE IT, YOUR HONOR.





ONLY A HANDFUL OF PEOPLE IN THE  
MAINTENANCE DEPARTMENT, MAYBE A P.C.  
MIGHT BE O.K.

IF WE ONLY NEEDED TO TRACK  
PREVENTIVE MAINTENANCE SCHEDULES, MAYBE A  
P.C. MIGHT DO THE JOB, THEN, TOO.

BUT I'VE GOT OVER 20 EMPLOYEES,  
SEVERAL HUNDRED MACHINES TO MAINTAIN, AND  
THOUSANDS OF SPARE PARTS TO KEEP TRACK OF  
-- ALL AT THE SAME TIME. A SINGLE P.C. JUST  
CAN'T DO THE JOB.

PLANT MANAGER

HOW DO YOU KNOW THAT?

MAINTENANCE MANAGER

I'VE DONE A LITTLE RESEARCH ON MY OWN. AND  
I'VE SEEN DEMOS OF SEVERAL PRODUCTS.

CONTROLLER

HMMM. O.K. HOW ABOUT IF WE GET TWO OR  
THREE P.C.'S AND LINK THEM TOGETHER  
SOMEHOW? WON'T A FEW COMPUTERS BE  
BETTER THAN ONE?

MAINTENANCE MANAGER

NAH! THAT WON'T DO IT EITHER. THE MEMORY  
BANKS ARE STILL TOO SMALL. A P.C. JUST CAN'T  
HOLD ENOUGH DATA TO PROCESS ALL THE  
PROGRAMS WE'D NEED.

CONTROLLER

WELL, WHAT IF WE CONNECT SEVERAL P.C.'S  
TOGETHER IN A NETWORK?

MAINTENANCE MANAGER

IT DOESN'T MATTER HOW MANY P.C.'S YOU LINK TOGETHER, YOU STILL WON'T GET THE POWER OF A LARGER COMPUTER. WE NEED TO BE ABLE TO DO SEVERAL TASKS AT THE SAME TIME.

PLANT MANAGER

WHOA! HOLD ON THERE, NOW, O'TOOLE. YOU'RE TALKING BIG BUCKS NOW. MAYBE HALF A MILLION DOLLARS OR MORE. I'M WILLING TO CONSIDER THAT A COMPUTER MIGHT SOLVE SOME OF YOUR PROBLEMS, BUT CAN YOU REALLY JUSTIFY SPENDING ALL THAT MONEY IN THE [SNOBBISH TONE AGAIN] MAINTENANCE DEPARTMENT?

MGR. INNER VOICE

HE WOULD HAVE TO ASK THAT QUESTION. I WAS AFRAID HE HAD ME NOW. IN MY HEART I KNEW I COULD SAVE THE COMPANY BUNDLES OF MONEY AND RUN A MORE EFFICIENT OPERATION WITH A COMPUTER AND SOME GOOD SOFTWARE, BUT I SIMPLY DIDN'T KNOW HOW I COULD JUSTIFY THE EXPENSE OF A COMPUTER SYSTEM. THEN...

MUSIC

TV THEME SONG MUSIC: "THE LONE RANGER (WILLIAM TELL OVERTURE) [i.e. "COMING-TO-THE-RESCUE TYPE MUSIC"]

SOUND EFFECTS

MAGICAL SOUNDS. PUFF OF SMOKE, LIKE A GENIE APPEARING FROM NOWHERE.

H-P SALES REP.

I BELIEVE I CAN HELP YOU SOLVE THIS PROBLEM.

JUDGE

WHO ARE YOU? AND WHERE'D YOU COME FROM? YOU BETTER NOT BE BRINGING A RADIO OR A T.V. SET INTO THIS COURTROOM.

H-P SALES REP.

I'M A SALES REPRESENTATIVE WITH HEWLETT-  
PACKARD, ONE OF THE LEADING MANUFACTURERS  
OF COMPUTERS AND CUSTOMIZABLE COMPUTER  
SOFTWARE IN THE WORLD. I'VE BEEN LISTENING  
TO YOU DESCRIBE YOUR MAINTENANCE  
MANAGEMENT PROBLEM, AND I THINK I HAVE  
JUST THE RIGHT SOLUTION FOR YOU.

IT'S AN EASY-TO-USE, CUSTOMIZABLE  
SOLUTION THAT WILL ALLOW YOU TO REDUCE  
MAINTENANCE COSTS AND IMPROVE  
PRODUCTIVITY SIGNIFICANTLY. IT WON'T  
COST ANYWHERE NEAR HALF A MILLION DOLLARS.

AND YOU CAN JUSTIFY ITS NOMINAL  
PURCHASE PRICE IN TERMS OF REDUCED  
DOWNTIME, INCREASED PRODUCTIVITY, AND LESS  
CAPITAL TIED-UP IN SPARE PARTS INVENTORY.

MGR. INNER VOICE

WOW! I DON'T KNOW WHERE THIS DAME CAME  
FROM OR EXACTLY WHAT SHE WAS SELLING BUT,  
TO ME, SHE WAS A DRINK OF WATER TO A MAN  
DYING OF THIRST.

PLANT MANAGER

I OBJECT.

JUDGE

ON WHAT GROUNDS?

PLANT MANAGER

THIS SALES PERSON DOESN'T KNOW ANYTHING  
ABOUT OUR OPERATION. HOW CAN SHE HAVE THE  
"RIGHT" SOLUTION FOR US?

JUDGE

LET'S LISTEN AND FIND OUT, SHALL WE?  
PROCEED.

H-P SALES REP.

THANKS, YOUR HONOR. WELL, TO ANSWER THE  
OBJECTION, I'VE DONE A LITTLE BIT OF RESEARCH

ABOUT YOUR COMPANY. FOR INSTANCE, I KNOW THAT YOU'RE A MANUFACTURING COMPANY...

PLANT MANAGER

THAT'S RIGHT.

H-P SALES REP.

...AND THAT YOU HAVE AN ANNUAL MAINTENANCE BUDGET OF MORE THAN ONE MILLION DOLLARS?

MAINTENANCE MANAGER

WE DO.

H-P SALES REP.

AND HOW MANY EMPLOYEES DO YOU HAVE IN THE MAINTENANCE DEPARTMENT ?

MAINTENANCE MANAGER

OVER 20.

CONTROLLER

I OBJECT.

JUDGE

WHAT NOW?

CONTROLLER

THIS LINE OF QUESTIONNING IS IRRELEVANT AND IMMATERIAL.

JUDGE

OVER-RULED. IT SOUNDS LIKE A PERFECTLY GOOD WAY TO QUALIFY A PROSPECT TO ME. PROCEED.

MUSIC

TV THEME SONG MUSIC: "PERRY MASON."

H-P SALES REP.

MR. O'TOOLE, HOW DO YOU KEEP TRACK OF YOUR SPARE PARTS INVENTORY, YOUR MAINTENANCE WORK ORDERS, AND YOUR PREVENTIVE MAINTENANCE SCHEDULES?

MAINTENANCE MANAGER

WE HAVE RECORDS.

H-P SALES REP.

WHAT KINDS OF RECORDS? SCRAPS OF PAPER?

MAINTENANCE MANAGER YES.

H-P SALES REP. EACH ONE UNRELATED TO THE OTHER?

MAINTENANCE MANAGER YES.

H-P SALES REP. FILED IN DRAWERS UNDER NAMES YOU CAN'T REMEMBER?

MAINTENANCE MANAGER YES.

H-P SALES REP. AND PILED SO HIGH ON YOUR DESK THAT YOU OFTEN WASTE A LOT OF TIME JUST LOOKING FOR THE INFORMATION YOU NEED?

MAINTENANCE MANAGER [ALMOST IN TEARS] YES, YES, YES.

H-P SALES REP. AND, YOU, MR. BIG, DOES YOUR PRODUCTION DEPARTMENT HAVE A HIGH PERCENTAGE OF UNPLANNED DOWN TIME, SAY OVER 10%?

PLANT MANAGER YES, WAY TOO MUCH.

H-P SALES REP. AND YOU WOULD LIKE TO REDUCE DOWN-TIME AS MUCH AS POSSIBLE, WOULDN'T YOU?

PLANT MANAGER NATURALLY. THAT'S WHY WE'RE HERE, IN A WAY.

H-P SALES REP. AND YOU, MR. PENNY-PINCH, WOULDN'T YOU LIKE TO SEE A BETTER RATE OF RETURN ON ALL THE CAPITAL INVESTED IN THE EQUIPMENT AND INVENTORY NEEDED TO MAKE THE PLANT PROFITABLE?

CONTROLLER ARE YOU KIDDING, LADY? I'D BE LYING IF I DIDN'T.

H-P SALES REP. WELL, YOUR HONOR, IT SEEMS TO ME THAT THIS COMPANY IS A PERFECT CANDIDATE FOR THE COMPUTER SOLUTION I HAVE IN MIND.

JUDGE YES, IT WOULD SEEM SO.

CONTROLLER WELL IT DOESN'T SEEM SO TO ME. WE ALREADY HAVE A COMPUTER.

H-P SALES REP. DO YOU? WHERE?

CONTROLLER IN DATA PROCESSING. WE USE IT FOR ACCOUNTING AND PAYROLL. AND FOR SOME AREAS OF MANUFACTURING, TOO.

H-P SALES REP. THAT'S GREAT, BUT YOU KNOW THERE IS A LOT MORE INVOLVED IN COMPUTERIZED MAINTENANCE MANAGEMENT THAN IN COST ACCOUNTING. A WHOLE LOT MORE. IN SOME CASES, WE'VE ACTUALLY SEEN THE MAINTENANCE DEPARTMENT OPERATE A COMPUTER FOR THEIR OWN PURPOSES.

CONTROLLER I OBJECT. THE COMPUTER HAS ALWAYS BEEN UNDER MY CONTROL.

JUDGE CALM DOWN NOW, PENNY-PINCH. YOU CAN'T CONTROL EVERYTHING ALL THE TIME. OBJECTION OVER-RULED.

MUSIC TV THEME SONG MUSIC: "STAR TREK

MGR. INNER VOICE EVERYTHING SEEMED TO BE GOING SO WELL. BUT I HAD TO ADMIT THAT I DID FEEL A LITTLE APPREHENSIVE THAT I COULD BE GETTING IN OVER MY HEAD. AFTER ALL, I REALLY DIDN'T

KNOW MUCH ABOUT COMPUTERS; NEITHER DID ANYONE ON MY STAFF. I TURNED TO THE HEWLETT-PACKARD SALES REP AND CONFESSED...

MAINTENANCE MANAGER

YOU KNOW, IT SOUNDS PRETTY NICE FOR MAINTENANCE TO HAVE OUR OWN COMPUTER, BUT THE TRUTH IS WE DON'T REALLY HAVE ANY PROGRAMMERS OR COMPUTER EXPERTS. WHO WILL MAINTAIN THE COMPUTER THAT MAINTAINS US?

SOUND EFFECTS

MAGICAL SOUNDS. PUFF OF SMOKE, LIKE A GENIE APPEARING FROM NOWHERE.

H-P SOFTWARE ENGINEER

YOU WILL. IT'S EASY.

MGR. INNER VOICE

NO SOONER DID THE WORDS ESCAPE FROM MY LIPS THAN THE HEWLETT-PACKARD SALES REP DISAPPEARED IN A CLOUD OF SMOKE AND WAS REPLACED BY SOMEONE ELSE I HAD NEVER SEEN BEFORE.

JUDGE

ANOTHER COUNTRY HEARD FROM. WHO ARE YOU?

H-P SOFTWARE ENGINEER

I'M A SOFTWARE ENGINEER FOR HEWLETT-PACKARD. I'M PART OF THE H-P ASSIST PROGRAM. I'LL HELP TO DETERMINE EXACTLY WHAT YOUR TECHNICAL NEEDS ARE, AND I'LL DIRECT THE IMPLEMENTATION OF THE SYSTEM IN YOUR PLANT.

PLANT MANAGER

I'M STILL NOT CONVINCED THAT THIS IS THE RIGHT SOLUTION FOR US. TELL ME, WHAT MAKES THE H-P SOLUTION SO SPECIAL?

H-P SOFTWARE ENGINEER

EVERYTHING YOU NEED TO REDUCE COSTS AND IMPROVE PRODUCTIVITY IS CONTAINED IN SIX INTEGRATED MODULES:

EQUIPMENT CATALOG  
WORK ORDER CONTROL  
EQUIPMENT HISTORY  
PARTS CATALOG  
INVENTORY CONTROL, AND  
PURCHASE ORDER TRACKING.

PLANT MANAGER

WELL, THAT SOUNDS ALL FINE AND DANDY, BUT WHAT DO THESE MODULES ACTUALLY DO?

H-P SOFTWARE ENGINEER

WITH THE EQUIPMENT CATALOG, YOU CAN KEEP UP-TO-DATE INFORMATION ON EVERY PIECE OF EQUIPMENT IN YOUR PLANT. YOU CAN GROUP EQUIPMENT THAT HAVE COMMON FEATURES -- FOR INSTANCE ALL MOTORS -- AND MAINTAIN INFORMATION WHICH IS COMMON TO SIMILAR TYPES OF EQUIPMENT IN ONE FILE.

PLANT MANAGER

WILL THAT HELP US TO KEEP AN EYE ON PREVENTIVE MAINTENANCE SCHEDULES AND MAKE SURE COSTS DON'T GET OUT OF CONTROL?

H-P SOFTWARE ENGINEER

IT SURE WILL. SINCE ALL INFORMATION IS AUTOMATICALLY UP-DATED ON-LINE AND CAN BE RETRIEVED BY ANY COMBINATION OF SELECTION CRITERIA, YOU CAN KEEP MUCH BETTER TRACK OF PREVENTIVE MAINTENANCE COSTS AND MINIMIZE YOUR HOURS OF DOWNTIME.

MAINTENANCE MANAGER

WHAT ABOUT WORK ORDERS? HOW CAN I KEEP TRACK OF MY CREW?

H-P SOFTWARE ENGINEER	WITH THE WORK ORDER CONTROL MODULE, YOU CAN MANAGE ALL TYPES OF MAINTENANCE WORK -- NORMAL REPAIRS, EMERGENCY REPAIRS, PREVENTIVE MAINTENANCE, STANDING ORDERS, AND SPECIAL PROJECTS.
MAINTENANCE MANAGER	SOME DAYS, IT SEEMS LIKE ALL I DO IS RESPOND TO EMERGENCIES ALL OVER THE PLANT. I'D LIKE TO KNOW HOW THIS PROGRAM WOULD HELP ME DEAL WITH EMERGENCY REPAIRS MORE EFFICIENTLY.
H-P SOFTWARE ENGINEER	THE WORK ORDER MODULE WOULD ALLOW YOU TO RESPOND TO EMERGENCIES MUCH FASTER. FOR EXAMPLE, RATHER THAN WASTE TIME RUNNING ALL AROUND THE PLANT, YOU COULD "ADD A TASK" IN YOUR OFFICE AND HAVE THE WORK ORDER DISTRIBUTED AT A REMOTE PRINTER NEAREST THE REPAIR JOB.
PLANT MANAGER	WHAT ABOUT PREVENTIVE MAINTENANCE SCHEDULES? HOW CAN WE BE SURE OUR P.M'S ARE NOT OVERLOOKED?
H-P SOFTWARE ENGINEER	YOU CAN SCHEDULE PREVENTIVE MAINTENANCE BY INDIVIDUAL OR COMMON EQUIPMENT, ACCORDING TO DATE, NUMBER OF HOURS OF USAGE, OR ANY OTHER EVENT CRITERIA WHICH HELPS YOU TO REDUCE DOWNTIME.
CONTROLLER	CAN WE MAKE USE OF THIS MODULE TO MONITOR LABOR COSTS ON WORK ORDERS?
H-P SOFTWARE ENGINEER	NATURALLY. YOU CAN COMPARE ESTIMATED AND ACTUAL COSTS ON EACH JOB YOU ASSIGN. YOU CAN EVEN REVIEW WORK ORDERS

AND TASKS ON-LINE ACCORDING TO A WIDE RANGE OF SELECTION CRITERIA, INCLUDING: TECHNICIAN ASSIGNED, SUPERVISOR IN-CHARGE, EQUIPMENT LOCATION, TASK, PRIORITY, START DATE, ORDER TYPE, RECURRENCE INTERVAL, AND SEVERAL OTHER CUSTOMIZABLE CRITERIA, WHICH ARE ALL AUTOMATICALLY UP-DATED ON-LINE.

MAINTENANCE MANAGER

YOU KNOW, IF THIS PROGRAM COULD DO ALL THAT, I MIGHT ACTUALLY BE ABLE TO GO TO LUNCH SOMETIMES.

H-P SOFTWARE ENGINEER

AT LEAST YOU WOULD HAVE BETTER CONTROL OVER YOUR TIME. THE WORK ORDER CONTROL MODULE OPTIMIZES THE MAINTENANCE MANAGER'S TIME BY GIVING HIM ALL THE INFORMATION NECESSARY TO SCHEDULE AND ADJUST WORKLOADS.

PLANT MANAGER

THOSE FEATURES SURE DO SOUND LIKE THEY COULD BRING ABOUT AN IMPROVEMENT. HMMM. YOU MENTIONED SOMETHING ABOUT EQUIPMENT HISTORY. HOW DOES THAT WORK?

H-P SOFTWARE ENGINEER

THE EQUIPMENT HISTORY MODULE TRACKS WORK ORDERS AS THEY IMPACT EQUIPMENT. AS WORK IS COMPLETED, REPAIR INFORMATION SUCH AS WORK ORDER COSTS, TOTAL DOWNTIME, AND ROOT CAUSE OF FAILURE IS COLLECTED AND AUTOMATICALLY UP-DATED.

MAINTENANCE MANAGER

BUT HOW WILL THAT HELP ME?

H-P SOFTWARE ENGINEER

IN MANY WAYS. FOR INSTANCE, YOU COULD DISCOVER THAT A CERTAIN INEXPENSIVE PART

(LIKE A BEARING!) WHICH IS COMMONLY USED IN MUCH OF YOUR EQUIPMENT COULD BE THE ROOT CAUSE OF, SAY, A MOTOR FAILURE.

PLANT MANAGER

(FLASH OF INSIGHT AND ANGUISH) AHAAAAAA!

MGR. INNER VOICE

I HAD TO HAND IT TO THIS CHARACTER. JUDGING BY THE WAY MR. BIG JUST REACTED, THIS ENGINEER SURE KNEW HOW TO HURT A GUY AND MAKE HIM FEEL GOOD AT THE SAME TIME.

H-P SOFTWARE ENGINEER

OR, BY RETRIEVING THE NAMES OF TECHNICIANS PREVIOUSLY ASSIGNED TO WORK ON PARTICULAR EQUIPMENT, YOU COULD MAKE MORE INFORMED DECISIONS REGARDING LABOR ASSIGNMENTS.

PLANT MANAGER

SOMETIMES IT'S HARD TO EXTRACT ANY MEANING FROM ALL THIS INFORMATION FROM A LARGE DATA BASE. IS THERE ANY EASY WAY THAT WE COULD NOTICE THE LITTLE PROBLEMS BEFORE THEY BECOME REALLY BIG PROBLEMS?

H-P SOFTWARE ENGINEER

OF COURSE. SINCE THE SYSTEM IS DESIGNED TO RETRIEVE INFORMATION USING A WIDE RANGE OF SELECTION CRITERIA, YOU COULD PRODUCE GRAPHIC REPORTS WHICH HIGHLIGHT SIGNIFICANT TRENDS IN VIRTUALLY ANY AREA YOU CHOOSE. THAT MAKES IT A LOT EASIER TO INTERPRET PATTERNS.

JUDGE

HOW ABOUT ALL THOSE THOUSANDS OF SPARE PARTS THEY MUST HAVE ON HAND? ISN'T IT DIFFICULT TO KEEP TRACK OF THEM ALL?

H-P SOFTWARE ENGINEER

HA! HA! YOU'RE RIGHT, YOUR HONOR. [LAUGHS  
BECAUSE IT IS THE JUDGE WHO ASKED THE

QUESTION, SHOWING ENTHUSIASM]

KEEPING TRACK OF SPARE PARTS IS NOT EASY WITHOUT A COMPUTER. BUT WITH THE PARTS CATALOG, IT'S REALLY QUITE SIMPLE.

A LIST DESCRIBING EACH PART, THE QUANTITY AVAILABLE, THE QUANTITY RESERVED FOR SPECIAL PROJECTS (LIKE PREVENTIVE MAINTENANCE), AND THE LOCATION OF THE WAREHOUSE STOCKING THE PART IS KEPT IN THE COMPUTER FOR QUICK AND EASY RETRIEVAL.

MAINTENANCE MANAGER

WHAT IF MY CREW CAN'T REMEMBER THE EXACT NUMBER OF A PART? HOW COULD WE LOCATE THE PART?

H-P SOFTWARE ENGINEER

NO PROBLEM. YOU COULD SEARCH FOR THE PART BY NUMBER (IF YOU COULD REMEMBER IT!), BUT YOU REALLY WOULDN'T HAVE TO. YOU COULD RETRIEVE ALL THE NECESSARY DATA ABOUT A PART SIMPLY BY USING A KEY WORD, OR A VENDOR'S NAME, OR EVEN A PARTIAL DESCRIPTION OF THE ITEM, LIKE "2HP" FOR A TWO HORSE POWER MOTOR.

PLANT MANAGER

COMPARED TO YOUR CURRENT METHOD OF WALKING FROM WAREHOUSE TO WAREHOUSE TO LOCATE A SPARE PART, O'TOOLE, IT SOUNDS TO ME LIKE YOU'D SAVE A TREMENDOUS AMOUNT OF TIME AND EFFORT BY DOING IT ALL ON-LINE.

H-P SOFTWARE ENGINEER

NO DOUBT ABOUT IT.

MAINTENANCE MANAGER

WHAT ABOUT INVENTORY CONTROL?

H-P SOFTWARE ENGINEER

ALONG WITH THE PARTS CATALOG, THE INVENTORY CONTROL MODULE TRACKS

INVENTORY BALANCES, IDENTIFIES LOCATIONS, AND MAINTAINS UP-TO-DATE INFORMATION ABOUT THE AVAILABLE QUANTITIES OF PARTS.

YOU CAN RESERVE PARTS TO CERTAIN WORK ORDERS TO MAKE SURE YOU HAVE WHAT YOU NEED TO START A JOB.

FOR EXAMPLE, WHENEVER A TECHNICIAN NEEDS A CERTAIN PART, HE ORDERS IT BY PART NUMBER AND IT IS AUTOMATICALLY ISSUED TO HIS WORK ORDER.

CONTROLLER

HOW DO WE KEEP TRACK OF THE COSTS INVOLVED IN FILLING A WORK ORDER? AND WHAT ABOUT THE REMAINING SPARE PARTS INVENTORY?

H-P SOFTWARE ENGINEER

THE COST OF EACH SPARE PART IS AUTOMATICALLY ADDED TO THE WORK ORDER AS THE PART IS ISSUED.

WHEN THE INVENTORY BALANCE ON ORDERED ITEMS FALLS BELOW THE PRE-DETERMINED SHORTAGE AMOUNT, THESE ITEMS APPEAR ON A "SHORTAGE" REPORT GIVING YOU THE OPPORTUNITY TO RE-ORDER IN A TIMELY FASHION AND THUS AVOID BEING OUT OF STOCK.

CONTROLLER

YOU KNOW, I THINK I'M EVEN BEGINNING TO LIKE THIS MYSELF. WHAT ABOUT PURCHASE ORDER TRACKING?

H-P SOFTWARE ENGINEER

THE PURCHASE ORDER TRACKING MODULE MONITORS VENDORS AND PURCHASE ORDERS FOR SPARE PARTS. BY SELECTING AN ORDER POINT THAT TRIGGERS THE INCLUSION OF AN ITEM ON THE SHORTAGE REPORT WHEN SUPPLIES FALL BELOW THE ORDER POINT, YOU MAKE SURE YOU

ORDER ONLY WHAT YOU NEED, WHEN YOU NEED  
IT.

AUTOMATIC BACKORDER FILLING INSURES  
THAT PARTS ARE SENT TO THE HIGHEST PRIORITY  
ORDER.

CONTROLLER MARVELOUS. ALL THESE FEATURES ARE WONDERFUL. BUT, SUCH A PACKAGE WITH SO MANY BENEFITS MUST BE PROHIBITIVELY EXPENSIVE. AND SINCE WE CAN'T POSSIBLY JUSTIFY THE COST, I STILL OBJECT.

JUDGE YOU CAN'T.

CONTROLLER I CAN. AND I DO.

JUDGE TO WHAT? WHY?

CONTROLLER WE JUST CAN'T AFFORD IT.

JUDGE HOW CAN YOU SAY YOU CAN'T AFFORD IT? YOU DON'T EVEN KNOW HOW MUCH IT COSTS. HE HASN'T TOLD YOU YET.

CONTROLLER I DON'T CARE. WE CAN'T AFFORD IT ANYWAY. ANYTHING THAT HAS ALL THAT CAPABILITY IS SOMETHING WE CAN'T AFFORD.

JUDGE OVER-RULED.

CONTROLLER ON WHAT GROUNDS?

SOUND EFFECTS MAGICAL SOUNDS. PUFF OF SMOKE, LIKE A GENIE APPEARING FROM NOWHERE.

MUSIC TV THEME SONG MUSIC: "ALFRED HITCHCOCK PRESENTS."

MGR. INNER VOICE

NO SOONER HAD THE SOFTWARE ENGINEER  
DISAPPEARED THAN ANOTHER CHARACTER STOOD  
IN HIS PLACE. I HAD NO IDEA WHO THIS GUY  
COULD BE, BUT BY THIS POINT, I WAS LEARNING  
TO SIT BACK AND ENJOY THE SHOW.

CUSTOMER

ON THE GROUNDS THAT THAT THIS PACKAGE CAN  
SAVE YOU MUCH MORE THAN IT COSTS AND THAT  
IT REALLY CAN IMPROVE PRODUCTIVITY  
SIGNIFICANTLY.

CONTROLLER

AND WHO ARE YOU?

JUDGE

HEY, THAT'S MY LINE.

CONTROLLER

WELL, SAY IT THEN.

JUDGE

O.K. ALREADY. GIVE ME A CHANCE. THIS ISN'T  
EXACTLY MY NORMAL DAY IN COURT EITHER,  
YOU KNOW. SO, WHO ARE YOU, STRANGER, AND  
WHAT BRINGS YOU TO THIS DREAM?

CUSTOMER

I'M A HEWLETT-PACKARD CUSTOMER. LIKE MR.  
O'TOOLE HERE, I MANAGE THE MAINTENANCE  
DEPARTMENT FOR A MANUFACTURING COMPANY,  
AND I CAN ASSURE YOU THAT BUYING THE H-P  
MAINTENANCE MANAGEMENT SOLUTION HAS  
SAVED MY COMPANY MANY TIMES THE COST OF  
THE SYSTEM. IT HAS ALSO IMPROVED  
PRODUCTION IN WAYS THAT ARE HARD TO  
QUANTIFY.

PLANT MANAGER

ARE YOU A SHILL? ARE YOU PUTTING ME ON?

CUSTOMER

I BEG YOUR PARDON. THIS IS YOUR CASE TO WIN.  
I'M ONLY HERE TO HELP.

PLANT MANAGER O.K., O.K., SORRY. ENOUGH ABOUT THE THINGS THAT ARE HARD TO QUANTIFY. GIVE ME SOME NUMBERS. SHOW ME HOW WE CAN JUSTIFY BUYING THIS HIGH TICKET ITEM.

CUSTOMER WELL, FIRST YOU CAN CONSIDER YOUR ANNUAL SAVINGS ON REDUCED UNPLANNED DOWNTIME. YOU CAN COUNT ON AT LEAST A 10% REDUCTION THERE. WE DID. THEN...

PLANT MANAGER WAIT A MINUTE, WAIT A MINUTE...O'TOOLE. HOW MUCH DOWNTIME DO WE HAVE?

MAINTENANCE MANAGER HARD TO SAY, BUT I'D ESTIMATE WE'RE DOWN AT LEAST 100 HOURS A YEAR.

PLANT MANAGER O.K., LET'S SEE. A HUNDRED HOURS AT ABOUT \$6,000 AN HOUR, THAT'S \$600,000. SO, IF WE SAVE 10%, THAT'S \$60,000. HMMM, NOT BAD. YOU MAKING A NOTE OF THIS, PENNY-PINCH.

CONTROLLER [RELUCTANTLY] YES, BOSS.

PLANT MANAGER GOOD. PLEASE, GO ON.

CUSTOMER O.K. THEN YOU CAN EXPECT TO SAVE ABOUT 10 TO 20% ON REDUCED SPARE PARTS INVENTORY.

PLANT MANAGER RIGHT. SO, O'TOOLE, WHAT'S OUR SPARE PARTS INVENTORY?

MAINTENANCE MANAGER I'M NOT REALLY SURE. MAYBE \$3,000,000.

PLANT MANAGER O.K. WE'LL BE CONSERVATIVE. 10% OF THAT IS \$300,000. PLUS THE INTEREST AND OVERHEAD

COSTS SAVED ON THAT, FIGURE ANOTHER \$90,000.  
GOT THAT, MR. CONTROLLER.

CONTROLLER

YES, BOSS.

CUSTOMER

THEN YOU CAN COUNT ON INCREASED LABOR  
PRODUCTIVITY. WE WENT FROM 50% TO 60%.

PLANT MANAGER

GREAT. THAT'S AN IMPROVEMENT OF 10% IN  
LABOR PRODUCTIVITY. O'TOOLE, WHAT'S THAT  
WORTH?

MAINTENANCE MANAGER

OUR LABOR COSTS ARE \$400,000.

PLANT MANAGER

SO, THAT'S...

CONTROLLER

I KNOW. \$40,000.

PLANT MANAGER

GOOD. YOU'RE CATCHING ON.

CUSTOMER

FINALLY, YOU CAN FACTOR IN FASTER PLANT  
TURN-AROUNDS. WE FOUND A SAVINGS EQUAL TO  
ABOUT 2%.

PLANT MANAGER

THAT SOUNDS TOO SMALL TO CALCULATE RIGHT  
NOW. SINCE WE DON'T REALLY HAVE FIGURES  
THAT ARE ALL THAT ACCURATE. SO, WHAT DO  
WE HAVE UP TILL THEN, MR. CONTROLLER?

CONTROLLER

ABOUT \$490,000 AND CHANGE. HMMM. NOT BAD.

PLANT MANAGER

NOT BAD? CUTTING COSTS BY HALF A MILLION DOLLARS A YEAR? I THINK THAT'S PRETTY DAMN GOOD MYSELF. WHAT DO YOU THINK, O'TOOLE?

MAINTENANCE MANAGER

I THINK IT'S GREAT, MR. BIG.

PLANT MANAGER

ME, TOO.

CUSTOMER

IN ADDITION TO BEING COST EFFECTIVE, THERE ARE A FEW OTHER FEATURES WHICH CONVINCED US THAT HEWLETT-PACKARD HAD THE RIGHT SOLUTION FOR US.

PLANT MANAGER

OH, REALLY? LIKE WHAT?

CUSTOMER

FOR ONE THING, WE REALLY LIKE THE ABILITY TO CUSTOMIZE THE SOFTWARE TO SUIT OUR OWN NEEDS. WE CAN ADD, CHANGE, AND DELETE ITEMS FROM THE DATA BASE. WE CAN MODIFY INDIVIDUAL SCREENS TO SUIT OUR OWN SPECIAL REQUIREMENTS. WE CAN TAILOR-MAKE OUR HARD COPY REPORTS TO INCLUDE ALL THE INFORMATION WE REALLY NEED TO SEE.

PLANT MANAGER

BUT DON'T YOU NEED A LOT OF EXPERT PROGRAMMING HELP TO DO ALL THAT?

CUSTOMER

WITH THE COMPETITION'S PRODUCTS, YES. YOU WOULD NEED AN EXPERT TO FIDDLE AROUND WITH THE PROGRAMMED INSTRUCTIONS -- USUALLY AT AN ADDITIONAL COST, TOO. BUT NOT WITH THE H-P SOLUTION.

THE BEAUTIFUL THING ABOUT HEWLETT-PACKARD'S CUSTOMIZATION FEATURE IS THAT, AFTER A LITTLE BASIC TRAINING, WE CAN DO IT ALL BY OURSELVES -- WITHOUT HAVING TO CHANGE A SINGLE LINE OF THE PROGRAMMING SOURCE CODE.

MAINTENANCE MANAGER

WOW! I'LL BET BEING ABLE TO CUSTOMIZE THE SOFTWARE LIKE THAT GIVES YOU AN AMAZING AMOUNT OF POWER AND FLEXIBILITY.

CUSTOMER

YOU'RE ABSOLUTELY RIGHT. BELIEVE ME, I'VE RESEARCHED THE MARKET QUITE THOROUGHLY, AND NO COMPETITOR OFFERS ANYTHING CLOSE TO THE CUSTOMIZATION FEATURES FROM HEWLETT-PACKARD.

CONTROLLER

HOW ABOUT SERVICE AND SUPPORT? HOW CAN WE BE SURE THAT WE WON'T GET LEFT HIGH AND DRY?

CUSTOMER

I AGREE THAT COULD BE A PROBLEM WITH SOME COMPANIES. BUT NOT WITH HEWLETT-PACKARD. H-P HAS A WORLDWIDE REPUTATION FOR EXCELLENCE. THEY SELL, SERVICE, AND SUPPORT COMPUTER APPLICATIONS IN MANUFACTURING PLANTS AROUND THE GLOBE.

PLANT MANAGER

WHY DO YOU THINK THAT SUCH A LARGE COMPANY CAN HELP YOU IN YOUR OWN SHOP?

CUSTOMER

WE THINK THAT HEWLETT-PACKARD IS DRAWING UPON ITS EXPERIENCE WITH CUSTOMERS THROUGHOUT THE WORLD TO DESIGN THE FACTORY OF THE FUTURE. WE BELIEVE THAT BY SELECTING THE H-P SOLUTION, WE'VE ENTERED INTO A RELATIONSHIP WITH A COMPANY THAT TRULY UNDERSTANDS OUR NEEDS AND CAN WORK WITH US IN A LONG-TERM PARTNERSHIP.

CONTROLLER

ALL THAT SOUNDS WELL AND GOOD, BUT HOW DID IT TRANSLATE INTO REAL TERMS FOR YOU? WHAT DOES IT ALL MEAN?

PLANT MANAGER

YEAH, WHAT KIND OF SUPPORT DO THEY ACTUALLY PROVIDE?

CUSTOMER

THE H-P SUPPORT SYSTEM IS TREMENDOUS. THEY CALL IT "H-P ASSIST," AND THEY'RE NOT FOOLING. WHAT AN ASSIST IT IS.

MAINTENANCE MANAGER

WELL, EVERY COMPANY CLAIMS TO HAVE A GOOD SUPPORT SYSTEM. WHAT MAKES H-P ASSIST SO DIFFERENT? HOW DID THEY GO ABOUT BRINGING YOU ON-LINE?

CUSTOMER

H-P ASSIST TREATED THE IMPLEMENTATION OF THEIR MAINTENANCE MANAGEMENT SOLUTION AS A THREE-PHASE PROJECT TO BE MANAGED BY OUR PEOPLE, UNDER THE DIRECTION AND GUIDANCE OF AN EXPERIENCED H-P REPRESENTATIVE.

IN THE FIRST PHASE, H-P ASSIST HELPED US GET A CLEAR PICTURE OF OUR SPECIFIC NEEDS AND PROVIDE A TIME-FRAME FOR IMPLEMENTING THE H-P SYSTEM.

PLANT MANAGER

I'LL BET YOUR NORMAL MANUFACTURING OPERATION GOT THROWN OUT OF WHACK FOR A WHILE.

CUSTOMER

NO, NOT REALLY. THINGS MOVED ALONG QUITE SMOOTHLY, WITHOUT DISRUPTING OUR DAY-TO-DAY OPERATIONS AT ALL.

IN THE SECOND PHASE, THE H-P REP TRAINED OUR PROJECT TEAM WITH THE SKILLS NECESSARY TO IMPLEMENT THE APPLICATIONS PACKAGE IN OUR PARTICULAR SETTING. THE REP GAVE OUR KEY PEOPLE AN OVERVIEW OF THE IMPLEMENTATION PROCESS AND DEVELOPED A DETAILED PLAN FOR BRINGING US ON-LINE.

MAINTENANCE MANAGER

WERE THE PROJECT TEAM MEMBERS THE ONLY PEOPLE INVOLVED IN THE IMPLEMENTATION AT THAT TIME?

CUSTOMER

OH, NO. VIRTUALLY EVERYONE WAS INVOLVED. WITH THE REP'S GUIDANCE, WE DEVELOPED AN EDUCATION PLAN FOR THE ENTIRE COMPANY -- ALL THE WAY FROM THE PLANT MANAGER THROUGH THE TECHNICIANS, THE CRAFTSPEOPLE, AND THE CLERICAL STAFF WHO GOT TO BE THE PRIMARY END-USERS.

JUDGE

I LIKE THAT PLAN. SEEMS LIKE A GREAT WAY TO GET PEOPLE MOTIVATED AT ANY EARLY STAGE.

CUSTOMER

THAT'S RIGHT, YOUR HONOR. EVERYONE GOT SO PSYCHED-UP TO GET ON-LINE WITH THE NEW SYSTEM THAT, FOR SEVERAL WEEKS, WE FELT LIKE WE WERE ABOUT TO HAVE A BABY.

JUDGE

[LAUGHS]

MAINTENANCE MANAGER

HOW DID YOU FINALLY LEARN HOW TO USE THE SYSTEM TO YOUR ADVANTAGE?

CUSTOMER

IN THE THIRD AND FINAL PHASE, THE H-P REPRESENTATIVE ASSISTED OUR PROJECT TEAM IN BREAKING DOWN THE IMPLEMENTATION PROCESS INTO THE APPROPRIATE MILESTONES. THEN THE REP GUIDED US IN PUTTING THE PIECES INTO PLACE, STEP-BY-STEP.

MAINTENANCE MANAGER

DIDN'T YOU EVER HAVE TO GO FOR MORE SPECIALIZED TRAINING ON HOW TO USE THE SYSTEM?

CUSTOMER

OH, SURE. DURING THIS TIME OUR PROJECT TEAM MEMBERS ATTENDED PRODUCT TRAINING AT AN H-P FACILITY, WHERE WE ALSO LEARNED HOW TO CUSTOMIZE THE SOFTWARE TO OUR OWN PARTICULAR NEEDS.

WHAT I ESPECIALLY APPRECIATED WAS THAT THROUGHOUT ALL THESE PHASES, AND AFTERWARDS, HEWLETT-PACKARD WAS ALWAYS THERE, HOLDING OUR HAND, WHILE ALSO TEACHING US HOW TO WALK BY OURSELVES.

PLANT MANAGER

SO FAR, SO GOOD. I REALLY LIKE WHAT I HEAR, FRIEND. BUT TELL ME HONESTLY, NOW. IF THERE WAS ONE SINGLE REASON FOR CHOOSING H-P OVER ALL THE AVAILABLE PACKAGES, WHAT WOULD THAT BE?

CUSTOMER

THERE REALLY WASN'T ANY SINGLE REASON FOR SELECTING THE HEWLETT-PACKARD SOLUTION. THERE WERE SO MANY ELEMENTS WE LIKED:

H-P'S STRONG FEATURE SET,  
H-P'S CUSTOMIZATION CAPABILITY,  
THE H-P ASSIST PROGRAM, AND  
H-P'S WORLDWIDE SUPPORT.

PLANT MANAGER

C'MON, NOW. THERE MUST HAVE BEEN SOMETHING TO PUSH YOU OVER THE EDGE. THERE USUALLY IS.

CUSTOMER

WELL, IF WE DID HAVE TO SELECT ONE SINGLE REASON FOR SELECTING HEWLETT-PACKARD, IT WOULD BE THE FACT THAT H-P PROVIDES A SINGLE VENDOR SOLUTION TO ALL OUR MAINTENANCE PROBLEMS.

THAT MEANT WE COULD DO ALL OUR SHOPPING -- FOR HARDWARE, FOR SOFTWARE, AND FOR SUPPORT -- IN ONE STORE.

TO US, THAT COMPRISED A TRUE MAINTENANCE SOLUTION, AND THAT'S WHY WE CONCLUDED THAT HEWLETT-PACKARD HAD THE RIGHT SOLUTION FOR US.

SOUND EFFECTS

A BEEPER GOES OFF. THE CUSTOMER IS BEING PAGED. A "FIRE" IN HIS PLANT. HE HAS TO RETURN.

MUSIC

TV THEME SONG MUSIC: "CAR 54, WHERE ARE YOU?"

ELECTRONIC VOICE

COMPUTER CENTRAL TO MAINTENANCE. P.M.'S ARE NOW DUE ON ALL TWO-HORSEPOWER MOTORS THROUGHOUT THE PLANT. PLEASE CALL YOUR OFFICE. THANK YOU.

CUSTOMER

OOPS, GOTTA RUN. FIRE-FIGHTING'S THE NATURE OF THE BUSINESS, YOU KNOW. YOU HAVE TO RESPOND TO THE PREVENTIVE MAINTENANCE CALLS TO AVOID FIGHTING BRUSH FIRES AND CONFLAGRATIONS LATER ON.

WELL, I HOPE I'VE HELPED YOU SOME.

MAINTENANCE MANAGER

OH, YES. QUITE A LOT.

CUSTOMER

GOOD. I KNOW WHAT IT'S LIKE TO HAVE A MANUAL SYSTEM. AND I'M GLAD I NEVER HAVE

TO GO BACK TO THAT MESS AGAIN.

WELL, I GOTTA GET BACK TO WORK.

GOOD LUCK. SEE YOU AROUND...

ALL

BYE. SEE YOU. THANKS A LOT.

SOUND EFFECTS

MAGICAL SOUNDS. PUFF OF SMOKE, LIKE A GENIE  
DISAPPEARING INTO OBLIVION.

PLANT MANAGER

WOW, THAT WAS FANTASTIC. I NEVER REALIZED  
YOU WERE SUCH A DREAMER, O'TOOLE?

MAINTENANCE MANAGER

TO TELL THE TRUTH, NEITHER DID I. I MEAN, I  
HAVE BEEN DREAMING ABOUT US GETTING A  
COMPUTER SOLUTION. I GUESS I JUST DIDN'T  
KNOW HOW TO JUSTIFY BUYING THE RIGHT ONE,  
SO IT'S ALL BEEN MORE OF NIGHTMARE, UNTIL  
NOW.

PLANT MANAGER

WELL, I THINK THAT'S ALL BEEN TAKEN CARE OF.

JUDGE

GENTLEMEN, IF THERE ARE NO FURTHER  
OBJECTIONS...

PLANT MANAGER

NO, MA'AM.

MAINTENANCE MANAGER

NO, YOUR HONOR.

CONTROLLER

I GUESS NOT, YOUR HONOR.

JUDGE

...GOOD. THEN THIS CASE IS CLOSED. THE CHARGE OF INEFFICIENCY AGAINST THE MAINTENANCE MANAGER OF CUSTOM MADE PRODUCTS IS HEREBY DROPPED. THIS COURT HAS EVERY CONFIDENCE THAT MR. O'TOOLE'S PROBLEMS WILL BE OVER AS SOON AS HE GETS HIS H-P MAINTENANCE MANAGEMENT SOLUTION. CASE DISMISSED.

SOUND EFFECTS

GAVEL RAPPING.

SOUND EFFECTS

MAGICAL SOUNDS. JUDGE DISAPPEARS.

PLANT MANAGER

YOU'RE OFF THE HOOK, O'TOOLE. ALL THIS SOUNDS GREAT TO ME. FIRST THING TOMORROW, I WANT YOU TO SET UP A MEETING WITH THESE HEWLETT-PACKARD PEOPLE. LET'S SEE WHAT KIND OF A DEAL WE CAN MAKE.

C'MON PENNY-PINCH, LET'S GO JUGGLE SOME FIGURES.

CONTROLLER

YOU BET. THIS'LL BE FUN.

SOUND EFFECTS

MAGICAL SOUNDS. PLANT MANAGER AND CONTROLLER DISAPPEAR.

MGR. INNER VOICE

I COULDN'T BELIEVE MY EARS. MR. BIG WAS SOLD. THE CONTROLLER, TOO.

HAD I JUST BEEN DREAMING OR HAS SOMEBODY ACTUALLY DEVELOPED A PRODUCT THAT CAN:

INCREASE UPTIME OF MACHINERY AND EQUIPMENT;

INCREASE LABOR PRODUCTIVITY;

INCREASE UTILIZATION OF SPARE PARTS INVENTORY; AND

INCREASE THE EFFICIENCY OF THE MAINTENANCE

DEPARTMENT THROUGH BETTER PLANNING AND A FASTER RESPONSE TO EMERGENICIES.

MAINTENANCE MANAGER WOULD GIVE HIS HARD HAT FOR.

AND TO HAVE THEM ALL NEATLY BUNDLED IN A CUSTOMIZABLE SOFTWARE PACKAGE WITH AN OUTSTANDING SET OF POWERFUL FEATURES, SUPPORTED THROUGHOUT THE WORLD BY A SINGLE VENDOR.

NOW THAT WAS MORE THAN I COULD EVER HOPE FOR IN MY WILDEST DREAMS.

NO WONDER MR. BIG IS SOLD. SO AM I. ALL MY FEARS ABOUT NOT BEING ABLE TO JUSTIFY THE PURCHASE OF A COMPUTER SYSTEM WERE UNFOUNDED. THE COSTS WE'RE GOING TO SAVE, AND THE IMPROVEMENT IN PRODUCTIVITY WE'RE GOING TO SEE REALLY MAKE IT ALL CRYSTAL CLEAR: WE SIMPLY CAN'T AFFORD TO BE WITHOUT THE H-P MAINTENANCE MANAGEMENT SOLUTION ANY LONGER.

MGR. INNER VOICE

YOU KNOW, IT SURE IS AMAZING HOW

(Cont'd)

DREAMS CAN TURN INTO REALITY WHEN YOU  
HAVE THE RIGHT SOLUTION, ISN'T IT?

CLOSING MUSIC

TV THEME SONG MUSIC: "NAKED CITY," WITH  
NARRATOR (WALTER WINCHELL) SAYING: "THERE  
ARE EIGHT MILLION STORIES IN THE NAKED CITY.  
THIS HAS BEEN ONE OF THEM..."