

Brazilian Media Conglomerate, Organizações Globo, Uses Vignette Technology to Leverage its Premier News and Entertainment Content on the Web

Customer Profile

Industry:

New Media/Publishing

Technology:

- Vignette® Content Management Server, Vignette® Content Aggregation Server and Vignette® Advanced Deployment Server *
- Web Server: Netscape
- Database: Oracle
- Operating System: Sun Solaris Operating Environment
- Application Server: BEA WebLogic Application Server

Live Sites:

<http://www.globo.com>
<http://www.paparazzo.globo.com>
<http://www.globonews.com>
<http://globoshopping.globo.com>
<http://obeijodovampiro.globo.com>
<http://caldeiraodohuck.globo.com>
<http://esperanca.globo.com>
<http://fama.globo.com>
<http://maisvoce.globo.com>
<http://sabordapaixao.globo.com>
<http://tvglobinho.globo.com>
<http://fantastico.globo.com>
<http://www.globeleza.com.br>
<http://www.amigosdaescola.com.br>
<http://www.criancaesperanca.com.br>
<http://www.globotvinternational.com>
<http://epoca.globo.com>
<http://revistacasaejardim.globo.com>

Customer Business Profile. Organizações Globo is a leading media, news and entertainment organization in Latin America, known for its high-quality information and entertainment content. Among its constituent companies are the leading broadcast television network Rede Globo; cable and pay television providers including a 24-hour news channel and a sports channel, Globonews and SporTV; market-leading newspapers and magazines; and a network of radio stations and telecommunications companies. The Globo.com portal comprises nearly 200 Web sites associated with these Globo affiliates, including newspaper and magazine sites, sports and entertainment sites, and sites dedicated to television programs and actors.

Globo's Online Initiatives. Globo has standardized on Vignette technology to run all of its Web sites, with the key objectives of integrating and sharing content across its portfolio of media properties to lower costs, enhance its Web products and create new marketing opportunities for advertisers. The organization is converting its array of Web sites to Vignette, centralized out of its Globo.com facilities in Rio de Janeiro, Brazil.

Benefits:

- In three months, Globo.com saw an audience growth of about 37 percent without incurring additional costs
- Globo.com moved from the eighth most visited site in Brazil to fifth in only 20 days following the migration to Vignette technology, with a record 35 million page views in a single day
- Content has been integrated across all Globo properties, lowering costs and making cross-media advertising possible among any combination of Globo Web sites, newspapers, etc.
- Web site performance has improved, site development and management costs have decreased, and they have the ability to serve a rapidly growing audience
- All sites are now standardized on a single Web solution, while maintaining distributed ownership of site content among the many Globo companies and locations
- Hardware and related infrastructure costs have lowered, due to the high productivity of the Vignette-based Web environment, which accommodates far more site traffic than Globo's previous system



The Story. Unimpressed by dot-com highs and undaunted by the lows, media industry professionals tend to look at the World Wide Web with some ambivalence. They see the Web as simply another channel that media companies can use to deliver content — such as news, sports, music or entertainment — to their audiences. On the other hand, in a highly competitive marketplace, the Web is potentially the most powerful and dynamic tool media companies have ever employed to win larger audiences and revenues.

“Instead of being just a dot-com company, we are much more focused on being an Internet media company,” said Antonio Maia, CIO of Globo.com, the Internet and e-business division of Organizações Globo, one of the largest media companies in Latin America. “It’s a totally different concept, because the Globo organization is a media group, and we see the Internet principally as a publishing and advertising medium, as any media company would.”

Nevertheless, Maia recognizes the ability of Web publishing to reach audiences in increasingly personalized, targeted ways, compared to the more traditional media.

“Unlike television, radio or print, the Internet makes possible a one-to-one interaction with communities of people that match a certain profile,” Maia said. “You can’t do that in any other medium, because you can’t track consumer behavior unless you do research, which is very expensive. So the Internet gives us a way to obtain direct feedback, in less than 24 hours, about how users are reacting to a marketing campaign, for example.”

Refocusing Globo’s Internet Systems, Strategies. Throughout the 1990s, Globo created scores of Web sites affiliated with Globo television programs, newspapers and so on. All of these sites had been created by different Globo companies using various infrastructures, site architectures, Web developers and system integrators. The sites were essentially stand-alone entities that were expensive to maintain, ill-equipped to handle high volumes of site visitors, and unable to share content or integrate with the other Globo sites.

By 1999, Web technology had evolved and Globo determined that, in order to stay competitive, it needed to create greater momentum on the Internet and take advantage of the medium’s unique ability to create strong, loyal relationships with Globo

audiences. Furthermore, it needed to reduce development costs and generate more value from the content created for Globo’s media products. So Globo.com was founded as the Internet and e-business unit of Organizações Globo to launch an Internet portal, bring the myriad sites together on a common platform and facilitate content sharing across all of the Globo companies. This was no small order.

From a cost perspective, Globo.com had the following objectives:

- To create a point of integration for Globo’s unique content, which would allow the organization to control and share content more effectively across its media properties
- To deploy new sites faster and reduce development costs
- To standardize on one set of technologies that complemented the existing knowledge base of Globo’s IT staff
- To implement a robust, scalable, available solution that would endure over time

In terms of creating new revenue opportunities, Globo.com wanted to do the following:

- Respond to market changes by developing new products and responding quickly to the things people like best about the Web
- Track audience preferences and profiles to drive site use as well as to offer advertisers more targeted opportunities
- Facilitate cross-media marketing, allowing advertisers to customize their advertising buys and implement campaigns easily, across all Globo products

Globo Standardizes on Vignette Applications. Globo.com needed a Web solution that could help it achieve all of its Internet objectives, and it recognized that Vignette was the one solution that met its criteria for content, integration and analysis.

“We needed to have a very stable environment, in addition to an environment we could integrate easily, without high costs,” Maia said. “Vignette, running on a Sun platform with Oracle, was the only solution that was robust and stable enough to support the growth and number of hits we have.”

Scalability was the key consideration that led Globo to implement a UNIX environment. Globo knew that it could count on the power of a Sun Solaris platform and an Oracle database, based on the experiences of the most reliable and heavily trafficked sites on the Web. Globo also wanted a solution that could leverage its existing skills and knowledge that could be deployed using ASP, JSP or even Tcl. Vignette was the only solution for that environment that could do it all — aggregate and manage all kinds of content and handle very high peaks in site traffic. The Vignette products also included the personalization and campaign management functionality Globo required.

“Our Web technology is very concentrated in Vignette, and it meets all of our criteria today,” Maia said. “Vignette has also demonstrated that it is looking to the future, continuing to deliver new and improved products. I think we’ve chosen a good tool that will consistently be updated with new features as soon as the technology market comes up with something new.”

Globo is in the process of migrating all of its Web sites to the Vignette environment. Currently, Globo is running Globo.com and a handful of other sites on Vignette, including Globonews.com, the popular Brazilian entertainment site Paparazzo.com, and their e-commerce site Globo-shopping.globo.com. Globo uses Vignette to produce and manage the Web content, aggregate content from Globo locations around the country, and to implement development, testing and production environments for new Web sites and applications. The Sun servers and all other hardware and software are centralized at the Globo.com facility. Now that the first sites have been converted to Vignette and the system architecture has been established, Globo.com plans to migrate one Web site to the new system every 15 days.

“We have over ninety-seven companies under the Globo umbrella, each with multiple sites. To date, we have converted around 60 sites to Vignette, and are making great progress on the remaining 200 or so,” Maia said. “Because consumer tastes and preferences evolve, new products come to market and competition is stiff, there will always be work to keep the products aligned with the consumer as well as the marketing requirements.”

Globo Web site managers around the country can insert information into their sites in two ways. In some cases, they

place information on their own systems and use Vignette to aggregate content from legacy systems to the central Globo.com hub. Vignette pulls content in multiple database formats and from many applications employed across Organizações Globo, including the GoodNews newspaper pagination application, Microsoft SQL Server, Oracle, IBM DB2 and DoubleClick. Alternatively, some of the site managers log in to the site remotely through their content management application, as an extranet solution, and then insert content directly into the Vignette environment.

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- Antonio Maia, CIO of Globo.com

During the first phase of bringing the sites up on the Vignette solution, Globo engaged Vignette Professional Services (VPS) as a consulting partner to help create their asset and application strategies, help define the Vignette system architecture, and provide user and developer training. Now Globo is completely autonomous in terms of site migration, development, management and user training.

VPS is currently helping Globo move into the second phase of the Vignette implementation, deploying personalization and campaign management functionality with capabilities within the Vignette content management solution, including Vignette® Relationship Management Server*. Future efforts will include deploying Vignette® Multi-channel Communication Server, giving users access to Web content via wireless and other non-PC devices.

Early Results Include High Performance, Scalability. Still in the early stages of its Vignette implementation, Globo has demonstrated that the system works, running very large, dynamic sites with high traffic and substantial content management demands. Some of the success of the Globo.com Web portal and Paparazzo.com is attributed to system performance, which holds up during times of peak usage.

In only 20 days following the migration to Vignette technology, Globo.com rose from the eighth most visited site in Brazil to fifth, with a record 35 million page views in a single day. In addition, the Globo.com audience grew about 37 percent in three months, without increasing the back-end costs.

Globonews.com, the second Globo site to go live on Vignette, successfully aggregates content from multiple locations and multiple systems across the Globo organization. This is the first step in creating a truly integrated content repository that all Globo companies can draw from.

"Developing content is very expensive, so taking advantage of the content produced throughout the Globo organization is key to keeping costs low and having great sites for news, sports and entertainment," Maia said. "Without Vignette, we couldn't do it — we could only have stand-alone sites with high development costs and no sharing of content or even code."

Because all new site development is now being handled in-house, less money is being spent on external Web developers. The workflow and system connectivity has also been a success, and the company is now starting to realize the cost savings from deploying a centralized Web infrastructure, while maintaining a distributed network of content development and site management.

"The major challenge today is to make the Internet media as professional as the media market in general," Maia said. "Vignette helps us accomplish that because it has all the tools we need to take advantage of the revenue model — personalization, e-commerce, content integration, etc."

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VIGNETTE
www.vignette.com

* Vignette® Content Management Server and Vignette® Aggregation Server are now part of the Vignette® V6 Content Suite. Vignette® Relationship Management Server is now called the Vignette® V6 Relationship Management Server Advanced Edition.

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