HOW TO SUCCEED AS AN ACTUARY Adapted by

Matthew Rodermund

from

HOW TO SUCCEED IN BUSINESS WITHOUT REALLY TRYING

by

Frank Loesser and Abe Burrows

Additional words and music by

Sir Arthur Sullivan, Ira Levin, Milton Schafer, Henry Russell, Vick Knight, Teddy Randazzo, Bobby Weinstein, Bob Crewe, Bob Gaudia, and Sharus O'Connor

CAST OF CHARACTERS

(in the order of their appearance)

Marrator John Muettertie
J. Daniel McNary. aspiring actuary
<pre>J. B. Bigsley, President, Global Insurance Company Faul Liscor</pre>
Rosemary, a secretary Ginny Hunte
Bud Frump, the President's nerhew Bob Foste
Alexander Twimble, statistician Norman Bennet
Mister Bratt, chief actuary Lou Tarbel
Other actuaries Charlie Cool Rarry Jorv Matt Roderrund Adger William:
Other secretaries Barbara Cool Eharon ^P abet Nancy Kochansk: Ann Phillin

SCENE

Home office of the Global Insurance Corpany

HOW TO SUCCEED AS AN ACTUARY by Matthew Rodermund

PART I

NARRATOR: J. Daniel McNary wanted to get ahead in the world. He had a pretty good education, and some talent in mathematics. He was ready to work hard, but also he wanted to avoid making mistakes. If other people made mistakes he was willing to accept any backlash benefits that came his way.

And he had figured out that it was desirable to be noticed by the proper people at proper times. He heard about a book entitled "How To Succeed in Business Without Really Trying" and he bought a copy:

HOW TO SUCCEED

McNary

How to apply for a job,
How to advance from the mail room,
How to sit down at a desk,
How to dictate memorandums,
How to develop executive style,
How to commute in a three-button suit,
With that weary executive smile --

This book is all that I need, "How to, how to succeed."

How to observe personnel,
How to select whom to lunch with,
How to avoid petty friends,
How to begin making contacts,
How to walk into a conference room
With an idea, brilliant business idea,
That will make your expense account zoom --

NARRATOR: Then he landed a job as an actuarial trainee in the Global Insurance Company, a medium-size multiple line company that was part of a holding company operation. He determined to study hard and take his actuarial examinations. He realized he had found the right company, but he referred to his book frequently:

HOW TO SUCCEED (reprise)

McNary

This book is all that I need, "How to, how to succeed."

NARRATOR: One day, book in hand, J. Daniel bumped into J. B. Biggley, President of the company:

BIGGLEY: What are you reading, young man?
McNARY: Oh, I'm just trying to learn more about
successful people in the business world.

BIGGLEY [nods approvingly]: Keep it up, young man.

It's nice to see our employees interested in

something other than girls and sports. What's

your name?

McNARY: J. Daniel McNary.

BIGGLEY: I must remember that.

[McNARY looks at audience and grins.]

NARRATOR: Mr. Biggley was a proud president, with great confidence in his ability:

SMART INSURINCE PRESIDENT

Biggley, Boys and Girls

1.

BIGGLEY:

I am the very model of a smart insurance president;
I'm elocuent and diligent and properly believolent;
I know the Lloyds of London and insurance facts
historical;
From Venice to America in order categorical.

I'm very well accuainted, too, with matters arithmetical;

I understand accounting, both applied and theoretical;

On problems of the risk of loss I'm teeming with a lot of views;
But I don't know a thing about the square on the

ut I don't know a thing about the square on the hypotenuse.

BOYE AND GIRLS:

He doesn't know a thing about the square on the hypotenuse;
He doesn't know a thing about the square on the hypotenuse;
He doesn't know a thing about the square on the

hynot-e-pot-enuse.

BIGGLEY:

In short on matters pertinent to forward-looking management

I am the very model of a smart insurance president.

BOYS AND GIRLS:

In short on matters pertinent to forward-looking management

He is the very model of a smart insurance president.

2.

BIGGLEY:

- I've learned our business history, the mutuals and reciprocals:
- 1 know the Market's mystery, the railroads, the nunicipals.
- l cité the imperfections of my principal competitors;
- I pay employees well enough to keep away their creditors.
- I've built enough capacity to guard against catastrophe.
- And analyzed a bond to every comma and apostrophe: I know the reinsurance game as if it were the
- I know the reinsurance game as if it were the alphabet;
- But I don't know why I haven't made an underwriting profit yet.

BOYS AND GIRLS:

- He don't know why he hasn't made an underwriting profit yet;
- He don't know why he hasn't made an underwriting profit yet:
- He don't know why he hasn't made a lousy underwriting profit yet.

BIGGLEY:

- I can tell authentic businessmen from cocky mediocrities,
- But I don't expect executives to be as wise as Socrates;
- In short on matters pertinent to forward-looking management
- I am the very model of a smart insurance president.

BOYS AND GIRLS:

- In short on matters pertinent to forward-looking management
- He is the very model of a smart insurance president.

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BIGGLEY:

In fact when I know what is meant by "analog" and "digital,"

When "COBOL" is a word that I no longer view as cryptical.

When "random access" doesn't mean a scheme of things erotical.

And when "binary systems" make computers seem methodical.

When I have learned which meetings and convertions

are the weariest,
And which of the commissioners are apt to be the dreariest,

In short when I've been dipped in the experience I'd like to get,

I'll be the greatest president who never made a profit vet.

BOYS AND GIRLS:

He'll be the greatest president who never made a profit yet:

He'll be the greatest president who never made a profit yet;

He'll be the greatest president who never made a lousy profit yet.

BIGGLEY:

But now my vaunted competence, though industry may honor it.

Is just another asset in the hands of a conglowerate; And still on matters pertinent to forward-looking management

I am the very model of a smart insurance president.

BOYS AND GIRLS:

And still on matters pertinent to forward-looking management

He is the very model of a smart insurance president.

NARRA TOR: Not long after J. Daniel had arrived, he had been noticed by Rosemary, a secretary in the actuarial department. She liked what she saw.

She dreamed a little:

HAPPY TO KEEP HIS DINNER WARM

Rosemary

New Rochelle, New Rochelle,
That's the place where the mansion will be
For me and the darling bright young man I've
picked out for marrying me.
He'll do well, I can tell,
So it isn't a moment too soon to plan on my
life in New Rochelle,
The wife of my darling tycoon.

GIRL: Are you willing to spend a lot of nights alone while he says he's working late?

RCCELARY: I'm prepared for exactly that sort of thing.

[She sings:]

I'll be so happy to keep his dinner warm while he goes onward and upward.
Happy to keep his dinner warm.
Till he comes wearily home from downtown.
I'll be there waiting until his mind is clear.
While he looks through me, right through me.
Waiting to say: "Good evening, dear, 1'm pregnant;
What's new with you from downtown?"

Oh, to be loved by a man I respect,
To bask in the glow of his perfectly
understandable neglect.
Oh, to belong in the aura of his frown,
darling busy frown.
Such heaven wearing the wifely uniform
While he goes onward and upward.
Happy to keep his dinner warm
Till he comes wearily home from downtown.

NARRATOR: One of the first things J. Daniel learned in his new job was that the most important office ritual was the coffee break. But one morning shortly after he arrived at work, he saw that something was ariss. He overheard a couple of the girls talking to the assistant office manager, Bud Frump, who was the President's nephew:

FIRST GIRL: There's no coffee today!

SECOND GIRL: No coffee! Ye gods, I need coffee!

I need it to get the lead out of my -
FRUMP [interrupting just in time]: No coffee?

FIRST GIRL: Nope.

FRUMP [shrieking]: There's no coffee!

COFFEE BREAK

Frump. Boys and Girls

FRIIN F:

If I can't take my coffee break, my coffee break,
 my coffee break,
If I can't take my coffee break,
Something within me dies.

If I can't make three daily trips Where shining shrine benignly drips, And taste cardboard between my lips. Something within me dies.

BOYS AND GIRLS [spoken -- individually]:

No coffee, No coffee, No coffee, No coffee.

No coffee, No coffee, No coffee, No coffee.

GIRL:

That office light doesn't have to be fluorescent. I'll get no pains in the head.

BOSEL ARY:

That office chair doesn't have to be foam rubber. So if I spread, so I spread. But only one chemical substance gets out the lead!

FRUND, BOYS AND GIRLS:

Like she said:

If I can't take my coffee break, my coffee break, my coffee break,
If I can't take my coffee break,
Gone is the sense of enterprise.

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BOYS AND GIRLS [spoken -- individually]:
     No coffee,
     No coffee,
     No coffee,
     No coffee,
     No coffee,
      No coffee,
     No coffee,
      No coffee,
      No coffee,
      No coffee.
      [All together -- scream!]
FRUMP, BOYS AND GIRLS:
      If I can't take my coffee break, Somehow the soul no longer tries,
      Somewhere I don't metabolize,
FRUMP:
      Something within me dies!
FRUMP, BOYS AND GIRLS:
      Coffee or otherwise, Coffee or otherwise,
      Coffee or otherwise,
      Something inside of me dies!
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NARRATCR: One of the men J. Daniel talked to a lot was Alexander Twimble, the statistician, who had worked in the office a long time and looked as if he was going to stay much longer.

McNARY: What's your formula for longevity in the Global Insurance Company?

TWINBLE [slowly and convincingly]: Bold caution.

THE COMPANY WAY

Twimble and McNary

TWIMPLE:

When I joined this firm as a brash young man, Well, I said to πyself, "Now, brash young man, don't get any ideas."

[Spoken] Well, I stuck to that and I haven't had one in years!

McNARY [spoken]:

You play it safe!

TWIMBLE:

I play it the company way; Wherever the company puts me, there I'll stay.

McNARY:

But what is your point of view?

TWIMBLE:

I have no point of view.

McNARY:

Supposing the company thinks --

TWINBLE:

I think so too!

McNARY [spoken]:

What would you say if --

TWINGLE [spoken]:

I wouldn't say!

McNARY:

Your face is a company face.

TWINBLE:

It smiles at executives, then goes back in place.

McNARY:

The company furniture?

TWIMBLE:

Oh, it suits me fine.

McNARY:

The company letterhead is so --

TWIN BLE:

A valentine!

McNARY [spoken]:

Is there anything you're against?

TWINBLE [spoken]:

Unemployment!

McNARY:

When they want brilliant thinking from employees --

TWIN BLE:

That is no concern of mine.

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McNARY:
     Suppose a man of genius makes suggestions --
TWIMBLE:
     Watch that genius get suggested to resign!
McNARY:
     So you play it the company way --
TWIN BLE:
     All company policy is by me okay!
McNARY:
     You'll never rise to the top --
TWIMPLE:
     But there's one thing clear;
     Whoever the company fires, I will still be here!
McNARY [spoken]:
     You certainly found a home!
TWINBLE [spoken]:
     It's cozy!
McNARY:
     Your brain is a company brain --
TWIMBLE:
     The company washed it and now I can't complain.
NcNARY:
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The company magazine?

Boy, what style, what punch!

TWINPLE:

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McNARY:
     The company restaurant?
TWIMBLE:
     Ev'ry day same lunch!
      [Spoken? Their haddock sandwich, it's delicious!
McNARY [spoken]:
     I must try it.
TWINBLE [spoken]:
     Early in the week!
McNARY:
      Do you have any hobbies?
TWIMPLE:
     I've a hobby;
I play "gin" with Mister Bratt.
McNARY:
     And do you play it nicely?
TWINDLE:
      Play it nicely.
      Still he blitzes me in ev'ry game, like that!
      [Snaps fingers.]
     'Cause I play it the company way, Executive policy is by me okay!
McNARY:
      How can you get anywhere in the --
TWIMPLE:
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Whoever the company fires, I will still be here!

Junior, have no fear;

McNARY:

You will still be here.

TWIMPLE:

Year after year after fiscal --

TWINBLE AND McNARY:

-- never take a risk-al year!

NARRATOR: Mr. Bratt, the chief actuary, had reported to Mr. Biggley the fuss Frump had made about the coffee, and Mr. Biggley told his nephew not to go around stirring up trouble.

FRUMP: From now on --

THE COMPANY WAY (reprise)
Frump, Boys and Girls

FRUMP:

I'll play it the company way; Wherever the company puts me there I'll stay.

BOYS AND GIRLS:

Whatever the company tells him, that he'll do.

FRUMP:

Whatever my uncle may think, I think so too.

BOYS AND GIRLS:

Oo-oo-oo, He's beaming with company pride.

FRUMP:

I've conquered that over-ambitious rat inside.

BOYS AND GIRLS:

Old Bud is no longer the Frump he used to be.

FRIMP:

I pledge to the company sweet conformity.

BOYS AND GIRLS:

Hooray!

FRUMP:

I will some day earn my medal, Twenty-five year employee. I'll see to it that the medal Is the only thing they'll ever pin on me.

BOYS AND GIRLS:

The Frump way is the company way; Executive policy is by him okay!

FRUMP:

I'll never be president but there's one thing
 clear;
As long as my uncle can stand me, I will still
 be here.

BOYS AND GIRLS:

We know the company may like or lump any man -- FRUMP [spoken]:

I'm so proud!

BOYS AND GIRLS:

And if they choose to, the company may dump any man --

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FRUMP [spoken]:

I'm happy!

BOYS AND GIRLS:

But they will never dump Frump, the company man.

FRUMP, BOYS AND GIRLS:

Frump will play it the company,

Frump will play it the company,

Frump will play it the company way,

Frump will play it the company way,

Frump will play it the company way,
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NARRATOR: J. Daniel had observed that the actuaries in Global Insurance were not really appreciated by employees in underwriting, claims, and accounting, or by members of middle ranagement.

Nevertheless, he believed that for him the surest way to success was to perform well as an actuary. He believed the company would learn to value him. But one day, after a series of company nolicy moves that seemed to discriminate against actuaries, even the secretaries in the actuarial department joined Nr. Bratt in a loud protest:

AN ACTUARY IS NOT A TOY

Bratt and Secretaries

BRATT:

An actuary is not a toy Tc enjoy, or destroy, To heckle and wheedle And shamefully needle In search of some puerile joy. No, an actuary is not, Definitely not, a toy.

FIRST ACTUARY [spoken]: You're absolutely right,

Mr. Bratt.

FRUMF [spoken]: We wouldn't have it any other way,

Mr. Bratt.

SECOND ACTUARY [spoken]: It should be a company rule,

Mr. Bratt.

SECRETARIES:

An actuary is not a toy,
No, my boy, not a toy,
Don't fool with the one you employ, boy,
An actuary is not, an actuary is not, an actuary
is not a toy.

An actuary is not a respecter of idiocy.
Avoid the ridiculous ploy, boy,
Remember no matter what
Neurotic trouble you've got,
An actuary is not a toy.

He's a highly specialized key component of Operational unity, A fine and sensitive mechanism to Serve the office community.

With a family at home he supports.

FIRET ACTUARY [spoken]:

And you'll find nothing like him at F. A. C. Schwarz.

BRATT:

An actuary can testify
Where the dead bodies lie.
It happened to Charlie McCoy, boy,
They fired him like a shot,
He never should have forgot
An actuary is not a toy.

SECRETARIES [whistle a chorus, leaving third line for accompaniment, but sing last line -- see page 52 of score]:

An actuary is not a toy.

And when you put him to use You don't just turn on the juice.

GIRL [spoken]:

The name IBM is not stamped on his caboose.

SECRETARIES:

In actuary is not a thing Wound by key, pulled by string. His desk is to think at, And not tiddlywink at, His game is for men, not for boys! So!

The actuary y'got
Is definitely not
A cookie to be forgot -- I'll tell you what,
Your work you will enjoy,
If you remember, boy,
An actuary is not -- a tinker toy!

NARRATOR: Although J. Daniel had noticed Rosemary, and was aware of her efforts to be friendly, he had been so busy trying to get ahead that he had not thought to ask her for a date. But Rosemary kept hoping. One evening at closing when J. Daniel happened to be walking out of the building with her, he touched her hand as he said good night. Rosemary held that hand all the way home, and that night her delight knew no bounds:

HE TOUCHED ME

Rosemary

He touched me,
He put his hand near mine and then he touched me,
I felt a sudden tingle when he touched πe,
A sparkle, a glow!

He knew it, It wasn't accidental, no, he knew it, He smiled and seemed to tell me so all through it, He knew it, I know.

He's real And the world is alive and shining, I feel Such a wonderful drive toward valentining.

He touched me,
I simply have to face the fact,
He touched me,
Control myself and try to act as if I remember my
name.

But he touched me,
He touched me,
And suddenly nothing is the same!
He touched me,
He touched me,
And suddenly nothing, nothing is the same!

NARRATOR: J. Daniel learned that Mr. Biggley was a graduate of Old Ivy College, and he made it a point to find out a little about the school.

Trivial information, he thought, that might one day be useful. For example, he took care to learn some of the college songs, because he knew of Mr. Biggley's emotional attachment and nostalgia for his alma mater, and he knew how active Mr. Biggley was in alumni matters. One day when he went into Mr. Biggley's office to present a report, he noticed the President looking fondly at a colored brochure of the college.

- McNARY: Are those pictures of Old Ivy? Is that your college, Mr. Biggley?
- BIGGLEY: Sure is. These are great pictures. They sure stir up memories.
- McNARY: I've driven through their campus. It's beautiful. And they have one of the best college songs I've ever heard.
- BIGGLEY [smiling with pleasure]: You mean this one?

THE HALLS OF IVY

Biggley and McNary

BIGGLEY:

Oh, we love the halls of Ivy That surround us here today. And we will not forget Tho' we be far far away.

McNARY [joining in] AND BIGGLEY:

To the hallow'd halls of Ivy Ev'ry voice will bid farewell, And shimmer off in twilight Like the old vesper bell.

One day a hush will fall, The footsteps of us all Will echo down the hall And disappear.

But as we sadly start Our journeys far apart, A part of ev'ry heart Will linger here

In the sacred halls of Ivy Where we've lived and learned to know That thru' the years we'll see you In the sweet afterglow.

BIGGLEY [happily]: Let's do it again. You take the melody. I'll try to harmonize. Go ahead, start.

McNARY [singing]:

Oh, we love the halls of Ivy

BIGGLEY AND MCNARY:

That surround us here today. And we will not forget Tho' we be far far away.

To the hallow'd halls of Ivy Ev'ry voice will bid farewell, And shimmer off in twilight Like the old vesper bell.

One day a hush will fall, The footsteps of us all Will echo down the hall And disappear.

But as we sadly start Our journeys far apart, A part of ev'ry heart Will linger here

In the sacred halls of Ivy Where we've lived and learned to know That thru' the years we'll see you In the sweet afterglow. BIGGLEY [spoken]: That's great! I enjoyed that!
How'd you ever learn that song?

McNARY: Well, I heard it a few times, and I liked it.

It was easy to pick up the words. Great song!

BIGGLEY: Young man, how'd you like to come to an Ivy football game with me some Saturday? It's only a four-hour drive. We could go over there some Saturday morning.

McNARY: I'd love it!

BIGGLEY: So would I. McNary, you're all right!
McNARY [big grin at audience].

Five-minute break
(More jollity to come)

PART II

NARRATOR: J. Daniel McNary continued to work hard, kept his nose clean, and made progress. In a relatively short time he had passed the examinations for Associate of the Casualty Actuarial Society and had a couple of legs up on the Fellowship exams. He saw more of Rosemary now, but was not minded to do anything serious about her. He was too busy getting ahead. Rosemary, however, still carried a torch.

Meanwhile, the Global Insurance Company was planning to launch a new form of coverage, and to make an initial investment of ten million dollars in the venture. The actuarial department was committed to setting rates for the new policies.

Mr. Bratt, the chief actuary, had what he thought was a brilliant rating idea, and sold it to

Mr. Biggley, the President:

GLOBAL ORIGINAL (one chorus)

Bratt

I've worked out a rating plan that's just
 like loss insurance,
A most ingenious scheme you will agree;
It's sleek and chic, and magnifique with
 stretch beyond endurance,
It's me! It's me! It's absolutely me!

[Almost spoken] And why?
They'll all buy!

This irresistible Global original We're filing this week, I'm filing this week; We're sure to win!

This irresistible Global original, Clean faultless design, facts clearly in line, Programmed to win!

Presently they will read it,
And never will they impede it,
Acknowledging all my sure technical skill,
Realizing that
This irresistible Global original
Shall thrive in the light,
So gloriously right!
Programmed to win -- to win -- to win.

NARRATOR: J. Daniel McNary was critical of Mr. Bratt's idea and voiced his criticism at a meeting that was attended by Mr. Biggley:

GLOBAL ORIGINAL (reprise)

McNary and Actuaries

McNARY:

This most resistible Global original We're filing this week, HE'S filing this week; 'T's not worth a lick!

This irresponsible un-actuarial Rate filing faux pas! God dammit voila! It makes me sick!

Ten million bucks we'll hand out For something to make us stand out, But everyone soon will join in a belly-laugh,

[Spoken] Some joke!

This most resistible Global original, This lunk-headed crime,

ACTUARIES:

We're filing this week for the first and last time!

NARRATCR: But McNary's arguments were overridden and the decision was made to go ahead.

Well, a year went by, J. Daniel managed to achieve his Fellowship, and Fr. Bratt's brilliant rating idea bombed. The company lost its shirt on the new coverage. Meanwhile, competitors of Global Insurance, who were offering a similar new coverage and using rating schemes more like the one J. Daniel had favored, made a lot of money.

So it happened. J. Daniel McNary, who had won Mr. Biggley's eye anyway, was appointed Vice President and Actuary, and Mr. Bratt was shunted to the underwriting department, where his capacities wouldn't have to be so strained.

J. Daniel was ecstatic -- and all of a
sudden he realized how important Rosemary was to
him:

ROSEMARY

McNary and Rosemary

McNARY:

Rosemary, Rosemary.

Suddenly there is music in the sound of your name -Rosemary,
Rosemary was the melody locked inside me.
Till at last out it came -Rosemary!

Rosemary, just imagine if we kissed,
What a crescendo -- not to be missed.
As for the rest of my lifetime program, give
me more of the same -Rosemary.
Rosemary, there is wonderful music in the very
sound of your name.

McNARY [spoken]: Rosemary, something wonderful has happened.

ROSEMARY [spoken]: What are you talking about?

McNARY [spoken]: Can't you hear it? Can't you hear

it?

McNARY:

Suddenly there is music in the sound of your name --

ROSEMARY [spoken]: I can't hear a thing.

McNARY:

Rosemary --

McNARY [spoken]: Just listen, it's all around me like a beautiful pink sky.

ROSEMARY [spoken]: Now look here, J. Daniel McNary, have you lost your mind?

McNARY [spoken]: Rosemary, darling, will you marry

J. Daniel McNary?

ROSENARY [spoken]: Now I hear it! I hear it!

I hear it!

ROSEMARY:

Suddenly there is music in the sound of your name -Jay Daniel.

McNARY:

Rosemary, just imagine if we kissed, What a crescendo --

McNARY AND ROSEMARY:

Not to be missed.

McNARY:

As for the rest of my lifetime program, give me more of the same --

McNARY:

ROSEMARY:

Rosemary, Rosemary -- Jay Daniel, Jay Daniel. Jay Daniel --

McNARY AND ROSEMARY:

-- there is wonderful music in the very sound of your name.

NARRATOR: Other actuaries in Global Insurance became alarmed at the speed with which J. Daniel was rising. They had all been at Global a lot longer than J. Daniel, and they tended to regard him as a young upstart. One day in the executive washroom they were griping about J. Daniel, not realizing that the object of their scorn and jealousy was right around the corner in the same room, peering into a mirror, trying to decide whether to shave in preparation for a date with Rosemary:

FIRST ACTUARY: Gotta stop that man!

SECOND ACTUARY: Big deal, big rocket!

THIRD ACTUARY: Thinks he has the world in his pocket.

I BELIEVE IN YOU

McNary

Now, there you are, Yes, there's that face, That face that somehow I trust. It may embarrass you to hear me say it, But say it I must, say it I must!

You have the cool, clear eyes of a seeker of wisdom and truth;
Yet there's that upturned chin,
And the grin of impetuous youth.
Oh, I believe in you, I believe in you.

I hear the sound of good, solid judgment whenever you talk;
Yet there's the bold, brave spring of the tiger that quickens your walk.
Oh, I believe in you, I believe in you.

And when my faith in my fellow man all but falls apart,
I've but to feel your hand grasping mine,
And I take heart, I take heart.

To see the cool, clear eyes of a seeker of wisdom and truth,
Yet with the slam, bang, tang reminiscent of gin and vermouth,
Oh, I believe in you,
Oh, I believe in you.

SECOND ACTUARY: Big wheel, big beaver,

THIRD ACTUARY: Boiling hot with front office fever,

FIRST ACTUARY: Gotta stop that man!

McNARY [singing]:

I believe in you, I believe in you.

THIRD ACTUARY: Don't let him be such a hero!

FIRST ACTUARY: Gotta stop that man!

McNARY [singing]:

I believe in you, I believe in you.

NARRATOR: For some time the Global Insurance Company had been losing money in one of its principal commercial lines of business. Mr. Biggley, along with presidents of other companies who were having the same experience, was alarmed. The company presidents gathered to discuss their mutual miseries and decided the only answer was to reorganize completely the rating basis for this line, and to collect statistics on a different basis also.

J. Daniel McNary supported the objectives of the new rating and statistical schemes but believed the changes were too extreme, the statistical plans too complex. He was convinced the new plans would exhaust the capacities of the Global Insurance computers. He said as much to Mr. Biggley, but Mr. Biggley felt obligated to go along with the other company presidents. The actuarial, statistical, secretarial, and computer staffs of the Global called the new statistical plan CRISPY, a corruption of C-R-S-P for Commercial Risk Statistical Plan. J. Daniel tried to make it work, but in a few months all was chaos:

CRISPY

Boys and Girls

Well, I think I'm going out of my head, Yes, I think I'm going out of my head Over you, over you; I need you, they tell me, The Bureau assures me I'll never need anything but you.

But I think I'm going out of my head, And I'm tortured by a terrible dread Over you, over you; I wonder if ever We'll gather together the data we've never seen before.

You're just too much to be true, Can't keep my mind off of you, You're just the devil to code, I'm trying not to explode, I wait for help to arrive, And wonder if I'll survive; You're just too much to be true, Can't keep my mind off of you.

Going out of my head over you,
Into the red over you,
Feeding garbage in, garbage out, garbage in and out,
all in doubt --

I love you, CRISPY,
Although you caused my plight, you don't assist me,
I work the whole damn night,
You gorgeous CRISPY, I'm all choked up when I say
Oh, lovely CRISPY, you'll bring me down, I say,
You lovely CRISPY, I guess you're here to stay,
So let me love you, baby, let me love you!

I wonder if ever We'll gather together the data we've never seen before.

Going out of my head over you,
Into the red over you,
Feeding garbage in, garbage out, garbage in and out,
all in doubt;
I must think of a way to handle this Plan;
There's no reason why I shouldn't try
As hard as I can;
But I think I'm going out of my head,
Yes, I think I'm going out of my head,
Oh, I think I'm going out of my head.

NARRATOR: Things got so bad that people started quitting their jobs, the computers broke down, and other financial work -- particularly the investment analyses important to the Chairman of the Board of the Global Insurance Company -- was stalled. The Chairman of the Board found out that this whole rating and statistical scheme was Mr. Biggley's baby and that the Vice President and Actuary, J. Daniel McNary, had argued against it from the beginning. In his anger and annoyance, the Chairman called a quick meeting of the Board, fired Mr. Biggley, and appointed J. Daniel McNary as President.

J. Daniel's first action was to pull Global Insurance out of the statistical agency that had promulgated CRISPY and join another agency where rating and statistics could be simple again -- however ineffective -- as in the past. J. Daniel made the announcement of the change to the entire staff, and there was great rejoicing. He also announced promotions for several members of the staff. J. Daniel was understandably proud of himself and his band of loyal employees:

DAN MCNARY'S BAND

Entire Company

1.

McNARY:

My name is Dan McNary, I'm the leader of our band; Although we're not the biggest, we're the finest in the land.

We write the good and not so good, the jumbos and the small,

And if we get the rates we need we're sure to make a haul.

ENTIRE COMPANY:

Ch, the agents howl, the adjusters growl, the accountants scratch away;
The actuaries cogitate, the underwriters pray;
The premium income hums along and the music is something grand;
A credit to the insurance biz is Dan McNary's band.

2.

McNARY:

Right now we think we're heading for a most unusual year;
An underwriting profit is the goal we're getting near.

FRUMP:

When Uncle Wiggley Biggley learns we've done what we have planned,
He'll say he never heard of the likes of Dan McNary's band.

ENTIRE COMPANY:

Oh, the agents howl, the adjusters growl, the accountants scratch away;
The actuaries cogitate, the underwriters pray;
The premium income hums along and the music is something grand;
A credit to the insurance biz is Dan McNary's band.

3.

TWIMBLE:

I'm Alexander Twimble and statistics is my gare;
I diddled with data for thirty years and no one
 knew my name.
But he made me Third Assistant Veep and my job's
 no longer bland,
I'm playing second fiddle now in Dan McNary's band.

4.

BRATT:

My title and rank are out the window much to my chagrin,
But we all know mediocrity is not a mortal sin.
So now I'm an underwriter in a job I understand,
And I'm thankful for the harmony in Dan McNary's band.

5.

BIGGLEY:

When Dan McNary came along I knew he was pretty smart,
But I never dreamed he'd march right in and tear the firm apart.
And now that it's too late and I'm no longer in command,
I'll stand aside and beat the drums for Dan McNary's band.

ENTIRE COMPANY:

Oh, the agents howl, the adjusters growl, the accountants scratch away;
The actuaries cogitate, the underwriters pray;
The premium income hums along and the music is something grand;
A credit to the insurance biz is Dan McNary's band.

Oh, the agents howl, the adjusters growl, the accountants scratch away;
The actuaries cogitate, the underwriters pray:
The premium income hums along and the music is something grand;
A credit to the insurance biz is Dan McNary's band.

ROSEMARY: I don't care if you're an actuarial trainee,
President of Global Insurance Company, or President
of the United States -- I love you, J. Daniel
McNery.

McNARY [dreamily]: Say it again.

ROSEMARY: I love you.

McNARY: No, no -- before that.

BRATT: The White House better watch out for this guy.

I BELIEVE IN YOU (reprise)

Rosemary

You have the cool, clear eyes of a seeker of wisdom and truth;
Yet there's that upturned chin,
And the grin of impetuous youth.
Oh, I believe in you, I believe in you.

THE COMPANY WAY (reprise)

Entire Company

We play it the company way;
Executive policy is by us okay.
Though for the departed we shed a mournful tear,
Whoever the company fires, we will still be here!

CREDITS

From HOW TO SUCCEED IN BUSINESS WITHOUT REALLY TRYING

"How To Succeed"
"Happy To Keep His Dinner Warm"
"Coffee Break"
"The Company Way"
"Rosemary"
"I Believe In You"

Words and music by Frank Loesser

"An Actuary Is Not A Toy" "Global Original"

Music by Frank Loesser

"Smart Insurance President"

Music by Sir Arthur Sullivan

"He Touched Me"

Words by Ira Levin, music by Milton Schafer

"The Halls Of Ivy"

Words and music by Henry Russell and Vick Knight

"CRISPY"

"Goin' Out Of My Head," music by Teddy Randazzo and Bobby Weinstein

"Can't Take My Eyes Off You," music by Bob Crewe and Bob Gaudia

"Dan McNary's Band"

Music by Shamus O'Connor