Netflix Billing Overview & Requirements

Contents

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

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.

- o In parallel, PM then sends an e-mail request to all linguists asking if they are available for the project.
- o Linguists reply to the e-mail with "CONFIRMED" or "REJECTED" in the subject line.
- o If "REJECTED" a new e-mail is sent to alternative linguists and process is repeated until a linguist accepts the project.
- o 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

- o Billing export captures all Plunet "approved" items since last invoicing period
- o 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.
  - o Job assignments – tasks by each resource
  - o Component, language, client charges by task
  - o 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
  - o 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.
  - o Netflix is bringing up the important of data, for insights to work. Better access to data will enable us to better meet this requirement than today.

Development Needs

Development

- Objectives
  - o 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.
  - o Add efficiency and automation, significantly reduce manual data entry and provide reporting on a granular level to support the program data requirements.
  - o 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.
  - o This is a starting list of functions, not comprehensive or broken out by phases. We need support capturing the requirements and speccing out features and with development resources to implement and support a system.
  - o Solution integrates with our current client dashboard, My Acclaro.

- Phased rollout

Business Requirements

Area	Support
Revenue	• Generate client charges • Revenue forecasting (work in progress) • Revenue recognition • Capture metadata for Orders: languages, due dates, Netflix components, etc.
Task assignment	• Assignment of tasks, setting budgets, deadlines, instructions • Tools to select optimal resource (subject experience, availability, rates)
Dashboard	• For linguists • For PMs • For Management
Reporting/Insight	• Current, active projects • On time delivery • Workload by resource • QBR Reports/Account metrics
Timesheet	• Resources record time spent by Lucid ID
Billing	• Export data to Netflix template • Track which tasks have been billed in system