



# Innovations in Brazilian Public Diplomacy

## ACKNOWLEDGMENTS

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We also want to acknowledge every person and organization that took the time to meet with us in São Paulo. From the public, private, and non-government sectors, their insights were truly instrumental in composing this report. Many thanks to Campus Brasil for its assistance in planning our trip, translating our meetings, and incredible hospitality in introducing us to the *paulistano* and Brazilian culture.

## TABLE OF CONTENTS

**Forward** *3*

**Research Questions** *4*

### **Key Findings**

São Paulo's Branding & Public Diplomacy Strategy *5*

Public Diplomacy of EMBRATUR *8*

City Diplomacy in São Paulo *11*

Exchange Diplomacy *13*

Engaging the Brazilian Public through Digital Diplomacy *17*

Brazilian International Broadcasting *20*

**Appendix A: Schedule of Meetings** *22*

## FORWARD

Brazil, a rising economic and political power, is undeniably experiencing growing pains. Social issues such as inadequate education, public transportation, and a lack of healthcare are major issues that the government is fighting to address. Recent anti-government protests, high levels of crime, and social movements in cities like Sao Paulo threaten to negatively impact the Brazil's global image. Brazil is truly at a crossroads: it is a rising power with immense economic and political potential, yet at the same time, suffers many of the ills of a developing country.

As students of public diplomacy, the logical choice for a research trip in Brazil might seem to be Brasilia. As the capital, Brasilia hosts the country's diplomatic corps and would certainly have made a worthy case study of how diplomacy works in Brazil. While traditional diplomacy will always be worth pursuing, we did not go to Brazil to learn about traditional diplomacy. Rather, the team wanted to learn about the unique innovations within Brazilian public diplomacy and what this meant for the rest of the world.

Before and after our trip, the team shared ideas and photographs with the world on the website, [SambaDiplomacy.com](http://SambaDiplomacy.com). It is our hope that this report will add to the study of Brazilian public diplomacy.



Helene Imperiale, MPD



Emily Schatzle, MPD

Directors of the Master of Public Diplomacy Brazil Delegation

## RESEARCH QUESTIONS

While conducting field research, the team met with scholars and practitioners to gain valuable insight into the practices of Brazilian public diplomacy. This research trip gave MPD students the opportunity to research first-hand digital engagement, international exchanges, nation and city branding, international broadcasting, and Brazil's political and economic transition to a global power. This report will address the following research questions:

- What roles do global events like Rio+20, the 2014 FIFA World Cup, and the 2016 Summer Olympics play in Brazil's larger public diplomacy strategy? Can Brazil's "joga bonito" and "samba strategy" overcome social unrest and other negative perceptions about the country?
- What is EMBRATUR's digital diplomacy strategy? How does EMBRATUR's strategy for the 2014 FIFA World Cup and 2016 Summer Olympics reflect innovation in digital diplomacy? What can be learned from these practices?
- What is the best way for the United States to engage Brazilians in digital diplomacy?
- How do Brazilian international broadcasters approach public diplomacy?
- What is innovative about city diplomacy in Brazil, and how are Sao Paulo's leaders using it as a means to brand the city and engage with other global cities? What lessons can other global cities learn from Sao Paulo?
- What range of international exchange endeavors are currently being implemented within Brazil's public diplomacy strategy?

## KEY FINDINGS: SÃO PAULO'S BRAND & PUBLIC DIPLOMACY STRATEGY

COLIN HALE

Brazil has risen from its brutal colonial past in the 17<sup>th</sup> and 18<sup>th</sup> centuries, a rural agrarian system in the 1930s, and decades of brutal military dictatorship in the mid-to-late 20<sup>th</sup> century. The notion that Brazil is on the rise and is near "large power" status, the first in South America, is accepted almost universally. Yet, when examining Brazil's growth as an international power, attention is often paid to its massive natural resources, human capital, and economic potential and not to the way in which Brazil conducts diplomacy.

Brazil's foreign policy priorities include an active engagement with the international system and the diversification of its trading links. Brazil leverages its foreign investments and economic power in Latin America into greater global influence and attractiveness. With the establishment of Mercosur in 1991, Brazil and its South American neighbors embraced regional integration as a reaction to global changes and developments, using it to gain influence and assert itself on the global stage.

As Brazil takes on a greater role in the hemisphere in terms of economy, trade, and foreign aid, it will find that its diplomacy has the potential to be more effective and expand Brazil's prestige, position, and power in the region and in the multilateral international system. Brazil's close relationship with Cuba, for example, is more evidence of the country's plan of action to expand its regional influence by affording subsidized loans to developing nations. President Rousseff has also shown her willingness to disregard former President Lula da Silva's "non-interventionist" policies when necessary, particularly when it comes to controversial votes in the United Nations.

As noted by Brian Hocking in *Diplomacy in a Globalizing World*, Brazil's foreign ministry budget in 2009 was less than \$1 billion, placing it alongside countries like India and Singapore. The U.S., in comparison, spent close to \$10 billion, and the United Kingdom spent around \$4 billion. In recent years, however, the Brazilian foreign ministry, Itamaraty, has "increased its headcount [of diplomats] by at least half." Many of these new diplomats are bound for Africa as part of Brazil's larger strategy to use "diplomacy and today's global outreach" to cooperate with the "largest possible number of countries and regions in the world." This strategy has been coined as "rainbow diplomacy."

Brazil is also heavily focused on public diplomacy in preparation for the 2014 FIFA World Cup and 2016 Summer Olympics. Nation branding has been

pushed as a means to expand Brazil's outreach and increase its international position and prestige. Increased globalization and global trade has allowed Brazilian cities like São Paulo to become diplomatic actors themselves. With this newfound diplomatic role and a massive global event like the World Cup rapidly approaching, the state and city of São Paulo have attempted to develop new public diplomacy and communications strategies to overcome major obstacles like persistent economic inequality, a domestic backlash against corruption and inefficient bureaucracies, and government overspending related to the World Cup in 2014. A global malaise amongst economists, academics, and the media regarding Brazil's dour economic growth in recent years and a stagnation of reforms and progress on issues pertaining to the strengthening of the rule of law are also major concerns that need to be addressed with smart, effective public diplomacy strategies.

**The State of São Paulo is primarily focused on encouraging economic growth, foreign investment, and trade through its foreign affairs and city diplomacy.**

The State of Sao Paulo is an important subnational actor, particularly on issues involving Latin America, trade, energy, and emerging markets. The state is engaging with global cities like New York, global sub-states like California, and countries like Canada. A recent bilateral memorandum of understanding with the Canadian government is evidence of this.

**As the State of São Paulo focuses primarily on issues of investment and trade, the City of São Paulo is equally concerned with promoting itself as a cultural and tourist destination as well as a financial center.**

Similar to the efforts of the state, the City of Sao Paulo is actively pursuing a foreign policy. This strategy is rooted in shifting the brand of the city from a financial center to a cultural and cosmopolitan center. The city is relying on the solidarity of communities and unique qualities of Sao Paulo. The City of Sao Paulo does coordinate branding with the state, but the city's brand also includes cultural aspects that the state does not thoroughly address, like the city's rich colonial history, dance, gastronomy, and art.

**The City of São Paulo and the State of São Paulo are developing comprehensive branding and communications strategies, especially prior to global events like the 2014 FIFA World Cup.**

The city is working to combine its 'financial center' brand with a 'cultural center' brand while also developing a strategic plan to, as the city's communications director said, "use the World Cup to make a new speech about Sao Paulo." The city's cross-agency plan for the World Cup, SPCOPA, includes plans for "post-World Cup legacy projects." The mayor's foreign affairs office admits that Sao Paulo lacked a coherent communication strategy, but that one is currently being implemented across numerous platforms and

agencies.

The city's communication and branding strategy will focus on areas of 'inclusion' and will actively address issues like the recent anti-World Cup protests, diversity, transparency, democracy, and poverty. The City of Sao Paulo is also working to improve the quality of information being provided to its citizens and global audiences by leveraging new technologies and focusing on transparency and accuracy.

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## RECOMMENDATIONS

**The State of São Paulo should develop a branding strategy that focuses on the unique aspects of the state and region.**

The State of Sao Paulo currently focuses on foreign investment, trade, and economic growth, which is reflected in its branding and communications strategy. In order to develop a more holistic and complete branding strategy, attention should be paid to the unique qualities of the state and region. The state should refrain from broad and generic branding and messaging that is not unique to Sao Paulo.

**The City of São Paulo should continue to develop its communications and branding strategy.**

The City of Sao Paulo should continue to develop a well-rounded communications and branding strategy, focusing on the unique qualities of the city while also capitalizing on the outreach opportunity that a global event like the 2014 FIFA World Cup can provide. This strategy should be honest and straightforward about the city's challenges, but should avoid the pitfalls and over-emphasis on poverty and inequality that was seen during the 2010 FIFA World Cup in South Africa.



## KEY FINDINGS: PUBLIC DIPLOMACY OF EMBRATUR

GABRIEL BERNADETT-SHAPIRO

The Brazilian Tourism Board, also known as EMBRATUR is a federally coordinated, government agency, which reports to the Brazilian Ministry of tourism. The board was formed in 1966 to promote and market the services, products, and tourist destinations of Brazil to foreign publics. Currently the organization is focused on a country-wide branding effort called the Aquarela Plan, which seeks to leverage the exposure generated by the 2014 World Cup and the 2016 Olympic Games by coordinating national branding efforts.

Over a ten year period between 2010 and 2020, the agency hopes to achieve a 113 percent increase in international tourism and a 304 percent increase in foreign tourist spending netting the country approximately \$17.6 billion. To achieve these goals as well as sustain the interest in Brazil for years to come, EMBRATUR must coordinate between many individual organizations on the national, state, and city level as well as disseminate information on a global scale to a variety of different audiences. Efforts began with an internal branding campaign that set guidelines and rules for agencies coordinated by EMBRATUR.

Access to tourist survey data allowed EMBRATUR to target branding on a local level, highlighting specific niche markets for tourists from different countries. The organization then disseminated media kits and advisors to set up branding campaigns in partnership with city and local level organizations. The overall effort has been characterized by careful attention to both the medium and the message behind Brazil's brand. The agency is committed to demonstrating the diversity and the unique qualities of Brazilian culture over an expansive variety of digital platforms.

EMBRATUR's online presence covers social networks such as Facebook, Pinterest, and Twitter as well as content centric platforms such as Instagram and YouTube. Their webpages are interactive, visual centric, and present the Brazilian nation brand as a product in the social media space.

### **Visual communication is the most successful form of communication for EMBRATUR.**

Culture determines interactions, and Brazil is a country with deeply rooted oral traditions. Communication practices in Brazil reflect these traditions and lean heavily towards multimedia (visuals and audio). Brazil may be the self-proclaimed economic hub of South America, yet a significant portion of the population remains unable to spell their own name. The literacy rates reinforce the dominance of visual communication within the country at both the consumption and production levels. This cultural emphasis on visual

communication has guided EMBRATUR's public diplomacy initiatives to its benefit, as the agency has found that engagement with video content online has been much higher than engagement through mobile applications, online games or international press releases.

**EMBRATUR's digital diplomacy strategy is driven by data analysis.**

The success of digital diplomacy initiatives is determined by an understanding of communication practices within a given the online platform. Successful communication over Twitter for instance requires a different approach than Facebook or YouTube. The data about how users interact with digital content inform key metrics by which initiatives and messages are crafted. Within EMBRATUR, the department of digital communication analyzes this data and makes recommendations based on user engagement with online content. The data has shown interesting trends in tourism within the country as well as where tourists from specific countries are likely to spend their money. For example, EMBRATUR's analysis shows that tourists from Argentina are more likely to spend their money on luxury items whereas Canadians are more interested in leisure activities such as golf. The majority of EMBRATUR's analysis measures views and page clicks.

**Centralization is critical for EMBRATUR's digital diplomacy strategy.**

EMBRATUR has sought to centralize operations while maintaining the integrity of the brand. To avoid diluting the message, EMBRATUR has opted for a single account, which posts in multiple languages. To help manage resources and produce content, EMBRATUR retained the marketing company Isobar. The firm has been especially effective in translation services, insuring that the meaning behind EMBRATUR's messages is correctly and effectively delivered to foreign audiences.

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## RECOMMENDATIONS

**Pursue greater engagement with foreign export promotion agencies.**

EMBRATUR does not currently engage or coordinate efforts with foreign export promotion agencies. Every country brand represents a unique reflection of culture and given that many of these agencies are involved in similar, though not competing activities, building opportunities for learning and exchange would benefit both parties. A strong performance in managing branding strategy for the 2014 World Cup and the 2016 Olympics would grant EMBRATUR significant educational capital and place it in a desirable position to begin reaching out to its foreign counterparts.

**Develop robust metrics for digital engagement.**

Successful public diplomacy relies on understanding the target audience and developing meaningful content designed to take advantage of the audience's

communication practices. Metrics defining the target audience and how they communicate are thus an essential part of any digital diplomacy strategy.

EMBRATUR's current metrics are primarily concerned with page views, significantly limiting the amount of detailed knowledge that can be built around the data. To better understand its audience, more robust metrics must be conducted around their visual content to measure audience response. These metrics might incorporate quantitative measurements of viewership (age, ethnicity, and socio-economic status), spread rate, location, and emotional response. Furthermore, these metrics must be developed specifically for mobile devices as these devices represent an emerging global communications platform.

### **Leverage Brazilian culture through crowd-sourced content over social media.**

Developing two-way communication over mobile platforms is a challenge faced by all modern communication organizations. Producing content specifically for social media platforms is especially important and requires a different approach from traditional content dissemination. This is due to the fact that these platforms represent a unique model of communication as they facilitate content creation as well as consumption. EMBRATUR's videos and website reflect a highly curated digital diplomacy strategy; however the conversational nature of the platform necessitates the creation of a space for audience engagement.

Given the visual nature of EMBRATUR's digital diplomacy strategy, communication with individuals or groups is increasingly likely to take place through photography and videography. The agency should create and foster a space online where users can share their experiences with Brazil and create cross-culturally impactful content which is easily packaged and shared.

## KEY FINDINGS: CITY DIPLOMACY IN SÃO PAULO

EMILY SCHATZLE

**São Paulo is a pioneer in city branding and city diplomacy among global cities.**

In 2013, São Paulo was the first subnational government to sign a bilateral agreement with the United States. The State of São Paulo established an office of foreign affairs in order to better facilitate international relations, which has allowed it to reach out to corporations, states, and other cities with unprecedented freedom from the constraints of national government.

**The majority of Sao Paulo's branding efforts are focused on encouraging foreign direct investment and international business and trade agreements.**

The City of São Paulo has the most multinational offices in the Southern Hemisphere. Every year, roughly 45 percent of São Paulo's visitors come to the city for business purposes. The State of São Paulo helps facilitate this through Investe São Paulo, a free service that helps business understand Brazilian tax laws and how to enter the market.

**A disconnect exists between the branding efforts at the state and city levels.**

While the State of São Paulo puts a significant brand emphasis on foreign direct investment and engaging multinational businesses, the City of São Paulo is moving away from this strategy – focusing instead on the cultural aspects of the city and encouraging tourism.

While the State of São Paulo and the city may have separate branding goals, the messaging disconnect comes across as confusing and can create the appearance that neither entity is telling the “whole story.” This problem is best seen in the approach to the 2014 FIFA World Cup. The State of São Paulo aims to highlight safety through coordinating with municipal and international governments on best practices in policing and minimizing focus on the protests within Brazil.

The City of São Paulo aims to use the World Cup as an opportunity to deploy a communications strategy to present the city with all of its faults – including the protests and the city's significant poverty (30% of São Paulo's residents live in substandard conditions). To paraphrase a city official, São Paulo's World Cup organizing committee wants to show that the city is fighting its inequalities but is proud of its accomplishments.

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## RECOMMENDATIONS

### **Increase coordination in messaging between the state and city offices.**

Communication between officials within the State of São Paulo and the City of São Paulo needs to be improved. While it makes sense for the State of São Paulo and the city to have separate branding goals, better communication and coordination on messaging would improve the credibility of both entities. Sharing mutual goals for the city and the state would allow officials from both entities to help create the best messaging possible. There is no reason for these entities to not work together: what is good for the City of São Paulo is good for the State of São Paulo, and vice versa.

### **Share best practices with other global cities in order to build on the existing city exchange networks.**

Both the City and State of São Paulo already participate in exchanges with other global cities. This includes collaborating on best practices in housing with New York City, as well as coordinating with United Nations Habitat to teach African cities about public-private partnerships. Given São Paulo's increasing reputation as a leader in city diplomacy, there is significant room for expansion.

Working through existing networks such as ICLEI (Local Governments for Sustainability), the Metropolis Association, and the C40 Cities Climate Leadership Group would allow São Paulo's representatives to share best practices in health, business engagement, sustainable development, housing, and other areas of overlap. Facilitating exchanges with other local governments could allow cities to learn from São Paulo's successes and challenges, as well as create an opportunity for São Paulo to continue to innovate.

## KEY FINDINGS: EXCHANGE DIPLOMACY

CAITLIN DOBSON

### **Educational exchange appears to be the most prevalent tool in Brazil's current exchange diplomacy efforts.**

The most commonly mentioned international exchange program was Science Without Borders. This educational exchange between Brazil, the United States, Europe, and other countries is a program that lends itself to broadening cross-cultural understanding between Brazilians and the rest of the world.

### **Exchange opportunities can help to influence Brazilian cultural isolationism from the United States and world.**

Many of the organizations and professors we met with discussed Brazil's cultural isolation toward both the United States and world. According to Globo news anchor William Waack, this is an issue which could be attributed to Portuguese as being a less-spoken language throughout the world, or possible feelings of inferiority and mistrust toward the United States in particular.

These issues can be impacted through exchange programs such as Science Without Borders, the Metropolis Association, tourism, and language exchange programs that can help to increase dialogue and combat potential xenophobia.

### **Quantifying the impact of exchange diplomacy efforts can be a challenge.**

The success and impact of international exchange programs can be difficult to measure and at times can only be taken at face value. Measuring the impact of these programs must be approached with a long-term mentality. During the meeting with Universidad de São Paulo, it became evident that a multi-method approach toward measuring the impact of these exchanges is also necessary.

There is a strong pull toward this type of opportunity from students interested in foreign policy, and it is also common for students who participate in an educational exchange program to want to repeat their abroad experience.

### **Increased exchange diplomacy initiatives are very possible within Brazil and especially within São Paulo.**

With the already existing exchange programs in place, Brazil is more active in exchanging with European countries and even with China. The potential for increased exchange between the United States and Brazil lies within institutions like Universidad de São Paulo, and organizations such as the Instituto de Pesquisas Ecologicas.

Exchange diplomacy in Brazil is incorporated at a minimum, with the bulk of its efforts centered on the educational exchange program Science Without Borders. The program is considered a success thus far, with 100,000 students going abroad to study within an international university environment, including universities throughout 49 of the 50 United States. With over 300 universities participating, this has been at the forefront of Brazil's exchange efforts in recent years. However, because Brazil is such an emerging nation, there is great potential to be engaging with the public.

In meeting with such a variety of organizations, Brazilians are in fact thought to have a favorable view of the United States, and vice-versa. Tourism between the two nations is booming; however, there is an interest on the part of the U.S. Consulate in particular to encourage both Brazilian tourists and exchange students to venture off the beaten path, beyond the confines of Disney World and typical big-name United States universities.

On the other hand, both countries are thought to be culturally isolated. Exchange opportunities allow each audience to break through those isolated boundaries. With what was suggested as the evolution of language barriers, cross-cultural understanding can be further increased, contributing to a strengthened US-Brazil relationship, as well as a strengthened relationship with the rest of the world.

There are multiple opportunities for the Government of Brazil, the U.S. Consulate in Brazil, and the private sector to leverage international exchange opportunities and implement them within their public diplomacy strategies. The effects of existing endeavors are difficult to quantify, but the hope is that 10 years from now, Brazilian students will have developed an affinity to the U.S., and will continue to build new connections. In terms of measurement and evaluation, the methodology used by the Brazilian Federal Agency for Support and Evaluation of Graduate Education (CAPES) could be applied, as is currently utilized by the Fulbright Brazil program.

Many organizations in Brazil attempt to offer additional exchange programs. However, there still appears to be room for growth. Through programs such as the International Academic Partnership Program (IAPP), increased participation by universities could be warranted. The U.S. Consulate is working to incorporate additional exchange programs by partnering with local NGOs.

Projects include a three-year sports strategy, with a dozen exchange opportunities, projects to combat violence against women, and a seven-year common heritage program highlighting shared interests between participating nations. Within the area of financial interest, the State of São Paulo is implementing and leading efforts through the São Paulo Metropolis

Initiative, in which participating nations and cities throughout the world are invited to collaborate through the exchange of ideas in city planning, addressing shared challenges faced by metropolitan areas throughout the world. As of 2013, the initiative includes 136 active members. Through this initiative alone, cities have the opportunity to form relationships with its surrounding cities and form a robust metropolis. The global participants within this program can benefit in listening to one another, increasing dialogue, and sharing ideas.

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## RECOMMENDATIONS

### **Increase and broaden educational exchange efforts and areas of study.**

Universities and places of higher education offer exciting infrastructure and should be better utilized to develop and implement international internship opportunities, volunteer travel opportunities, and academic study opportunities for university students in the U.S. and Brazil. Currently Science Without Borders offers the option to study within the fields of Science, Technology, Engineering, and Mathematics. Broadening this range of study options, to include International Relations, Communications, and other fields may help diversify the Brazilian educational exchange portfolio.

### **Strengthen metropolitan exchange opportunities.**

As a "city that embraces the world," São Paulo can be doing more to work with other global cities by encouraging the exchange of ideas. The city and state of São Paulo should implement exchanges so that foreign students can study with a focus on economics, city planning, and similar fields of study that may contribute to the development and economic advancement of São Paulo and Brazil. This will in turn improve Brazil's image throughout the world. Better utilize this transnational network of active members through the development of new ideas and shared innovation.

### **Better utilize non-governmental organization partnerships in exchange projects.**

Create more programs that utilize partnerships to bring philanthropic groups to Brazil from U.S. Universities, send Brazilian groups abroad, perhaps within the context of eco-tourism, as one example. Partnerships with NGOs such as Instituto de Pesquisas Ecologicas (IPE) would lend itself to the development of philanthropic travel exchanges, in which university students from the United States might volunteer. Not only will this contribute to the organization's reforestation efforts, but it will also develop a deeper level of cross-cultural understanding. This exchange is something yet to be implemented with this organization in particular; however, the organization welcomes the exchange. This is just one example of the many ways in which NGOs and partnerships



could be utilized through the implementation of international exchanges. Other partnerships may include sport NGOs, as Brazil will host both the World Cup and upcoming Summer Olympics.

# KEY FINDINGS: ENGAGING THE BRAZILIAN PUBLIC THROUGH DIGITAL DIPLOMACY

HELENE IMPERIALE

**The main interaction the United States Consulate in São Paulo receives via social media regards visas and entertainment.**

The United States Consulate in São Paulo has high interaction percentages with the Brazilian public online when it posts content about American entertainment. The majority of the responses to social media posts are about visas.

**The digital diplomacy strategy for engaging the Brazilian public is done both in Brasilia and individually by the various U.S. Consulates.**

Nearly all-social media accounts including Twitter and Instagram are managed through Embassy staff in Brasilia. The Facebook account for the U.S. Consulate in Sao Paulo is the only social media account that addresses the local constituency.

**The best way to engage Brazilians is through face-to-face communication.**

When asking the U.S. Consulate about their digital strategy, State Department officials stated the most effective way to engage Brazilians was through face-to-face communication. A recent article in Forbes noted that Brazil is the third-largest user of social media in the world. If the United States can harness this tool as a form of engagement, the State Department can better connect and influence its foreign policy priorities within the country. Although many Brazilians utilize social media and other Internet resources, the key to engagement in the country is in understanding literacy rates, Internet access, and oral tradition, which are prevalent in Brazilian society.

According to the World Bank, Brazilian literacy rates were at 90 percent in 2013. Literacy, as defined by the World Bank is, "the percentage of the population age 15 and above who can, with understanding, read and write a short, simple statement on their everyday life." Brazil ranks 134 in literacy rates out of the 193 countries recognized by the United Nations. Although 90 percent may seem relatively high in a country with a population over 200 million a significant number of people are still unable to read and write. Instead of posting information via text, the diplomatic missions should make a greater effort to engage Brazilians in different capacities on diverse platforms. It is important to note that "How-to" videos on YouTube are extremely popular.

In addition to literacy, accessible to technology in Brazil is extremely

expensive. Bloomberg BusinessWeek voted Brazil to be the most expensive country in the world to purchase iPhones, computers, and other modern technologies, which is due to the high import taxes in Brazil. The lack of access to these technologies remains the key to understanding and developing an engagement strategy.

Brazilian culture is rooted in the oral history tradition. Historically, Brazilians have relied on oral culture to pass down information from generation to generation. The majority of ethnic groups, including Asian and African Brazilians, relay history through the art of story-telling a practice rooted in verbal tradition. What this means for digital engagement is that video, visual, and audio content are more important than text. As a result, platforms like YouTube, Facebook, and Orkut are more popular than text-heavy platforms like Twitter.

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## RECOMMENDATIONS

### **Provide information about visas with online video tutorials on YouTube.**

Due to the fact that the State Department receives most of its questions about visas through social media platforms, posting regular visa tutorials on YouTube and disseminating them through Facebook and Twitter would be the best way to engage the Brazilian public.

### **Visual components must accompany every social media posting.**

Because of low literacy rates, visual components are essential when posting content on social media. Especially when posting about entertainment, more people will be likely to engage directly with the U.S. Consulate.

### **Send free mobile videos on cultural and visa information.**

The appeal of digital diplomacy is that it is relatively inexpensive; free mobile videos are a way to communicate with Brazilians on platforms they are readily using. Currently, Brazil is the fourth-largest user of mobile devices in the world, and that number is increasing. By communicating on the platforms Brazilians are already using, it will be easier to reach the target audience.

### **More multimedia with minimal text should be used in all of the social media engagement for the diplomatic missions to Brazil.**

The U.S. Consulate in São Paulo is trying to figure out the best way to harness engagement with digital diplomacy. The key to engagement will be visually through infographics and online videos along with auditory components like podcasts.

Brazil ranks fourth in the world with the number of smartphones and has more than a 100 percent mobile penetration rate. Therefore, the U.S.

diplomatic missions to Brazil must harness these new technologies to better engage the Brazilian public using online platforms. The U.S. Consulate needs to start employing new technologies in the same way that the Brazilian public uses them.

## KEY FINDINGS: BRAZIL'S INTERNATIONAL BROADCASTING

TENILLE METTI

**TV Globo (Globo) has a media monopoly in Brazil.**

It is uncontested that Globo dominates the broadcasting sphere in Brazil. The media empire is the second largest global television network, just after ABC Television Network.

**Globo does not assume responsibility for promoting Brazil's image.**

Even as an international broadcaster, Globo is not pressured to represent Brazil in a positive light to the rest of the world. Globo posits that it does not try to avoid inconvenient truths for Brazil in their reporting.

**Globo has allocated resources for Communications, but the department is underutilizing its potential.**

While a Communications Department has been designated at Globo, its primary focus is managing popular opinion of the news source. The department was established to specifically monitor Globo's image, rather than focusing on innovative technologies to enhance its broadcasting.

Globo has massive viewership, making its effect on Brazil incredibly profound. Globo states that television broadcasting is its strongest asset, but scholars of Brazilian communications believe Globo's "too big to care" attitude limits the network from investing in sectors and markets outside of traditional television broadcasting. Though Globo has been underutilizing innovations in the new communications landscape, the network is highly unlikely to fail because the amount of people who are no longer watching television remains statistically insignificant to the greater Brazilian population, as 99.5% of Brazilians still regularly watch Globo.

Though Globo absolves itself from representing the image of Brazil, Globo is inherently a public diplomat because international broadcasting is one of the six pillars of public diplomacy. Even in its investment in non-traditional broadcasting like telenovelas, mini-series, and movies, Globo, whether it intends to or not, still presents Brazil to the rest of the world, even though its interests do not reside in public diplomacy.

One of Globo's greatest challenges is building a taskforce that can merge communication technologies in a way that appeals to its viewership. Globo's

Communications Department could reallocate their resources to address emerging innovations in the communications field, but instead, Globo focuses on traditional self-representation. While it is important to maintain viewership, shifts in the new media environment may challenge Globo to move with the times and incorporate new communications that reach beyond audiences in alternatives manners.

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## RECOMMENDATIONS

### **Globo should appeal to a wider audience using different platforms.**

Though Globo already has massive viewership globally, they should still produce content in forms that are favorable to international audiences. While Brazilians, who tend not to read text content, may not read a magazine from Globo, they should still seek to invest in, produce, and develop communications for foreign publics so as to remain “on top” in the international broadcasting world. By providing content that is compatible with international audiences’ media consumption tendencies, Globo will ensure international viewership loyalty, not just Brazilian loyalty, in the future.

### **Globo should realign its strategic communications to better incorporate innovative technologies.**

By reallocating its resources to involve social media sites as well as mobile or web-based applications, Globo can utilize image-centric stories (e.g. photo essays) to best appeal to the Brazilian public, as well as other similar publics.

## APPENDIX A: SCHEDULE OF MEETINGS

### **Monday, February 10, 2014**

- Dennis Hankins, Principal Officer for the Consulate General, U.S. Consulate in São Paulo
- Flavio Donadio, Douglas L. Prieto, Armen Pamboukdjian, and Filipe Maia , 100% Skate Magazine
- William Waack, Network Journalist, Globo TV

### **Tuesday, February 11, 2014**

- Cristiane Lucena Carneiro, Ph.D., Professor, Institute of International Relations, Universidad de São Paulo
- Luli Radfahrer, Ph.D., Professor, School of Communications and Arts, Universidad de São Paulo

### **Wednesday, February 12, 2014**

- Helena Monteiro de Oliveira, Coordinator of International Cooperation, Governor's Palace of São Paulo
- Ana Luiza David, J.D., Director of Legal Department, ESPN Brasil

### **Thursday, February 13, 2014**

- Eduardo Humberto Ditt, Ph.D., Executive Director and Research, Instituto de Pesquisas Ecológicas
- Clinton Jenkins, Ph.D., Professor, Instituto de Pesquisas Ecológicas
- Cesar Oliveira, Coordinator, Marcos Paulo Reis Sports Consultancy

### **Friday, February 14, 2014**

- Leonardo Barchini, International Relations City Clerk, São Paulo City Committee for the FIFA 2014
- Alexandre Nakagawa, American Market Coordinator, Embratur

