One Globo: engagement and knowledge in the platformization of the media company

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Abstract: This article seeks to reflect on the role of the engagement of Globo workers and the production of knowledge aimed at finding solutions for the adoption of a set of platforms and implementing the datafication phase, inaugurated by the Uma Só Globo management program. Using techniques that make up the case study, such as field observation, interviews, data collection on LinkedIn, and a survey of information on management in the newspaper Valor Econômico, we can see that the discursive and knowledge production strategies played a role in catalyzing and streamlining this process of transformation of the company.

Keywords: Communication and work platforms; Globo Comunicação e Participações S/A; Globoplay; engagement; business knowledge.

Resumo: O artigo busca refletir sobre o papel do engajamento dos trabalhadores e trabalhadoras da Globo e a produção de conhecimento voltada para encontrar soluções para a adoção de um conjunto de plataformas e para implantar a fase da datificação, inaugurada pelo programa de gestão Uma Só Globo. A partir de técnicas que compõem o estudo de caso, como a observação de campo, entrevistas, coleta no LinkedIn e levantamento de informações sobre gestão no jornal Valor Econômico, podemos verificar que as estratégias discursivas e de produção de conhecimento cumpriram papel de catalisar e dinamizar esse processo de transformação da empresa.

Palavras-chave: Plataformas de comunicação e trabalho; Globo Comunicação e Participações S/A; Globoplay; engajamento; conhecimento empresarial.

1 "Platforms are digital infrastructures that enable interaction between two or more groups", positioning themselves as intermediaries that bring together different users: customers, advertisers, service providers, producers, distributors, and even physical objects. Almost always, these platforms also come with a series of tools that allow users to build their own products, services, and transaction spaces. SRNICEK, Nick. **Platform capitalism**. New Jersey: John Wiley & Sons, 2017. p. 45.

1. INTRODUCTION

The most recent restructuring of Grupo Globo Comunicação e Participações S/A unified all of its companies to ensure the platformization[1] and datafication[2]

of Brazil's largest media conglomerate, inaugurating a new phase in the production of cultural and symbolic goods. Launched in 2018, the management program *Uma Só Globo* repositioned the group of companies to become a platform of communication and labor. The monopoly of distribution and circulation—previously dominated by large national media corporations—has become more complex due to the role played by platforms in the current stage of capital accumulation.

By platforms of communication and labor[3], we understand infrastructures that rely on communication and labor to enable their economic purpose. They were created in close connection with financial capital and are subordinated to historical development, producing within this framework specific outputs that are articulated with productive forces and broader social relations. The central business of platforms lies in mediating between two or more groups, from which they extract data and commodify it through algorithmic application. This functionality becomes increasingly precise through the use of machine learning and artificial intelligence, both grounded in human labor and mass social uses, within a perspective of the platformization of contemporary society. In this way, platforms refine mechanisms of data collection, systematization, and formatting, thereby becoming capable of influencing behaviors and consumption while enforcing surveillance and control. Such mechanisms, as well as their impact on the turnover time of capital, are unprecedented in human history.

Within this innovation of the mode of capital accumulation, two aspects supported Globo's transformation: strategies for worker engagement and knowledge management as capital.

2. ENGAGEMENT IN GLOBO'S PLATFORMIZATION

Frequently employed in the vocabulary of social media platforms, *engagement* is defined by the Oxford Languages dictionary as: a) a contract for the provision of services; agreement; b) recruitment of individuals for purposes of emigration; c) enlistment of supporters for a cause;

> d) active participation in matters and circumstances of political and social relevance, which may occur through public intellectual expression—whether theoretical, artistic, or journalistic—or through practical activity within organized groups, movements, parties, etc.; e) in *existentialism*, particularly Sartrean, the ethical and political commitment to realizing absolutely free and unavoidable choices, through which human beings invent themselves and their world; f) recruitment for military service; enlistment[4].

The meaning of the word as employed in social networks encompasses a series of datafied interactions that make it possible to assess a user's adherence to discourses, themes, formats, causes, and brands. The more engaged the user is, the more time and attention they devote to their content references on social media; this, in turn, enables the collection of further information about their

interests. Active participation is fundamental to the meaning of engagement, whether in platforms or in the world of labor. However, the nuances and the "political and social circumstances, liable to occur through expression" have been repositioned, as Grohmann points out[5]:

> A "discursive turn" that emerged in the 1990s and 2000s, in some way, helped to reframe the notion of *engagement*, along with an entire grammar (primarily associated with the "world of work"), such as the term *collaborator* (Boltanski; Chiapello, 2009). As discursive scholars remind us (2001; 2016), discursive shifts are, to some extent, related to changes in social practices, in the sense of "changes in mentality." This shift in mentality repositioned engagement from a place of "social transformation" and "political struggle" to one of "alignment."

The discursive turn is linked to the development and dissemination of Toyotism across value production chains beyond Toyota's automobile manufacturing. This logic of production penetrated different industries as a means of expanding value generation through the labor force.

"Wearing the company's jersey" and perceiving oneself as "part of a team with differentiated roles" were meanings embedded in the creation of the manual of Toyotist techniques, serving as a discursive strategy for mobilizing the ideals of capital as a subjective form of sustaining the production system.

Within the grammar of the Agile movement, "people and interactions" are valued more than processes and tools. This gives workers the false perception that they are active participants in decisions concerning the product and the production process, when, in fact, the main choices remain concentrated in the sphere of corporate management.

Engagement at Globo is fostered through discursive strategies that include:

a) Brazilianness as a component of engagement: "To sharpen Brazilianness in every detail in order to inspire and positively impact millions of Brazilians"[6] is a sentence present in the standard text announcing Globo's job openings on Microsoft's platform.

The company mobilizes the notion of nationhood as a competitive differentiator and a value to attract workers, particularly in the technology sector. This discourse is justified by the strong appeal that other companies, including those in the media and platform industries, exert over Brazil's qualified workforce. For our Interviewee 4[7], from the Digital Products Directorate, this constitutes a value:

> I developed a digital product, which is Globoplay. […] It tells the story of Brazilians for Brazilians. So today, the environment with the most content for Brazilians is made by Brazilians, right? That is a value. And so, how do I contribute to this?[8]

Globo is one of the builders of national identity through its cultural products and the strength of its vertical and horizontal monopoly, which encompasses different media outlets and other companies brought together under Globo

Comunicações e Participações S/A. By activating "Brazilianness" to "inspire and positively impact millions of Brazilians," the company incorporates memories, values, and its history (as well as that of its characters) as dimensions that motivate the active participation of its workforce.

b) The pride of being Globo: "The Globo standard of quality" represents a dimension of professional engagement. Working at the largest media company in the country serves as a source of pride for many employees.

[...] we want to awaken pride, we want to awaken desire, we want this sense of responsibility, we want programs that foster self-knowledge, that make you reflect as a human being and not just as an employee; we want impactful partners, because we want to be at the forefront of themes—it is a bit of all of this[9,10].

The image of the company is constructed around being the producer of the best cultural products, created by "an incredible team made up of people passionate about what they do, leaders in their fields, who will drive your professional development on a daily basis."[11]

This discourse is deliberately shaped through processes of learning and training of the workforce, as well as through narratives produced by the company itself, both in production and in workplace communication.

Figure 1: Installation of Globoplay's Headquarters, Rio de Janeiro

Source: Author's elaboration (2023).

The image above is consistent with the selection process text, which constructs the meaning of humanizing the company: "Globo is made up of people who want to do things differently, to do things together, to shape the future. People spread across the entire country (and the world!) working with content, news, business, technology, and abundant Brazilianness."[12]

8 Verbal information from Interviewee 4 in SILVA, *op. cit.*, p. 231.

9 Verbal information from Interviewee 2 in SILVA, *op. cit.*, p. 232.

10 Interviewee 2 is part of the leadership team in the area of culture, development, and learning management.

11 Globo's LinkedIn profile.

12 *Ibid.*

c) Technology as engagement: Globo was the first national media company to announce its transformation and platformization into *mediatech*. In doing so, it positioned itself as a media and technology company through the commercialization of new digital products (such as CDN services – Content Delivery Networks).

> Our Strategy and Technology area is a fundamental pillar of our business, being responsible for our digital transformation. Here we create technological solutions, always envisioning and developing techniques and automation processes, whether to enhance the work experience of our teams or to increase the delivery capacity of our products and services[13].

Technology is presented as a motivation for engagement, particularly for specialized labor. The open-source culture is attractive to activists in the field who make their solutions available to the developer community. The "possibility of working on different products, with different technologies and program-ming languages, all in one place" is also meant to highlight the attributes of a "modern" company[14].

However, technology also drives engagement on social media when problems occur with Globoplay's transmission. National technology, as shown throughout this study, is less developed than that used by other streaming platforms, and usability, when the consumer attempts to access it, must function properly to ensure a satisfactory user journey and experience. As one user put it: "It may be simple, it doesn't matter, but the commands and processes on Globoplay must work in order to gain the user's trust and preference."[15,16]

On April 9, 2024, the platform experienced instability and was unavailable in some locations. The reaction of viewers/end users on the social network X (formerly Twitter) reached 35,000 mentions/tweets within one hour of posting.

[13] Globo's profile on LinkedIn.

[14] *Ibid.*

[15] Verbal information from Interviewee 1 in SILVA, *op. cit.*, p. 234.

[16] The Interviewee is part of the senior management team for the Globoplay product, in the media and content area.

Figure 2: Screenshot of Globoplay Complaints on X

Source: Author's elaboration (2024) with data from X (2024).

The mobilization of technology in this way positions it as "an effect of the imaginary development of the spirit or of 'culture' when, in fact, it is 'the function of the state of development of social labor,' that is, it is 'the whole of society that explains the techniques existing within it.'"[17]

d) United Nations Sustainable Development Goals (SDGs): Globo has joined the construction of the 2030 Agenda and the United Nations (UN) SDGs, which are presented as "a global call to action to end poverty, protect the environment and the climate, and ensure that people everywhere can enjoy peace and prosperity."[18]

By adopting the UN's commitments as its own, Globo pledged to implement *Environmental, Social, and Corporate Governance* (ESG) management practices, namely: "to give voice to women, to sexual and gender diversity, and to Indigenous peoples, while fostering an increasingly diverse and inclusive environment."[19]

We want to be an environment where everyone can come together, with respect and appreciation for differences. Because this is how we bring together diverse ideas, opinions, thoughts, and stories. The better we represent, internally, the people we seek to inform and move, the greater our ability to create genuine

17 PINTO, 2005, p. 301.

18 OBJETIVOS de Desenvolvimento Social. Nações Unidas Brasil. Available at: https://brasil.un.org/pt-br. Accessed in: 25 Apr. 2023.

19 GLOBO adere ao Pacto Global, iniciativa da ONU que estimula práticas que promovam o crescimento sustentável e a cidadania. **Jornal Nacional**, São Paulo, 14 jul. 2022. Available at: https://globoplay.globo.com/v/10759900/. Accessed in: 25 Apr. 2023.

connections with the millions of Brazilians who engage with our products, stories, and news every day[20].

This reflects the rationale for why the 2030 Agenda, the SDGs, and ESG commitments gain endorsement from companies across diverse sectors of the private market and even from national states, including Brazil itself. When presented without their broader social premises, this agenda generates added value for products and fosters workforce engagement.

Globo conducts recruitment processes specifically targeting women, Black individuals, and members of the LGBTQIA+ community: "We want to increasingly be the place where everyone comes together, and for this reason, this position is for you—woman, Black individual, person with a disability, trans person, LGBT person, or anyone from a marginalized group who wants to grow and build the future with us […]."[21]

> True learning occurs when we encounter new ideas, new people, and new technologies. Being open to others and to diversity is fundamental for creativity, decision-making, and growth. At Globo, we encourage diversity of thought and representation. Everyone is welcome in our recruitment processes and within our teams[22].

The company associates diversity with openness to "new ideas, new people, and new technologies" within the context of workplace relations. This strategy may be understood as a mechanism to stimulate engagement in exchange for respect for individual professional choices.

Figure 3: Banner at the entrance of Globoplay headquarters, Rio de Janeiro

Source: Author's elaboration (2023).

20 Globo's LinkedIn profile.
21 Ibid.
22 Ibid.

It is through engagement that the knowledge of the workforce is co-opted, along with the techniques that generate the product itself. Information concerning how male and female workers perform their activities and what they know about them is captured and systematized through the use of knowledge management as a means of expanding capital—a theme discussed in the next section of this article.

3. KNOWLEDGE MANAGEMENT AS CAPITAL

The relationship between knowledge and capital in the communication industries is longstanding and enduring. The main monopolies in the sector, in the United States, maintain scientific laboratories as part of their business structures, where devices, cables, and other infrastructures symbolize the importance of science for systematic inventions that later become products and patents[23].

Although this relationship has existed for a long time, there is an "important historical fact that technique developed earlier and as a prerequisite for science."[24] Thus, science "did not take the lead in industry but often lagged behind the industrial arts and emerged from them."[25]

The author argues that the historical milestone of this articulation was the incorporation of science into the capitalist enterprise, which took place in Germany. By 1870, the country already had an educational system with universities and laboratories. The Krupp company maintained industrial laboratories that became models for national firms. These laboratories, as remains true today, were integrated into the organizational structure in pursuit of innovation in products, techniques, and work methodologies[26].

At Globo, the need for knowledge production is also not new. Driven by the market and cultural products, the company has historically created centers, departments, and learning programs. This was the case with the establishment of the Research and Development Center for Computer Graphics in 1978 and the Division of Analysis and Research in 1971.

Currently, the significance of copyrights and patents heightens the importance of knowledge production in achieving the business objectives of digital platforms. Technological tools and solutions—such as the Globo Sim and GloboAds platforms—as well as micro-processes developed by Globo employees in solving operational problems, illustrate the centrality of science and knowledge in this case study.

Braverman's maxim is that "science is the ultimate—and after labor the most important—social property to be transformed into an auxiliary of capital."[27]

At Globo (and Globoplay), this assistance manifests in three ways: 1) the systematic invention of new products, processes, and services; 2) the co-optation of the knowledge, expertise, and practices carried out by the workforce; 3) the use of knowledge as a means to sustain the company's ideology, philosophy, and organizational culture.

23 WU, Tim. **Impérios da comunicação**: do telefone à internet, da AT&T ao Google. Rio de Janeiro. Zahar, 2012.

24 BRAVERMAN, Harry. **Trabalho e capital monopolista**: a degradação do trabalho no século XX. Rio de Janeiro: Zahar, 1987. p. 138

25 Ibid.

26 According to Braverman (1987, p. 145, our translation): "This was the case until the rise of Nazism in Germany and World War II, as a result of which a large amount of scientific talent was diverted from Germany by Hitler's racial and ideological policies, or appropriated by the victorious allies, and the United States acquired a scientific base equal to its industrial power, which before its development had depended largely on the exploitation of foreign science. Thus, only since World War II has scientific research in the United States, largely funded by business and government and bolstered by more scientific genius from all over the world, systematically provided the scientific knowledge used in industry."

27 BRAVERMAN, *op. cit.*

With the rise of platformization, the demands for knowledge and skills have shifted.

> This required significant investment in new processes and new fields of activity. Today, we have data scientists working in the commercial sector, programming, and technology. We have software developers working in various areas of the company. We needed to acquire and embed new knowledge and technologies. This required investment in new disciplines and new professional profiles[28].

Being a *mediatech* company—that is, one that combines media and technology—imposes significant changes on the professional framework. Currently, one-third of Globo's workforce is composed of technology professionals who perform what are termed *matrix activities,* integrated into new organizational arrangements that mediate production in line with the company's new business model.

During Globo's unification process, spaces such as the *Mediatech* Lab and, later, the Digital Hub became arenas for the production and circulation of knowledge, both of which were crucial to the success of platformization. These spaces were responsible for developing tools and ensuring the integration of all audiovisual companies within the group.

According to a Globo knowledge management professional, "approximately 90% of a company's value is associated with knowledge and intangible assets" (verbal communication)[29]. She further states that "knowledge, based on both practice and theory, has become one of the main organizational assets, and therefore, managing this knowledge is part of the company's structure."[30]

The foundation of this reasoning lies in the distinction between two main categories of capital in knowledge production:

> 1) Human capital[31], which refers to individual knowledge and skills intrinsic to people; 2) Structural capital, encompasses knowledge, methods, processes, capacity for innovation, and business practices. This also includes social capital, that is, the reputation, brand, networks of relationships, and the culture represented by the company[32].

From the *Toyota production system* (which is not homogeneous) derives neoliberal rationality and the tendency toward an individualistic "enterprise-man" position, characterized by polyvalence and responsibility primarily for oneself, or at most for one's family, thereby enacting a form of human capital management. Information and communication likewise serve as strategies for the circulation of knowledge.

The Globo professional continues:

> And when we talk about knowledge, it is important to emphasize that it is absolutely essential for it to be properly collected and interpreted, right? It must undergo a process of identification, creation, retention, dissemination, and application. In this way, knowledge management consists of using technologies to improve processes by creating, transferring, and applying this knowledge within the company's operations[33].

28 RAVACHE, Guilherme. Globo aposta em algoritmos e tecnologia para manter a TV aberta viva no Brasil. **Valor Econômico**, 30 Aug. 2023. Available at: https://valor.globo.com/opiniao/guilherme-ravache/coluna/globo-aposta-em-algoritmos-e-tecnologia-para-manter-a-tv-aberta-viva-no-brasil.ghtml. Accessed in: 12 Sep. 2023.

29 Verbal information taken from the presentation "Knowledge as a catalyst for digital transformation," given by Lucas Muratori and Andrea Lami during the virtual program of TDC Connections, a technology event held in Brazil on June 1, 2022.

30 *Ibid.*

31 Foucault (2008, p. 334, our translation) uses the familiarity between mother and child as an example to explain the idea of human capital, whose care, feeding, attention, choice of school, dedication to the child's development, and family life are seen as an evolving economic project, a kind of investment, among other aspects. Similarly, marriage and other family relationships are analyzed from the point of view of a network of companies, in which each individual is himself an enterprise, just as platforms preach in their set of working relationships. This man is "*homo economicus*, the only possible island of rationality within an economic process" (Ibid, p. 383). This is because, according to this line of reasoning, the economic world is untotalizable. FOUCAULT, Michel. **A arqueologia do saber**. Rio de Janeiro: Forense Universitária, 2008. p. 334-338.

32 Verbal information taken from the presentation "*O conhecimento como catalisador da transformação digital,*" given by Lucas Muratori and Andrea Lami during the virtual program of TDC Connections, a technology event held in Brazil on June 1, 2022.

These stages add value to knowledge insofar as they remain in circulation and are applicable for scaling their impact on production and management processes. Consequently, they rely on communication and labor relations to generate business value, as can be observed in programs and pathways aimed at the collectivization of technological knowledge, for which the company has developed five dedicated programs. These include (verbal communication):

1) Technology Academy: the internal training program for technology strategy, offering more than 60 courses, 90% of which are taught by the company's own professionals. Within this Academy, there are specialized divisions, such as the Data Academy and the DataLab;

2) *Você Mais Ágil* ("You More Agile") community of practice: brings together technology professionals in a community reminiscent of early web developers and hacker-activists, who exchanged solutions and worked collectively on common problems. An open-source culture provides information to all its members. This area plays a key role in ensuring the implementation of agile methodologies in product development;

3) Boomerang: this program ensures the return on investment from participation in congresses and external events. The professional presents what they have learned to sectors of the company related to that specific knowledge;

4) Fishball: named after the "aquarium-style" meeting room, where workers enter to participate in discussions and promote dialogues and exchanges of experiences "in a free and transparent manner" (verbal communication);

5) *Você na nuvem* ("You in the Cloud"): this program is dedicated to migrating legacy systems and platforms to the various cloud environments used in production processes. It includes training modules across different areas, such as cloud technology development, where professionals receive certification as both motivation and recognition for their participation.

The Digital Hub is responsible for training activities at multiple levels:

There are very deep, highly technical courses that cover 3% or 1% of the organization, and there are training initiatives for everyone. For example, I might take a lecture on the Pantanal and explain how data helps shape a telenovela for everyone. That lecture is meant to raise awareness about the topic. Nobody actually learns data there, but everyone understands how data can be applied in a business and how it can be integrated into daily routines, shifting the mindset toward data-oriented practices[34].

According to Interviewee 4, from the digital products technology division, communication relations serve as spaces for exchange on topics that the company chooses not to formalize into organizational arrangements of work. He describes these spaces as "very autonomous cells" where "people come together to discuss a specific theme in guilds, reminiscent of the old craft guilds."[35] These guilds

33 *Ibid.*

34 Verbal information from Interviewee 2 in SILVA, op. cit., p. 238.

35 *Ibid.*, verbal information from Interviewee 4.

bring together professionals and specialists from both inside and outside the company. In practice:

> They come together to discuss a theme, they debate, they decide: let's move in this direction. Then everyone goes back to their own spaces and implements that principle. It may look organic, but it is a process. We are very focused on the individual—the idea is that when the right person, with purpose, knowledge of the process, and autonomy, is in place, the rest naturally follows from these foundations[36].

The company's platforms also serve as "most of our laboratories. These are the environments where this actually happens, within our websites."[37] These virtual spaces support learning processes that are also carried out in person. Physical presence in the same environment is considered "important for exchange; for those who are learning, it is much more effective."[38]

The competitive landscape among different types of platforms, whose work activities resemble those demanded by Globo—such as Magazine Luiza and Prime Video—creates market conditions in which certain professions are more highly demanded. Careers in data, for example, are in demand across a variety of business models, which makes them "a career that is difficult to secure in the market because there are still very few professionals available to meet the demand that all companies have decided to pursue at the same time."[39]

The global hiring practices adopted by companies represent a competitive disadvantage. For this reason, Globo has developed a production pipeline focused on technology professionals through initiatives such as the Globotech website and videocast, participation in congresses and events such as TDC, and by stimulating both training and the dissemination of knowledge.

Furthermore, challenges arise in professions that have been transformed—or are undergoing changes—in response to the logic of datafication. This is the case of marketing and technology professionals, now grouped under the label MarTech. A senior MarTech analyst, for instance, must master the technical configurations of platforms developed by other companies, such as "Salesforce Marketing Cloud, WhatsApp, and UrbanAirship."[40]

Interviewee 3, from the Human Resources Directorate, describes how she addresses cases in which hybrid professional profiles are required within the datafication process:

> I really cannot find them because they are not necessarily developer profiles by technology, nor are they marketing profiles—they are somewhat hybrid. What we have observed a lot are these new profiles emerging to meet our day-to-day needs, and I end up having difficulty sourcing people from the market. I end up investing heavily in internal training, and for these more specific areas, I bring in a larger number of interns, because then I can provide the necessary training. This person gradually learns exactly what we need, and when I have an opening, I bring them into the company[41].

36 *Ibid.*

37 *Verbal information from Interviewee 4 in SILVA,* op. cit., *p. 238.*

38*Ibid*, p. 240.

39 Verbal information from Interviewee 3 in SILVA, *op. cit.*, p. 239.

40 Globo's LinkedIn profile.

41 Verbal information from Interviewee 3 in SILVA, *op. cit.*, p. 241.

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This labor environment drives Globo to seek differentiation in the Brazilian market to attract both younger professionals and senior talent, who, although commanding high salaries, bring experience and expertise. The challenge, according to Interviewee 3, is to attract "someone who wants to build a career here, or even if not, who stays with us long enough so that we can absorb all the knowledge they have."[42]

Knowledge management combines this act of absorption with the control of labor across different spheres at Globo. In addition to technology-oriented training, the company offers initiatives such as Academies in other areas, laboratories, and development programs. The objective of the Development and Learning Management area is "to facilitate the transformation of leadership so that leaders are recognized as cultural role models, business managers, and people managers."[43]

The Development and Learning Management team's conception of training and knowledge acquisition is that 70% occurs through practical, everyday work activities, while 20% and 10% are directed by the area's initiatives. As stated: "In every initiative I implement, I want to foster Globo pride, awaken people's aspirations, stimulate self-knowledge, value experiences and exchanges, establish rites of passage and recognition, and invest in partnerships with renowned institutions."[44]

The grammar employed by the worker we interviewed mitigates the contradictions between capital and labor, in line with the shift of neoliberal discourse toward expanding workforce engagement. Terms such as *leader*, *leadership*, and *collaborator* gravitate alongside *coaching*, *agile team*, *squad*, and other labels representing hierarchies, such as *coordinator*, *specialist*, *analyst*, *manager*, *director*, and *comex* (foreign trade).

The leadership model developed by Globo advocates that leadership should "look after the well-being, interests, and needs of the entire ecosystem rather than itself or a few individuals."[45] Leadership is not tied to a specific role or formal responsibility; rather, it refers to a professional stance that adds value to processes through problem-solving, agility, engagement, and commitment to the company as a whole. This demand for values downplays labor relations while emphasizing communication relations, which are more essential to the structuring of a company divided into many activities and operations.

In the work plan (or portfolio, as our interviewee described it), activities include targeted actions within specific areas, transition rituals, coaching, mentoring, international training in partnership with universities, specialized academies, and the Digital Academy. Interviewee 2 argued that, more than simply offering courses, her area provides "valuable experiences," which represent: "learning from the inside out; individualized and personalized journeys"; "to generate mindset and behavioral change, it is necessary to feel"; "collective spaces for exchange and trust; solutions to challenges and projects together with society and partnerships with impact-oriented institutions."[46]

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42 *Ibid.* Antunes (2015, p. 54, our translation) describes this act of *absorbing the worker's knowledge as*: "The strangeness inherent in Toyotism is that which is given by 'co-opted involvement' (author's quotation marks), which enables capital to appropriate the knowledge and practice of work. *Cf*: ANTUNES, Ricardo. **Adeus ao trabalho?**: ensaio sobre as metamorfoses e a centralidade do mundo do trabalho. São Paulo: Boitempo, 2015.

43 Verbal information from Interviewee 3 in SILVA, *op. cit.*, p. 241.

44 Verbal information from Interviewee 3 in SILVA, *op. cit.*, p. 241.

45 *Ibid.*

46 Verbal information from Interviewee 2 in SILVA, *op. cit.*, p. 242.

According to the professional from the development and learning division:

I have coaching, I have a specific mentoring program, I have a mentoring program contextualized to the company, which currently covers 160 people, and training. So, I have programming within these areas. A specific area can send me a program for first-level leadership training. So, I'm investing in coordinators. For example, within the studios, I have a specific demand for scriptwriters, directors, and producers. I'm building leadership there. And here I have the leadership academy, the leadership academy with the following themes: psychological safety, the media market, ESG, P&L, and emotional intelligence.

Although there is a development and learning management division, knowledge production and management are carried out in a decentralized manner, for reasons of cost-effectiveness and agility. In this context, there are seven academies classified as technical because they are "frontline academies designed to foster technical learning within the areas."[47] There are also learning centers and other programs.

An example of an academy that existed prior to the company's platformization and still operates is the Entertainment Academy, responsible for designing sets, costumes, and other materials. Interviewee 3, from the Human Resources department, presented Globo Academies as supporting "career development," such as the "content and entertainment" academy.

Knowledge demands are identified both within and outside the company, primarily in the market, which, according to neoliberal ideology, should guide individual plans as a site of learning and permanent adaptation, where opportunities are also revealed individually[48].

Internal listening processes, dialogues with education specialists, and consultations with market firms are carried out to track trends in occupations, organization, products, and business models. According to the company professional, this information comes from the market environment: "I am not the one setting the trends; I go to the market, see what trends are happening, bring them here, and experiment with them."[49]

In this process of absorbing market dynamics, the area is understood as a hub connecting internal and external relations.

For each project, I have a partner in the area. We are a partnership-based division, and I frequently hire market learning consultancies. I look for what is most up-to-date in the market, what is most important. For example, for management content, we partnered with Fundação Cabral. For leadership and coordinator training content, we partnered with Coppead [Graduate School of Business at the Federal University of Rio de Janeiro]. To review the area's strategy, we are working with Accenture. For non-violent communication, we partnered with a woman—very small business, but exceptionally good in the field [...][50].

These examples show that Globo interacts with and maintains within its value chain companies and institutions of different sizes and purposes, as already noted in the analysis of its value production chain.

47 *Ibid.*

48 Thus, the conception of a total and unrecognizable reality justifies alienation, since the subject is atomized and individualized, without political, social, or cultural mediations. In this way, the entrepreneurial subject is shaped by the market itself, which acts as both constructor and disciplinarian by relying on more accessible mechanisms of information and communication through prices, by means of which "individuals will be able to coordinate their actions" (Foucault, 2008, p. 144, our translation).

49 Verbal information from Interviewee 2 in SILVA, *op. cit.*, p. 240.

50 *Ibid.*

The learning process is assessed as if it were a product itself, in which "each person here on the team is like a product manager, so everyone has a product they are responsible for."[51] In addition, the process includes the evaluation of each training program, monitoring of indicators, and sharing with other areas, such as human resources.

Another method of assessment is measuring the impact of technology transfer among workers, aimed at achieving the immediate objectives of business lines. Globo's team training accelerated "the adoption of cloud technology (Google Cloud) and machine learning."[52] The company developed ways to assess the tangibility of specific knowledge by linking it to the impact on products and financial returns.

4. FINAL CONSIDERATIONS

The discursive strategies employed to foster engagement and ensure that workers "embrace the company" reveal a clear intentionality to extract the maximum from the workforce. Engagement and knowledge operate in tandem: knowledge enhances engagement, and engagement, in turn, broadens knowledge. This reciprocal relationship exists because knowledge production is grounded in communication and labor relations, as evidenced by the example of the "guilds" and "aquariums." The notions of collectivity and the circulation of knowledge through these spaces foster a sense of belonging and necessity. Furthermore, the discourse of being "together to make history" underscores the construction of a collective subject.

Globo and its streaming platform rely on programs, journeys, individual and targeted initiatives, international training, laboratories, learning centers, and Globo Academies dedicated to technical areas, in addition to the "guilds"—communication networks that stimulate the circulation of information and knowledge in order to enhance the value of processes and products. These spaces are essential for the platform business model, as they enable the monitoring of transformations across and within occupations and the coordination of operations, microservices, and work activities within a complex value web that encompasses everything from big tech corporations (the largest platform enterprises) to financial capital and platforms more broadly.

The digital hub exemplifies a new type of workspace characteristic of Globo's platformization, bringing together different sectors to generate business solutions driven by datafication.

In this sense, it is crucial to emphasize that the environments and spaces that systematize labor knowledge also function as mechanisms of control, seeking to standardize activities, even when such activities are novel and shaped by the social, cultural, and ideological formation of the worker.

It is also worth noting that the company's discourse seeks to mobilize workers' engagement around concepts such as nation, Brazilian identity, technology, and

51 *Ibid.*

52 Verbal information from *TDC Connections*, 2022.

"sustainable development," through the adoption of the United Nations' SDG program. In doing so, it reinstates a set of ideas and values that extend beyond the company itself, advancing a worldview led by the logic of capital.

Ultimately, it becomes evident that engagement and knowledge acted as catalysts in Globo's transformation and accelerated the implementation of platforms and datafication. The power of knowledge in our era constitutes a chapter—or indeed an article—of its own, given that patents now play an essential role in this stage of capital.

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