# AGILE GURGAON 2016

27-28 May 2016
The Leela Ambience Hotel,
Gurgaon
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# Agile & Lean Movie Making

**Smoothen Production Execution**
**Maximize RoI**
**Save Cost**

## About Utpal

**Utpal Chakraborty**
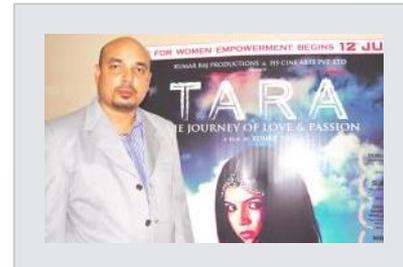
**Utpal Chakraborty is a IT Delivery Manager in a Chemical R&D Co. He is also Creative Director of two Parallel Bollywood Movies.**

**Moviemaking is a collaborative process……**

## Vision drives the Movie



It is driven by the **Vision** of a Screenplay Writer and/or a Director.

**A movie is a huge project**
(Avg. Hollywood Budget >$100 millions and Bollywood Budget >INR 50 Crores)

**Moviemaking is a costly affair** involves **risks and uncertainties**. An **Agile** approach of **incremental moviemaking** makes it more predictable and risk resilience.

# Global Box Office Statistics 2014

1091

| Rank | Country | Box Office (billions) | Year | Box office from national films[27] |
|---|---|---|---|---|
| - | *World* | $36.4 | 2014 | – |
| 1 | United States Canada | $10.4 | 2014 | – |
| 2 | China | $4.8 | 2014 | 55% (2014)[28] |
| 3 | Japan | $2.0 | 2014 | 58.3% (2014)[29] |
| 4 | France | $1.8 | 2014 | 33.3% (2013)[30] |
| 5 | United Kingdom | $1.7 | 2014 | 22.2% (2013)[31] |
| 6 | India | $1.7 | 2014 | – |
| 7 | South Korea | $1.6 | 2014 | 48.0% (2014)[32] |
| 8 | Germany | $1.3 | 2014 | – |
| 9 | Russia | $1.2 | 2014 | 18% (2013)[33] |
| 10 | Australia | $1.0 | 2014 | – |
| 11 | Mexico | $0.9 | 2014 | – |
| 12 | Brazil | $0.8 | 2014 | – |
| 13 | Italy | $0.8 | 2014 | – |
| 14 | Spain | $0.7 | 2014 | – |
| 15 | Netherlands | $0.3 | 2014 | – |

Chart values: India 1091, USA 485, Japan 417, China 330, France 203, Germany 174, Spain 150, Italy 116, of Korea 110, Kingdom 74, Canada 67, Russia 65, Philippines 64, Mexico 60, Indonesia 51, Hong Kong China 46, Hungary 46, Sweden 42, Thailand 40, Madagascar 38, Switzerland 37, Poland 35, Czech Rep. 35, Turkey 34, Austria 34, Denmark 32, Portugal

## Global box office revenue is close to $40 billion

# Movie ROI Curve
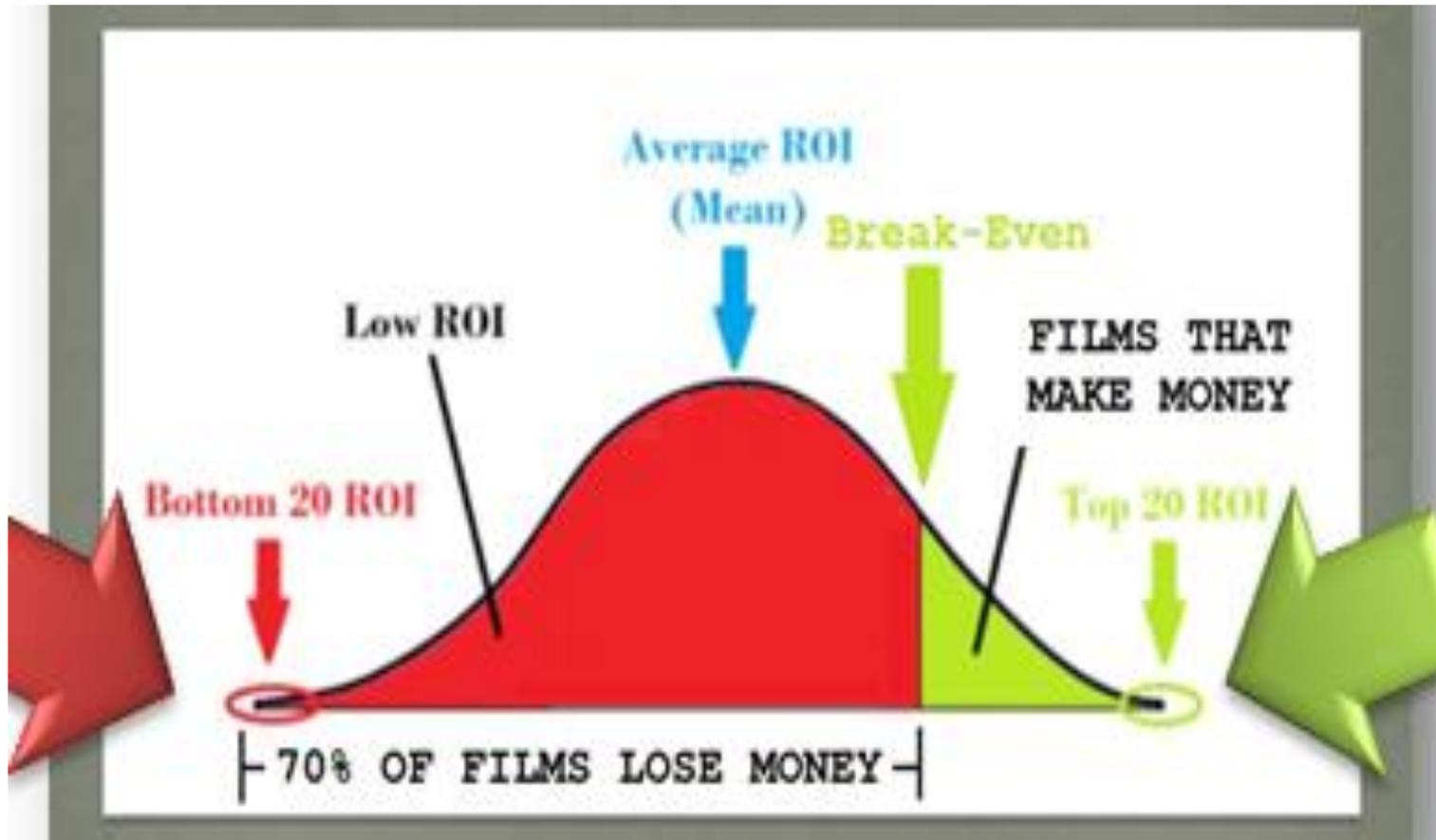


**Approximately 70% of the movies lose money.** So, saving cost at every stage of moviemaking as well as a systematic production execution approach is crucial to get the maximum ROI.

MOVIE RETURN-on-INVESTMENT (RoI)
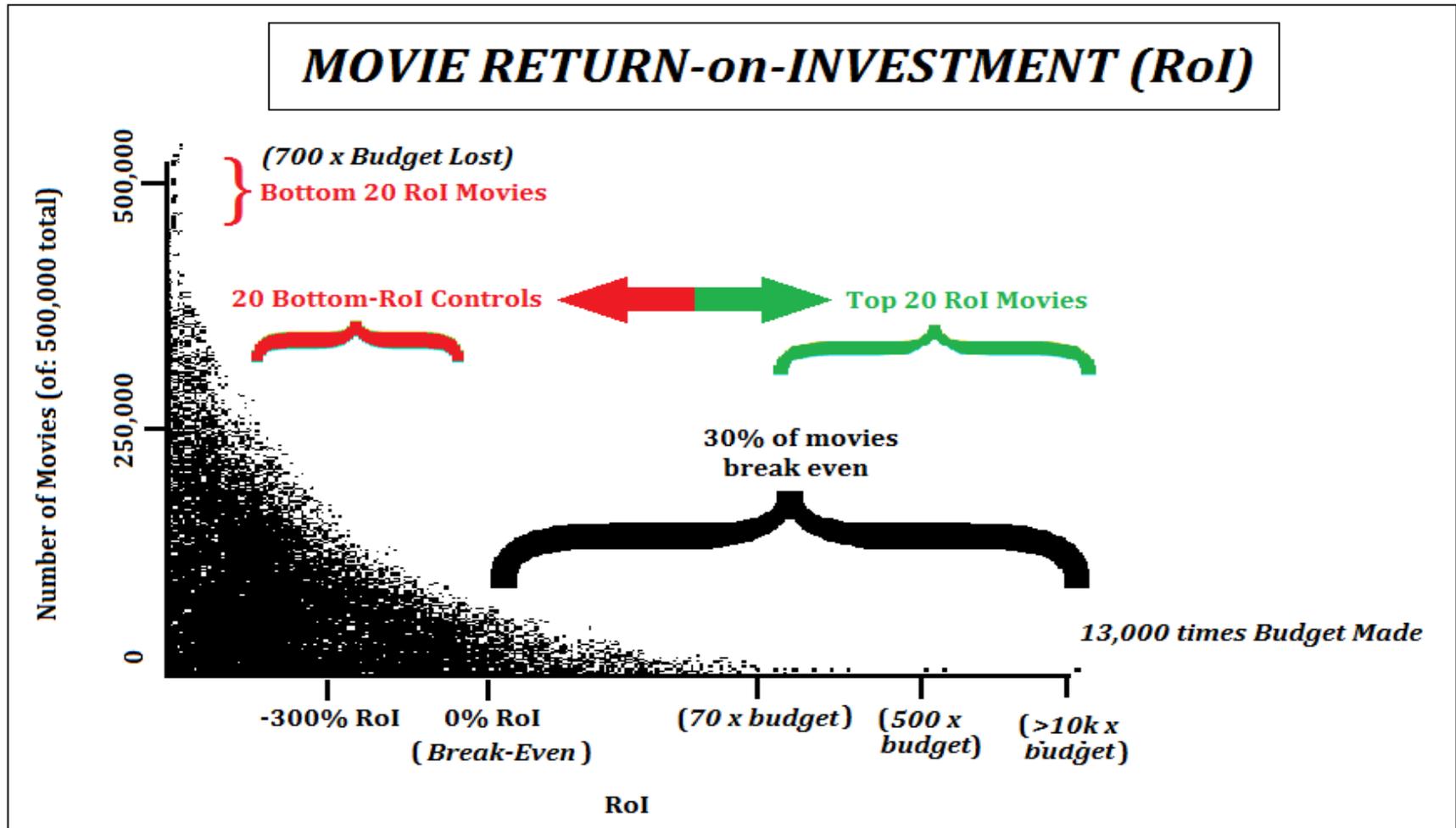
**Hardly 15%** of the movies get a good Return-on-Investment (RoI).

# Why most of the movies do not get a good RoI ?

**TOTAL BOC = b0 + b1PUBLC + b2POOR_PROD + b3OVER_PROD_COST b3STAR_POWER + b4DIRECTOR_POWER + b5SEASON + b6SCREENS + b7DISTRIBUTION_PO WER + b8REVIEW + b9 FIRST_WEEK + ε**

Poor Publicity / Promotion

Poor Star Cast

**Poor Production Execution**

**Over Production Cost**

Less Reputed Production Brand

Creative Issue

Distribution Issue

Less Reputed Director

Wrong Release Date

Poor Critics Review

Sequel Issue

Trailer Issue

Genre Issue

# Production problems due to absence of proper Methodology

Bad Quality, not even up to the expectation of Director & Producer

Huge waste due to not considering "which to shoot where & when" in terms of saving cost (MoSCoW can be used here)

Wastage due to early production and over production by blocking money for long time not considering time-to-market

Wastage due to delay & wait time in different stages of moviemaking and thus blocking money unnecessarily

Wastage due to Re-Shoot, Recreate, deviation from the budget & timeline

Huge wastage in transportation, relocation, food & other expenses due to lack of proper production execution strategy

Wastage due to over processing, over concern of things to make it more perfect, over creative issues, vision not being conceived well

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## Pilot Projects
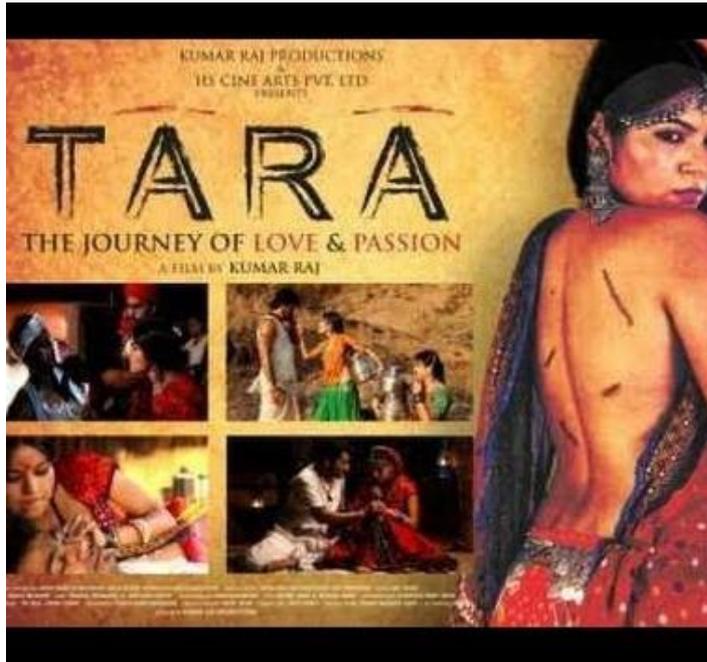


**TARA The Journey of Love & Passion**

GET SET GO
(TEZ RAFTAR)
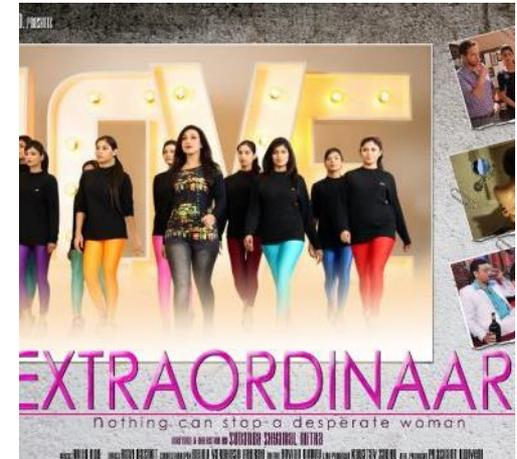


**Extraordinaari**

**On an average 10% to 12% savings on overall production cost**
**Agile & Lean implemented in a crude way**

## Principles Adopted (Agile Movie Manifesto)

1. Our aim is to satisfy audience through timely delivery of engaging & entertaining movies. And we welcome changes even late in development.

2. The team (Cast & Crew) sharing responsibility for delivering the complete movie as per writer/director's vision.

3. Experimenting, prototyping, shared learning & using effective tools to make moviemaking process  faster, more predictable and cost effective.

4. Focus on eliminating waste and wasteful activities in the entire value stream of moviemaking process.

5. Continuous focus on technical excellence and use of advanced tools and techniques to enhance agility.

**Screenplay/ Scene Periodization**

Pre-Prod Activities

Production Activities

Post-Prod Activities

Marketing Publicity
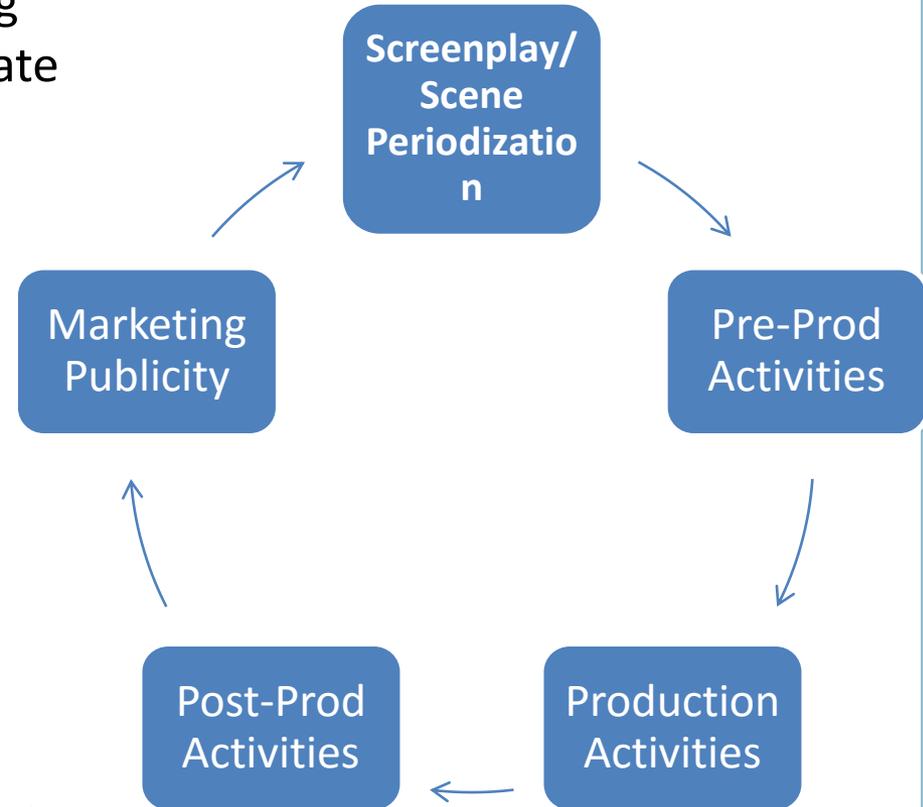
# User Stories & Epics in Movies

**image/text alignment**

imprecise

35905

shot

35981

scene

shot

38020

frame

video

**screenplay/closed captions alignment**

...

HURLEY: Uh ... the Chinese people have water.
(Sayid and Kate go to check it out.)

DIALOGUE

[EXT. BEACH - CRASH SITE]

(Sayid holds the empty bottle in his hand and questions Sun.)

SCENE-TRANSITION

NARRATION

SAYID: (quietly) Where did you get this?

DIALOGUE

(He looks at her.)

[EXT. JUNGLE]

SCENE-TRANSITION

(Sawyer is walking through the jungle. He reaches a spot. He kneels down and looks back to check that no one's followed him.)

NARRATION

...

screenplay

00:24:38 -->
00:24:39
The chinese people have water.

00:24:44 -->
00:24:45
Where did you get this?

time

closed captions

**Each Scene is an User Story. Related Scenes comprises an Epic**

# Prototyping with Storyboard in movies



**Storyboard to be better prepared in shooting & visualization. Save time, energy, cost still get better quality.**

## Prioritizing Requirements—MoSCoW

There are three prioritization schemes that can be applied within Agile. The first technique is MoSCoW.

- The prioritizing technique used in Dynamic systems development method (DSDM) is MoSCoW.
- Under this technique, requirements are prioritized based on Must, Should, Could, and Won't.

**REALITY** M M

M M C C C C C C S C C

Could | Could
Should | Should
Must | Must
Timebox 1 | Timebox 2
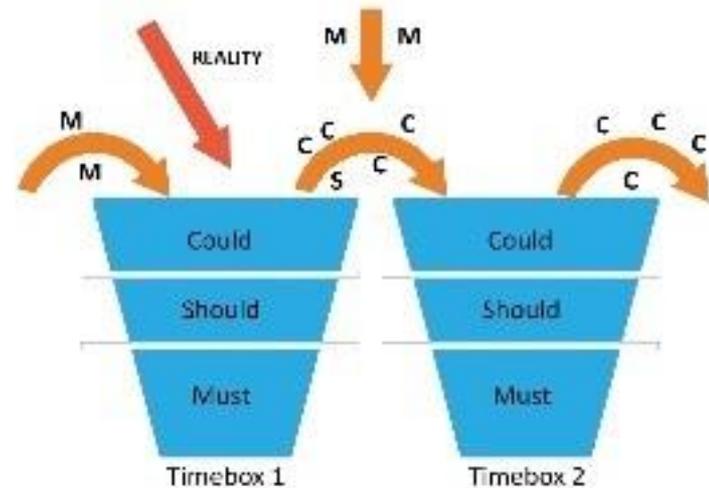
**Use MoSCoW, to sequence the scenes to be developed and edited**

**Prioritize scenes using "MoSCoW" technique to arrive at "Which scene to shoot Where & When".**

# Role Based Agile Production Execution

**Agile Client (Audience)**

**Agile Scrum Master**
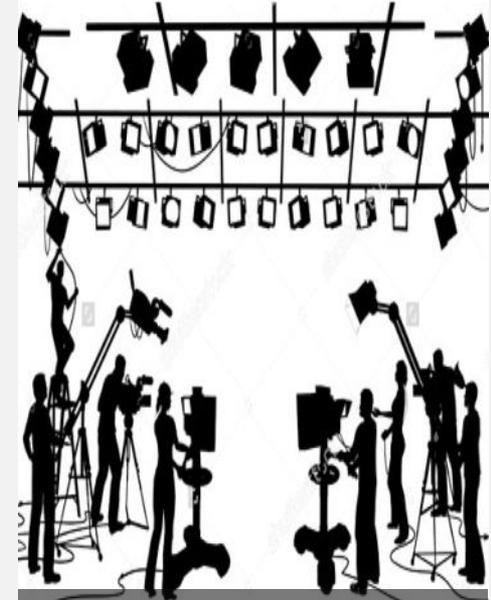
**Agile Development Team**

**WRITER**

**Agile Product Owner**

**Movie Production SCRUM Team** with well defined Roles and clear Responsibilities.

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## Agile Client -> Producer



**Customer or Client** who spend money on the project and expects maximum return on his investment (RoI).

# Agile Product Owner -> Story / Screenplay Writer



K. V. Vijayendra Prasad

CHETAN BHAGAT
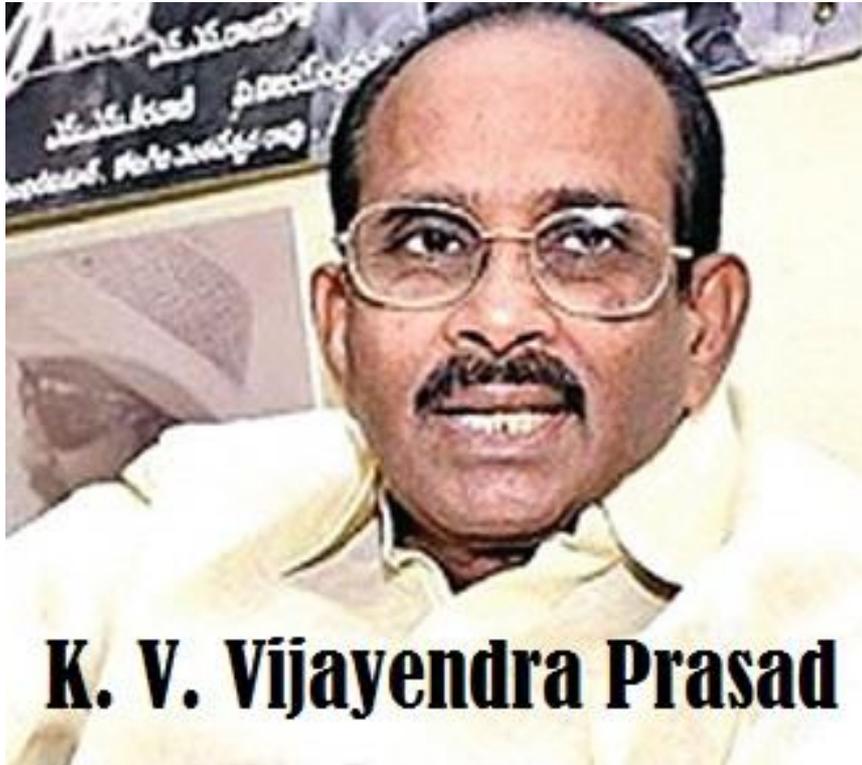
"Be so busy improving yourself that you have no time to criticize others" - Chetan Bhagat
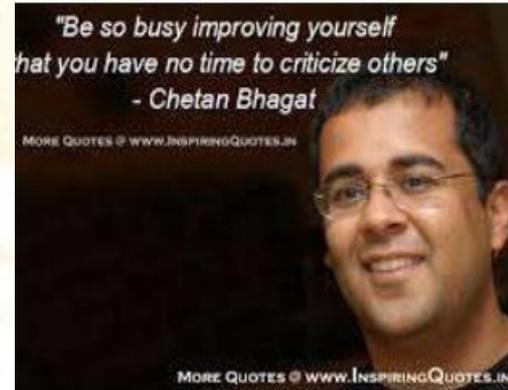
**Product Owner** who has a clear understanding and knowledge of the requirement. He is the sole person responsible for managing the Product Backlog (Backlog of Scenes).

# Agile Scrum Master -> Director



**Scrum Master** executes the entire project (The Film). The Scrum Master does anything possible to help the team perform at their highest level in line with his vision for the movie.

## Scrum Team-> Cast & Crew



**Movie SCRUM Team** includes the entire cast & Crew.
**Agile methodology in movie making** brings perfection in execution, enhances quality, better predictability, maximizes productivity & savings.

# Movie Scrum Methodology
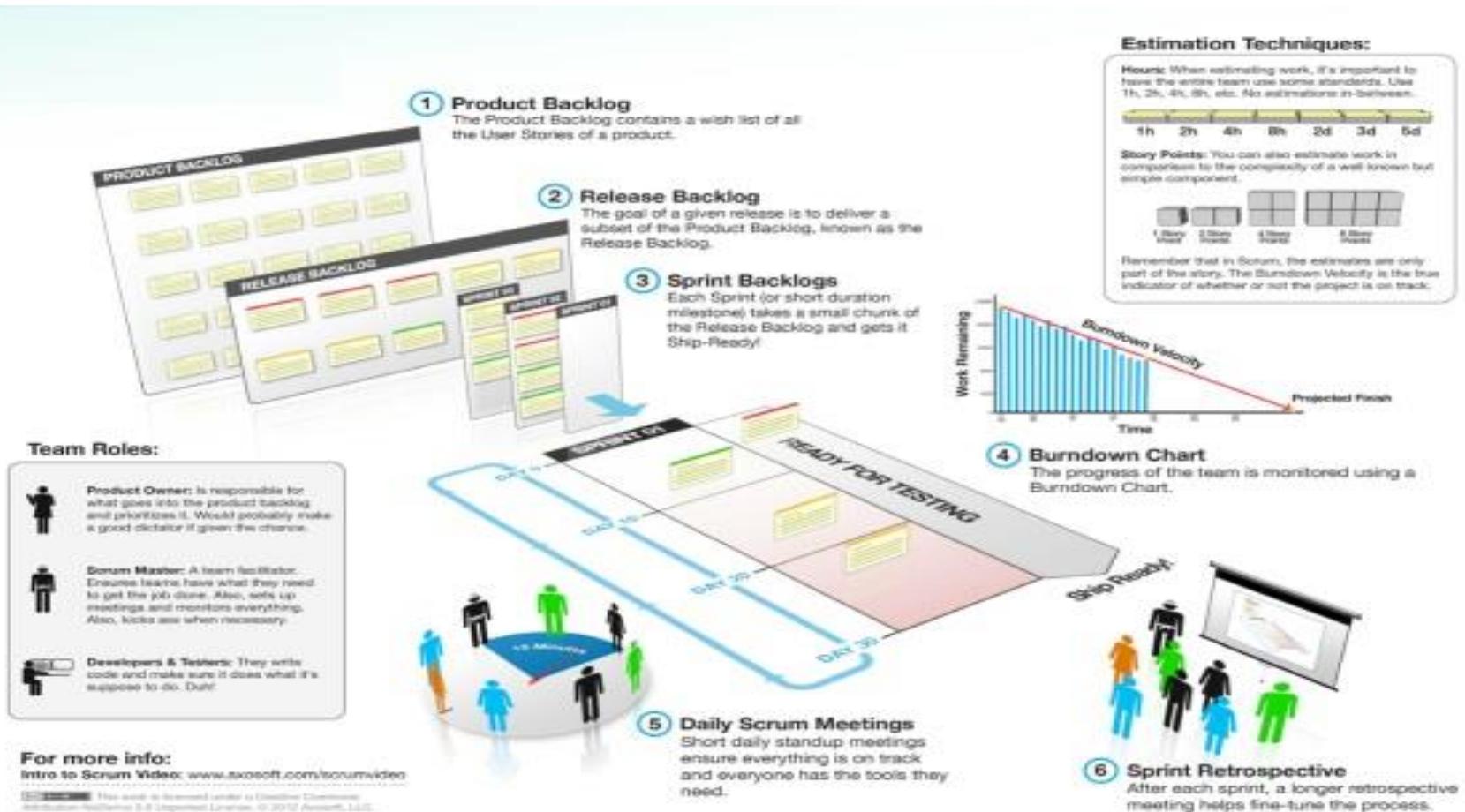


**Shooting and Editing scene by scene** in a systematic way using Scrum Methodology gives predictability & confidence as well saves huge cost.

# Incremental delivery & feedback in Agile way

**On-The-Set Editing** helps incremental delivery and quick feedback. **Experimenting, Prototyping using Effective Tools** makes Moviemaking process  faster, more predictable and cost effective.

# Impact of Trailer & Review on Total Gross

Good Movie

Review Driven | High Grosser

Bad Trailer | Good Trailer

Abysmal Loss | Opening Week-er

Bad Movie
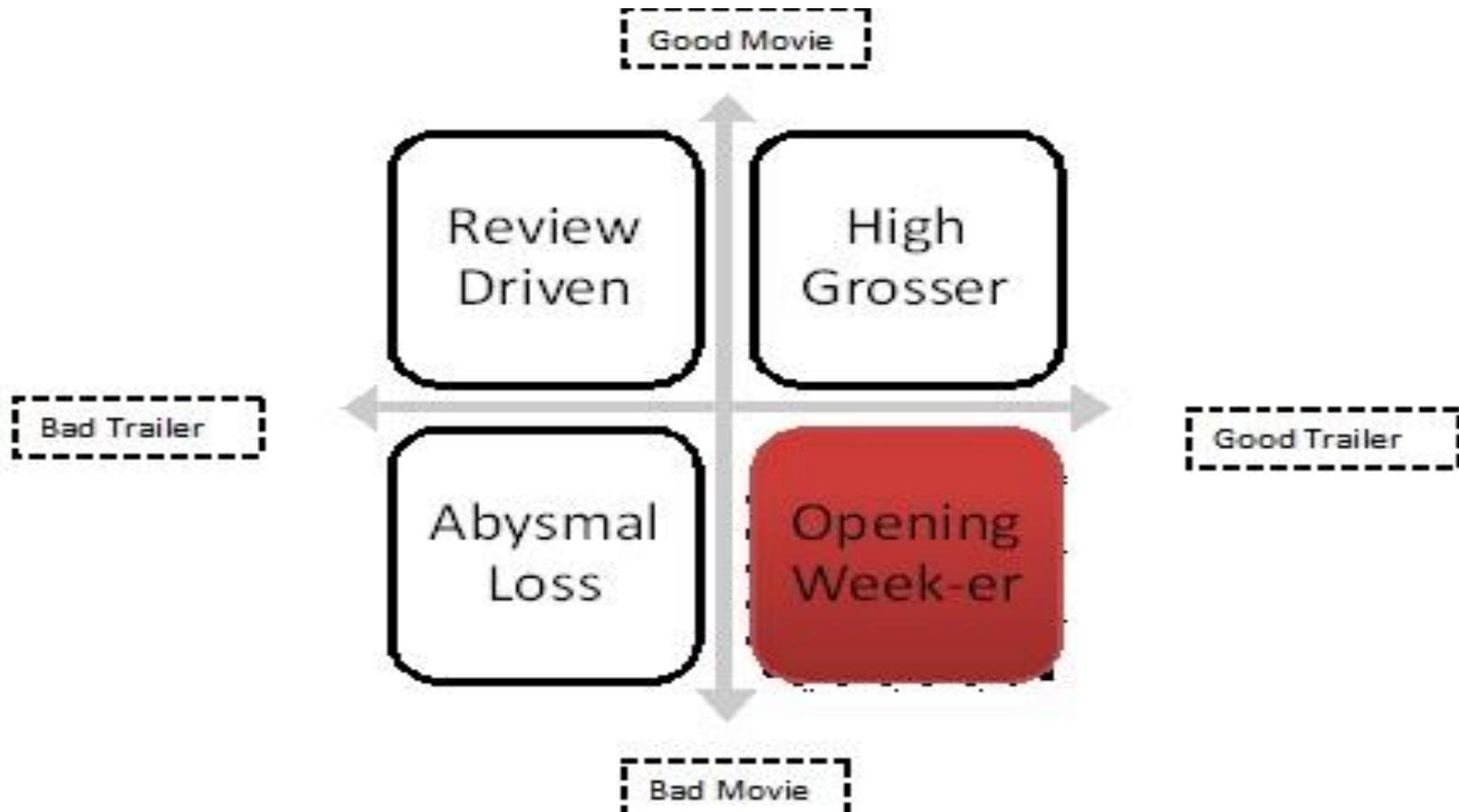
**Trailer & Review** both play a major role on the Total Gross of Movies. **Executing Movies in Agile way** improves Production Cost vs Total Gross Collection.

## Daily Scrum -> Envisioning in the Daily Shooting Schedule



**Animation or Brainstorming Games & Story Map are used during Envisioning**

**Envisioning** is a process wherein the cast & crew spend 1 hour at the start of the day to discuss and set target for the day. Normally after a quick round of introduction of the team, the number of related scenes to shoot and edited on-the-set for the day is decides and agreed upon.
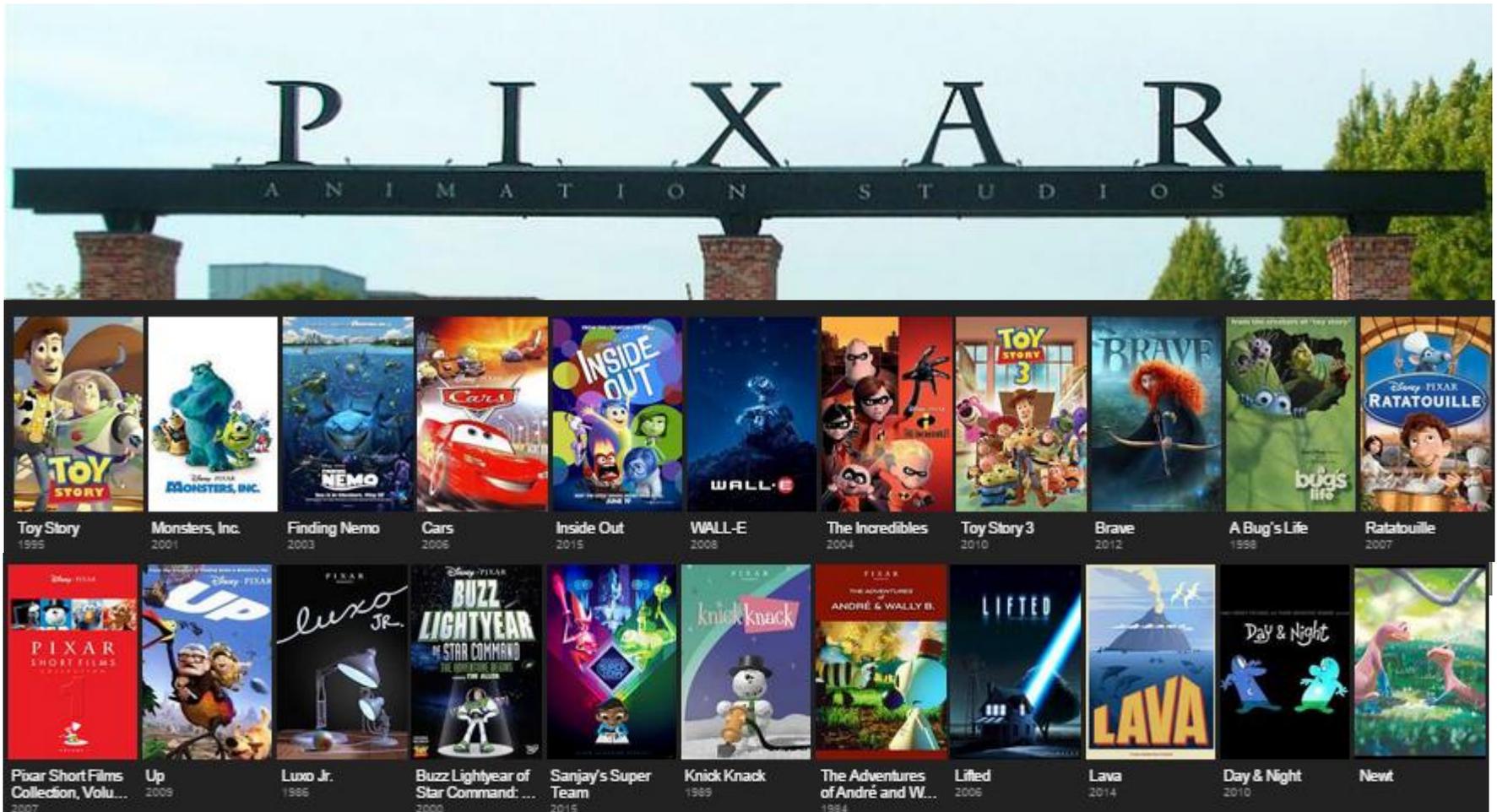
**Pixar** asks post-mortem participants to list the **top five things they'd do again and the top five things they wouldn't do.**

**Using Agile Practices** in Moviemaking can take you to your destination in a systematic way.

**Building a Movie Incrementally with Continuous Feedback**

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"**A Film is made three times**" When you write it, When you shoot it & When you edit it.

Use "VFX 3D Object" instead of a real Tiger which will be costly

**Use of Effective Tools makes Moviemaking Efficient & Cost Effective**

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Dealing with **Creative Constraints** impacting Cost & Schedule of a movie. Use of advanced tools and techniques for visual reality still save cost.

# Use Scrum Board / Kanban Board to track the progress efficiently
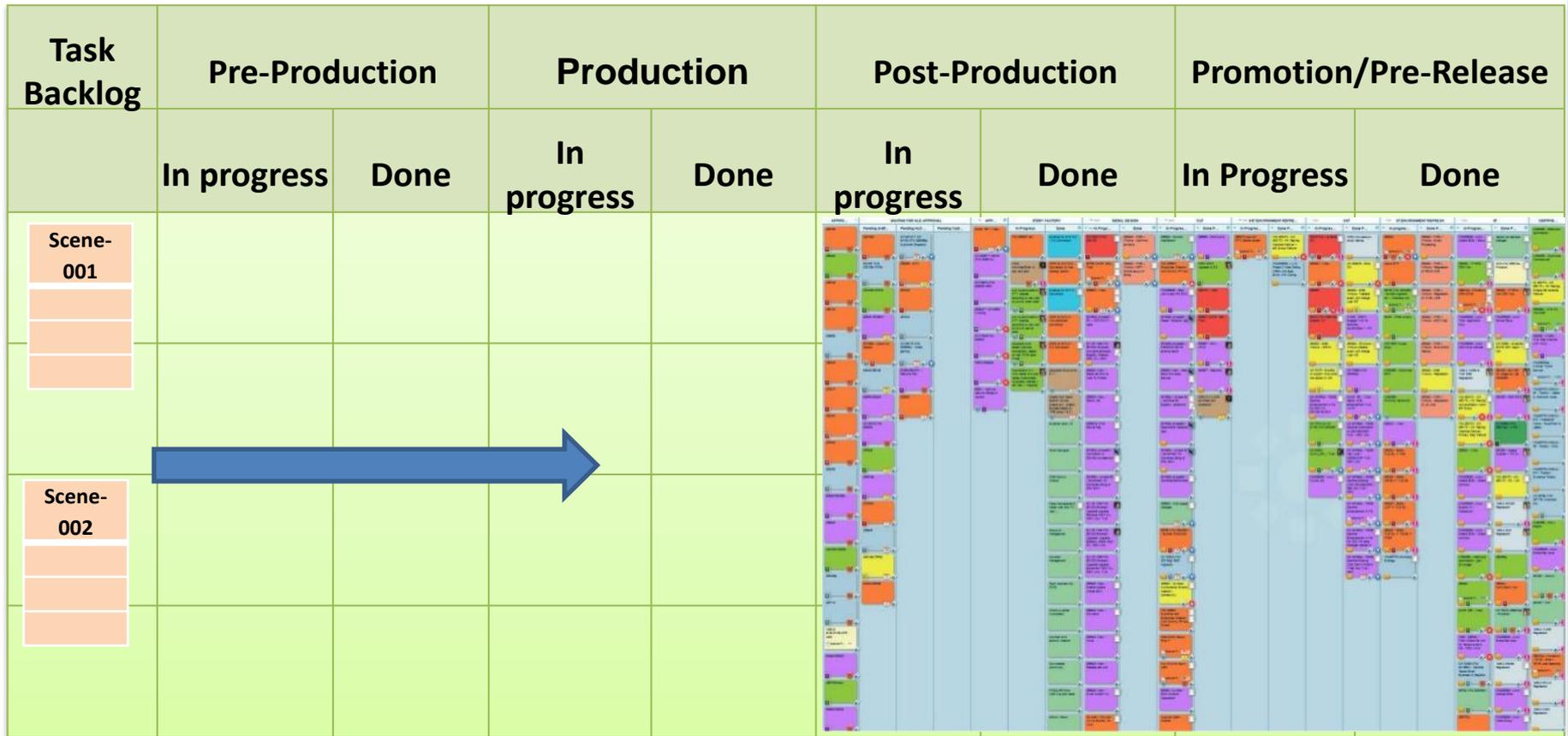
| Task Backlog | Pre-Production | | Production | | Post-Production | | Promotion/Pre-Release | |
|---|---|---|---|---|---|---|---|---|
| | In progress | Done | In progress | Done | In progress | Done | In Progress | Done |
| Scene-001 | | | | | | | | |
| Scene-002 | | | | | | | | |

Use of Analytics & Metrics like **Lead and Cycle Time and Cumulative Flow Diagrams** allow to measure the performance of the movie making and help in identifying inefficiencies and bottlenecks and increases predictability.

# Metrics to see performance and take corrective action on time
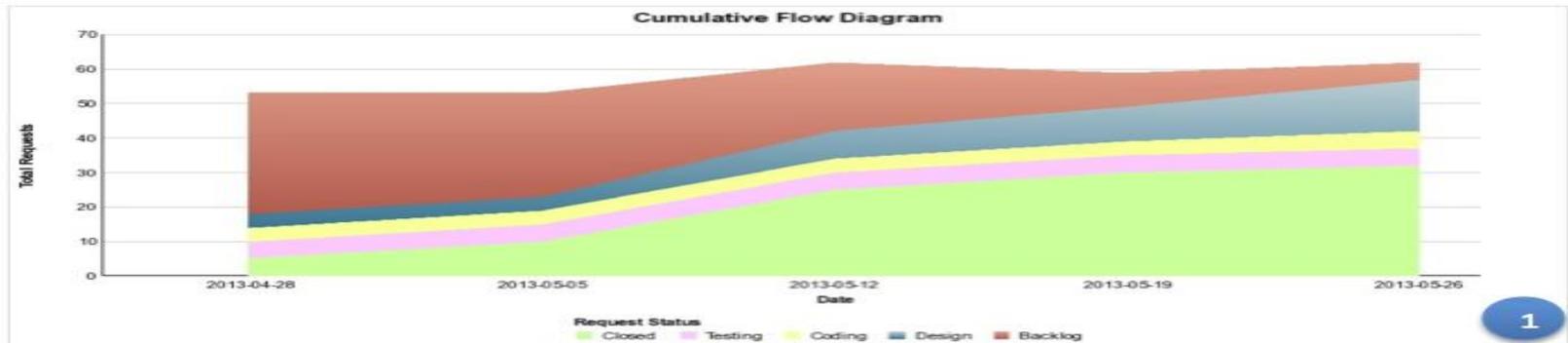


**Collecting Matrices** is very important to correctly measure the progress of the project (Movie Production) and measure it's health indicators.

Use of Analytics & Metrics like **Lead and Cycle Time and Cumulative Flow Diagrams** allow to measure the performance of the movie making and help in identifying inefficiencies and bottlenecks and increases predictability.

**Apply Techniques like parallel shooting of independent scenes to save time & cost**

Day Scene

Night Scene

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# "Hot Cost" in Movie Daily Production Budget Comparison



Use **Six-Sigma LEAN** Techniques to eliminate wastes in daily Production using **"Hot Cost Sheet"**.

**Quantitative Analysis** always gives better control, predictability and corrective actions can be taken on time if something goes wrong.

# Different areas of moviemaking where waste can be eliminated

| Expense Category | Approximate Saving (%) | Expense Category | Approximate Saving (%) |
|---|---|---|---|
| STORY AND RIGHTS | Some % | VEHICLE & ANIMALS | 11% |
| PRODUCER(S) | Some % | MAKE-UP & HAIR | 15% |
| DIRECTOR | Some % | SET LIGHTING | 22% |
| CAST | 12% | CAMERA | 22% |
| TRAVEL & LIVING | 25% | PRODUCTION SOUND | 17% |
| PRODUCTION STAFF | 24% | TRANSPORTATION | 21% |
| EXTRA TALENT | 13% | LOCATION EXPENSES | 15% |
| SET LOCATIONS | 21% | 2ND UNIT | 10% |
| SET DESIGN | 12% | TESTS | 12% |
| SET OPERATIONS | 10% | VISUAL EFFECTS | 22% |
| SPECIAL EFFECTS | 14% | EDITING | 22% |
| SET DRESSING | 15% | MUSIC | 21% |
| PROPERTY | 20% | POST PRODUCTION SOUND | 20% |
| COSTUMES | 12% | POST PRODUCTION FILM & LAB | 12% |
| INSURANCE | 7% | PUBLICITY | 25% |

**Over all approximately 20% saving** using Agile & LEAN

## Production Budget Outflow in Conventional vs. Agile & Lean way



**BUDGET OUTFLOW**

**CONVENTIONAL WAY**

**20% SAVING**

**AGILE & LEAN WAY**

**PRODUCTION STAGES**
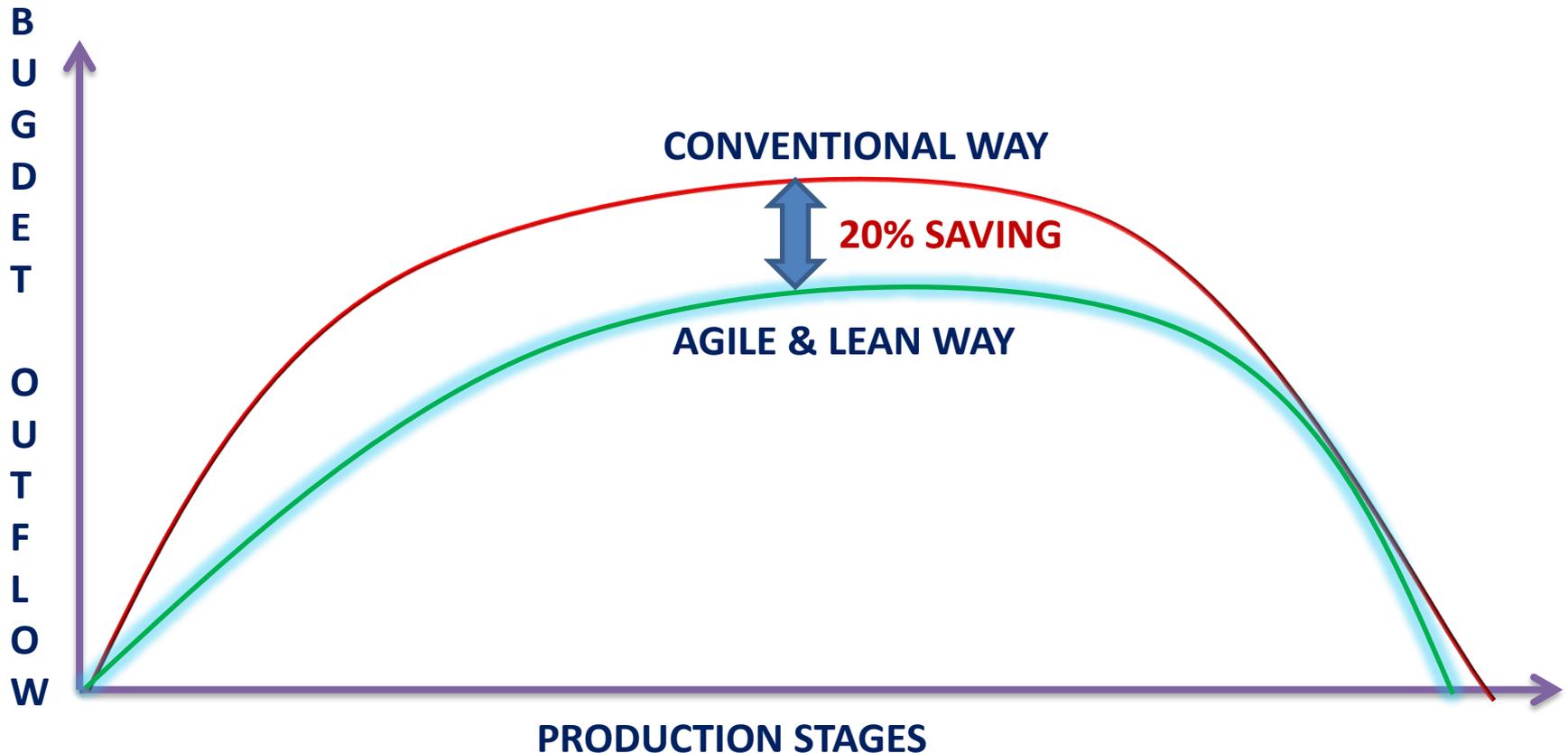
**Up to 20%** of the overall Budget of the movie can be saved by effective use of Agile & Lean techniques.

# Movie Making Involves Huge Risk & Uncertainties



**20% Waste**

## Haphazard Execution
*Conventional Way* of Movie Making

**20% Saving**

## Smooth Execution
*Agile & Lean Way* of Movie Making

Thanks a lot !

QUESTIONS ?