

# A broadcaster's sequel:

Transforming into a mediatech company



# A media giant's Achilles' heel

**For decades, Globo has been as relevant in Brazil's media landscape as its popular evening soap operas. As the largest media company in Latin America, Globo had captive audiences across its TV channels and digital properties. So, when it came to business, the company wanted to avoid the clichéd plotline of losing market share to a rapidly changing media landscape.**

To start, consumer behavior was changing faster than it could adapt. After years of relying on loyal viewers for their rigorously planned TV programming, the network found more people preferred to consume media whenever and wherever they wanted. Market pressure to develop new ways to create and distribute products and services resulted in a [complex streaming market](#)—with plenty of platforms, screens and menus—and multiple entry and exit points.

Globo knew it needed to acclimate to shifting media consumption habits. Globoplay, a digital streaming service, was a growing business, but it lacked the investment and agility to compete at scale.

Plus, despite its size and success, Globo was structured like a local media company instead of a global digital player. Its organization as a massive holding company meant its businesses sometimes competed against each other for audiences and advertising, while siloed operations kept functions such as IT, human resources and ad sales from effectively collaborating.

The company needed a new strategy that could address these challenges and provide a fresh direction of growth.



“The value we can see is enormous if measured financially. But there’s also an intangible value related to our long-term sustainability: our ability to keep changing and keep Globo strong.”

**JORGE NÓBREGA**  
Globo’s former CEO:

When tech meets human ingenuity

# A new identity for One Globo

**Globo’s senior executives convened at [The Dock](#), Accenture’s flagship R&D and global innovation center in Dublin. The team collaborated with specialists across geographies and subject matters to form “pods” that would implement a new technology vision.**

The goal was to transform into a single company, merging Globo’s audiovisual businesses. The journey, UmaSóGlobo (“Only One Globo”), had three main thrusts.

First, Globo pursued a new direct-to-consumer (D2C) strategy, leaving behind the B2B model that relied on advertising and pay TV. To fulfill consumer needs, its new portfolio included an integrated suite of products for sports and an evolution of Globo’s video-on-demand (VOD) to virtual multichannel video programming distributors (VMPVDs). New investments were also

made in Globoplay for a better user experience and new revenue streams based on digital media. The timing of the COVID-19 pandemic created renewed urgency as demand and the popularity of streaming platforms exploded. And Globo, like other companies, needed to respond quickly to a new normal.

Second, the team reinvented and reorganized Globo’s operating model as a mediatech company that differentiates itself from competitors with technology and data-driven insights. The company no longer has disparate networks and companies, including free-to-air TV, pay TV and digital properties. Globo now has a hub to innovate with scale and speed and help leaders prioritize investments. With business and technology side by side, the innovation hub aims to be the “factory” from which all digital products originate in a data-driven model.

## When tech meets human ingenuity

Last, the company broke down its silos—both cultural and organizational—and worked to create a new mindset to support this new operating model and navigate the digital world. To do so, the company created a new environment to be able to “test and learn” from new products—that sometimes fail—in the marketplace. The team also implemented a new shared service model that streamlined Globo’s operations for agility and speed. Along the way, Accenture supported a number of Globo’s cloud initiatives, including customer relationship management and new enterprise resource planning (ERP) with partners like Salesforce and Oracle.

In addition, Accenture worked with Globo to structure a bold cloud strategy that helped streamline its content production supply chain and new product and service launches.



A valuable difference

# Learning to learn

**Over three years, Accenture and Globo worked to implement the company's vision to become a mediatech giant. Today, Globo has evolved into a D2C organization that can test, launch and scale innovative digital products and services—and implement new business and pricing models.**

Globoplay has become a shining star—as popular as the exclusive and culturally relevant content that draws audiences to the innovative platform. Its segmented advertising strategy, which leverages user profile information, has been such a success that Globo is applying the approach across the business.

For example, Globo can reach audiences and markets in a more targeted way with its advertising business, whether it's on pay TV or digital. And in a "cookieless" world, the team developed new business opportunities to use data with incremental monetization. To power this new

consumer strategy, Accenture helped streamline costs and developed top-line growth initiatives to accelerate advertising revenues and deploy new digital capabilities through Globo's innovation hub. With work carried out by a multidisciplinary pod of talent, the innovation hub has more than 1,500 people trained to develop new products.

"Accenture's contribution for the UmaSóGlobo Program was huge since we needed someone to help us further develop in detail the vision we already had," Jorge Nóbrega, Globo's former CEO, said. "But beyond that, to help build that vision along with us. And that's exactly what Accenture brought to the table. It brought us the ability to look to the future, the ability to build things and the ability to help us learn and 'learn to learn.' So this contribution was fundamentally important because it left us a legacy we'll never lose. Accenture has delivered more value than I expected from the beginning."

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