

Rogers Smart Home Monitoring

Marketing Strategy & Take to Market Plan



CLIENT

Rogers Smart Home Monitoring (SHM) is a service offered by Rogers Communications; Canada's largest provider of wireless voice and data communications services and one of Canada's leading providers of cable television, high-speed Internet and telephony. SHM is an innovative, robust home security and home automation control system, that allows customers to protect their home and family at all times with real-time home monitoring and security. The system also enables customers to automate lights, cameras, thermostats and appliances remotely through their smartphone, computer or tablet.

CHALLENGE

With SHM, Rogers was entering a category that was significantly smaller than their traditional product categories. For the successful launch of this new service, it was imperative that a strong Marketing Strategy and Take to Market Plan be developed that addressed the challenges of penetrating a highly competitive, rapidly evolving market. Rogers engaged TMG International Inc. to develop this Marketing Strategy and Take to Market Plan.

APPROACH

To develop the Marketing Strategy for SHM, TMG performed an in-depth market assessment through which they identified key issues in the areas of Product, Pricing, Packaging, Promotion and Distribution. After meeting with different teams in the organization and analyzing existing data and research on the home security category and customer insights, TMG worked closely with SHM Executives to develop objectives and strategies and the corresponding tactical action plans and measures of success.

TMG leveraged their extensive product launch experience to develop a strategy built on fact-based research; and to put that strategy into action to help Rogers successfully take their new service to the Canadian market.

TMG also developed a Take to Market Plan to effectively drive potential customers through the purchase cycle as the product, target market and category evolves.

Highlights

CHALLENGE

Develop a Marketing Strategy and Take to Market Plan to help penetrate a highly competitive, rapidly evolving market.

KEY INSIGHTS

- A different and more targeted marketing strategy was required for category penetration
- The complexity of the service and extensive options made it difficult for consumers to assess the value
- The service was better suited to retail or personal sale rather than traditional Rogers channels

IMPACT

- Decreased cost of acquisition
- Increased market share
- Better understanding of customer needs
- Role of channels better defined

CASE STUDY

KEY INSIGHTS

TMG's analysis and assessment uncovered the following key strategic insights:

- Category penetration requires a significantly different and more targeted marketing strategy than Rogers' other highly penetrated product categories.
- The service itself needs to be better defined as it encompasses features of security, home automation and remote monitoring.
- The complexity of the service and extensive options makes it difficult for consumers to assess the value.
- The role of channels is crucial to success since the service is better suited to retail or personal sale.

SOLUTION

Working together with the team at Rogers SHM, TMG developed the Marketing Strategy and Take to Market Plan with specific attention paid to the customer, and the articulation of a value proposition statement.

Unlike existing Rogers' products, SHM was a low penetration category and required a strong targeted solution sell. As a result a highly targeted strategy was required instead of the mass approach usually used by Rogers. The new Marketing Strategy consisted of the following:

1. Given the limited market opportunity, identify and target the appropriate customer.
2. Align the 4Ps against the target markets to efficiently develop awareness, drive preference and maximize conversion.
3. Ensure marketing and sales work optimally together to deliver a cost-effective multi-step solution sell.

The Take to Market Plan was developed using a phased approach based on a market share development model. Once awareness of the product was created in the market, the Take to Market plan evolved to focus on creating familiarity with the product and communicating key messages vs. the competition to convince customers to purchase the product.

IMPACT

With a comprehensive Marketing Strategy and Take to Market Plan in place, Rogers was able to successfully launch the SHM service. Benefits realized as a result of the work done by TMG include:

- Decreased cost of acquisition
- Increased market share
- Better understanding of customer needs
- Role of channels better defined
- Ability to respond to market changes

ABOUT TMG

TMG International Inc. is a consulting firm focused on business strategy, marketing, and sales planning. TMG delivers realistic, actionable, customer-focused strategies tied to strong execution, consistently leaving clients more aligned, committed and enabled. TMG is comprised of seasoned business executives with diverse industry backgrounds and years of "in the trenches" experience. For more information on TMG visit tmginternationalinc.com.