



**Northeastern University**  
College of Professional Studies

Project Scheduling & Cost-Planning

PJM 6025

Assignment 5A

Title: Sourcing Strategy

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## **1. PROJECT OVERVIEW:**

Marvel Studio and Walt Disney Studios Motion Pictures, established production studios have decided to collaborate once again for the next(fourth) installment of the 'Avengers' movie-series. The studios are known to deliver highly successful, entertaining movies for their audience. This time around, one of their competitors 'DC Films' have decided to release a movie of a similar genre- at the same time alongside the client.

The objective of this movie-based project is to increase the revenue despite the competition through enhanced visual effects and jaw-dropping action sequences, releasing the movie before the end of December 2019, to acquire the target audience (teenagers). The client has stated that the quality of the movie must not be hampered at any cost. Therefore, they have set the budget for this mammoth project- including cast/crew, shooting, marketing, and distribution expenses at USD 400 million.

## **2. RESOURCE LIST**

### 2.1 MATERIALS:

#### 2.1.1 Comic books

Comic book would give a lot of information about the characters and the story-line so that it is easier for the writers to write and modify certain portions to their own likeness.

It is impossible to create a movie without a script. The script is analogous to the scope statement in the project management world. The 'Avengers: Infinity War 2' project is based on the Marvel comic books. Therefore, acquiring these books becomes all the more important along with the copyright.

#### 2.1.2 Props

The genre of the movie is 'Sci-fi' (Science-fiction). Therefore, high-end props are mandatory to justify and add value to the storyline. Props include the accessories that go along with the movie character's costumes. For example, the character 'Thor' is incomplete without his hammer, 'Mjolnir'; similarly, 'Captain America' possesses a shield. In case of 'Hawkeye', bow and arrow play an important role to justify his role of an archer.

#### 2.1.3 Costumes

Costumes are mandatory for any film based on comic books, be it DC comic or Marvel. Audience (fans) would be interested in the movie only if they can relate the costume of the actors to the comic book. If they cannot, they instantly lose connection to the movie-plot. Additionally, it would be difficult to recognize the role of each actor as the comic book contains a lot of characters.

#### 2.1.4 Make-up

The actors are hired for their ability to perform that particular character. However, costumes alone cannot convince the audience. That's where, make-up comes into the picture. Since these characters are fictitious, therefore, they have different physical traits- in terms of skin texture, color. Actor, Dave Bautista as 'Drax' (name of a character) has to undergo several hours of make-up to meet the comic book's description of the character.

#### 2.1.5 Video editing software

The chief-editor and editor team would not be able to complete editing the movie-sequencing scenes, adding music to certain dialogues without the supporting software.

#### 2.1.6 VFX software

VFX software is necessary to add special effects that portray the characters flying or jumping off buildings. It is needed by the Visual effects team to incorporate such effects with the recorded scenes into the movie.

### 2.2 EQUIPMENT:

#### 2.2.1 Camera, lights, microphone

The shooting process may be summarized as 'Lights-Camera-Action'. Therefore, these three are the primary elements of a typical film-making journey. There is a misconception that lighting is only important for scenes shot at night. But that is not the case, lighting is also required in scenes shot during the day.

Next, camera and microphone go hand-in-hand. The former records all the scenes in a visual form while the latter enhances the sound quality and clarity of dialogues.

#### 2.2.2 Computers and other electronic devices

The editing process and incorporation of special effects is implemented using software, on a computer or any other compatible electronic device-depending on the software's needs and requirements.

### 2.3 HUMAN RESOURCES:

#### 2.3.1 Crew

The crew is responsible for handling most of the work occurring behind the scenes- right from building the set, positioning props until wrap-up.

#### 2.3.2 Writer/Director

The writer/director-movie relationship is like a parent-child relationship. A parent nurtures his/her child with the best education and moral values, so that the child can become a successful human being.

Similarly the writer/director leaves no stone unturned to ensure that the movie is successful. The director is the one who leads the entire team and is in-charge of the film set(indoor or outdoor) at any given point and time.

#### 2.3.3 Producer (Sponsor)

The producers of this movie are Marvel and Walt Disney Studio. Both the production studios shall be approached in case of funds-disbursement at different phases for various deliverables or sub-deliverables. They are the ones who would pay the actor's fee, salary of the employees (hourly-based) along with all the other expenses incurred along the way.

#### 2.3.4 Main cast

The main cast of the movie carries a lot of burden- live up to the fans' expectations as well as prepare physically for their character-based-role, which includes following a strict diet and exercising regularly. One of the factors affecting the revenue of the film is casting. There is a certain section of audience who look upto these actors in particular and shall watch the film only if the actor has a role in it.

#### 2.3.5 VFX Team

The VFX team has a very big responsibility of shaping the director's thoughts into reality by adding special effects within the movie. The effects implemented must not have the slightest flaw in terms of continuity or quality of animation.

### **3. MAKE VS BUY:**

#### 3.1 VFX Team

The changes in the VFX department over the last decade has been phenomenal, right from movies such as The Dark Knight (2008), Iron Man (2008) to movies such as Blade Runner 2049 (2017), Deadpool 2 (2018) and many more. Therefore, our franchise takes pride in having the best VFX team in terms of creativity by utilizing new tools, software and ideas. We are on a hunt of skilled young talent in colleges and universities such as University of Dundee, Nord University, Lesley University pursuing a degree in the VFX/3D Animation domain. We have an existing VFX team who would monitor the progress of these newly acquired employees.

#### 3.2 Crew

Crew has a major part to play for ensuring that all the activities on-set, off-set are carried out smoothly and in a timely manner. We have faced problems managing the schedule as the crew members are not as enthusiastic about the project and hence, have a slightly careless attitude which often disturbs the director and consequently leads to dispute, delaying the project further. We will be approaching a recruiting agency who shall find the crew as per the requirements, specified by us.

## 4. SOURCING STRATEGY

### 4.1 VFX Team- RFI

## MARVEL & DISNEY STUDIOS

Marvel and Disney studios have been established in the movie business for a long time. As the film release of 'Avenger: Infinity War 2' is approaching, we are on a hunt for young, talented students that can form a part of our VFX team.



<https://www.thebitbag.com/marvel-disney-dismiss-steven-spielberg-prediction-superhero-flicks-wont-last/129076>

## REQUEST FOR INFORMATION

06/23/2018

### RFI DETAILS

Your university/college students have been identified as potential candidates for recruitment based upon their achievements and your university's reputation. We would like to extend an invitation for your consideration of our Request for Proposal process. This form needs to be filled by the student.

<b>BUDGET</b>	Candidates that qualify shall be offered USD 30 to 45 depending on their final round performance.	<b>DEADLINE</b>	Requested information must be received by [12:00 midnight, 05/24/2019]  Availability required from 07/01/2019 onwards until 09/30/2019
<b>QUESTIONS</b>	Inquiries may be submitted to <a href="mailto:marvel@midtowncomics.com">marvel@midtowncomics.com</a> with subject line '(University/College Name) RFI Inquiry' by 02/18/2018	<b>SUBMISSION</b>	Please forward requested information to <a href="mailto:marvel_hr@midtowncomics.com">marvel_hr@midtowncomics.com</a> with subject line Shortlisted Candidates

## SUBMISSION FORM

<b>NAME OF THE UNIVERSITY/COLLEGE</b>		<b>STUDENT NAME</b>	
		<b>PHONE</b>	
		<b>EMAIL</b>	
		<b>GRADUATION DATE</b>	

## STUDENT BACKGROUND

<b>STUDENT QUALIFICATIONS &amp; ACHIEVEMENTS</b>	
<b>ADDRESS</b>	
<b>BRIEF DESCRIPTION OF PROJECTS</b>	
<b>AVAILABILITY</b>	

<b>STUDENT INTERNSHIPS/ RELEVANT EXPERIENCE</b>	<b>POTENTIAL CONFLICTS / COMPETITOR CONTRACTS</b>
	YES / NO
	<b>LIST COMPETITOR OFFERS (IF ANY)</b>

INTENTIONS / OBJECTIVES / SUCCESS STORIES / GOOD FIT	
INTENTION 1	
INTENTION 2	
INTENTION 3	
OBJECTIVE 1	
OBJECTIVE 2	
OBJECTIVE 3	
SUCCESS 1	
SUCCESS 2	
SUCCESS 3	
WHY YOU'RE A GOOD FIT; 150 WORDS OR LESS	



#### 4.2 Crew- RFQ

Agency file reference	/Marvel_crew/AS057485242
RFQ Number	#0014578933
Date of RFQ	06/24/2018
Agency Project Officer	Mark Rogers
Required response time for quote	10 business days
Work specification for crew	Age of crew members must be within the 25-40 years bracket.  Experience on 5+ movie-sets  Must be available from 08/16/2018 until 07/12/2019 for the shooting process.  Must be willing to travel for outdoor shooting.
Proposed Order Commencement Date	06/24/2018
Completion Date	07/15/2018
Responsibilities	Purchase props  Test equipment daily for its functioning  Coordinate and participate in all activities right from positioning camera, props until the construction of set on a regular basis
Required qualifications/Experience	Worked on more than 5 films.  Degree in a related field. (Preferred)
Specified Personnel	Not Applicable
Location	Work site(Indoor and outdoor)
Terms and Conditions	Salary shall be calculated on an hourly basis.

	Payment shall be deposited into the member's bank account, every fortnight	
Fees, Charges and Disbursements	<p>Hourly wage rate may be negotiated based on quotes. (Standard crew salary varies between USD 25 to 35/hour)</p> <p>Food/travel/accommodation shall be provided</p>	
Confidential Agreement	Agency Confidential information	Period of confidentiality
	Plot points	Until film release date
	Character's looks	Until trailer launch
	Security Classified Information	Indefinitely
Additional Security requirements	Family members, friends, spouse should not be brought on-set/shooting premises.	
Additional Insurance	<p>The crew members should have a valid insurance policy expiring no sooner than the film completion date.</p> <p>In case, they do not possess insurance, the insurance shall be paid for with an appropriate deduction in salary.</p>	

## 5. SOURCE SELECTION CRITERIA:

### 5.1 VFX:

Candidate	Overall Weighting	Category	Category Weighting	Element	Element Weighting
Education Level	40%	Knowledge	40%	Master's Degree	20%
				Internship	10%
				Bachelor's Degree	10%
Performance	60%	Projects	40%	Creativity	15%
				Problem-solving	10%
				Peer assessment	10%
				Tools/techniques variety	5%
		Exam results	20%	Presentation	10%
				Content	5%
				Correctness	5%
	100%				100%

### 5.2 CREW:

Team member	Overall Weighting	Category	Category Weighting	Element	Element Weighting
Experience	50%	Technical	30%	Number of films	15%
				Efficiency	8%
				Flexibility in roles	7%
		Commercial	30%	Employer Feedback	20%
				Cost (per unit time)	10%
Quality	50%	Environment	20%	Team loyalty	15%
				Communication	5%
		Qualification	20%	Level of education	10%
				Relevant coursework	10%
	100%				100%

## **6. GLOSSARY:**

All these characters, weapons are from the fictional Marvel cinematic universe:

(1) Thor- He is the God of thunder, known for his strength from another realm 'Asgard'.

Actor, Chris Hemsworth plays the character of Thor.

(2) Mjolnir- It is the hammer possessed by Thor. Thor derives his power from this hammer.

(3) Captain America- He is an American superhero, thanks to the experimental serum tested on him, assisted by the US Government with the intention of ending World War II. Actor, Chris Evans portrays the character of Captain America.

(4) Hawkeye- He is an expert strategist, marksman and well-trained in hand-to-hand combat.

Actor, Clint Barton enacts the role of Hawkeye.

(5) Drax- Arthur Douglas was a human until his family was killed and his soul was put into a more powerful body. This new being consisting of Arthur's spirit is known as Drax-The Destroyer, possessing superhuman strength and resilience. The character is depicted by actor, Dave Bautista.

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Professor Edgar A. Anderson via email- [e.anderson@northeastern.edu](mailto:e.anderson@northeastern.edu).

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<https://www.ag.gov.au/LegalSystem/LegalServicesCoordination/Documents/Request%20for%20quote%20template.pdf>