

Presented by:-

Puneet Jain MBA (Healthcare & Hospital)

Dr. Siddharth Darji MBA (Healthcare & Hospital)

Dr. Abhishek Chakrawarti MBA (Healthcare & Hospital)

Guided by:-

Prof. Abhijeet Deshpande

Symbiosis Institute of Health Sciences (SIHS, Pune)

Introduction

- Lagaan was one of the biggest success of Indian cinema. It was big in terms of
 - ✓ Revenue.
 - ✓ Worldwide acclaim, including an international cast.
 - ✓ Grand scale, remote location and 10000 extras.

Our Objective is...

- ...to represent the entire process of “Decision making” in film making, through **critical case study** methods.
- ...and simultaneously learning ‘Basic principles of decision making process’.

Flow of case study

Define problem



Identifying limiting factors



Develop, Analysis & Select best alternatives



Implement the decision



Establish control and evaluation system

Define problem

- To make a period epic movie:
 - a. At remote location
 - b. With limited resources (Time and Money)
 - c. Managing more than 10000 People
 - d. Debut Producer
 - e. Two time flop Director

Identifying Limiting Factor

Risk factors involved in the film making process...

- ✓ **Time and Money:** over-budget and project-delay.
- ✓ **Managing Stakeholders:** To manage and coordinate different stakeholders like Director, writer, producers, cast/crew, local population, law and order, film industry, distributor, audiences.
- ✓ **Uncertainty:** Uncertain elements Like, A period film, shoot in a remote location with almost an unknown cast.
- ✓ **Environment:** The location for the shooting was in Bhuj, Gujrat. weather conditions could get quite extreme and affect in the delay of the shoot, sandstorms and heavy winds.
- ✓ **Accommodation :** Ensuring safety, security, proper food and lodging for all cast and crew members.

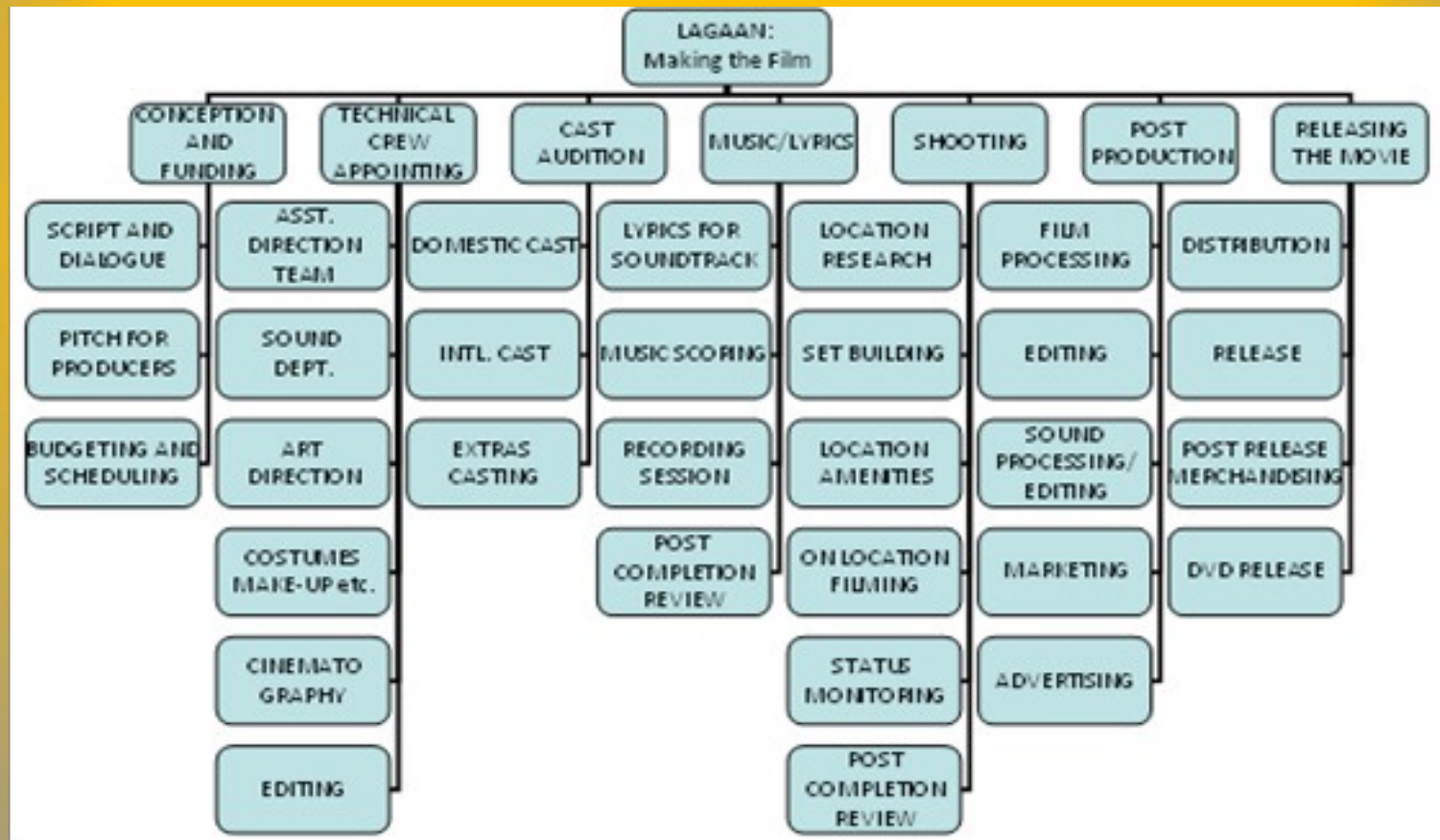
Conti...

- ✓ **Health and safety** : if accommodation not done properly health conditions and safety of the same could affect negatively.
- ✓ **Technical:** Equipment Malfunctions, technical shortcomings demanding rework and customization etc. lead to project delay.
- ✓ **Controlling Resources:** Co-ordination and controlling of 300 cast/crew, 10,000 extras, and different departments. This could risk the entire shoot if not controlled.
- ✓ **Local Labour Laws:** Appropriate wages and justice to cast/crew and extras.

Develop, Analyse & Select best alternatives

The entire procedure of making the film is divided into manageable subdivisions and the crew members are assigned their respective roles and responsibilities.

1. **Work Breakdown Structure (WBS)** : Controlling ordered as in the case of Project Network Diagram. The possible WBS diagram of this project is shown below.

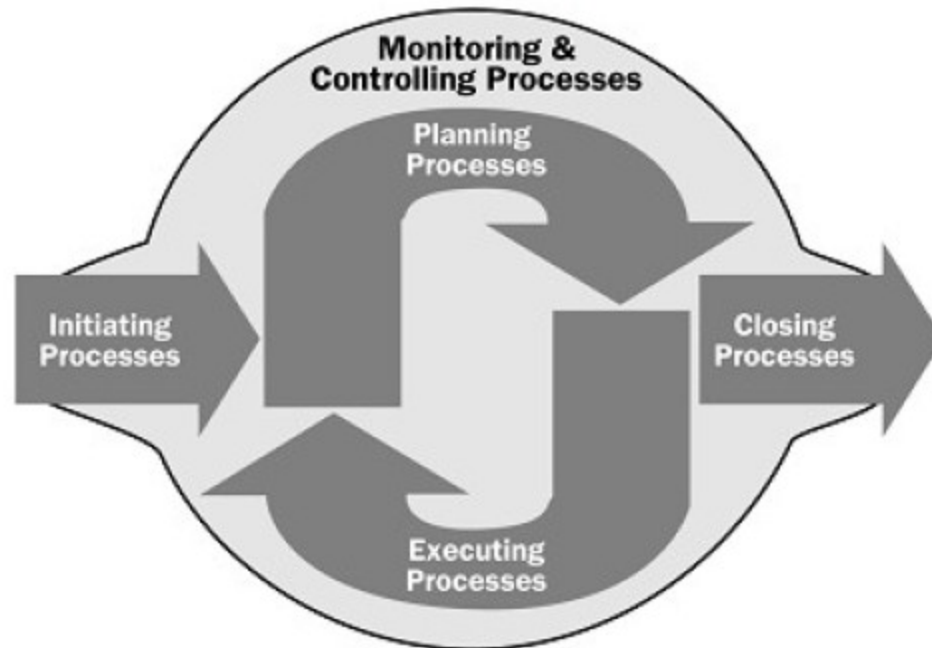


2. For better project management: It was divided into pre production, shooting and post production

There were following options for them-

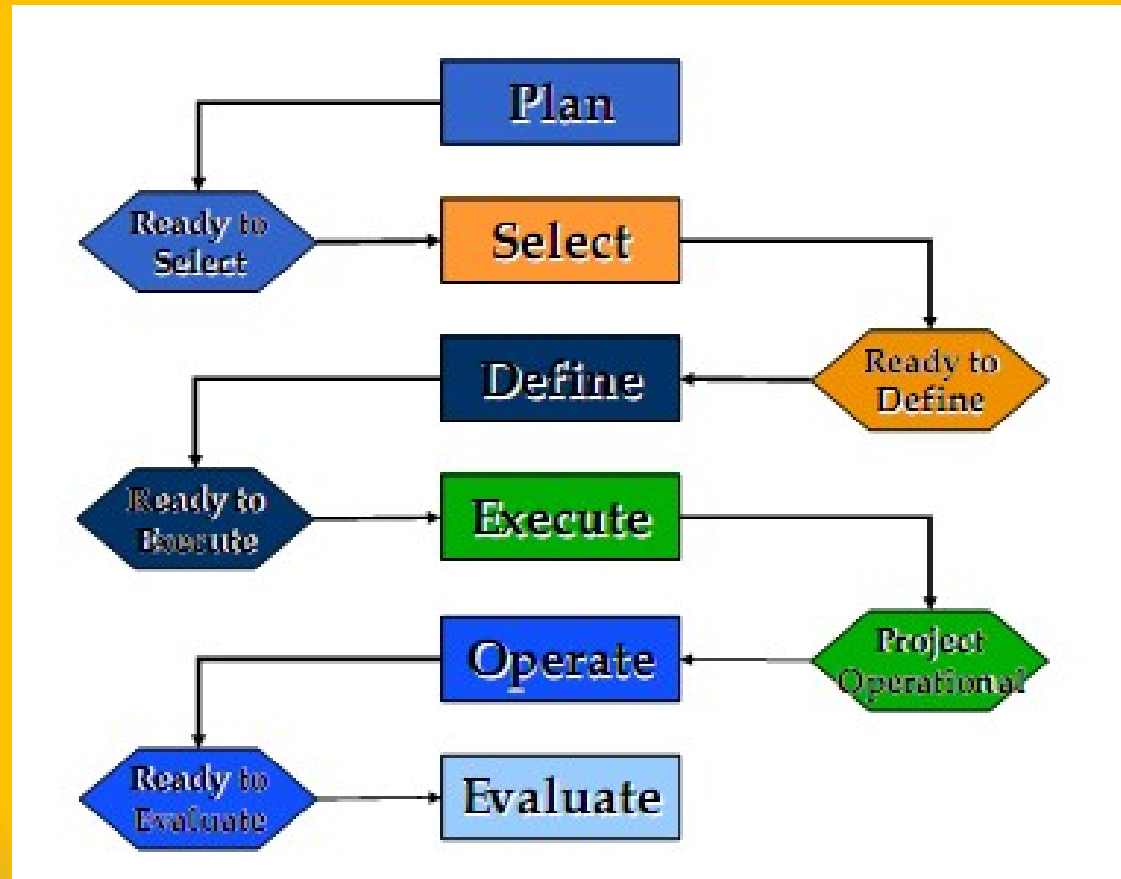
a. **The 7-S framework of Project Management-** These are Strategy, Structure, Systems, Staff, Skills, Style/Culture and Stakeholders.

b. **The Plan-Do-Study-Act Cycle- (PDSA cycle)**
the other Process Groups as shown in fig (below).



c. Stage-Gates.- A check-point at each stage

of the project. It keeps a track record of the success/failure of an activity.



3. Site research: at least 2 years before, (Started in June 99 to Sep 99, Film was released in Jan. 2001).

- ✓ to eliminate environmental risk factors
- ✓ to eliminate risk of accommodation and lodging.
- ✓ to eliminate health and safety risk.
- ✓ for shooting location.
- ✓ Availability of resources like electricity. Water and other tech requirements.

4. Detail budgeting:- Project Scheduling, Detailed Budgeting and Resource Controlling were implemented to manage the project. Besides that, checkpoints at strategic points were used to monitor the progress of the project.

5. Time management:- Call sheets were utilized to track records of attendance of cast on time. Precise timings for breaks were allotted and each activity was given a deadline.

The following timescale shows the various activities and the time taken by them. [Source: S. BHATKAL, *The Spirit of Lagaan*, 2001]

ACTIVITY	Sep 99	Mar 99	Apr 99	May 99	Jun 99	Jul 99	Aug 99	Sep 99	Oct 99	Dec 99	Jan 00	Jun 00	Jul 00	Dec 00	Jan 01	Jun 01
RESEARCH FOR LOCATION	Orange	Orange	Orange	Orange	Orange											
TECHNICAL CREW APPOINTED		Green	Green													
DOMESTIC CAST AUDITION				Cyan	Cyan											
INTL CAST AUDITION						Red	Red	Red								
LOCATION AMENITIES AND SET DESIGN							Purple	Purple	Purple							
MUSIC/LYRICS									Dark Green	Dark Green						
SHOOTING BEGINS											Red	Red				
POST PRODUCTION													Yellow	Yellow		
PUBLICITY AND RELEASE															Blue	Blue

Table 1.2: Timescale distribution of Project Activities

This is the way how they completed shooting in span of 3 years.

IMPLEMENT THE DECISION

They have implemented best alternatives and the outcome was a blockbuster award winning period film.

Achievements

- Astronomical budget of Rs. 250 million.
- Domestic success, revenue: Rs. 389 million.
- Earned Rs. 120 million at the international market.
- Nominated in “50 films to see before you die” at 14th position, by Channel 4 and BBC.
- “Lagaan” was declared the best movie of the decade
- Nominated for the best foreign language film at the 74th Academy Award ceremony.
- The film won a number of national and international awards including seven National film awards, nine Film fare awards and ten IIFA awards.
- Highest selling DVDs in India at that time.

Extra insights

- In Jan 2001, a catastrophic earthquake hit the village of Bhuj, six months after the shooting completed, and claiming 13,000 lives. Much before its worldwide release, the filmmakers screened it exclusively to the villagers of Bhuj.

Reference

Sujoy Singha

M.Sc Management Science,

University of Southampton

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