

"Reinventing The Wheel"

The HQ Reorganization of Georgia-Pacific

by Marc Schenker

FADE IN:

1 GRAPHIC ANIMATION — SEQUENTIAL

1

In R.O. Blechman, line-draw style, a tree begins growing out of a base line.

NARRATOR (V.O.)

Change. The fundamental force of nature. The essential element of survival. The prime ingredient of progress . . .

The tree sprouts leaves and apples. We ZOOM IN on one shiny apple.

...The stuff of success.

DISSOLVE TO:

The apple breaks off and FALLS . . . into a truck, which ZOOMS off. We FOLLOW it along a path, which turns into a GLOBE of the earth.

Today, change is the very essence of survival. We're not talking about adapting to change. By the time you adapt, it's too late — it's changed again. No, we're talking about something more basic . . .

The globe turns into an ANCIENT WOODEN WHEEL. The ancient wheel turns into a wheel with spokes.

NARRATOR(CONT'D)

Like reinventing the wheel. Because, suddenly, somebody thinks of a better wheel; a more efficient wheel; the ultimate wheel.

What are we really talking about?

DISSOLVE TO:

The wheel with spokes turns into an old metal wheel. As it rolls along the axis, it passes old, low-rise buildings turning into newer, high-rise buildings.

Only everything. Today, it is the force of change that expands our horizons. It is the suddenness of change that unites us. It is the power of change that propels us forward. Drives us faster. Makes us stronger. And compels us to produce better products.

DISSOLVE TO:

A HAND comes into frame and stops the wheel. TILT UP to reveal a scientist contemplating its shape.

At this moment in time, it should now be clear. Whoever holds the key to managing change becomes its champion. The corporation that possesses the tools to compete, the ability to adapt and courage to lead others into the future will carry the day.

DISSOLVE TO:

The scientist takes off his lab coat. Underneath is a suit with a GP pin on it, sparkling. ZOOM INTO the logo.

NARRATOR(CONT'D)

Make no mistake about it: the rules of the game have changed. We know, because we're changing them.

FADE TO WHITE

We hear the sound of a truck and the Doppler effect as it zooms by, wiping the super in.

The wheels are turning at Georgia-Pacific.

2 STOCK SHOTS: HISTORICAL**2**

An historic montage, stepping through the decades of Georgia-Pacific. The pacing mimics a SILENT MOVIE with a PIANO-STYLE soundtrack. TITLES serve as narration.

SFX: Soundtrack

OPENING TITLE

Owen Cheatham builds a lumber company.

First historical portrait of the Cheatham.

2ND TITLE

He called it the "Georgia-Hardwood Lumber Co." So did the other 20 employees. They opened shop in Savannah in 1927.

Employees at work in the mill.

3RD TITLE

They knew their lumber. They knew their market. And they played fair.

Construction for military in war years.

4TH TITLE

By 1941, the company was the largest supplier of lumber to the U.S. Armed Forces.

Olympia, Washington HQ and related shots.

5TH TITLE

By 1953, it was the "Georgia-Pacific Plywood Company." It set up shop in Olympia, Washington and the grand timberlands of the Pacific Northwest.

Forest workers in the region.

6TH TITLE

The Southerners became known as "upstarts" and "Mavericks" for their aggressive style.

50's shots of new materials at the time: Ripplewood, Hardboard.

7TH TITLE

The nation came to know them as the most innovative maker of building supplies. And the largest.

First Georgia-Pacific logo against scenes of the 50's.

8TH TITLE

In the mid 50's, the "Georgia-Pacific Corporation" had a Distribution Division that was larger than many of its competitors entire operations.

First TV commercials.

9TH TITLE

By the 60's, G-P was on the air with its first TV commercials.

Continue on SAME title card. Match with end of commercial featuring animation growing out of ground to form logo.

The nation learned the source of much of their oil, gas, coal,

gypsum and timber products.

80's footage of Distribution Division: Trucks on road.

10TH TITLE

Like the rest of America, the 80's were a boom time for the company. New products, new markets and new customers abounded.

Various shots, Branch locations.

11TH TITLE

Over \$13 million a day was moving through the system. The growth strategy continued.

HQ Building Atlanta.

12TH TITLE

A gleaming new HQ was built in Atlanta.

Generic shots, without logos of "Super Retailers," competitive lumber yards, wholesale centers

13TH TITLE

But the competitive landscape was changing. Others began challenging the company in every arena.

Looking through HQ window at executives talking.

14TH TITLE

By the early 90's, Georgia-Pacific was thinking about changing itself.

SWISH PAN

from last shot to white. We hear the sound of a truck and the DOPPLER effect as it zooms by. The super wipes in as it zooms by. The super wipes in.

Turning the Tide.

We hear the first executive over the super.

1ST EXECUTIVE SEGMENT (V.O.)

The branch system had fueled our growth for 50 years. But times were changing...

DISSOLVE TO:

3 INT. — GEORGIA-PACIFIC HEADQUARTERS — DAY

3

A series of FAST CUTS within a business meeting of the Distribution Division. (EXECUTIVES TBD). The style is candid and hand-held. Each individual is ID'd.

1ST EXECUTIVE SEGMENT (O.C.)
(CONTINUING)

We began to realize that a company with our national scope and resources would best fit a more centralized strategy.

2ND SEGMENT (O.C.)

Customers were bypassing traditional channels. Their needs were changing.

3RD SEGMENT (O.C.)

They were demanding larger inventories, faster availability and lower prices.

4TH SEGMENT (O.C.)

We knew the national chain retailers were offering customers longer hours, faster turnarounds and competitive prices.

5TH SEGMENT (O.C.)

But we also knew that customers still looked to us as the leader. They knew our track record. We knew we could change from a position of strength. So we did.

CUT TO:

4 INT./EXT. — CUSTOMER/EMPLOYEE INTERVIEWS — NON-SPECIFIC

4

SERIES OF SHOTS of best footage available (MOS): customer and employee interviews, including focus groups, "Best Practice" interviews and supplier feedback.

NARRATOR (V.O.)

The restructuring would first take the form of a customer-inspired prototype. Over 500 confidential interviews with clients were initiated. Independent and industrial customers were invited to focus groups. Feedback from branch managers, sales people and others on the front lines were intensely scrutinized. Out of the research, comments and criticism, a new paradigm was created and put in place.

CUT TO:

5 BACK TO SCENE 4

5

8TH EXECUTIVE SEGMENT (O.C.)

It's really a great story, a classic American growth strategy...

DISSOLVE TO:

WHITE SCREEN. THEME MUSIC begins fading up. Super TITLE:

Reinventing the Wheel.

DISSOLVE TO:

8TH SEGMENT (V.O.)

(CONTINUING, OFF)

...We called it a prototype. Employees called it a revolution. They knew it gave them the power to seek their own solutions. When the model became the system itself, we emerged as most proactive corporation in the nation.

THEME MUSIC takes a dramatic upturn as we begin the major segment.

DIRECT OVERHEAD SHOT, looking DOWN at conference table, the executives going over pert sheets, organizational charts, diagrams.

NARRATOR

It was perhaps the most ambitious restructuring of its kind in the history of modern corporate America. Nothing before would match its scope, capitol investment or internal commitment. Yet, it was not a consolidation. No markets would be abandoned. Clearly, business in the Distribution Division would never be the same:

6 GRAPHIC ANIMATION — MORPHING**6**

MOVING OVER an elevated 3-D rendering of Continental U.S. landscape. The 133 branches are indicated.

NARRATOR (V.O.)

Where 133 autonomous branches had operated as independent businesses, buying, trading, selling and shipping in vastly different ways...

The branches MORPH into two locations, represented by SPINNING round saw blades: Atlanta and Denver. The cities are ID'd.

Now two, self-contained entities with national scope and resources were created with one goal: to become the lowest cost buying and selling channel in the building materials industry.

FADE UP 133 former inventory and shipping locations.

Where these independent inventory and shipping locations operated 5 days a week, 8 hours a day...

MORPH 15 points into 5.

Now 56 integrated logistics locations would offer round-the-clock capability, a wider deliver radius and guaranteed delivery times.

FADE UP Warehouse locations.

And where dispersed warehouses had averaged 100,000 square feet,

MORPH to Triads

NARRATOR (V.O.)

Now Triads in strategic locations would combine the resources of Bulk Distribution Centers, fabrication and Piece Pick operations. In a 600,000 square foot facilities..

ZOOM IN to Atlanta location. Go into the spinning blade. STROBE and

DISSOLVE TO:

7 EXT. — SALES CENTER — DAY

7

MOVING THROUGH the glass doors of the Sales Center. The CAMERA sweeps the lobby, taking in the displays.

But the heart of this new Buy, Sell and Deliver scheme lies in these remarkable, multi-function facilities.

MOVING TO the "VISION" display. Zoom in on saw blade with "Buy," "Sell," and "Deliver."

The two "Sales Centers" form the cornerstone of the Distribution Division's new national strategy.

8 INT. - SALES CENTER - OPEN EXPANSE - DAY

8

Moving through the vast expanses of the center.

Located on a single floor with clear spans, the Center promotes dynamic interaction among over 1,000 inside account managers and product specialists servicing customers nationwide. It is an environment totally focused to customer responsiveness.

DISSOLVE TO:

9 INT. - SALES CENTER - BUYING ARENA

9

MOVING THROUGH, we see buyers and traders conferring among themselves, on the phone, looking up quotes, etc.

From costly, multiple buying locations with limited resources, now product-specific Business Units would operate from one location. They would boost seasoned product specialists in virtually every field. They would focus on managing procurement, tracking inventories and customer-centered strategic pricing.

NARRATOR

They would also develop and manage new product introductions.

FREEZE last scene and WIPE ON titles

- ◆ Building Product Specialities ◆ Commodity Lumber
- ◆ Industrial and Manufactured Housing ◆ Millwork
- ◆ Specialty Wood Products ◆ Structural Panels.

NARRATOR (V.O.)

In these, the six key product areas of the Business Units, customers would have access to the kind of product expertise, pricing guidelines and logistics support no competitor could hope to match.

An INSIDE SALES TEAM. Some are conferring, some on the phone, some paging through the computer.

NARRATOR (V.O.)

The new sales alignment, customer-driven in every aspect, features two distinct categories. First, an inside, team-based account force stays with a customer's orders from beginning to end. There would be improved service in local markets, more competitive prices and broader product lines. The customer would always deal with the same expert, one who understand his business, his market and his needs.

ANGLE ON

OVER SHOULDER of an inside account person working on the computer. ZOOM IN as the appropriate screens pop up.

NARRATOR

The nucleus of the Sales function lies in its unique telecommunications system.

DISSOLVE TO:

10 INT. - SALES CENTER - LOBBY - DAY

10

ZOOMING INTO the "LOGISTICS DISPLAY"

NARRATOR (V.O.)

In fact, the new, streamlined logistics system became the most value-added component of the new strategy.

HOLD at Triad

NARRATOR

Central to its operation is the Triad, which will manage Bulk Distribution, Fabrication and Piece-Pick.

DISSOLVE TO:

BACK TO LOBBY

SLOWLY PULLING BACK from the LOGISTICS DISPLAY, we encompass all of the displays in the lobby.

NARRATOR (V.O.)

By recreating itself, Georgia-Pacific has literally recreated the building products industry. Here, a strategic partnership can be formed between company and customer; a guarantee that the lowest cost, most effective sales and logistics channel is a phone call away.

REVEAL GEORGE MCCONNELL WALKING to a display. TITLE ID.

MR. MACCONNELL (O.C.)

During the restructuring, one of our customers asked me, "How can you possibly change a company this large so radically?" I said, "It's easy. By listening to customers who wanted us to change. And to employees who told us how to do it."

CUT TO:

MOVE IN as EMPLOYEES representing various disciplines of G-P join him.

MR. MACCONNELL (O.C.)

(CONTINUING)

Welcome to the company that reinvents wheels — and the people who keep them turning.

FADE OUT

FADE IN

We HEAR the sounds of wheels turning. We read

The wheels are turning at Georgia-Pacific.

FADE OUT.