

Netflix Billing Overview & Requirements

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Overview

Netflix is rolling out new monthly billing requirements. The major change which impacts our current process is that each Lucid or Teamwork tasks needs to be billed separately. Tasks can no longer be bundled into line items in the billing report as we do currently.

New monthly billing template

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	79	80	81	82	83	84	85	86	87	88	89	90	91	92	93	94	95	96	97	98	99	100	101	102	103	104	105	106	107	108	109	110	111	112	113	114	115	116	117	118	119	120	121	122	123	124	125	126	127	128	129	130	131	132	133	134	135	136	137	138	139	140	141	142	143	144	145	146	147	148	149	150	151	152	153	154	155	156	157	158	159	160	161	162	163	164	165	166	167	168	169	170	171	172	173	174	175	176	177	178	179	180	181	182	183	184	185	186	187	188	189	190	191	192	193	194	195	196	197	198	199	200	201	202	203	204	205	206	207	208	209	210	211	212	213	214	215	216	217	218	219	220	221	222	223	224	225	226	227	228	229	230	231	232	233	234	235	236	237	238	239	240	241	242	243	244	245	246	247	248	249	250	251	252	253	254	255	256	257	258	259	260	261	262	263	264	265	266	267	268	269	270	271	272	273	274	275	276	277	278	279	280	281	282	283	284	285	286	287	288	289	290	291	292	293	294	295	296	297	298	299	300	301	302	303	304	305	306	307	308	309	310	311	312	313	314	315	316	317	318	319	320	321	322	323	324	325	326	327	328	329	330	331	332	333	334	335	336	337	338	339	340	341	342	343	344	345	346	347	348	349	350	351	352	353	354	355	356	357	358	359	360	361	362	363	364	365	366	367	368	369	370	371	372	373	374	375	376	377	378	379	380	381	382	383	384	385	386	387	388	389	390	391	392	393	394	395	396	397	398	399	400	401	402	403	404	405	406	407	408	409	410	411	412	413	414	415	416	417	418	419	420	421	422	423	424	425	426	427	428	429	430	431	432	433	434	435	436	437	438	439	440	441	442	443	444	445	446	447	448	449	450	451	452	453	454	455	456	457	458	459	460	461	462	463	464	465	466	467	468	469	470	471	472	473	474	475	476	477	478	479	480	481	482	483	484	485	486	487	488	489	490	491	492	493	494	495	496	497	498	499	500	501	502	503	504	505	506	507	508	509	510	511	512	513	514	515	516	517	518	519	520	521	522	523	524	525	526	527	528	529	530	531	532	533	534	535	536	537	538	539	540	541	542	543	544	545	546	547	548	549	550	551	552	553	554	555	556	557	558	559	560	561	562	563	564	565	566	567	568	569	570	571	572	573	574	575	576	577	578	579	580	581	582	583	584	585	586	587	588	589	590	591	592	593	594	595	596	597	598	599	600	601	602	603	604	605	606	607	608	609	610	611	612	613	614	615	616	617	618	619	620	621	622	623	624	625	626	627	628	629	630	631	632	633	634	635	636	637	638	639	640	641	642	643	644	645	646	647	648	649	650	651	652	653	654	655	656	657	658	659	660	661	662	663	664	665	666	667	668	669	670	671	672	673	674	675	676	677	678	679	680	681	682	683	684	685	686	687	688	689	690	691	692	693	694	695	696	697	698	699	700	701	702	703	704	705	706	707	708	709	710	711	712	713	714	715	716	717	718	719	720	721	722	723	724	725	726	727	728	729	730	731	732	733	734	735	736	737	738	739	740	741	742	743	744	745	746	747	748	749	750	751	752	753	754	755	756	757	758	759	760	761	762	763	764	765	766	767	768	769	770	771	772	773	774	775	776	777	778	779	780	781	782	783	784	785	786	787	788	789	790	791	792	793	794	795	796	797	798	799	800	801	802	803	804	805	806	807	808	809	810	811	812	813	814	815	816	817	818	819	820	821	822	823	824	825	826	827	828	829	830	831	832	833	834	835	836	837	838	839	840	841	842	843	844	845	846	847	848	849	850	851	852	853	854	855	856	857	858	859	860	861	862	863	864	865	866	867	868	869	870	871	872	873	874	875	876	877	878	879	880	881	882	883	884	885	886	887	888	889	890	891	892	893	894	895	896	897	898	899	900	901	902	903	904	905	906	907	908	909	910	911	912	913	914	915	916	917	918	919	920	921	922	923	924	925	926	927	928	929	930	931	932	933	934	935	936	937	938	939	940	941	942	943	944	945	946	947	948	949	950	951	952	953	954	955	956	957	958	959	960	961	962	963	964	965	966	967	968	969	970	971	972	973	974	975	976	977	978	979	980	981	982	983	984	985	986	987	988	989	990	991	992	993	994	995	996	997	998	999	1000
Product	Market Rate	Market Rate	Component	Market	Job ID	Project Name	Owner	Language	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate	Market Rate																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																							

Netflix Objectives

- Increase insight to billing drivers (Cost Per Word, Hourly charges)
- Interim process to get granularity of data to support future automated billing

Volumes

- Acclaro is forecasted to do \$8M of business for Netflix in 2020
- Acclaro receives between 7K-10.5K Lucid tasks and 315-360 Teamwork tasks per month
- For the past 6 months (Oct. 2019-Mar. 2020), our averages are as follows:
 - 8,686 Lucid tasks per month
 - 346 Teamwork tasks per month
- Tasks are bundled into Plunet order
 - 560-730 Orders are created per month
 - Average Plunet orders created per month is 645
 - We average 14 tasks/order. In practice, some orders have 1 task and others have >100 tasks bundled together.
 - Each task is on average \$75

Current Process

Process summary below is not all encompassing of the full administration process. It focuses on how we receive tasks, assign them, generate and deliver today's invoice report which are the main areas impacted by the new billing requirements.

Tools

Netflix

- Lucid – Netflix proprietary tool. TMS (CAT tool & translation/PM workflow management)
- Teamwork – 3rd party project management application
- Leverage report – spreadsheet report every ~2 hours with details on Lucid task assignments
- Netflix Billing Report template – Google sheet template with required fields for monthly billing

Acclaro

- Plunet – translation job management system (www.plunet.com)
- Billing report – export from Plunet of approved Orders through Acclaro Reporting tool. Acclaro Scripts are run on this report post-export to pull Lucid tasks details from Leverage report to create Acclaro dataset to complete Netflix Billing Report template.
- SNAPP – internal tool created to administratively support current NF production process (bundling).

Overview

How Tasks are assigned to Acclaro (Teamwork, Lucid)

- Netflix creates a job in Lucid or Teamwork and assigns to Projects@acclaro.com in the tool.
- Acclaro PM team receives the notification.
- Lucid: Acclaro logs into Lucid, creates a tag with the Plunet order number and assigns the tasks to the TRA & EDI resources directly in Lucid.
- Teamwork: Acclaro logs into Teamwork. We add the text “received” and a Plunet order number to the task title. This is how confirmation of receipt is indicated to Netflix.

How work is assigned to team

- Lucid & TW tasks execution (98% of work):
 - After performing the steps in the section above, PM determines if tasks can be bundled or not.
 - PM sends an e-mail request to all linguists asking if they are available for the project.
 - Linguists reply to the e-mail with “CONFIRMED” or “REJECTED” in the subject line.
 - If “REJECTED” a new e-mail is sent to alternative linguists and process is repeated until a linguist accepts the project.
 - Jobs created in Plunet as soon as task is sent to the linguist. If the linguist rejects, the PM updates the Job and assigns to the alternative linguist.
- Lucid & TW tasks executed inside memoQ (~2% of work):
 - PM follows the standard process of downloading source file(s) from TW and Lucid and assigns job to Acclaro Engineering team for file prep.

- In parallel, PM then sends an e-mail request to all linguists asking if they are available for the project.
- Linguists reply to the e-mail with “CONFIRMED” or “REJECTED” in the subject line.
- If “REJECTED” a new e-mail is sent to alternative linguists and process is repeated until a linguist accepts the project.
- Jobs created in Plunet as soon as task is sent to the linguist. If the linguist rejects, the PM updates the Job and assigns to the alternative linguist.

How work is delivered to Netflix

- Lucid tasks:
 - Linguists set tasks to complete in Lucid.
 - Linguists send delivery via Plunet to indicate the task is complete and delivered.
- Teamwork tasks:
 - Non-MemoQ tasks:
 - Linguists e-mail PM and/or send Plunet delivery to indicate task is complete.
 - PM checks G-file(s) before delivering for completeness.
 - PM marks TW task as “Delivered” status in the title and, if necessary, leaves delivery comments in the TW task.
 - MemoQ tasks:
 - Linguists complete task in MemoQ and notify the PM.
 - PM sends delivery prep task to ENG (or does it on their own)
 - ENG sends deliverables to PM to deliver.
 - PM uploads file(s) to TW.
 - PM marks TW task as “Delivered” status in the title and, if necessary, leaves delivery comments in the TW task.

Backend financial process

- Acclaro currently bundles Netflix tasks into Plunet orders. Bundling tasks allows us to be more cost effective by:
 - Reducing minimum fees with linguists.
 - Creating efficiencies in the project management workflow so the PMs do not have to create one Plunet order per task.
- How does bundling work:
 - Bundling takes many forms:
 - For components with a very steady volume of work (i.e. daily tasks), we have weekly orders. For a weekly order, one Plunet orders can contain 1-100+ Lucid tasks.
 - For components with lower volumes, we bundle tasks. One Plunet order could contain 2-6 Teamwork or Lucid tasks.
 - Please note there is a very small percentage of orders which are for a single task. These are created when:
 - There is one very large task.
 - There is one task in a component received that day and cannot be bundled with another order.
 - The task has a very tight turnaround which will prohibit it from being bundled with another order.
- Current invoicing
 - Done on a monthly basis

- Billing export captures all Plunet “approved” items since last invoicing period
- Scripted process takes Billable Order quantities from Billing export and maps data to current Netflix billing template requirements
 - Compares job IDs from Plunet Orders with those in Lucid Report
 - Applies word counts by Lucid IDs from report to rows in billing report
 - Applies Order/Source/Target Language and Lucid IDs from Plunet Order

What Needs to Change In Our Process?

- Manage full lifecycle at task level (no more bundling). Current tools and process do not efficiently support this.
 - Job assignments – tasks by each resource
 - Component, language, client charges by task
 - Data capturing for reporting

Opportunity

- This is a significant challenge but once implemented gives us opportunity to improve our data tracking and streamline overall management of the program
 - Granular data tracking for the program:
 - Spend by word count and by hour for each individual task
 - On time delivery by task, component, and language
 - This info can really help us identify trends and address areas requiring improvement.
 - Vendor capacity management: We can eventually use this data to trend volume peaks and valleys, “right size” the team and more thoughtfully distribute work across resources.
 - Netflix is bringing up the importance of data, for insights to work. Better access to data will enable us to better meet this requirement than today.

Development Needs

Development

- Objectives
 - Development of a job management system that enables us to efficiently manage full project lifecycle on a task level and outputs data per the billing report requirements.
 - Add efficiency and automation, significantly reduce manual data entry and provide reporting on a granular level to support the program data requirements.
 - Expectation is that any functionality we build could be rolled out to use for other clients to generally improve efficiency and data insight across accounts.
 - This is a starting list of functions, not comprehensive or broken out by phases. We need support capturing the requirements and spec'ing out features and with development resources to implement and support a system.
 - Solution integrates with our current client dashboard, My Acclaro.

- Phased rollout

Business Requirements

Area	Support
Revenue	<ul style="list-style-type: none">• Generate client charges• Revenue forecasting (work in progress)• Revenue recognition• Capture metadata for Orders: languages, due dates, Netflix components, etc.
Task assignment	<ul style="list-style-type: none">• Assignment of tasks, setting budgets, deadlines, instructions• Tools to select optimal resource (subject experience, availability, rates)
Dashboard	<ul style="list-style-type: none">• For linguists• For PMs• For Management
Reporting/Insight	<ul style="list-style-type: none">• Current, active projects• On time delivery• Workload by resource• QBR Reports/Account metrics
Timesheet	<ul style="list-style-type: none">• Resources record time spent by Lucid ID
Billing	<ul style="list-style-type: none">• Export data to Netflix template• Track which tasks have been billed in system