

Globo

Unifying Technology
to Lead the Digital
Transformation

High performance. Delivered.



Client Profile

Grupo Globo is one of the world's largest media companies. It is the major media group in Latin America, and Brazil's undisputed leader across broadcast TV, online channels, print, and radio. Globo is the leading content production and broadcasting free-to-air television in Brazil, and Grupo Globo's largest business unit.

Opportunity

Recognizing the disruptive impact of digital business models, the entrance of a new breed of competitors and the emergence of new consumption habits, Grupo Globo is seeking for potential opportunities of emerging technologies across each of its core business units. Globo has taken the lead in the Group's business transformation, integrating its technology resources into one single organization.

Globo's technology organization had long been structured vertically around business units and its traditional and digital distribution channels. Each unit had its own processes and structure, making it difficult to standardize and integrate technologies, to explore synergies, and to promote collaboration.

To leverage value to the business and to anticipate the technology convergence, Globo recognized the need to restructure based on a vision of a ubiquitous technology organization across Digital, IT and OT domains. Globo was also seeking greater visibility of its technology landscape to develop an integrated technology strategy and investment plan that would enable the transformation of the business.

Solution

Together, Accenture and Globo assessed a comprehensive technology map and designed an integrated operating model, introducing new capabilities into a more cohesive technology organization.

The technology landscape map stretched across IT, Digital Media and TV solutions and included 1,100 applications, 250 technical centers, 2,700 servers and 20 petabytes of storage. The map helped shape a technology agenda, which included a heat map of recommended changes according to criticality for the business and implementation complexity. The technology agenda allowed Globo to better understand its environment and prioritize the actions needed to transform the business during the following years.

Accenture helped Globo to build ONE technology organization to ride at speed digital transformation, bringing together IT, broadcast engineering and digital media talents with new functions and stronger processes that will enable an agile and scalable delivery model for a business where technology will become an even greater competitive advantage.

At the same time, Accenture worked with Globo to design an operating model for the technology organization. The model brings together nearly 3,000 people from Information Technology, Operational Technology* and Digital Media. The design encompassed organizational structure and sizing, process framework, governance committees, roles and responsibilities, sourcing model, and transition plan. The new operating model also created three important new capabilities.

- A business relationship management role will develop stakeholder relationships and build a deep understanding of each business value chain. Through this relationship, the business and technology teams can work in a more integrated way to deliver technology that meets business needs and time to market.

*Operational Technology is also known as Broadcast Engineering in the Media Industry.

- An enterprise architecture role will maintain a holistic view of the technology architecture and drive the evolution of the technology landscape. With a legacy environment and overlapping solutions across business units, maintaining an enterprise architecture view is critical to consolidating solutions, reducing complexity and managing cost and maintenance efficiency on an ongoing basis.
- An integrated innovation lab will constantly track market, consumer, product and technology trends. The lab leverages previous experiences and captures ideas from inside and outside the organization ecosystem to anticipate opportunities. The lab allows Globo to explore greater value for the business and influence the media industry through the leveraging of emerging technologies.

Results

Because of its work with Accenture Strategy, Globo now has a key role in the business transformation of Grupo Globo overall. The business unit is better able to enhance customer experiences with "on air" innovation, while achieving operational efficiency and excellence behind the scenes. The new technology organization promotes teamwork and collaboration and fosters industrialization while enabling its existing talent pool to pursue functional specialization.

Perhaps most important, strategic alignment of the technology group under one single vision is enabling the team to deliver solutions that are driven by the needs of the business rather than the capabilities of the underlying technology.

According to Globo CTO Raymundo Barros, "Accenture's contribution to this project has proven to be of the utmost relevance, making the validation process with Globo's top leadership smooth due to the unquestionable value of the proposal."



About Accenture

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About Accenture Strategy

Accenture Strategy operates at the intersection of business and technology. We bring together our capabilities in business, technology, operations and function strategy to help our clients envision and execute industry-specific strategies that support enterprise wide transformation. Our focus on issues related to digital disruption, competitiveness, global operating models, talent and leadership help drive both efficiencies and growth. For more information, follow @AccentureStrat or visit www.accenture.com/strategy.

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