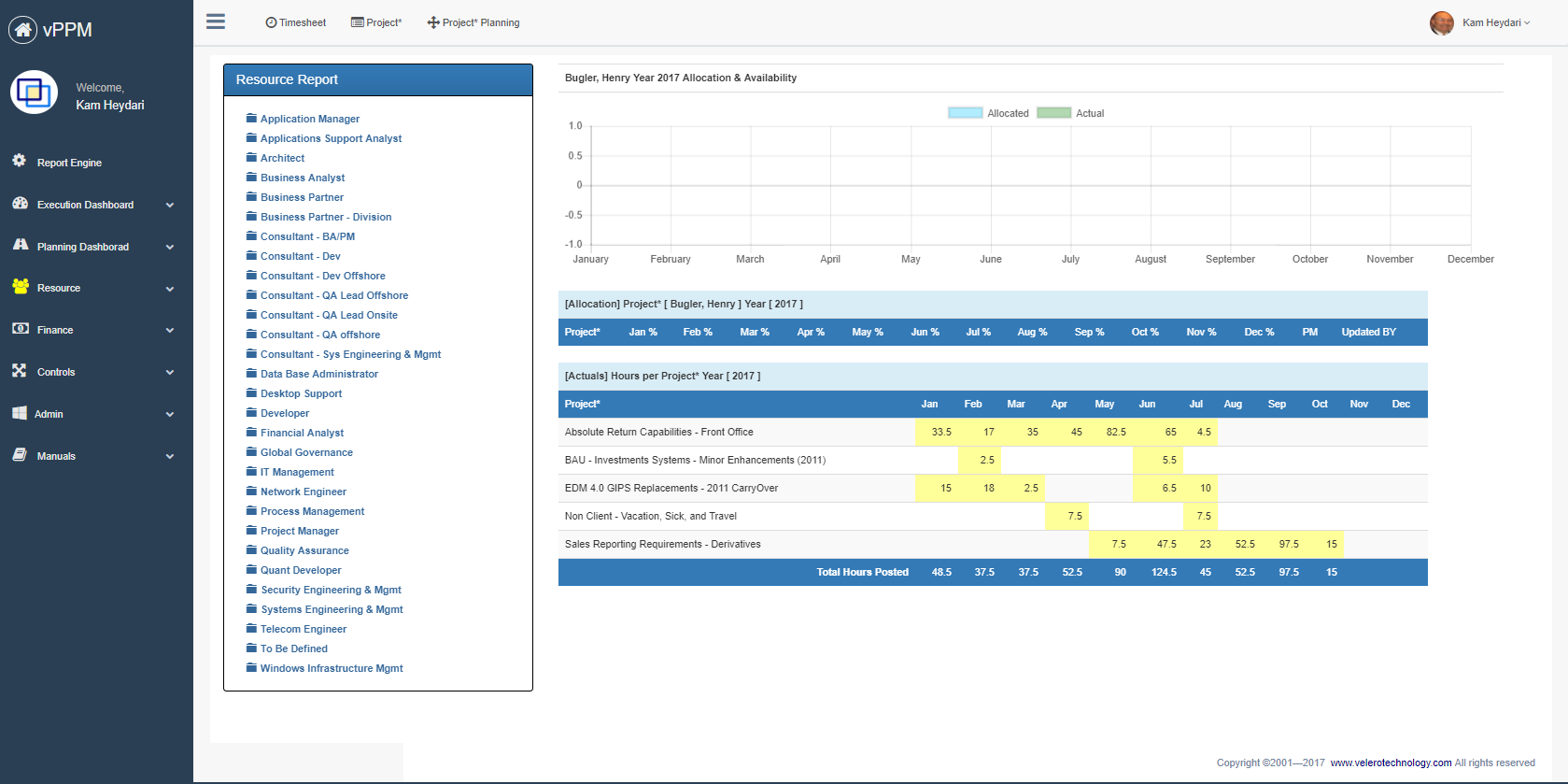
2021

Planning & Management



**Student Name:**

Priyanka Chaudhari - 001007299  
Vaishnavi Gadve - 001568298  
Latish Talreja - 001563869

**Assignment Name:**

Team 7 - Netflix

Contents

[2. Company Strategy & Scorecard 2](#_Toc65308137)

[2.1. Company Background 2](#_Toc65308138)

[2.2. Scorecard 2](#_Toc65308139)

[2.3. Reference information 2](#_Toc65308140)

[3. Assignment 3](#_Toc65308141)

[3.1. Case 3](#_Toc65308142)

[3.2. Project Mandate 3](#_Toc65308143)

[3.2.1. PURPOSE 3](#_Toc65308144)

[3.2.2. BACKGROUND 3](#_Toc65308145)

[3.2.3. INTERFACES 3](#_Toc65308146)

[3.2.4. QUALITY EXPECTATIONS 4](#_Toc65308147)

[3.2.5. OUTLINE BUSINESS CASE 4](#_Toc65308148)

[4. Requirements Documentation 5](#_Toc65308149)

[4.1. Project Objectives 5](#_Toc65308150)

[4.2. Deliverables & Success Criteria 5](#_Toc65308151)

[4.3. Project Assumptions & Constrains 6](#_Toc65308152)

[4.3.1. General 6](#_Toc65308153)

[4.3.2. Technical 6](#_Toc65308154)

[4.4. Risks and Issues 7](#_Toc65308155)

[4.5. Scope 8](#_Toc65308156)

[4.6. Strategy Matrix 9](#_Toc65308157)

[4.7. Work Breadown Structure 10](#_Toc65308158)

[4.8. Resource and Cost Estimate 10](#_Toc65308159)

[4.8.1. Cost 10](#_Toc65308160)

[4.8.2. Resource 11](#_Toc65308161)

[4.9. Roles & Responsibility Matrix 12](#_Toc65308162)

[4.10. Project Structure 13](#_Toc65308163)

[4.11. Resource requirement Matrix 14](#_Toc65308164)

[4.12. Project Schedule 15](#_Toc65308165)

# Company Strategy & Scorecard

## Company Background

Netflix Inc. is an American pay television media service and original programming production company. It offers subscription-based video on demand from a library of films and television series, 40% of which is Netflix original programming produced in-house. Netflix provides a great user engagement, by providing the users with an extensive library of Movies, TV Shows and Documentaries. On July 18, 2013, Netflix became the first streaming service to earn major nominations and eventually win a Primetime Emmy Award. House of Cards, a Netflix Original became the first online-only web television program to be nominated and its pilot episode.

## Scorecard

Learning & Growth Perspective

4.1 Flexibility for employees

4.3 Competitive Compensation and Benefits

4.2 Focus on employee benefits

4.4 Upskilling of the employee and meeting their career goal

Product, Services, or Process Perspective

3.5 Product Support

3.4 Customer Retention

3.3 Improve watching experience

3.2 Provide Original Content

2.4. Enhance Watch on-the-go experience

2.3 Streamlined Subscription offers

1.1. Increase Revenue

1.4. Focus on in-house production to save on licensing

1.3. Grow its average revenue per user outside of the U.S

1.2. Increase Market Share

3.1 Expand Customer Base

2.1 Personalization based on views

2.2. Easy accessibility

Finance Perspective

Client Perspective

## Reference information

* <https://productled.com/blog/netflixs-2020-product-strategy>
* <https://askgib.substack.com/p/what-do-you-think-about-project-based>
* <https://www.engadget.com/netflix-has-launched-a-linear-channel-in-france-133949611.html>

# Assignment

## Case

Using the given project mandate create a full project assessment document include required project information.

## Project Mandate

Work with the assigned datasets to perform/create the following:

### PURPOSE

Netflix being one of the best streaming companies faced a down fall of users between 2018 to 2019, hence decided to attract users and planned to develop the new feature called Netflix direct.

### BACKGROUND

Netflix is testing a new TV channel-style feed, known as "Direct" that will let subscribers watch a real-time TV channel that would feature shows and movies from the service’s massive library. The feature would be limited to paying subscribers who can only tune in to the scheduled stream of shows and movies via the web. This can bolster Netflix's recommendations algorithm to further customize the browsing experience. This could be an experiment in content discovery and subscriber retention that could become the ideal format for a free advertising tier. "Direct" could allow Netflix to further embrace the linear TV model in a bid to drive engagement, highlight overlooked shows, and improve its recommendations engine, according to analysts. It may even settle the perennial debate around whether the service will ever introduce advertising.

### INTERFACES

Netflix’s new project is enhancing the current service that is being provided to make the platform more user centric. The new feature Direct will engage the users and personalize their experience. Not only is this a great way to avoid the stress of having to decide what to watch, but as Netflix puts it, “you can let yourself be carried away without having to choose a particular title and let yourself be surprised by the diversity of the Netflix catalog.” As an aside, this quote has been Google-translated from French, so it might not actually be a perfect translation. Regardless, having a “live TV channel” of Netflix content does seem like a great way to introduce people to shows and movies they might not have even considered watching before seeing them on Direct.

### QUALITY EXPECTATIONS

Direct can help Netflix mimic the conventional cable revel, where customers could turn on the TV and something is already playing. The function can also help get viewers hooked on the organization's one-of-a-kind content, which would help it preserve subscribers.

### OUTLINE BUSINESS CASE

* Enhanced user experience
* attracting by the immediacy of the programs (no longer wait for any movie, just log on and enjoy)
* Improved quality of browse and eliminate stress of deciding of what to watch
* Tailored suggestions based on users viewing activity on Direct
* Bookmark content currently running on Direct

# Requirements Documentation

## Project Objectives

The objective of developing Netflix direct feature is to display the curated content that is specifically selected according to the taste of each customer/user of each county and their language of preference, the main purpose of developing this new feature is to open new ways to increase user engagement and retention.

Preliminary considerations for the assessment have been identified and will inform the scope and activities of the engagement throughout.

|  |  |
| --- | --- |
| ID | Objective/Goal |
| O1 | Enhanced user-experience |
| O2 | TV like feeling – Customers won’t have to pick a show/movie, they can tune in and enjoy the content. |
| O3 | Customer retention, satisfaction, and ease |
| O4 | Increased data for analytics resulting in greater efficiency for the suggestions algorithm |

## Deliverables & Success Criteria

**Tangible Deliverables -**

The Direct will enhance the user experience by playing content based on novel combination of shows/movies that are currently in demand or suggested by the experimental algorithm. The function can also help get viewers hooked on the organization's one-of-a-kind content, which would help it preserve subscribers.

The 3 major deliverables will be:

1. Direct Feature Development
2. Suggestion and Scheduling Algorithm based on user’s past view history
3. Implementing direct feature in mobile application

**Success Criteria / Abstract Deliverables -**

Netflix has a customer base of over 209 million memberships. Addition of Direct can help increase the customer base by 3% or millions in revenue.

## Project Assumptions & Constrains

Includes your project assumptions break them down by (resources, delivery, budget, scope, schedule, methodology, technology, and architecture & design)

### General

| **ID** | **Item** |
| --- | --- |
| A1 | This feature will take into consideration user’s/customers taste of watching/streaming the type of movies/series they would like to watch show the exact same list. |
| A2 | Feedback data is available from surveys to test the relevancy of the feature |
| A3 | Budgets, resources, timeline, and buffers are defined for the deliverables before the project starts |

### Technical

| **ID** | **Item** |
| --- | --- |
| T1 | Development team is ready with an algorithm which automatically selects content from large Netflix catalogue and displays it to the user. |
| T2 | The Direct feature needs to be tested(beta) first with several customers worldwide |
| T3 | Appropriate country-wise data(preferences) is available to perform analytics to train the algorithm that plays the content. |
| T4 | The teams will have to release theirs tests on time for the Q/A testing or Beta testing |

## Risks and Issues

Identify risks and issues in the following forms.

|  |  |  |  |
| --- | --- | --- | --- |
| **Risk** | **Prob** | **Impact** | **Mitigation** |
| Issues with Capacity Planning | 5 | 25 | Have additional servers built to handle increased influx |
| Bad feedback from the testing surveys in other regions | 10 | 50 | Analyze the surveys, understand pain points, and look out for areas to improve |
| Budget issues | 8 | 65 | Use contingency reserve allocated to the project |

## Scope

Define what is in- and out- of scope for your project.

#### In scope

| **ID** | **Type** | **Definition** |
| --- | --- | --- |
| S1 | Viewer | User can watch the content running on Netflix platform with the help of direct feature |
| S2 | Technology (Suggestions Algorithm) | Pick a trending show/movie from Netflix’s existing library to be played on the direct channel |
| S3 | Technology (Scheduling Algorithm) | Generate the regional schedule using the content selected by the suggestion’s algorithm |
| S4 | Technology (compatibility) | Netflix direct can work on Mobile applications/Desktop applications etc. |

#### Out of Scope

**Sample**: The following areas are agreed to be out of scope for the Data Assessment:

| **ID** | **Item** |
| --- | --- |
| OS1 | No new content will be created specifically for the direct channel |
| OS2 | Maintenance of the equipment of the facility building are not included in the scope of the project |
| OS3 | No additional training will be provided to the project personnel |

## Strategy Matrix

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Project Objectives | Strategies | | | |
| Customer Retention | Reduce Time for browsing | Developing Algorithm | Provide a secure platform |
| Increase Revenue | YES | YES | YES | YES |
| Improve user experience | YES | YES | YES | NO |
| Improve Platform Efficiency | NO | NO | YES | YES |
| Improve Accuracy | YES | YES | YES | NO |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Project Objectives |  | Strategies | | | |
| Weighting For Importance | Customer Retention | Reduce Time For browsing | Develop Algorithms | Provide a secure platform |
| Increase Revenue | 5 | 4 | 5 | 1 | 5 |
| Improve user experience | 5 | 4 | 4 | 4 | 1 |
| Improve Platform Efficiency | 4 | 1 | 4 | 4 | 4 |
| Improve Accuracy | 4 | 4 | 4 | 4 | 1 |
| TOTAL | 18 | 60/90 | 65/90 | 57/90 | 50/90 |
| Percentage |  | 66.67% | 72.22% | 63.33% | 55.56% |

## Work Breakdown Structure

## Resource and Cost Estimate

Using the following format define your resource and cost estimates.

### Cost

|  |  |  |  |
| --- | --- | --- | --- |
| Cost Description | Schedule (year) | Amount | Note |
| Software Development | 2021 (90 days) | $172,800 | Software developers to develop the feature |
| Management | 2021 (180 days) | $192,000 | A Project manager with his associates to lead the project scope and goals |
| System Testing | 2022 (30 days) | $50,000 | Testing software required and the QA testers |
| Consulting | 2021 (45 days) | $36,000 | Systems Architect Expert |
| Hardware | 2021 (15 days) | $50,000 | Servers (10 units, $5,000/Unit) |
| Communications | 2021(180 days) | $15,000 | Cost of Meetings |

### Resource

|  |  |  |  |
| --- | --- | --- | --- |
| Resource Type | Resource Needed  Year | Total FTE | Note |
| IT Project Manager | 2021 (180 days) | 4 | 1 IT Project Manager  4 Months |
| Project Team Member | 2021 (180 days) | 12 | 3 Project Members  4 Months |
| Software Developer | 2021 (90 days) | 9 | 3 Software developers  3 Months |
| Data Engineer | 2021 (90 days) | 6 | 2 Data Engineers  3 Months |
| QA Personnel | 2022 (30 days) | 4 | 4 QA Personnel  1 Month |
| Systems Architect Expert | 2021 (60 days) | 2 | 1 Systems Architect Expert  2 Month |
| ML Engineer | 2021 (90 days) | 6 | 2 Data Engineers  3 Months |

## Roles & Responsibility Matrix

Define roles and responsibilities using RACI model for all participating resources.

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Area/Name** | | **Project Manager** | **Steering Committee** | **Stakeholders** | | **Tech Lead** | | **UI /UX Designers** | | **Software developers** | **System Architect** | **Technical consultant** | **Quality Assurance** |
| **Project Team** | |  |  |  | |  | |  | |  |  |  |  |
| **Project Initiation** |  | A | C | C | | I | | I | | I |  |  | I |
| **Planning and Managing control** |  | A | I | R | | I | | I | | I | I | I | I |
| **Business objective identification** |  | A | I | R | | C | | I | | I | C | C | I |
| **Architecture high-level design** |  | I |  |  | | C | | A | | A | A | C | I |
| **Technology stack** |  | I |  |  | | C | | A | | A | A | A | I |
| **Technical Design document** |  | I |  |  | | C | | A | | A | C | A | C |
| **Code review** |  | I |  |  | | A | | I | | I | R | I | I |
| **Execution of the Tool** |  | I |  |  | | A | | R | | R | A | R | I |
| **Environment setup(DEV/PROD/STG/UAT) S** |  | A |  |  | | C | | I | | I | C | I | I |
| **Quality assurance** |  | A |  |  | | R | | I | | I | R | I | A |
| **Software Licenses** |  | A |  |  | | A | | I | | I | I | I | I |
|  |  | R | A | C | | I | |  | |  |  |  |  |  |
|  |  |  |  | |  | |  | |  |  |  |  |  |  |
| **Responsible** | | People or stakeholders who are the "doers" of the work. They must complete the task or objective or make the decision. Several people can be jointly *Responsible*. | | | | | | | | | | |
| **Accountable** | | Person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities. ***Success requires that there is only one person Accountable.*** | | | | | | | | | | |
| **Consulted** | | People or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants. | | | | | | | | | | |
| **Informed** | | People or stakeholders who need to be kept "in the picture." They need updates on progress or decisions, but do not need to be formally consulted, nor do they contribute directly to the task or decision. | | | | | | | | | | |

## Project Structure

Define your project structure considering information provided in the project mandate.

## Resource requirement Matrix

Define resource requirement matrix per work pages using the format that was provided to you in the class and for your group assignment.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Resource/Month | 1 | 2 | 3 | 4 | Total |
| Project Manager | 1 | 1 | 1 | 1 | 4 |
| Junior Project manager | 1 | 1 | 1 | 1 | 4 |
| System Architect | 1 | 0 | 1 | 0 | 2 |
| Software developers | 0 | 1 | 1 | 1 | 3 |
| QA Analyst | 0 | 0 | 0 | 1 | 1 |
| Data Engineer | 0 | 1 | 1 | 1 | 3 |
| ML Engineer | 0 | 1 | 1 | 1 | 3 |

## Project Schedule

Using the following format to define complete project schedule using PMI (initiation, Planning, Execution, Monitoring and Control and Closure.) Start date 1/1/2021. Make your project schedule as realistic as possible please. Identify all the dependencies, using task ID.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Task ID | PMI | Tasks/Milestone | Start | End | Dependency |
| 1 | **Initiation** |  |  |  |  |
| T1.1 |  | Identify stakeholders | 1/1/2022 | 1/3/2022 |  |
| T1.2 |  | Define Project Scope | 1/2/2022 | 1/5/2022 |  |
| T1.3 |  | Identify risk and issues | 1/5/2022 | 1/6/2022 | T1.2 |
| T1.4 |  | Estimate cost and resources | 1/6/2022 | 1/8/2022 | T1.3 |
| T1.5 |  | Project Plan review and sign off | 1/5/2022 | 1/10/2022 | T1.1 – T1.4 |
| 2 | **Planning** |  |  |  |  |
| T2.1 |  | Build strategy matrix to align the project goals with overall company goals | 1/11/2022 | 1/12/2022 | T1.2 |
| T2.2 |  | Project requirement gathering | 1/12/2022 | 1/15/2022 |  |
| T2.3 |  | Project scope | 1/13/2022 | 1/18/2022 |  |
| T2.4 |  | Validate the scope | 1/18/2022 | 1/19/2022 | T2.3 |
| T2.5 |  | Project Objective:  Fine tune the requirements  Finalize the deliverables  Success criteria  Risk and assumptions | 1/19/2022 | 1/23/2022 | T2.4 |
| T2.6 |  | Project Schedule- Resources, timeline, and funds | 1/23/2022 | 1/29/2022 | T2.5 |
| T2.7 |  | Plan Procurement | 1/27/2022 | 1/30/2022 |  |
| T2.8 |  | WBS – Work breakdown structure | 1/31/2022 | 2/5/2022 | T2.6 |
| 3 | **Execution** |  |  |  |  |
| T3.1 |  | Direct and Manage Project execution | 2/5/2022 | 2/5/2022 | T2.8 |
| T3.2 |  | Acquire Project team | 2/6/2022 | 2/7/2022 |  |
| T3.3 |  | Set the kickoff meeting to Project briefing  In the meeting, describe the project objective and goal  Project plan review and explain the roles and responsibilities | 2/8/2022 | 2/8/2022 | T3.2 |
| T3.4 |  | Conduct Procurements | 2/7/2022 | 2/10/2022 | T2.7 |
| T3.5 |  | Develop and manage the Project team | 2/8/2022 | 6/30/2022 |  |
| T3.6 |  | Execute Project communication plan – teams call per week to check on the task status | 2/9/2022 | 2/9/2022 |  |
| 4 | **Monitoring and control** |  |  |  |  |
| T4.1 |  | Monitor and control Project work | 2/9/2022 | 6/19/2022 |  |
| T4.2 |  | Verify and control the scope | 2/9/2022 | 6/19/2022 |  |
| T4.3 |  | Control the schedule, cost and quality | 2/9/2022 | 6/19/2022 |  |
| T4.4 |  | Report performance – status reports and project dash boards | 2/9/2022 | 6/19/2022 |  |
| T4.5 |  | Monitor and control the risks and issues | 2/9/2022 | 6/19/2022 | T4.4 |
| T4.6 |  | Administer the procurements | 2/9/2022 | 4/30/2022 |  |
| 5 | **Closure** |  |  |  |  |
| T5.1 |  | Acceptance – write the project acceptance document | 6/20/2022 | 6/26/2022 |  |
| T5.2 |  | Lesson learned – Document the lesson learned during the project | 6/23/2022 | 6/26/2022 |  |
| T5.3 |  | Final documentation and closeout – Produce the final document and closeout report which will summarize the project performance | 6/26/2022 | 6/28/2022 | T5.1 |
| T5.4 |  | Close any contracts and archive the documentation | 6/26/2022 | 6/30/2022 |  |