Globo and Accenture
Tracking the future of technology

High performance. Delivered.
Grupo Globo is the largest media group in Latin America and Brazil’s undisputed leader across print, radio, broadcast TV and online channels. To maximize Globo’s potential as a digital disruptor, the Group needed to identify the emerging technologies and market trends most likely to change the game for its business, and the media industry, over the next five to ten years. It asked Accenture for help.

Seeking to take control of its digital destiny, Globo needed to anticipate how emerging technologies would drive change and create opportunities across each of its core business units in the years ahead.

To support this process, Globo’s Technology Committee was asked to design a forward-looking technology vision. As well as driving the Group’s business strategy in the decade ahead, this vision would provide a foundation for the continuous selection, implementation and delivery of new technology ideas to the business—the ideation process through which breakthrough innovations are achieved.
The Technology Committee asked Accenture to help them with this critical project. Assembling skills from its Media & Entertainment, Accenture Strategy, Accenture Technology Labs, Advanced Technology Architecture and Accenture Research practices, drawing on the latest Accenture thought leadership (including the Accenture Technology Vision 2014 and the latest Accenture Pulse of Media report), and working in close collaboration with C-level executives across Globo’s business, Accenture set out to answer two fundamental questions:

• Which emerging technologies are most likely to influence the media industry over the next 5-10 years?
• How will technology evolution influence new consumer behaviors and drive new marketplace trends?

To help Globo conceptualize the dimensions of its future technology landscape, and the relative maturities of emerging technologies within it, Accenture leveraged the Technology Innovation Radar (see Figure 1).

Based on in-depth analysis, and grounded in a proof of concept being conducted by Accenture Technology Labs, the Technology Innovation Radar aggregates conceptual, emerging and improving technologies into categories, depending on the principal purpose for which these technologies are being developed. The layers within the radar map show the evolution of different technologies—such as wearables, 8k TV, the Internet of Things and nanotechnology—and their acceptance by the market. Taken together, the work provided unique holistic insight into which technologies are most likely to be adopted for mass personal and corporate use—and points the way forward to future business opportunities within the media industry.

The technology evolution is supporting companies by enabling them to deliver better products and services to the always connected consumers with improved quality, agility, performance, immersion, intensity and efficiency. Demand for bigger, faster, and more efficient data processing is driving rapid adoption of specialized and smart technology services, along with breakthrough innovation ideas.

Figure 1: Technology Innovation Radar
“We wanted to discuss the future of technology with our shareholders, but we did not have a clear view of how to make it tangible. Accenture not only helped us to develop a technology vision for the future, but they also packaged it in a way that made it easy to share with others. The results were outstanding.”

Rossana Fontenele, General Director of Planning and Management at TV Globo*

“Accenture leveraged its global network, connecting multidisciplinary skills for the success of this project.”

Marcelo Souza, Manager of the Future of Technology Project at TV Globo and Globo Technology Committee liaison

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The outlook of the upcoming future enabled the discussion with Globo of questions around how to create a fully feedback driven company that promotes consumer engagement and serves them accordingly, being everywhere and relevant at all times.

All the emerging technologies captured by the radar are driving changes in consumer behaviors that are fundamentally transforming the marketplace. These changing behaviors are highlighted in Accenture’s 2014 Digital Consumer Survey and include a significant planned increase in consumer spend over the next 12 months on digital devices, broadband Internet, mobile and video.

Accenture was able to help Globo understand what the likely impacts of emerging technologies will mean for its business. Specifically, Accenture achieved this by defining consumer trends enabled by technology that are believed to be most relevant to the media industry—and the qualities that companies will need to develop to capitalize on them.

Mapping technologies to trends

By mapping emerging technologies to marketplace trends in this way, Accenture enabled Globo’s Technology Committee to ensure the challenges it presented would be tangible to the business. Drilling down deeper, Accenture correlated this holistic view of the future to Globo’s own business realities, highlighting the opportunities and challenges ahead and pinpointing the digital capabilities that the organization would need to develop on their digital journey.

In a digital world, successful innovation demands a close relationship between business and technology. By helping Globo to develop a forward-looking business strategy grounded in the transformational impact of technology across all its media channels, Accenture provided the Group with a pragmatic vision for ongoing high performance.

Value delivered: identifying opportunities and challenges ahead

3. Accenture’s 2014 Digital Consumer Survey for communications, media and technology companies is Accenture’s most comprehensive research ever into digital consumer behaviors, based on interviews with 23,000 digital consumers in 23 mature and growth markets around the world. 
About Accenture

Accenture is a global management consulting, technology services and outsourcing company, with approximately 293,000 people serving clients in more than 120 countries. Combining unparalleled experience, comprehensive capabilities across all industries and business functions, and extensive research on the world’s most successful companies, Accenture collaborates with clients to help them become high-performance businesses and governments. The company generated net revenues of US$ 28.6 billion for the fiscal year ended Aug. 31, 2013. Its homepage is www.accenture.com

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