

DotCompany

By Edward K. Brown II

Synopsis

Warren Sanders, having just completed an MBA program, has obtained funding from an angel investor to do research for a start-up dot-com company. He has enlisted the support of an old college friend Gus Tampocian (an accountant) to help him write a business plan. Gus brings on-board a colleague Burt K. Jons. The three men bond and solicit the support of a marketing consultant (Vera Smith) and business analyst (Charlie Manning). How quickly will this motley crew run through their seed money? Will they be able to create a credible business plan within two months? DotCompany is a comedy about New Economy tactical planning and relationship building.

Characters

Warren Sanders (MBA Visionary)
Gus Tampocian (Accountant)
Burt K. Jons (Salesperson)
Vera Smith (Marketing Consultant)
Charlie Manning (Business Analyst)

Contact Information

Edward K. Brown II
P.O. Box 2160
Philadelphia, PA 19103

Phone: 215.880.0863
Email: edbrown@multifest.com
Plays: www.multifest.com/about/presentations.htm#plays
Website: www.multifest.com

Act 1 Setting: Bar Booth (Week 1)

1. Warren
[Warren is sitting alone in the booth. Enter Gus and Burt.] Hey Gus! This must Burt. How's it going, Burt? [Stands up to shake Burt's hand.]
2. Burt
Just fine, Warren. [They shake hands.]
3. Warren
Have a seat. [Burt sits to Warren's left; Gus sits on the right-hand side.] What will you have to drink? It's still happy hour, so I'm buying [laughs.]
4. Gus
What is that you're drinking Warren?
5. Warren
Vodka tonic.
6. Gus
Yeah, a Absolut with lime. Hasn't changed, Warren.
7. Burt
Okay... I'll have a Martini straight up.
8. Warren
[Yells to the bartender.] Excuse me, can I get a Absolut with lime, and a Martini straight up? Thanks. So Burt, Gus tells me a lot of good things about you, and I'd like to get to you know better. But is it okay if I tell you a little about myself before we begin?
9. Burt
Well, of course. [He shakes his head no.]
10. Gus
[Chuckles.]
11. Warren
Well, I've completed my MBA three years ago. I used to work for an accounting firm. When I fulfilled my obligation with my employer for paying for my MBA, I quit my job to start my own business. I think that the Internet is going to be the next wave of the future, and I want to get in on the ground floor. I think that there is a lot more that can be done other than sending email from one person to the next. [Sips] Ah, good. Here are the beverages. [Waitress brings the drinks.] Ah, yes. Put these on my tab would you please. Thanks. Gus and I go way back to ungrad accounting. He's boring

as hell; the terrible thing is I'm more boring than he, but that is going to change. I want to have fun; fun is the next wave of the future. I want to sell fun on the Internet and get help people develop relationships as well as get work done efficiently. What's better than sitting at your desk working and having a water-cooler conversation at the same time? Is that multi-tasking or what?!

12. Gus

You'll have to excuse Warren. He's big on vision and short on insight. That's why I've asked you to meet. Being practical wasn't something he learned while getting his MBA.

13. Warren

Exactly, I need a practical mind. Now, Gus tells me you are a salesman. What do you sell?

14. Burt

I sell medical equipment.

15. Warren

What, wheelchairs and stuff.

16. Gus

More than wheelchairs, Warren. C'mon, give Burt a break.

17. Warren

C'mon nothing.

18. Burt

It's okay, Gus. A hard sell is the best kind of sell. This means that Warren here is willing to listen to what I have to say.

19. Warren

All right, so you are a salesman! What do you sell?

20. Burt

The company I represent, the place where Gus and I *earn* our living, specializes in surgical equipment. My focus category is medical wraps: sterile and non-sterile gauze pads, sponges, bandages, first aid kits, ... You know how 3M specializes in everything that sticks Post-it Notes, masking tape and such. My company...

21. Warren

... Your company essentially sticks to a band-aid approach.

22. Burt

[Laughs.] Warren, you stole my punch line.

23. Warren
That's Gus' standard joke.
24. Gus
I'm telling you, Warren. Burt's de man. He's the company's top sales person for the last few quarters.
25. Warren
Where did you go to school, Burt.
26. Burt
I went to community college. However, I've been in Sales, if you will, since I was a little kid. My dad sold vacuum cleaners door-to-door. He'd take me along with him. I mean. I've been a people-person for all my life. And that is what Sales is all about—relationships.
27. Warren
My most favorite word, Burt. But “fun,” is just as important.
28. Burt
I agree, Warren. For me, you can't be in a relationship unless it's fun!
29. Gus
Relationship equals fun!
30. Warren
That's right. We bored Accountants want to have fun relationships.
31. Gus
Without accountability!
32. Warren
Without accountability!!! [Toasts.]
33. Burt
Well Gus. You said that Warren is big on vision and short on insight, but I don't get what you're driving at?
34. Gus
Warren. Can I tell Burt what you have in mind for the start up Internet business?
35. Warren
Just a second, Gus. Burt, are you familiar with non-disclosure?
36. Burt
Non-disclosure. What, how to spell it???

37. Warren
[To Gus.] Good. A smart ass. He's sharp. I like him. Non-disclosure, meaning you can't tell anyone about this or I'll sue your ass to kingdom come.
38. Gus
Burt, when I say Warren is big on vision and short on insight, what I mean is Warren has some kick-ass ideas, but he doesn't have the team in which to make the vision a reality. Now, the reason why you are here is to help us brainstorm on devising a sales pitch. Warren has been able to get some seed money from an angel investor. We are trying to put together a team that will be able to take Warren's vision and turn it into a strategic plan. We need to develop a business model that involves the Internet—the Information Super Highway. We need a team that is revolutionary, not afraid to look into the eyes of the future and say, "You belong to me!"
39. Warren
Well said. Burt, two questions. Are you the future?
40. Burt
I'm about the future. Who isn't?
41. Warren
Believe me when I tell you Burt, a lot of people loath the future because the future breeds uncertainty. But the future also breeds leaders. So, I repeat the question, are you the future?
42. Burt
Meaning, am I a leader, or am I uncertain? Well, Warren. I'm a salesman, I conduct my sales pitch based on certainties. So, I have to be damn sure of what I'm doing while I'm doing it. I'm a man of the present. My job is to get people to think about the future and act on it as promptly as possible. So I am neither a leader, nor am I uncertain. I am right there at the edge of the present, banking on the future. Where a profitable person in sales should be.
43. Gus
Warren, I'm telling you, Burt's de man.
44. Burt
What's your second question, Warren?
45. Warren
Oh right, I'm impressed with you, Burt. I think I'm going to have to rephrase the second question, since you are right on the edge of the present-future, you neither own nor are beholden to the future. You're a slippery eel.

46. Gus
A tricky Dick.
47. Warren
[Looks at Gus] You're flagged. No more Absolut-Freudian for you! One of the most important things, Burt, is that the fun that we have is controlled efficient, and discrete. Want another drink, Burt?
48. Gus
I thought I was Absout-Laurel and you were Absolut-Hardy?
49. Warren
Flagged!!!
50. Burt
I'm fine, thanks. I've known Gus for not as long as you, but I know how to reel him in. I'd vouch for Gus any day of the week.
51. Warren
For some reason, everyone named "Gus" got an empathy voucher. I'm going to have another drink. Join me, Burt.
52. Burt
[Reluctantly.] Sure.
53. Warren
I sense hesitance, Burt. Hesitance leads to resistance.
54. Gus
Note that, Burt.
55. Burt
Duly noted. [Takes pen from jacket pocket, and writes that down on the bar napkin.]
56. Warren
Two vodka tonics, and a tonic with lime—all on the rocks. Oh, so you're a napkin notes guy too.
57. Burt
Yeah. I have a PDA, personal digital assistant. Keeps me really organized; however, the PDA doesn't look too professional in Happy Hour settings, if you know what I mean.
58. Warren
Duly noted. [The three laugh]. Oh yes, the drinks. Very good. Now, the second question. I have a good memory, Burt.

59. Burt
Shoot. Go ahead.
60. Warren
[He waits for the bartender to set the drinks on the table before he continues.] Are you willing to belong to a team of individuals devoted to the next wave of future? Are you ready to become a member of the new economy?
61. Burt
I'm ready to get out of selling medical supplies, if that is what you mean.
62. Warren
Burt, that is not the question I asked. I think it is very important that you listen to what I am saying. Are *you* willing to belong to a team of individuals devoted to the next wave of the future, the undetermined future, and become a member of the new economy?
63. Burt
Well, I think...
64. Gus
Burt, this is not a water-cooler philosophical shoot-the-shit kind of question. A simple yes or no answer will do here.
65. Warren
Remember. Hesitance is a sign for resistance.
66. Burt
Yes.
67. Gus
Burt's de man!
68. Warren
Good. So everything that I am now going to share with you is also about your future. Disclosing this information to people other than our team members will have a direct impact on your future. You are now part of the new economy.
69. Gus
To the new economy: Internet, fun, and relationships without accountability!!! [The three toast.]
70. Warren
Zero fault tolerance.

71. Burt
Right. Gotcha. [He sips from his drink.]
72. Warren
Burt.
73. Burt
Yes.
74. Warren
Are you familiar with S.M.A.R.T.?
75. Burt
Yes. I did do some project management in a previous life. S.M.A.R.T. stands for specific, measurable, achievable, relevant, and timely. A project goal must be *specific*—i.e. clearly defined. Once a project is clearly defined, a *measure*, i.e. a metrical standard, must be set to gauge the progress of the project. By establishing a metrical standard, the project can then be put into perspective to see if the goal is even *achievable*. If the project is achievable, then the question becomes is the project *relevant* to the overarching goals of the business; that is, what relationship does the project hold to other goals within the company’s business units. Lastly, *timeliness* is godliness. Can the project be completed within a reasonable amount of time, and, of course, within budget.
76. Gus
Warren, didn’t I tell you that Burt is de man, or what!!!
77. Warren
You’re in tune Burt. Are you familiar with S.P.I.N.?
78. Burt
That’s like asking me am I Black. An insulting question that requires a cautious response. S.P.I.N. is the brainchild of Neil Rackham, author of the book SPIN Selling, which is a sales strategy. Not going into great detail, S.P.I.N. stands for situation, problem, implication, and need-payoff. S.P.I.N. is a way to help individuals in sales to better understand how to add value to the customer.
79. Warren
Correct-a-mundo, Burt. So, you realize that S.P.I.N. is trademarked and that S.M.A.R.T. is a widely used acronym within “the trade.” It wasn’t until after I got my MBA did I realize the importance of acronyms; they’re like secret code words that help colleagues to communicate quickly and privately while in public. Acronyms are almost like candy, and if you can be the originator of one, you can make a lot of money enforcing the trademark. If Pig Latin didn’t sound so damn goofy, it would be in use professionally today. During WWII...

80. Gus
Warren, let's skip the history lesson for the moment. I think you made your point.
81. Warren
Thanks, Gus. Now remember, Burt of the non-disclosure agreement. Gus, do you think I need Burt to sign a piece of paper first?
82. Gus
Warren, let's not offend de man, Burt.
83. Warren
Right. Sorry Burt. I should remember that hesitance leads to resistance. No offence.
84. Burt
None taken, Warren. I understand the need for secrecy. What you're about to say is of great concern to you. It must be very important. Is it okay if I take notes?
85. Warren
[Smiles.] Burt. By all means. To keep perspective, Gus, why don't you jot this down, too. You know how I my visions can become tangential.
86. Gus
No problem boss. [Gus and Burt ready their pen over their napkin.]
87. Warren
So, I'm sitting at my desk trying to think of an acronym to serve as the driver for the business plan. A requirement was that the acronym had to be something that spoke to me personally, and that could be personalized by consumers, yet has enough oomph to move beyond personality into building character, building a product line. The acronym needed to be catchy, repeatable as if it were a refrain in a pop song.
88. Burt
What did you come up with, Warren?
89. Warren
S.M.A.R.M.Y. P.I.M.P.L.E.
90. Burt
Smarmy pimple. What the hell are you talking about, Warren? [Twists his head to a slant.]
91. Warren
No. What the hell are *you* talking about, Burt? S.M.A.R.M.Y. P.I.M.P.L.E. S – simple. M – meaningful. A – actual. R – repeatable. M – must have. Y – yes. P – proactive. I – intelligence. M – making. P – positive. L – learning. E – everyday.

92. Burt
[Incredulous] You're kidding.
93. Gus
Warren, I thought the "E" stood for everyone?
94. Warren
I thought everyday fit better. Like 24/7, the word "everyday" is mantra-esque, and it emphasizes the "R" repeatable. Burt, can you see the depth of the concept? Do you have any questions?
95. Burt
[Looks to Gus for guidance.] Uh.
96. Gus
Go ahead, Burt. No question is a dumb one.
97. Warren
That's right. With non-disclosure in place, I am an open book.
98. Burt
[Cautiously] O-k-a-y. So, [sighs] Warren. I am going to need to take notes. Let me make sure I have the acronym correct.
99. Warren
What you haven't memorized it already?!?! Just kidding.
100. Burt
Well, who can forget the words "Smarmy Pimple."
101. Warren
See, Gus. I told you, it's good.
102. Gus
Warren, let's not taint the survey. Go ahead, Burt.
103. Burt
"S" stands for simple because...
104. Warren
Because we want to follow the K.I.S.S. rule: keep it simple-stupid.
105. Burt
That's good. "M" stands for meaningful...

106. Warren
Just because it's simple doesn't mean it has to be dumb. Less is more, right.
107. Burt
R-i-g-h-t. "A" is for actual?
108. Warren
Let's stay in reality. I want actual, that is I want to be able to touch and feel—tangibility. I want to know it exists before I get to the "I" intelligence, but I'm starting to get ahead of myself. Go ahead, Burt.
109. Burt
I understand the "R" repeatable, the "M" must-have, and the "Y" yes. If something is simple, meaningful and actual, then I am going to want to repeat and will probably want to have the simplicity again, through a self-affirming, "Yes!!!"
110. Warren
"Yes," is a positive subliminal message within the acronym. Gus, de man is catching on! Go ahead, Burt!
111. Burt
[Encouraged] "P" proactive—seize the day. I get that, but what comes next, the "I" intelligence, you started to explain, I'd like you to follow-up on that.
112. Warren
Sure, Burt. Good question. Once someone has become focused on the actuality of being "smarmy" for one's self, and they have become proactive in their smarminess, then it is time for that someone to gain intellectual background on the simple, meaningful actuality that he/she has decided to repeat and has determined to be a must have yes. You see S.M.A.R.M.Y. defines the solution. Now the "P" and the "I" signify that someone should be proactive and intelligent about being smarmy. And if I may finish explaining the acronym P.I.M.P.L.E., which is a tactic for the solution, "M" making "P" positive [that is fun], "L" learning an "E" everyday occurrence. S.M.A.R.M.Y. P.I.M.P.L.E. It's a very self-serving concept.
113. Gus
There is a poetic flair to the acronym—surface with depth.
114. Warren
S.M.A.R.M.Y. P.I.M.P.L.E. feeds on impulsive behavior, but affirms the impulsiveness by giving a consciousness relevance to it. You know, when you get a pimple on your face, one of the first things you want to do is squash the zit. You want to help yourself, but the impulsive action is to pop the pimple, which could lead to scarring your face. By being impulsive, you might forget that popping the zit will leave a scar. Bad tactics. But if there is a better way and it is simpler than hacking at your face with your fingernails, then by all means what is that solution and is it

smarmy. S.M.A.R.M.Y. P.I.M.P.L.E. is a tactical solution that counteracts impulsive behavior.

115. Burt

All right, Gus. Where's the hidden camera.

116. Gus

What do you mean, Burt?

117. Burt

This is a fucking joke, isn't it? C'mon. I know that I'm up for some kind of promotion being that I've topped the sales chart for the company. And this S.M.A.R.M.Y. P.I.M.P.L.E. crap is going to be a part of the roast for the recognition dinner. This is some funny shit, but it's time to cut the bullshit!!! Really, you had me going!!! Warren, you're good, man.

118. Warren

Gus, I thought you told me that Burt was legitimate. I mean, is he de man or not. You just remember, Burt, we have a non-disclosure agreement. I trust you will honor it. If you don't want to be a part of this fun relationship, this venture into the next wave of the future, then say so, but it is not necessary to call my vision crap. And, quite frankly, I don't think you are the sales person you think you are, if you don't have the wherewithal to see a golden opportunity like the one I am presenting to you. Hesitance leads to resistance!

119. Gus

That's right, Burt. Warren has received some venture capital to do exploratory research on developing this concept into a product. Warren and I want to get three perspectives: one from Sales, another from Marketing, and a third from a Business Analyst. We want your perspective, Burt. We are willing to pay you for it. What do you have to say?

120. Burt

Gus?

121. Gus

Burt.

122. Burt

Warren?

123. Warren

Burt.

124. Gus

Warren.

125. Warren

Gus.

126. Burt

Guys?

127. Gus and Warren

Dude.

128. Warren

Now that that's settled, let's move on. Burt, do you have any other questions?

129. Burt

A couple more questions so I can get oriented here.

130. Warren

Fine.

131. Burt

You had stated that if Pig Latin didn't sound so damn goofy, it would be in use professionally today. Let's get real fellahs, do you think that S.M.A.R.M.Y. P.I.M.P.L.E. will be taken seriously?

132. Warren

That is what the research will determine. So far we have discussed the concept, which needs to be tested. What we haven't discussed yet is the S.M.A.R.M.Y. P.I.M.P.L.E. technology, the product. What I am interested in designing is a web-enabled prototype for solution tactics. The prototype will be an algorithm and an engine. Someone comes to the website www.smarmypimple.com. Like a search engine, the end-user will type in personal information about themselves and some other parameters. Smarmypimple.com is essentially a personalized search-engine problem solver based on the S.M.A.R.M.Y. P.I.M.P.L.E. concept.

133. Gus

Burt, we don't have to worry about the technology right now. The technology will take care of itself. What we are concerned about is the formulation of a business plan.

134. Warren

Ultimately, what we need in order to get to the next round of funding in order to build the prototype is a business plan. Remember, technology is growing leaps and bounds; however, change is rapidly occurring, and we want to be quick to market so that we can establish first-mover's advantage. So, what we need from you is your keen experience in Sales.

135. Burt
Understood. My last question is this.
136. Warren
[Impatiently] Fire away!
137. Burt
How did you come up with S.M.A.R.M.Y. P.I.M.P.L.E.? What's the history? In Sales, there needs to be a story, there always is a story.
138. Warren
[Looks at Gus and smiles.] So, you want to know about the smarmy pimple.
139. Burt
Yes. I mean, if it is something personal, then I'll understand. We just met this evening. I would like to respect your privacy, but remember, we do have a non-disclosure agreement, so whatever you tell me will have to remain confidential.
140. Warren
Bartender. May we have two more vodka tonics and a tonic with lime?
141. Gus
Make that three vodka tonics.
142. Warren
Three. Burt, put down your pen. You won't need to take notes.
143. Burt
Fair enough.
144. Warren
Burt. Have you ever been in the presence of greatness before?
145. Burt
I'm a U-2 groupie, if that's what you mean.
146. Warren
No, I'm talking about greatness in the workplace.
147. Burt
Like an SME subject-matter expert guru-type?
148. Warren
No, Burt. I don't mean to make you guess what I'm thinking, I just want you understand the context, the gravity of what I'm about to explain to you. [Pause.] Ah, good. The drinks. [Bartender sets down the drinks. Warren distributes them. Then

takes a sip from his glass.]

149. Gus
When Warren told me this story, Burt, I came right on board with the project.
150. Warren
Thanks for the vote of confidence, Gus. Now Burt. When I was working on my MBA, I came across some very interesting people who were looking to move to the next level of their careers. They had dedicated two years of their professional life to getting their MBA. Failure was not an option.
151. Gus
Zero fault tolerance.
152. Warren
That's right, Gus. If they were not successful in obtaining their MBA, then they would have to go back to their employer and explain why they did not meet the intended goal. Essentially, failure meant that you were fired. Not only were you fired, but you were responsible for paying for the entire program. No pressure, right. Not! The MBA coursework required that we worked in teams. We did market analyses, business analyses, product comparisons, business modeling. I teamed with some interesting people from across the country and from different parts of the world. An excellent opportunity to build your network. Well, there was this one guy from...If I could pronounce the name of the country, Burt, you wouldn't even be able to find it on a map. This guy was truly a brother from another universe, if you know what I mean. I don't know how he even got into the MBA program. It wasn't that he had some kind of mystical aura or anything like that. It was that he had an answer for everything, not like a bullshit answer. This guy was no bullshitter; he was the most serious person I have ever met in my life. He wasn't dull either.
153. Burt
What was his name?
154. Warren
You know, I don't remember? I mean, this guy could lecture on anything. Which made me say to myself, "Who the hell is this guy?" Listen, these were not idle facts he was throwing around. Whenever he opened his mouth, it was like he was taking a current event news item and turning it into an entry in Webster's unabridged encyclopedic dictionary. I was absolutely terrified of this man.
155. Gus
Have you ever met someone like that before, Burt?
156. Burt
Can't say that I have. So what happened to him, Warren?

157. Warren
He was a willful chum; always wanted to help. Ingratiating, ingratiating to the point of nausea. You know, everybody wants a Michael Jordan on his or her team, right? Let me tell you, you don't want a Jordan on your team if it means that you have to sit the bench and be a spectator when what you actually want to be is a player! It was like we were supposed to take dictation. I wanted my MBA so that I could become the boss. I wanted to learn through teamwork, not to be helped like I was some incompetent.
158. Gus
Burt, one think you need to know about Warren is that he has a problem with checking his ego at the door.
159. Burt
Duly noted. [Writes that down on his napkin.]
160. Warren
His foreign accent and willfulness. This guy didn't have to try hard at being informative, congenial, and humble; it came natural for him—so natural, that I found him nauseating. This guy was so smarmy. I was so envious of him. You know you have met professional greatness when you developed love/hate empathy for another person. And I know the difference. I went to school with Gus; I've worked with Gus. I love Gus.
161. Gus
I love you, man.
162. Warren
Another drink for this man. This guy was no Gus. This guy was a pox, a pimple. I wanted him off the team; I wanted to squash him. But if I did, the team would suffer; our project would be marred. This blemish of a person is the smarmy pimple. What I want to create, with the help of technology, is a smarmy pimple. Something that I can turn when needed, but can otherwise tell to fuck-off!
163. Burt
Help me understand, Warren. Sounds like this guy was a geek, not a smarmy pimple.
164. Warren
If you had met this guy, you would have realized that he was no ordinary geek. Geeks are not matter-of-fact, nonchalant, self-confident, and ambiguously smart. This man was uncanny. You know when people say, "if I could bottle Elvis' sweat and sell it, I would become a millionaire." Well, if I can put Mr. Smarmy Pimple onto the Web i.e. package and sell it, then I would become a millionaire.
165. Burt
Why didn't you approach this Pimple with your business proposition?

166. Warren
Look, this guy is a human being. What I admired about the man is his intellectual capital and his ability to present his knowledge at the drop of a hat. So, what does he have, in his brain that I don't?
167. Gus
Burt, that's a rhetorical question.
168. Warren
What Mr. Smarmy has that I don't, as well as most people, is circumstantial information. So, what you want to package is the information that fits the circumstance that will serve as a guide. Hence the acronym S.M.A.R.M.Y. P.I.M.P.L.E. S – simple. M – meaningful. A – actual. R – repeatable. M – must have. Y – yes. P – proactive. I – intelligence. M – making. P – positive. L – learning. E – everyday. I want to provide this as a service on the Internet. I don't want to turn people into geeks, I want to help people maintain their sense of dignity and defend themselves against smarmy pimples. I want to level the playing field. What I want to create is a mind-map system, a guidance system similar to GPS, the global positioning system, without the satellites.
169. Burt
[Slugs down his drink. Pauses.] Oh, now the acronym is starting to make sense.
170. Gus
See Burt. Warren is a man of conviction and vision!
171. Burt
Warren, do you think the "S" should stand for "circumstance?"
172. Warren
Gus, this guy is a smart-ass. This project needs to be proactive in that it that makes positive learning an everyday occurrence. The only requirements for people who work on this project is that they keep things simple, meaningful, actual, and repeatable. This is a must have, yes!
173. Gus
Warren, let me have a moment alone with Burt.
174. Warren
Excuse me, Burt, with all of the anecdotal excitement, I have to go drain the donkey. Gus, last chance. [Gets up to go to the bathroom.]
175. Gus
Burt. What the hell is your problem?!

176. Burt
This mutha-fucka crazy!!! He better get back to the real acronyms or else he can kiss his K.I. double “S”, Keep It Simple Stupid, sorry acronym ass goodbye!
177. Gus
Listen to me very carefully. The man has \$500,000 burning a hole in his pocket. That’s \$500K for us to play with!
178. Burt
Is that right. Where the hell did he get that kind of money? To whom did he pitch Smarmy Pimple? They would have to be twice as mutha-fuckin’ crazy as Warren. Is this guy spending his trust fund, or something? I sell; I don’t steal.
179. Gus
Burt, stop asking questions. Nobody is stealing anything. This is a business opportunity. Look, the Internet is taking off right now, and venture capitalists are investing dollars at any half-baked idea. Now, Warren and I go way back. He’s a friend. He has always had this chip on his shoulder. I know for a fact that he did not pitch this smarmy pimple thing to the investors. I was there when he pitched the idea of tactical solution and circumstantial information. Listen, circumstantial information is a damned good idea. Warren’s packaging sucks. This \$500,000 opportunity will give us the chance to help Warren rethink his “tactical solution.” Got me? Get some sense into your brain and work with me here, buddy. This smarmy pimple shit snuck up on me. Now, I need to know immediately if you are in or out. If you are out, then for non-disclosure purposes, our relationship will have to end. Here and at the office. And I don’t have to tell you what that means. And besides, you don’t sell; you don’t steal necessarily—you swindle.
180. Burt
[Huffs.] Well, it’s like I always say, “Never pass up an opportunity. If I go to hell, then so be it.” Careful. Here come’s Warren.
181. Gus
So, you’re in? [Burt nods.]
182. Warren
You can lead a horse to water, but you can’t make it drink; you can lead a donkey to the can, but you can’t make it piss. What do you have to say for yourself, Burt?
183. Gus
Warren, Burt. I’ve got to go siphon the tank. I’ll be right back. [Gus goes to the bathroom.]
184. Warren
Gus is a good guy isn’t he, Burt?

185. Burt
Yep. He's a real puzzle.
186. Warren
So, Burt. What do you think?
187. Burt
Well Warren, to be honest, I think I need to spend a little more time with you and Gus to see where I can add some value.
188. Warren
Burt. Are you single or involved?
189. Burt
[Feeling a little uncomfortable.] You know, I'm a player. I've got some good friends. Nothing serious.
190. Warren
If I'm getting too personal, Burt, let me know.
191. Burt
No, it's all right.
192. Warren
Me. I'm single. I like being single. As you know, Gus is married. He has all that added stress—wife and kids, mortgage. Now, Gus and I go way back, but just he doesn't get it. Check this out. He gives me a ride to my apartment. Nice guy—no problem. Inside his car, there is all this kiddy-crap: toys, dolls, bottles, crumbs.... I get inside my apartment, get undressed, go to hang up my slacks, and there, right on the seat of my pants is a lollipop, a frickin' lolly stuck on the seat of my pants. I know it was an accident on Gus' part, but nobody, I mean nobody is going to turn me into a candy-ass! As far as business is concerned, Gus is looking to get ahead, not necessarily to make killing. Gus is the candy-ass. Fuckin'-A. I'm a killer. You, Burt, seem to me to be a killer. You're not at the top of your game if you are not a killer. And as far as I understand, you are at the top of your game—killer.
193. Burt
So, what are your plans for yourself, Warren.
194. Warren
Me? Well, I plan to retire before I'm thirty-five because once I'm thirty-five, no one is going to trust me.
195. Burt
Ain't that the truth.

196. Warren
This smarmy pimple project that I've proposed to you—do you know how much money I got to research this?
197. Burt
No. How much?
198. Warren
Half a million. Can you believe it? Personally, my goal is to sell-out before the real work begins. The real work will begin once the prototype is built. Then I plan to hand the project over to the IT people. My motto is let the technology take care of itself. I'm an idea-man, not a businessman, nor a techie.
199. Burt
I'm beginning to see that.
200. Warren
And what every idea-man needs is a good sales and accounting department. I have Gus for accounting. I want you to lead the sales force. Could you do that for me, Burt?
201. Burt
Warren, I like your attitude; you are a very positive salesman. But let's take one step at a time. Like I said, I'd like to see where I can add some value, or where value can be added. Smarmy Pimple does have a ring to it. I agree with you. I think we should get a marketing perspective. A friend of mine is a marketing consultant. Vera Smith. Do you mind if I talk to her, and ask her to workshop this with us?
202. Warren
I like the fact that you are using the word, "We." As far as I'm concerned, you are already adding value. [Gus returns.]
203. Gus
How's it goin'?
204. Warren
Gus. What took you so long?
205. Gus
I called my wife to let her know that things are winding up.
206. Warren
[Aside to Burt] Candy-ass. [Aloud] Burt here wants to introduce us to a marketing consultant. Vera Smith is it?

207. Burt
Yeah, Vera. You remember her Gus. I introduced you to her at the, um, event at the Convention Center. She is the person who introduced me to the term “Smarketing.”
208. Gus
Oh yeah, right.
209. Burt
Warren has agreed to have Vera brainstorm with us on the Smarmy Pimple concept.
210. Gus
Cool! Smarketing the Smarmy Pimple!!!
211. Burt
If you would please excuse me gentlemen, I need to release the hounds. [Goes to the bathroom.]
212. Gus
Did I not say that Burt is de man?
213. Warren
We need to make sure he is sold—well ingrained—and is willing to be the “Face” of Smarmy Pimple. If we can get him to accept that he is truly de man, then we will have our fall guy.
214. Gus
We’ll need to pay him up front. No contingency fees. This way he won’t be able to back out when he finds out that he is de scapegoat. Does he know how much your in for?
215. Warren
I told him half of what I actually retained. What do you think we should offer him?
216. Gus
\$125K. This would get him to quit selling medical supplies and work for us full time.
217. Warren
Very well. [Burt returns.] I’ve just been talking with Gus, and we, or better yet, I would like to retain your services. I want to pay you a fee for your services.
218. Burt
This is very sudden. What are you talking about?
219. Warren
How does \$125K sound?

220. Burt
Interesting, but let me sleep on it.
221. Gus
Burt, we want you to work on this full time. I mean, how long do you think you are going to be the king of medical supplies sales? Let's be realistic here. Medical supplies allow you to earn a steady income, but it is not a growth industry in comparison to what I am talking about. Warren has a vision here—expand your horizons. At least for the first phase.
222. Warren
Gus is right, Burt. We received this first round of funding to develop the business plan. We need to get to the second round build the prototype. We have to have the business plan completed within two months. \$125K divided by two equals?
223. Burt
My annual salary and then some.
224. Gus
Burt, you de man.
225. Burt
Gus?
226. Gus
Burt.
227. Burt
Warren?
228. Warren
Burt.
229. Gus
Warren.
230. Warren
Gus.
231. Burt
Guys?
232. Gus and Warren
Dude.

Act 2 Setting: SmarmyPimple Conference Room (Week 3)

Gus and Burt are setting up for the morning's meeting with Vera Smith. They are setting up flip charts and documentation.

233. Gus

Burt. So how does it feel to be out of the medical supplies business and working for a dot-com full time?

234. Burt

[Nervously] Fine. I mean, I've always wanted to start my own business. I think it's great that Warren wanted to make me one of the founders of Smarmy Pimple. I feel as though I have a more earnest responsibility towards the project. How about you Gus. When do you plan on leaving medical supplies?

235. Gus

The joy of marriage is preventing me from leaving the job. My wife would prefer that use up my accumulated personal time and vacation, and work two jobs. We have another kid on the way. She's the more practical accountant. What I wouldn't give to be single and flexible again. That's why I insisted to Warren to make you a founder. You and he are putting the most effort into this project, and deserve the liability, er, profitability that comes with New Economy success.

236. Burt

Gus is there something you are not telling me?

237. Warren

[Enters] Gentlemen. Good morning. I've brought us some coffee and doughnuts for the meeting. Has Vera arrived?

238. Burt

She should be here in approximately fifteen minutes. We're scheduled for 9:30.

239. Warren

Good. I've typed up an agenda. Gus, why don't you write it up there on the flip chart? [Warren hands Gus the agenda.]

240. Gus

[Writing the agenda on the flipchart, then tearing it off and taping it to the wall.] Warren, I thought I should let you know that I have to get to the other office this afternoon to take care of some business. So, I won't be able to stay after lunch.

241. Warren

[Slightly agitated.] Well, Gus. We'll have to hit the highlights the first half of the meeting, but considering that Vera is only going to be here for the day, I thought that you would have cleared your calendar for the day.

242. Gus
If I didn't get a call at 7:30 this morning from the CEO about the Sales Department audit, I would be able to stay for the entire day, but as things happen...

243. Burt
[Concerned.] There's a sales audit?

244. Gus
Nothing you should be concerned about Burt.

245. Vera
[Buzzer sounds.]

246. Warren
That must be Vera Smith. I'll show her in.

247. Burt
A sales audit? What's going on over there? I thought things were cool. It doesn't look good right after me leaving.

248. Gus
It's nothing, Burt. I've got your back.

249. Warren
Vera. And this is our conference room.

250. Vera
Warren, it seems as though you and your new business are off to a good start.

251. Warren
Let me introduce you to the rest of the team. This is Gus Tampocian. He's our CFO.

252. Vera
[Shakes his hand.] Yes, I do recall your face--from the convention, right.

253. Gus
You have an excellent memory.

254. Warren
And, of course, you know Burt Jons.

255. Vera
Yes. And how are you today, sir?

256. Burt
[Blushing] Quite fine. You look quite smart in your outfit today.
257. Warren
Yes you do, Vera: specific, measurable, achievable, relevant, and timely. [Laughs.]
258. Vera
[Laughs quizzically.]
259. Burt
Vera, Warren is big on acronyms.
260. Vera
So I see.
261. Gus
Warren has been so gracious to bring us some coffee and doughnuts. What may I get for you?
262. Vera
Oh, yes. Cream and sugar, please.
263. Gus
Right. Have a seat.
264. Warren
Vera, I believe know Burt's background, and perhaps Gus'. So, let me tell you a little about myself, but first I'd like to have you introduce yourself and provide me with a summary of the direction you would like to take us in today. I've put together a small agenda. Gus was so kind to write on the flip chart for us, but here is your copy.
- The Agenda Reads:
1. Introductions
 2. Description of Market Analysis (Vera)
 3. Description of Smarmy Pimple
 4. Next Steps: Market Analysis Planning
265. Vera
Okay. My name is Vera Smith. I've been in marketing for seven years, two of which have been as a consultant working with Internet start-ups such as yourself.
266. Warren
What made you decide to go into consulting?
267. Vera
I like to have fun.

268. Warren
My sentiments exactly.
269. Vera
[Looks at Burt and nods.] Yes, I like the creative atmosphere of working outside of the box.
270. Warren
So, what other dot-coms have you consulted for?
271. Vera
Warren, I am a firm believer of non-disclosure. You cannot loose your edge in this competitive market. The New Economy is all about securing brand and differentiation. So, not to shoot myself in the foot, and not to compromise my ongoing relationship with my other clients, I can only say that the companies that I have worked with have done just that—secured brand and differentiated themselves from their respective brick-and-mortar competitors. The clients that I have worked with have thus far obtained name recognition. And we are now moving towards building market share via customer aquisition. I'm starting to get ahead of myself, Warren, I have typed up a brief agenda as well. So, before we get caught up in securing your brand and differentiation, please tell me something about yourself. [She winks at Burt.]
272. Warren
I've completed my MBA three years ago. I worked for an accounting firm until I fulfilled my obligation with my employer. I quit my job to start my own business. I think that the Internet is going to be the next wave of the future, and I want to get in on the ground floor.
273. Gus
Warren is a bit direct and very modest. He helped his former employer become very profitable.
274. Warren
Yes, and I felt it was time for me to move on to something that was of personal interest to me—a business I could call my own. The Old Economy way of doing things is great, but I'm ready to take on a new challenge. That challenge lies within the New Economy.
275. Burt
Warren is a visionary, a true leader at heart.
276. Vera
Well, it takes a lot of heart to weather the New Economy.

277. Gus and Burt
[Clear their throats.]
278. Vera
Gentlemen, let me show you the topics I'd like to cover today. I hope that they will jibe with the agenda you have worked so diligently upon.
279. Warren
[Receiving the agenda.] Gus, why don't you write Vera's agenda on the flip chart so that we can step through it together. And while Gus is doing that, Vera, tell me, what is smarketing? Burt stated that you had introduced him to this term.
280. Vera
Oh yes. Yep, Um, smarketing. Smarketing is the combination of sales and marketing. Where technology is used to link the relationship between business' marketing strategy and the acquisition of consumer's current session with the commerce website. A B2C, business to consumer, website is about closing the sale. Smarketing matches the market research data of all the users who have come to the website with the personal profile of that particular end-user. In doing so, the probability of having that particular end-user purchase something on the website increases.
281. Warren
That sounds complicated. Could you provide me with a high-level perspective of what you just said? One of the most important things is that our website remain simple to use because if someone gets bogged-down with data, they are going to leave the site. Remember the maxim: wherever you want to go today is just a point and a click away. Gus, when you finish writing the Vera's agenda, why don't you record the maxim.
282. Gus
Sure. Could you repeat it for me?
283. Vera
If I may Warren, I think I remember: wherever you want to go today is just a point and a click away. [Condescendingly] That is so, true.
284. Warren
Burt. I like her.
285. Burt
Vera is very sharp.
286. Warren
Sharp indeed, but Vera you don't have to worry; I don't have an acronym for S.H.A.R.P. [laughs]

287. Burt
Getting back to smarketing at a high-level, Warren—essentially.... Now let me know Vera, if I am not paraphrasing you correctly. The website collects data about the people who visit and make purchases. The more people who visit the website builds the database. With that information, individuals who come to the website can be compared. Between the information in the database and the individual's profile, through technology, a marketing strategy can be implemented to increase the probability of making a sale. It's S.M.A.R.T. shopping and S.M.A.R.T. sales. If you pardon the acronym.

288. Warren
But what we want to do, Burt, is to implement S.M.A.R.M.Y. P.I.M.P.L.E. services. How does smarketing fit in?

289. Vera
Well, let me answer your question with a question, or should I say questions. Let's have a look at the brief agenda I outlined and see if we can combine the two.

1. Product Overview
2. Target Market Category
3. A.I.D.A.
4. S.W.O.T. -- Competition
5. Brand and Differentiation Questions

I think that it would be helpful for me to place into context my agenda based on the Smarmy Pimple project. Burt has told me a little bit about the acronym, but I'd like to hear from you directly, Warren, what is the product, and who is the intended target audience? Please tell me... What is your elevator pitch?

290. Warren
Elevator pitch?

291. Burt
Yeah Warren. We discussed this earlier this week. What is your sales pitch you would give if you ran into a potential investor on an elevator? Not the anecdotal pitch, but the service-provider version

292. Warren
Oh yeah. It's a little early in the morning for me. I'm a night person. Anyhow, what S.M.A.R.M.Y. P.I.M.P.L.E. stands for is S – simple. M – meaningful. A – actual. R – repeatable. M – must have. Y – yes. P – proactive. I – intelligence. M – making. P – positive. L – learning. E – everyday. The website SmarmyPimple.com is a website that allows consumers to build and/or explore personal, professional, and or political profiles based on archetypal persona: traditional, philosophical, democratic psychologies. How the consumer builds these profiles is through an MMS Technology (mind-mapping system), which is an engine and an algorithm, which is something we don't have to worry about right now. The reason why someone would want to come to this website is because they are looking for circumstantial information, answers that will provide the consumer tactical solution to a problem they are confronting. This is a tool that gets into an individual's psyche, into to the core of being. So, SmarmyPimple could be a self-help tool, or it could be used as a type indicator.
293. Vera
So is this a B2C or a B2B product?
294. Gus
It could be both?
295. Vera
Sure. It depends on the market category. If SmarmyPimple, you might want to rethink the product name... If SmarmyPimple is a recreational product, like horoscopes or numerology, then there is a definite B2C market to target. If SmarmyPimple is a media product, like you would see on financial websites that provide profiles on companies, then there is a potential B2B angle there. Where is the data that is going to run the engine coming from? How does the algorithm work?
296. Warren
Vera. We are in the three weeks into the first round of funding. What we are trying to do is develop a business plan so that we can obtain the second round of funding. What we want from you is to help us move forward the type of market we could compete in. What I'm thinking of is augmented reality, demographic voyeurism if you will—role-playing via a persona model. SmarmyPimple could be used in a B2C or B2B scenario. You know, circumstantial information to obtain tactical intelligence. It's a lot like the smarketing think you just talked about.
297. Vera
I see.... Have you received funding? Oh, right, you just said you did. If I may ask, how did you accomplish that?
298. Burt
Vera. Why don't you move on to items three through six on your agenda. What is AIDA?

299. Vera
Okay. Essentially there are four stages to acquiring a consumer: 1. Awareness, 2. Interest, 3. Desire, 4. Action—A.I.D.A. A.I.D.A. techniques help secure consumer confidence in the service provided. By utilizing AIDA best practices, a consumer learns more about the added value of the product. Through branding and differentiation (awareness) techniques such as banner ads and email-notification, coupled with promotional cross- and up-selling within the website, consumers become interested of your product-line, and are induced (develop a desire) to give the product, or in this case, the service a try (take action). Depending on your business model, the trial can be free or discounted offer for a specified limited-time, after which the consumer becomes a repeat customer.
300. Warren
Value-add. That’s what I want to do.
301. Vera
I can work with you on that. Last, or should I say, second to last is the S.W.O.T. analysis. S.W.O.T. stands for strength, weakness, opportunities, and threats. Here is where we take the SmarmyPimple service and compare it to the competition’s offerings.
302. Warren
Yes, I’m familiar with S.W.O.T.s. I’ve done some of those when I was an MBA student.
303. Vera
304. Vera
Good. I was hoping there was an acronym that would strike a cord with you.
305. Gus and Burt
[They clear their throat.]
306. Vera
And lastly are the Brand and Differentiation Questions. This is an assignment that we can work through together, or you can individually take a shot at, and then compare answers. The questions are intended to make you think about the SmarmyPimple product, the intended target market. From there we can then discern A.I.D.A. and S.W.O.T. issues. With all of this information, we will then be able to document a strategy that will augment your business plan. When do you expect to complete your business plan?
307. Burt
We’ve spent a couple of weeks trying to hash out a mission and vision statement.
308. Vera
May I see a copy of it?

309. Warren
With that question, Vera, you take us to the fourth item on my agenda, Market Analysis Planning. What do you think about SmarmyPimple—as a concept?
310. Vera
Well Warren, I feel as though I should be honest with you. In the New Economy, starting a business is an uphill battle, one I am willing to take. However, my approach is to remove as many impediments as possible. I don't get SmarmyPimple, the name, let alone the acronym. Usually an acronym is no more than six letters. The shorter the acronym, the better. It is easier to remember. A difficult acronym does not help brand recognition. Brand recognition, is that something that is important to you? You are hamstringing yourself with a name like SmarmyPimple.
311. Warren
Look Vera, at this point you have essentially to options. Option number one: You can continue to play devils advocate, and I will pay you out-of-pocket with the crumpled up dollars I have in my billfold. Or you can elect option number two: You adopt a can-do attitude, help us with our business plan, and I will write you a large check in appreciation for your services. You were not my first choice. Now, Burt has vouched for you, so I hope you are as S.M.A.R.T. as he is and elect option number two. I can always take my business elsewhere.
312. Burt
[Nods his head.]
313. Vera
Warren, I didn't mean to burst your bubble. I'm sure you are fully aware of how unforgiving this New Economy truly is. But I am sure that you have already set your sights on the New Economy territory, and plan to "mind-map" this wilderness. So, to quote one of America's most significant female territorial guides, Sacagawea, "Let's go exploring, shall we." I would just like to mention, if I haven't already, that I am a firm believer of non-disclosure.
314. Burt
Vera. We do not want to jeopardize the integrity of you or the SmarmyPimple project.
315. Vera
Well then, it would be my pleasure to work with you gentlemen.
316. Burt
Vera, you are it!
317. Vera
Burt?

318. Burt
Vera.
319. Vera
Warren? Gus?
320. Burt
Warren?
321. Warren
Vera.
322. Gus
Vera.
323. Warren
Gus. Burt.
324. Gus
Warren. Burt.
325. Burt
Warren. Gus
326. Vera
Guys?
327. Burt, Gus and Warren
Dude.
328. Vera
Warren, if you would direct me to the ladies room. I need to flush the flue.
329. Warren
Right this way. [Exit Vera and Warren.]
330. Gus
So, Burt. Vera is good. I think she will be able to help us with the business plan.
331. Burt
Vera will set us in the right direction. Did you see how she handled the SmarmyPimple issue, and well as Warren's pushback?
332. Gus
Vera's comments will soften Warren, at least get him thinking about a name/acronym change. Well, I think this is a good time for me to head back to the office.

333. Burt
Oh yeah. What's this sales audit you were referring to earlier this morning?
334. Gus
You don't have to worry. I've got you covered. You know that there is a quarterly audit of sales, inventory, expenditures, and receivables.
335. Burt
Yes, Gus. I know that. I'm just nervous about, you know. I win the Salesperson award, then leave? There was no real reason for me to leave other than heading up the Sales Division of SmarmyPimple. Couple that with the fact that you are working on this project while maintaining your accounting position makes me wonder whether or not...you know, the whole legitimacy thing. What prompted me to take on this project was your veiled threat...
336. Gus
... And the fast-money. Burt. You don't have to worry. People at the office think you left while the leaving was good. I've got your back. Now, I've got to go and work on my exit strategy so that I can get the hell out of medical supplies. Call ya.
337. Burt
Later. [Burt starts to take down the flip chart recordings. Vera and Warren return.]
338. Vera
What we may want to consider Warren is retaining a business analyst to assist us with optional business models. It would help with the smarketing strategy. What do you think?
339. Warren
Do you have someone in mind?
340. Vera
A good friend of mine, Charlie Manning is my first choice. We have worked on a handful of startup projects. He knows B2C and B2B models. I think he will be an asset to what we have in place right now. We have you, the visionary; Burt in Sales; Gus looking after finances; myself in marketing. Alls we need is a practical business model to present to the VCs. Charlie will help validate and bring credibility to SmarmyPimple. Did I mention that I really like the MMS concept: mind-mapping system? I think a buzzword like that will really takeoff.
341. Burt
Warren has a healthy handful of keywords that will move this product/service to the next level, the next round of funding.

342. Warren
Why thanks, Vera. Burt, your support is always appreciated. I've got a few phone calls to make. So, I'll let you two figure out the next steps. Let's bring, Charlie was it, in for a meeting.
343. Vera
[Smiles.] Charlie Manning.
344. Warren
Charlie Manning. Super. Now I've got to go scratch my feet in the sand.
345. Burt
I'll catch you up with anything that results from Vera and me.
346. Warren
Excellent.
347. Vera
Nice to have met you, Warren. I look forward to continuing this relationship.
348. Warren
Okay. Me to. So long for now. [Exits.]
349. Burt
You did a good job this morning. I think Warren is really impressed.
350. Vera
Thanks, Burt. So you feel comfortable with this project?
351. Burt
Once Charlie is plugged-in, it should be smooth sailing.
352. Vera
I should give him a call right now to make sure he is available. Do you mind?
353. Burt
Go right ahead, Vera. You can use the phone. Dial "9" for an outside line. I'll be at my desk. Stop by when you done.
354. Vera
Thanks again, Burt.
355. Burt
Shit.

356. Vera

What's wrong?

357. Burt

I almost forgot to dump the load.

358. Vera

Burt, go do what you go to do. Talk to you later. [Burt exists. Vera opens her purse to use her cell phone to call Charlie Manning. She closes the conference room door.] Hello? Charlie? Hi, Vera speaking. You available to talk for a moment? Yeah, I've got a job. You know, the one I spoke with out about: SmarmyPimple. Are you interested? I'm here in their office. SmarmyPimple. That's right, SmarmyPimple. Can you believe it? Not only is it an online service, it's an acronym too. I think the founder seriously believes that "thinking out of the box," means to come up with the most ludicrous name on the planet; however, the actual service sounds promising. Warren Sanders. Oh yeah. I'm being paid my premium. They have funding, and they are gunning for a second round. Do you remember Burt Jons? Yep, uh-huh. Too legit to quit. I think we can sprint through this one before they get hammered. Look, I'm running up my minutes on my cell phone here. Do you think you could meet with us sometime next week? We need some solid business models. Okay. Remember, non-disclosure. Right. I'll call you with the day and time. So long. Bye. [Hangs-up.] Oh, this is going to be good. This really really going to be good.

369. Vera
SmarmyPimple does not sound sanitary to me, that's all. In order to secure a brand, the product name needs to be clean, sleek, and crisp—or at least appear to be sanitary.
370. Gus
I don't mean to undermine you, Vera, but if we can come up with a logo, icon—or maybe even a computer monitor that is shaped like a zit oozing information or something. I think we will be able to stretch this metaphorically.
371. Burt
Information is a messy thing. Look, we could have this guy sitting at his computer with his head about to explode because of information overload. Now, having brain matter spattering all over the TV screen is gross, but an exploding zit? That's funny ha-ha! Now you're talking. What the service is going to provide is a way to control data zits (SmarmyPimples) from forming into exploding puss package. It's all about control! Control equals security. If you have control over the situation, it doesn't need to be "sanitary."
372. Charlie
Good. This is a start. [He writes the keywords on the flipchart: "information overload," "exploding zit," "control data zits," "puss package," "security."]
373. Vera
I think to cross-sell the concept to various target markets we will have to consider gender and age. We have to consider what the competition is doing through the S.W.O.T. analysis that I'm conducting.
374. Burt
Where are you with the S.W.O.T.?
375. Vera
(Nervously) It's in progress. I wasn't expecting this dramatic of a change in the deadline. I mean, this is really expedited.
376. Warren
Hey Sacagawea, you wanted in on this expedition.
377. Vera
Warren, I don't fold under pressure; I'm not interested in compromising the project. I have a good reputation and fantastic relationships; I don't want a splotch on my resume, not even a Smarmy Pimple. With that said, what the SmarmyPimple concept relies on from a marketing *and* business model perspective is A.I.D.A.
378. Warren
What is A.I.D.A.?

379. Vera
Awareness, Interest, Desire, Action.
380. Charlie
[On a new sheet of flipchart paper, he writes down in column format: Awareness, Interest, Desire, Action.]
381. Gus
Well how's this for *awareness* and *interest*? What about this for a cross-gender tagline, "Cosmetic information to hide that SmarmyPimple."
382. Warren
We could spoof all those cheesy zit cream commercials from the seventies. Sounds fun to me.
383. Charlie
[Writes down "cosmetic information," "zit cream commercials from the 70's."] These are some good ideas. I like the buzzwords and catch phrases. I think we should write them all down and revisit them later, much. Marketing is an important component, but what we are going to need to address for the presentation to the VCs is a business model. Can we focus on that for a moment?
384. Vera
I think the business model should be based on the B2C audience, aged 18-34 for now since we are talking about data zits and cosmetic information.
385. Charlie
Agreed. [Writes down "B2C age 18-34, gender open.] We'll leave gender an open issue for now.
386. Vera
Brainstorm! There are plenty of business intelligence models out there. Why not come up with a consumer intelligence model.
387. Gus
I like that. Business intelligence is supposed to be about logic, about making sense. Consumer intelligence could be about being impulsive, about not making sense?
388. Charlie
[Writes down, "consumer intelligence."]
389. Warren
Let's think this through. What you are proposing, Vera? Is that SmarmyPimple's service is circumstantial information for consumer intelligence.

390. Charlie
[Writes down “circumstantial information.”]
391. Burt
However, consumer intelligence should follow the K.I.S.S. rule.
392. Charlie
[Starts to write down the acronym.]
393. Warren
Scratch that Charlie. Consumer intelligence should follow the SmarmyPimple rule. Write this down: S – simple. M – meaningful. A – actual. R – repeatable. M – must have. Y – yes. P – proactive. I – intelligence. M – making. P – positive. L – learning. E – everyday.
394. Charlie
[Writes down the acronym.]
395. Warren
SmarmyPimple works on a personal, professional, and political levels with each level having a traditional, philosophical, democratic and psychological component.
396. Vera
Yeah. Think about it. “Personally, My baby brother makes no sense to me. He likes this tradition, that philosophy. Democratically, my baby brother is narcissistic, and his behavior is as psychotic as a pig in heat. SmarmyPimple, what should I get for him this holiday season?”
397. Charlie
[Writes “tradition” in awareness column, “philosophy” in interest column, “democracy” in desire column, and “psychology” in action column.] This is starting to come together. Anything else?
398. Burt
I can follow this. Professionally, my neighbor likes observes this tradition, worships that philosophy, and is democratically gregarious—a real community guy. So, psychologically, he wears his heart on his sleeve.
399. Warren
This is addictive. Politically, I like this tradition, that philosophy, and I vote for the other team, democratically. So, it follows then that psychologically, I’m an onanist. You know what I mean—intellectually.
- Gus
Too much information, dude.

400. Burt
Pop that SmarmyPimple.
401. Charlie
Warren brings up an important issue. What constitutes the proper level of information? If I captured this idea correctly, SmarmyPimple is supposed to “control data zits,” not uncover blemishes.
402. Vera
Privacy and security could be an issue. Lack of both is bad from the brand. You have to think about who is going to be using the tool.
403. Charlie
[Writes that down as a red flag.]
404. Warren
Let’s not loose steam here. I think that the SmarmyPimple algorithm is based on obtaining one or more of the four parameters (tradition, philosophy, democracy, and psychology). The engine then returns back intelligence that the consumer can select and resubmit to the algorithm. That’s where the value can be added. The fact that the consumer only knows one aspect, say tradition. Runs the engine. Gets feedback. Goes back to the person with whom they are researching (profiling). Checks the printout. Collects “field-data,” then goes back to SmarmyPimple to enter in the additional parameter. Oh yeah, and the parameter intelligence could be filtered on a personal, professional, and/or political association. Did you ever have to buy a gift for colleague, but didn’t know what to get them? Would this gift be appropriate professionally? Is the gift too personal, politically incorrect? You know what I mean? With MMS (mind-mapping system) technology, which is an aggregate of personality value propositions, SmarmyPimple serves as an intermediary that helps the consumer figure out a tactical solution that will augment their reality, that will enable the consumer to keep the flow of communication with their family, friends, and colleagues contextually open.
405. Vera
Warren, you are a visionary. You just came up with your sales copy and tagline! Smarketing!!!
406. Charlie
[Writes down what Warren said.] I’m beginning to see how the data collected in this tool could be used for B2B purposes.
407. Burt
The data collected could be sold.

408. Vera
Marketing firms would pay an arm and a leg for this data—and to use the tool as well for analytical purposes.
409. Gus
We are on to something big here!
- 410.
411. Warren
Non-disclosure! Non-disclosure!!!
412. Charlie
From a business model perspective, we need to first consider how the algorithm ties into a product database. Who should SmarmyPimple partner with? Is SmarmyPimple a “search engine” website? Or is SmarmyPimple a software package that companies can buy and deploy on their own.
413. Vera
I think the S.W.O.T. will help us there.
414. Burt
We need that matrix ASAP.
415. Charlie
We’ll need to define the goal of the SmarmyPimple project to ensure VC buy-in.
416. Gus
Excuse me, but I need to strain the noodle.
417. Warren
This is a good time for a break. Who wants lunch?
418. Burt
Who’s for pizza?
419. Charlie
Sounds like a good idea. I’m feeling a little light-headed. I skipped breakfast.
420. Vera
Count me in.
421. Warren
I’d like pepperoni.
422. Gus
[Leaving to go to the bathroom.] Get one plain at least.

423. Burt
Any other toppings?
424. Vera
No onions, and no anchovies!
425. Burt
Anything else? Okay. I'll place an order for one plain, one pepperoni, and one with broccoli and mushroom.
426. Warren
Don't forget drinks. Diet Coke and Sprite.
427. Charlie
And bottled water.
428. Burt
Thanks. [Calls in delivery. He is out of earshot from the conversation.]
429. Charlie
So, Warren. Do you plan on making the presentation to the VCs?
430. Warren
No. I've been thinking that I'd like Burt, who is Chief of Sales, to be the primary. I think it would bode well for the project if the "face" of SmarmyPimple was not the CEO. I got our foot in the door, but from what I have learned from Vera, Gus, and Burt is that the visionary is not always the best person to sell the vision. I'm too close to SmarmyPimple. I can't see the trees for the forest; I'm not practical enough, too creative. I think what they are looking for now, is depth of concept—how grounded is this project, and how deep can we, the team, dig?
431. Gus
[Returning from the bathroom.] What are we digging?
432. Warren
[To Gus] Burt.
433. Gus
Oh, no brainer. I've worked with Burt for a couple years. He knows how to sell. He's de man.
434. Vera
I'm going to work with him to further develop the pitch. Once we marry the business plan and market analysis with the vision, it will be relatively easy to put together a script and a PowerPoint presentation.

435. Burt
Pizza is ordered.
436. Charlie
Burt, I've been hearing that you are going to be the point person for the presentation to the VCs.
437. Gus
Burt's de man.
438. Burt
I've agreed to make the pitch, yes.
439. Charlie
Have you ever presented before VCs before?
440. Burt
Well, not actually, but I have made successful cold-calls at the C-level, made presentations at conventions that have closed lucrative deals.
441. Vera
I've seen Burt in action. He's good.
442. Burt
I wouldn't say I'm invincible, but I do have a thick layer of skin. I can handle the pressure.
443. Charlie
The products that you were pitching, however, were tangible goods—were they not?
444. Gus
Medical supplies.
445. Burt
Medical supplies, and service agreements.
446. Charlie
So, you have never pitched concepts, never sold an idea as a product.
447. Burt
Nope. Can't say that I have. But I am always up for a new challenge.

448. Charlie
Well, getting buy-in on an idea is a whole different ballgame, especially in the Digital Age. Ideas have to lead to information that is worth money. Have you ever created information before? You need to remember, for each person you pitch SmarmyPimple to you will have that many interpretations of what the end-product should be. The reason why I am here is to help you define your product to the extent that there will be little left to interpret. Interpretation is a need that we hack through in order to get to the information.
449. Warren
And that is why I like you, Burt. You are not afraid to take the driver's seat. This meeting with the VCs is like the qualifying heat of a NASCAR race. Team SmarmyPimple expects nothing less than the pole position.
450. Vera
I love it when guys get touchy-feely.
451. Burt
Hey, I've got to decrease the pressure on the valve. I'll be right back. Gus, the total is \$25 for the pizza not including tip. [Exits.]
452. Gus
Burn rubber, my friend.
453. Charlie
We have a lot of work ahead of us people. I hope your stock car is finely tuned and has a lot of gas.
454. Vera
Gentlemen, I need to be on record that I don't think Burt is qualified to take on the responsibility of representing SmarmyPimple.
455. Warren
We'll be okay. I have a lot of confidence in Burt. If there is a crash and burn, we'll be in the pit stop ready to call in emergency assistance.
456. Charlie
I suppose that means you have an exit strategy.
457. Vera
That needn't be stated, Charlie. Every professional has one.

458. Gus
I've got Burt locked in. His character will be assassinated. For the success of the project, we have to have someone set up to fail just in case the product is called into question. Burt is gone whether the presentation is a success or a failure. The slaughter of the salesman. To secure the next round of funding, we will call into question Burt's credentials. Burt has a past. Yes, if the presentation flops we'll take a hit for not knowing better—but we'll cry the he defrauded us, and we will ask the VC to place a representative on the team to help run operations. Then, at each of our own discretion, we'll slowly divest our interest in the product and allow ourselves to be bought-out. It's a win-win situation.
459. Charlie
Gus, sounds like you and Warren have a superb exit strategy. Then, the question is how professional is Burt.
460. Gus
I think I heard the buzzer.
461. Warren
Lunchtime!
462. Vera
Where's Burt.
463. Gus
Don't worry. I'll eat his portion. [Laughs and exits.]
464. Charlie
Gentlemen, business modeling and planning are what I do best. After those tasks are completed, I think it would be best for me to provide you with my invoice.
465. Warren
I appreciate your willingness to facilitate the structuring of the business plan for the VC presentation, but I think you should consider an ongoing relationship with us.
466. Charlie
Thanks, Warren, but I am a man who is a firm believer of CYA. [Enters Gus with the pizza and soda.]
467. Gus
Cover your ass?
468. Charlie
That's right Gus. And I like the diversity of projects contract work brings. If and when the SmarmyPimple prototype is built and the dust settles, I would look forward to a call. Business models always need to be revised.

469. Warren
I trust that you would maintain the non-disclosure agreement.
470. Charlie
Of course. A man in my field lives off of his reputation. I don't get practical business experience by harpooning the models that I help design. This is good pizza by the way.
471. Burt
[Returns.] The pizza is here. I hope there's some left.
472. Gus
Plenty, Burt.
473. Warren
Burt. We need to make sure that we get everything we need from Charlie, because he is not going to be part of the presentation team.
474. Vera
With the immediacy of the deadline, my work will be completed sooner than I thought, Warren. That will free up my schedule to take on other projects. I'll complete the SWOT and AIDA, and help out where needed with the business plan, but once that is complete, I don't see where I will be able to continue to add value after that.
475. Warren
Charlie, Vera. I'm distressed. Hesitance is a sign of resistance. The least I expect is that you make good on your contract. And you will need to sign a non-disclosure statement before I will pay your fee.
476. Gus
Burt, you are the Chief of Smarketing! You recommended Vera to us, and she brings in Charlie—and now they both are backing out.
477. Burt
Not prematurely, Gus. They are here to make good on their deliverables despite the change of deadline. I'll take you the rest of the way. I'm de man. You can count on me.
478. Warren
Excellent. Let's eat and get back to work.

Act 4 Setting: VC Conference Room (Week 5) -- 8:30 am

479. Warren
Gus, the meeting is in a half hour. Is everything set?
480. Gus
Sure. Burt is on his way. He just called me on the cell.
481. Warren
I mean is *everything* set?
482. Gus
Oh, right. Well, the money has been *allocated* and *accounted* for, yes. I have the charts here if we need to discuss the information with the VC.
483. Warren
Have you followed-up on the stock tip?
484. Gus
The broker is waiting for my phone call, but the order has been placed. We should be able to get a good IPO spike with our earnings here.
485. Warren
Good. Then we will be able to return to the VC a portion of their investment if things turn ugly, but still earn a butt-load for ourselves!
486. Gus
That's right, but there is one small problem.
487. Warren
Problem?!
488. Gus
Yeah.
489. Warren
What, man! We already have two strikes. One more and we're out!!!
490. Gus
Burt.
491. Warren
Burt?! What do you mean? He didn't find out did he?
492. Gus
No. He didn't find out.

493. Warren
Then what is it?
494. Gus
Well, have you seen the presentation?
495. Warren
I had seen a draft of it back when Vera and Charlie were on the project. One word, “Schlock.” If you recall, the way this plan is supposed to work is that we say that Burt is a maverick who went off on his own without checking in with us. The plan is that Burt takes the fall for this mess; Vera and Charlie are “his people.” We are here to clean up (with additional funding of course), or as a result of Burt’s negligence the project gets canned. Either way it’s a no contest win-win for us.
496. Gus
That’s the problem. I saw the presentation. It’s really good.
497. Warren
Why did you compromise our position?
498. Gus
Even though I’m a shyster, Burt is a friend. He called and asked me to review the presentation with him.
499. Warren
Why didn’t you make up an excuse not to see him.
500. Gus
My wife answered the phone and invited him over. What am I supposed to do? She thinks that SmarmyPimple is a product as well. So, I just couldn’t say no.
501. Warren
You said that the presentation is good?
502. Gus
Way.
503. Warren
The stuff that Vera and Charlie had proposed was typical buzzword Internet-speak garbage. Burt doesn’t talk the talk.
504. Gus
Burt’s a shrewd guy. He took their work and embellished it. He’s a salesman for Christ’s Sake.

505. Warren
What can a guy with an Associate's degree from a Community College do at this level? C'mon.
506. Gus
Oh, this guy is turning out to be a real Rocky.
507. Warren
Gus. Gus. Gus. You were supposed to hire me a stooge.
508. Gus
I have him backed into a corner. It's not like this guy is above original sin. I think we should come clean with him, and let him know that he should take a dive—or else I will turn him in about his indiscretions with Medical Supplies.
509. Warren
You didn't.
510. Gus
Warren, I'm a Master Chef accountant, not some Bar-and-Grill burger-flipper. The plan will work if we force Burt to take a dive on the presentation. It's not like he isn't getting paid. We will probably have to make sure that he keeps his non-disclosure agreement, which might take a few extra dollars. You know.
511. Warren
Severance pay. Good idea.
512. Gus
I'll take care of it.
513. Warren
Here's Burt.
514. Burt
Hey guys. Phew, I had to run into OfficeMax to get a new bulb for the projector. That would have really sucked if the bulb went during the presentation. (Begins to set up the projector and his laptop.) I'm really psyched. We are going to get the next round of funding. I can taste it.
515. Gus
Ready to run up some stairs—aye Rock?
516. Warren
Burt, since we're here doing some male-bonding, I thought that Gus should let you know where we stand at this juncture with the SmarmyPimple project.

517. Burt
We're going for the next round. What do you mean, juncture?
518. Gus
What Warren is trying to say is that, we as a team are at a juncture.
519. Warren
More like a crossroads.
520. Burt
Juncture? Crossroads?!
521. Gus
Burt. Let me say this frankly, we only have five or ten minutes before the VCs come in. Remember when we were at the bar and Warren told you the story about his experience with the pimply dude.
522. Burt
Vaguely, I lost my napkin note. Just kidding. As you know, I've...
523. Gus
Get real, Burt. Do you believe in Santa Claus?
524. Burt
You sold me from day one. I know there is a SmarmyPimple.
525. Warren
Yes, and we are not him. We don't even want to sell him as an "augmented reality" tool. We're concept people—smoke and mirrors. That's all.
526. Gus
That's what I was trying to tell you, Burt. We want you to tank the presentation. We need you to tank the presentation. For our own safety.
527. Burt
Safety bulldinky. How much money are you taking in if this presentation tanks.
528. Warren
We are willing to offer you a nice severance package.
529. Burt
Double dinky. How much money are you taking in if this presentation tanks, and the VCs still want to invest?
530. Gus
Do us all a favor, here. You've gotten paid—and then some.

531. Burt
Double-double dinky. How much money would you take in if the presentation doesn't tank?
532. Warren
Burt, you don't get it. We don't want the responsibility. We've gotten paid. Time to dish-off.
533. Gus
If you don't tank, I will be forced to correct the sales sheet, and you would be forced to payback all of those commissions you never really earned. You'd probably be sued.
534. Burt
Look. You guys set me up. Not you Warren, but my boy here, Gus. I have been paid, yes. And I can afford to get a lawyer to sue your ass. And I will run you into the ground. This is some bigoted shit. "Burt, oh you de Man." You guys are going down in so many ways!
535. Gus
You always use to say to me that you wanted to be de Man. Well, now here is your opportunity.
536. Warren
Burt. I don't care if you sue us. That will fit nicely into our plan. Go ahead. Cry foul. You are not above reproach. My friend. Hell, you can cry like a baby. I hope you do. That'll prove my point that you are incompetent, and cannot face real challenges. So go ahead. The irony is that the one thing you won't be able to do is cry racism. You are one of us now. We have you're your true medical supplies sales record, which we might say is augmented.
537. Burt
Augmented reality.
538. Warren
You learn fast, Burt. Are you sure that you are not the Smarmy Pimple? You know that you have already established a pattern of fraudulence. So, what's left, Burt? Be like us.
539. Gus
Be like us. You are us. Take the money and run!
540. Burt
I've taken the money; the question remaining is will I sellout. Fellahs, before the presentation begins, I think I should sprinkle.

541. Gus
Yeah, well be neat and wipe the seat.
542. Burt
Gus?
543. Gus
Burt.
544. Burt
Warren?
545. Warren
Burt.
546. Gus
Warren.
547. Warren
Gus.
548. Burt
Guys?
549. Gus and Warren
Dude. [Burt exits.]
550. Warren
What do you think, Gus? He's you're man.
551. Gus
We should think about Plan B.
552. Warren
Plan B? Oh, most definitely! Let's set up the computer and projector.
553. Gus
Should we tamper with the PowerPoint?
554. Warren
No. Let's just stick with Plan B. I'm sure Burt is nervous enough. Let him think that we tampered with it. It'll be fund just to watch him choke. There's no need for blatant sabotage.

Act 5 Setting: VC Conference Room (Week 5) – 9:00 am

555.

Burt

Good morning. My name is Burt Jons. I am the Director of Smarketing for SmarmyPimple.com. I sure you already know Warren and Gus who are the CEO and CFO respectively. I see that you already have your information packets. Feel free to take notes during the presentation with the pad provided. Could you get the lights Gus so that we can see clearly what is projected onto the screen? Thanks.

[Turns on the projector.]

So, we are here this morning to provide you with a high-level view of the Business Plan for SmarmyPimple.com. Let me begin with a little quiz.

[First slide.]

Do you know this person?

[Next slide.]

This individual?

[Next slide.]

Or this fine upstanding individual?

[Next slide.]

How about him?

[Next slide—montage of the four people.]

Well, if you don't know these people, then you probably know someone like them: a seemingly ordinary person with an uncanny personality, with a penchant for making life more complicated than necessary.

[Next slide.]

I'd like to call these "know-it-alls" SmarmyPimple people—always willing to help when their "help" has not been solicited. Don't you hate that?

[Next slide.]

I would like for you to take a moment to think about these people. Is it that they are any smarter than you or I? No. Is it their genetics??? Hell no!!! These people are

the way they are because they have figured out how to manage their knowledge, what little knowledge is in their pea-brain. Think about it. It's like managing your money. Just as venture capital requires fiscal management, so does intellectual capital require knowledge management. I don't know about you, but I expect ROI on everything, not just money. I know that it isn't possible, but I'd like to try to increase the odds—and have fun while trying.

[Next slide.]

So, the problem statement is: How do you manage your knowledge in order to increase your intellectual capital?

[Next slide.]

We here, at SmarmyPimple.com, believe that we have the goods to deliver a solution to the problem on increasing intellectual capital.

[Next slide.]

What is SmarmyPimple? SmarmyPimple is an acronym which makes knowledge management

[Next slide.]

SIMPLE...

[Next slide.]

MEANINGFUL...

[Next slide.]

ACTUAL...

[Next slide.]

REPEATABLE...

[Next slide.]

Providing MUST-HAVE information...

[Next slide.]

YES!!!

[Next slide.]

Having access to this information that fits your circumstances will gain...

[Next slide.]

PROACTIVE...

[Next slide.]

INTELLIGENCE...

[Next slide.]

which makes...

[Next slide.]

POSITIVE...

[Next slide.]

LEARNING...

[Next slide.]

an EVERYDAY experience.

[Next slide.]

Why SmarmyPimple? We all want answers that solve our problems. We want that solution to fit the circumstances we are facing. We are looking for a formula—because failure is not an option.

Now let's take a moment to give ourselves a round of applause. Very good. A t-shirt for you.

[Next slide.]

Okay. Product Overview. The SmarmyPimple vision is that of providing a service, a service that allows you the consumer to explore and build your own personal, or professional, or political knowledge base. Build your own intellectual capital reserve, if you will, that suits your tradition, your philosophy, your sense of democracy, a reserve that fits your psychological profile. Sound like a mouthful, doesn't it. Well, with SmarmyPimple, you'll have a mind-full. A mind full of information that is pertinent to your circumstances.

[Next slide.]

How does SmarmyPimple work?

[Next slide.]

Let's step through the process. The consumer creates a profile based upon the fore mentioned schema...

[Next slide.]

Tradition...

[Next slide.]

Philosophy...

[Next slide.]

Democracy...

[Next slide.]

Psychology...

[Next slide.]

These four aspects are collected on each tier: Personal...

[Next slide.]

Professional...

[Next slide.]

and Political.

[Next slide.]

Once the profile is complete, the SPMMS (SmarmyPimple Mind-Mapping System), which is a proprietary algorithm and engine that aggregates the consumer profile with census data, demographic market data, and with a little tweaking, the engine could even be configured to integrate with Legacy Systems.

[Next slide.]

So, SmarmyPimple is flexible enough to be utilized as either a B2C or B2B revenue model. What I'd like to do now is move on to...

556. Warren

Excuse me, Burt.

557. Burt

Yes, Warren?

558. Warren

Do you mind if we turn up the lights, just a little so that we can follow along with the material provided in the information packet, as well as take notes?

559. Burt

Why yes. Good idea, Warren. Lights Gus, please. Okay moving forward. As I was saying, now that we have a high-level, general overview of the key functions of the SmarmyPimple product, what I'd like to do now is move on to the business model we would like to implement with the SmarmyPimple product. How we could generate revenue. I'd like to take you through two scenarios: one B2C, one B2B. The business drivers...

560. [Gus looks at Burt and puts his hands around his throat and sticks out his tongue as if he is choking. Warren and Gus continue to make ludicrous faces and body gestures to throw Burt off his game.]

561. Burt

One of the biggest business drivers kludges of the Internet that has been marketed to consumers is the concept of virtual reality. I ask you, in the advent of reality television, who wants ersatz reality. C'mon. How do you add value to virtual reality? Can you hear the pitch? *Our reality is so virtual it's faker than fake.*

[Next slide. Escalate—new heckle face from Warren and Gus.]

Say no to virtual reality. C'mon. Say it with me. *No more virtual reality.* Very good. Here's a mouse pad.

[Next slide. Escalate—new heckle face from Warren and Gus.]

What we at SmarmyPimple.com offer is a vehicle to use contextual inquiry to augment reality. Based on actual demographic data, the consumer can role-play a purchase decision.

[Next slide. Escalate—new heckle face from Warren and Gus.]

For the B2C scenario, a consumer can use their own SmarmyPimple User Profile

(SPUP) or create one for whom they are purchasing. Based on the SPUP and shipping address zip code, the SmarmyPimple Mind-Mapping System (SPMMS) engine is in the background collecting, filtering, and sorting data for the consumer.

[Next slide. Escalate—new heckle face from Warren and Gus.]

The SPMMS engine serves as an intermediary for the business to display only those categories and product lists that match what other consumers with a similar percentage SPUP within that particular demographic zip code, city, county, what have you.

[Next slide. Escalate—new heckle face from Warren and Gus.]

The consumer and the business can compare results to see how they match up with others within that particular part of the country. Think of it as a global positioning system for product selection and distribution.

[Next slide. Escalate—new heckle face from Warren and Gus.]

I'm serious. Think about it—demographic voyeurism at its finest. Not only does SmarmyPimple provide real-time customer/product data, but also can provide a click-to-brick relationship that drives the consumer to the actual place of business.

[Next slide. Escalate—new heckle face from Warren and Gus.]

SmarmyPimple is the Great Aggregator. No longer will business analysts need to review click-streams and log files; they will be able to associate a profile with a location, a product with a location, a product with a profile. SmarmyPimple will redefine how leads are qualified starting from suspect to prospect to contact to closed sale. SmarmyPimple is dual-purpose. SmarmyPimple is the knowledge management, CRM, ERP *killer app!*

[Next slide. Warren and Gus pull down their pants and moon Burt.]

Fellahs, yo fellahs. Is there a problem?

562.	Gus	Why no, Burt. Please continue
563.	Burt	How can I? I've been upstaged over here.
564.	Warren	Burt, you're doing fine. You can't quit now. We were just getting warmed up?
565.	Burt	

Please forgive my colleagues. They are very nervous, so nervous they are acting out. Passive-aggression. Self-destruction is a terrible thing to witness.

566. Gus
If I may interject for a moment, Burt. This presentation was a test.
567. Warren
This was only a test.
568. Gus
This all, was just a test to see how professional you could handle yourself.
569. Warren
Think of this as a *seishin shuyo*—a character-building test. This was a corporate exercise sponsored by our VC.
570. Burt
What are you talking about, Warren?
571. Warren
Yes, Burt. You really know how to stick to your guns. I knew you could do it.
572. Burt
So this was one big hazing routine?
573. Gus
Well no, Burt. The VCs have a strict no-hazing policy.
574. Warren
That's right.
575. Burt
So, what about SmarmyPimple?
576. Warren
Well, Gus and I just earned our bonuses for remaining way under budget.
577. Gus
Way, way, way! Ca-ching!!!
578. Warren
And we have just retained ourselves a top-choice salesperson.
579. Gus
SmarmyPimple is already being built, Burt. We *have* the technology!

580. Warren
We just need employees who will go to great lengths to sell our product. Demonization is a huge risk factor in this Industry as is corporate espionage. We have to protect our brand.
581. Gus
To find good people requires putting them through extraordinary circumstances.
582. Warren
Circumstantial information can serve as a key performance indicator.
583. Burt
So, what I'm hearing is that you guys are undercover recruiters.
584. Warren
Yes, that's right. We ran your profile through the SmarmyPimple Mind-Mapping System and calculated that you were a match for our need in Sales.
585. Burt
So, you were testing the SPMMS technology and me.
586. Gus
Yup. We all have been profiled by the SmarmyPimple, which I hope you know understand is just a code name.
587. Warren
In order to protect the brand, we have to maintain non-disclosure.
588. Burt
But what about Vera and Charlie?
589. Warren
They failed to meet our expectations, just as the SmarmyPimple projected.
590. Burt
So, what are the next steps.
591. Warren
Well, Burt. Are you one of us?
592. Burt
Gus?
593. Gus
Burt.

- 594. Burt
Warren?
- 595. Warren
Burt.
- 596. Gus
Warren.
- 597. Warren
Gus.
- 598. Burt
Guys?
- 599. Gus and Warren
Dude. [Curtain.]