



INTERNATIONAL BUSINESS PLAN ROGERS COMMUNICATION INC.

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INTRODUCTION

THE PRESENTATION PROVIDES AN OVERVIEW OF ROGERS COMMUNICATION INC.'S MARKET ENTRY STRATEGY INTO THE INDIAN TELECOMMUNICATION INDUSTRY. THE FIRM AIMS TO CAPITALIZE ON INDIA'S RAPIDLY INCREASING ECONOMY AND DIGITAL LANDSCAPE BY CREATING A STRONG PRESENCE THROUGH A JOINT VENTURE OR STRATEGIC PARTNERSHIP APPROACH.

The logo consists of a large white keyhole shape on a red background. Inside the keyhole is a solid red circle. To the right of the keyhole, the word "ROGERS" is written vertically in white, sans-serif capital letters.

ROGERS

ORGANIZATION PROFILE

- **ROGERS COMMUNICATION INC.**: Leading Canadian telecom company since 1960, headquartered in Toronto.
- **Diverse Business Segments**: Offers cable TV, wireless communication, media, and internet services.
- **Mission**: Connect Canadians with innovative communication solutions and enhance lives and businesses.
- **Core Values**: Prioritizes innovation, integrity, and customer-centric approach.
- **International Presence**: Expanding globally through acquisitions and partnerships, offering services in various markets.

Business Strategy

Broad Service Portfolio

Rogers Communication offers diverse media and communication services to both businesses and consumers, spanning Internet, cable TV, wireless communication, and media content.

Infrastructure Advantage

The company's extensive and reliable infrastructure ensures the delivery of high-quality services, contributing to customer retention and a strong market presence.

Strategic Objectives

Sales Growth
Market Diversification
Margin Improvement
Technological Leadership

Business Strategy

Innovation

Focus

Rogers aims to lead in technology adoption, staying at the forefront of trends like IoT and 5G.

Sustainable

Growth

Pursuing various business models to maintain leadership in Canada's telecom industry while exploring avenues for long-term expansion.

Brand

Strength

Leveraging a well-established brand and diverse product portfolio to attract and retain a substantial customer base.

Target Market and Environmental Scan

Reasons for Country Selection

Rogers Communication Inc. chose India as its expansion target among the options of the USA, India, and Mexico, based on scorecard weights favoring opportunities and lower risks, with India having the least risk and highest opportunity score.

Country Variable	Weight	USA	INDIA	MEXICO
Acceptable (A), Unacceptable (U) a). Allows 100% foreign ownership		A	A	A
Opportunity a. Sales Potential b. Tax rate c. Labor conditions d. Infrastructure e. Possibility of governmental incentives f. Ease of external integration	0-5 0-2 0-3 0-2 0-3 0-4	3 1 1 2 1 3	4 2 3 1 3 2	2 3 1 1 2 3
Total		11	15	12
Risk (lower number = preferred rating) a. Political b. Competitive c. Foreign exchange d. Natural disaster	0-4 0-2 0-3 0-4	1 1 2 3	2 0 1 1	3 2 3 2
Total		7	4	10

Legal, Political, Social and Economic factors for India Market

Legal Factors

- Stable legal system and strong regulatory framework in India.
- Predictable, secure business environment for multinationals.
- Focus on protecting intellectual property rights and contract enforcement.

Political Factors

- Democratic political system and stable governance in India.
- Favorable environment for foreign investors.

Social Factors

- Rapidly growing middle class and young population in India.
- Increasing demand for digital content and telecommunication services due to rising disposable incomes.

Economic Factors

- Strong economic growth in India, resistant to downturns.
- Appealing investment destination due to resilience.

Market Segments

Urban

- High demand for digital content.
- Advanced wireless services.
- Access to high-speed internet.

Rural

- Emphasis on enhanced connectivity.
- Affordable communication solutions.

Overall

- Significant sales opportunity due to increasing digitalization.
- Large population contributing to market potential.

Market Entry and Strategy

JOINT VENTURE/ STRATEGIC PARTNERSHIP

- Leveraging partner's market knowledge and infrastructure.
- Faster entry into the Indian market.



Advantages:

- Access to local expertise and market knowledge.
- Insights into consumer behavior and cultural preferences.
- Quicker market access with existing infrastructure.
- Risk sharing and mitigation with a local partner.
- Navigate operational complexities effectively.



Challenges:

- Potential loss of control over business operations.
- Differences in management styles and strategies.
- Cultural differences and alignment.
- Need for clear communication and defined governance structure.



Timeline for Implementation:

Identifying a well-established local telecommunications partner. Ensuring alignment with business objectives and values.

PARTNER SELECTION



Addressing cultural differences through open communication. Promoting mutual understanding and sensitivity.

CULTURAL ALIGNMENT



Continuous evaluation of joint venture performance. Adapting strategies based on market dynamics. Nurturing the partnership for long-term success.

ONGOING MONITORING AND ADAPTATION:



MARKET RESEARCH PHASE



Comprehensive study of regulatory requirements. Understanding local consumer preferences. Analyzing competition and potential partners.

NEGOTIATION AND AGREEMENT



Establishing clear communication channels. Defining governance structure and decision-making processes.

MARKET ENTRY EXECUTION



Leveraging partner's market knowledge and distribution channels. Tailoring services and products to match local preferences. Mitigating risks through shared responsibilities.

TARGETING CUSTOMERS

The company focuses to target Indian customers both in urban and rural regions.



Urban Customer Targeting

- Advertising campaigns: Social media, celebrity, digital marketing.
- Increased brand awareness and customer reach.

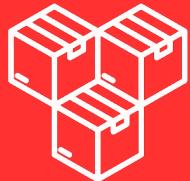


Rural Customer Targeting

- Community engagement.
- Localized marketing campaigns.
- Partnerships with local organizations.

PRODUCT

Sales



- Multi-channel sales approach planned by Rogers Communication Inc.
- Physical stores as experience centers for personalized assistance.
- Online portal for convenience and online shopping.
- Utilization of authorized resellers for remote area reach.

Pricing



Competitive Pricing Strategy:

- Alignment with local market dynamics.
- Tailored packages for various customer segments.

Diverse Package Offerings:

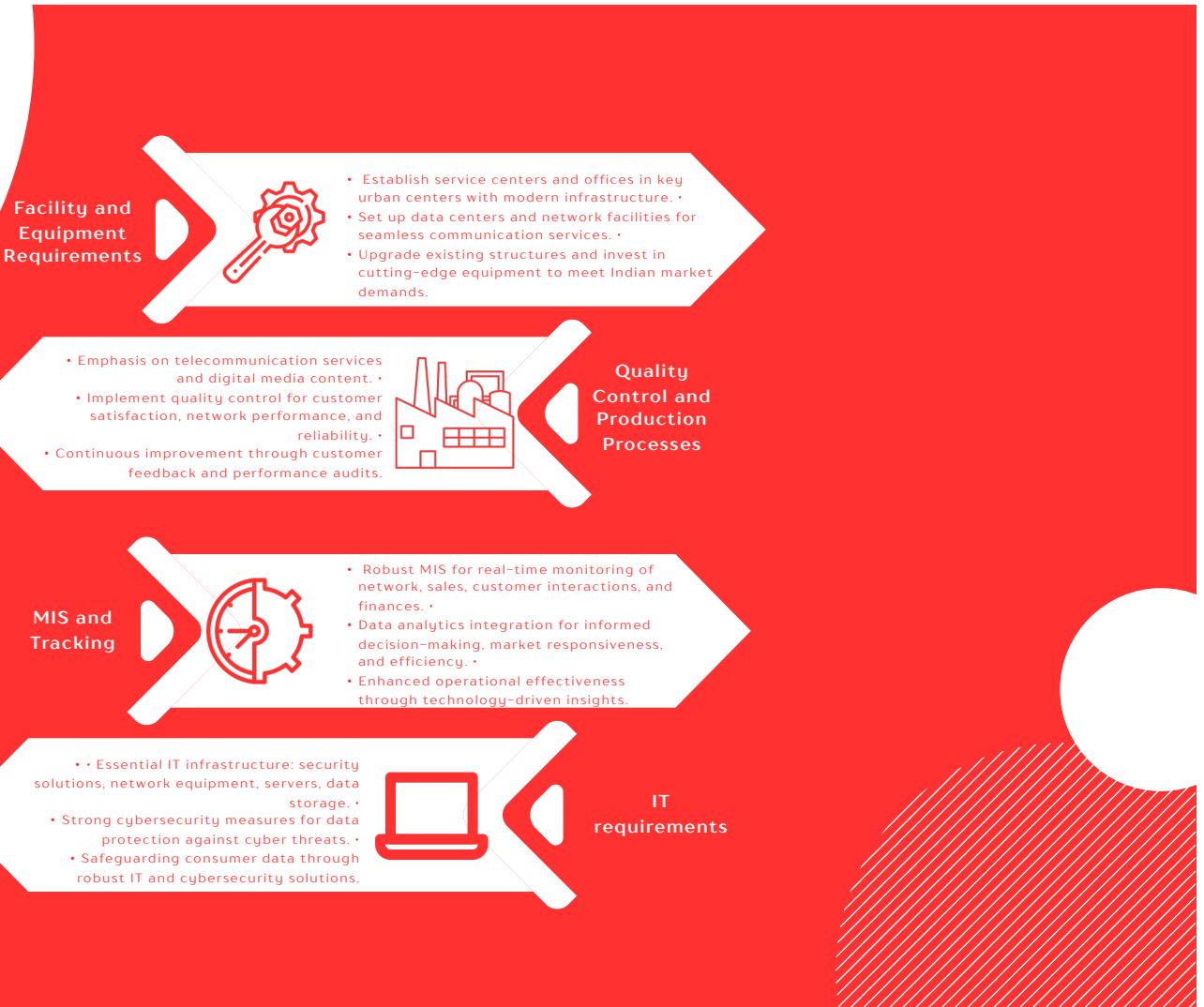
- Varied data plans with different content and speeds.
- Meeting diverse requirements of Indian customers.

Profitability and Attraction:

- Competitive pricing for profitability.
- Drawing customers through attractive pricing.

Operation Plan

This plan details Rogers Communication Inc.'s entry strategy into India, focusing on strong infrastructure, quality control, tech integration, and e-business



E-Business Strategy and Online Security

- E-Business Strategy: Responsive, user-friendly website for tech-savvy customers.
- Software essentials: Billing, CRM, online support tools for seamless operations.
- Prioritized online security: SSL, encryption, and vulnerability assessments.



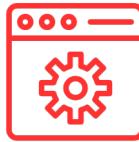
Website Development



- Proficient website development with focus on mobile accessibility.
- Investment in professional firms for a feature-rich and functional site.
- Addressing smartphone user growth through responsive design.

Software requirements

- Essential software: CRM for customer interactions, choice tracking.
- Billing and processing software for streamlined financial transactions.
- Efficient software solutions to enhance customer management and financial processes.



OPERATIONAL PLAN CONCLUSION

- Comprehensive market entry strategy:

Focus on robust infrastructure, quality control, MIS, and e-business.

- Strategic investments:

Equipment, IT systems, and security for success and customer trust.

- Safeguarding data:

Secure transactions, protect customer information, and enhance loyalty.

- Long-term growth:

Achieving objectives through effective planning and strategic implementation.



Human Resource Management Plan

Key Personnel and Job Descriptions for Indian Market Entry

Long-term Retention Plans: Strong employer brand, career growth, leadership development, employee engagement

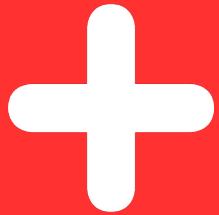
Roles: Market Entry Manager, Sales Marketing Managers, Customer Support Managers, Technical Support Specialists

Required Skills: Project management, cross-cultural communication, industry expertise

Training Needs and Plans: Cross-cultural training, market dynamics understanding, technical product training

Short-term Recruitment: Experienced professionals, local expertise, industry networks

COMMUNICATION STRATEGY

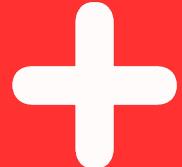


Internal Interaction Process

Utilize emails, intranet portals, and meetings for transparent organizational communication.

Agent Engagement

Regular communication, training, and support for agents to enhance the representation of company values.



Customer Engagement

Targeted marketing campaigns, user-friendly website, and active social media presence for direct engagement.

Customer Support

Multiple channels for customer service, personalized solutions, and feedback mechanisms.

Loyalty Initiatives

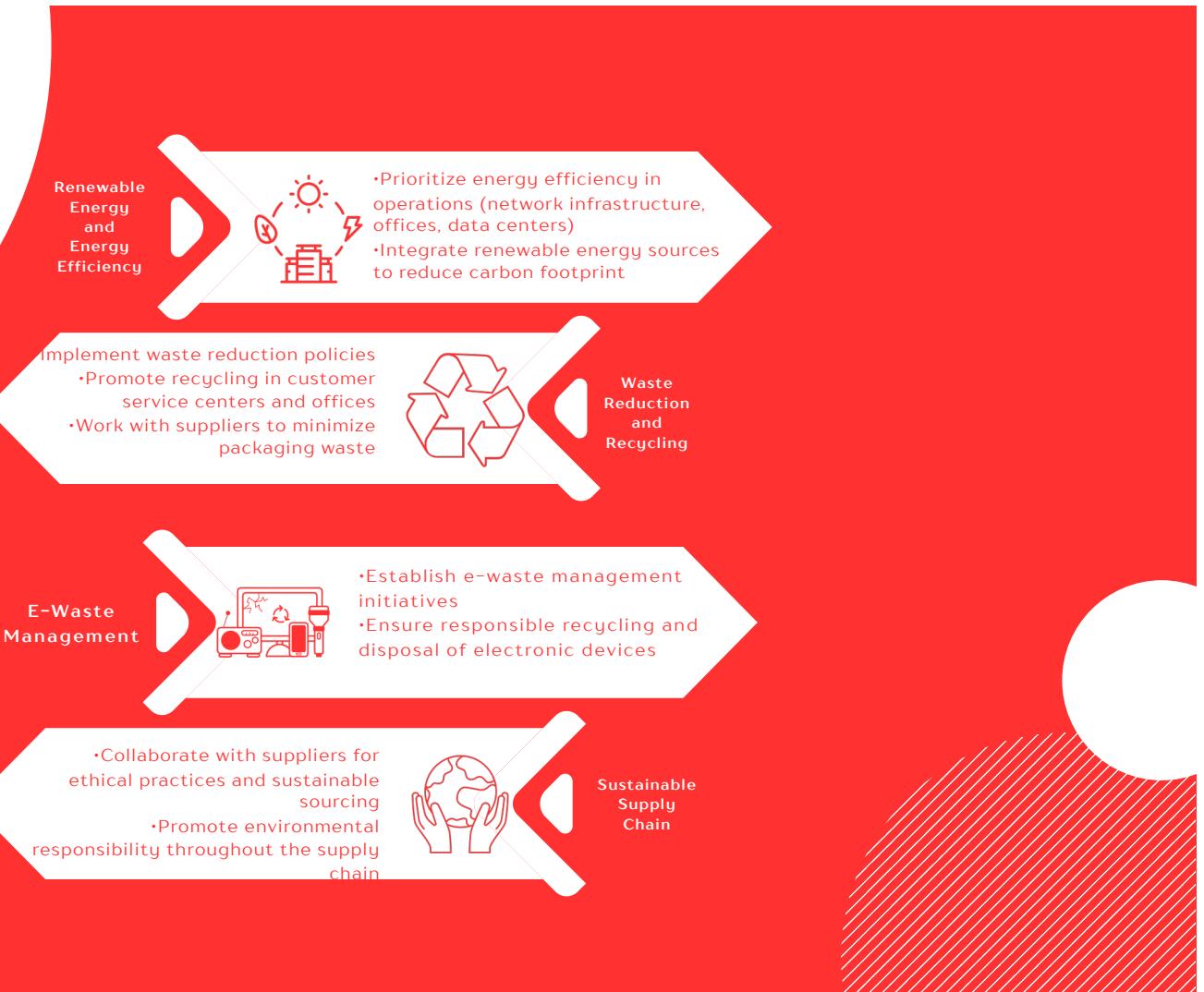
Implement customer loyalty programs to reward and retain existing customers.

SOCIAL RESPONSIBILITY

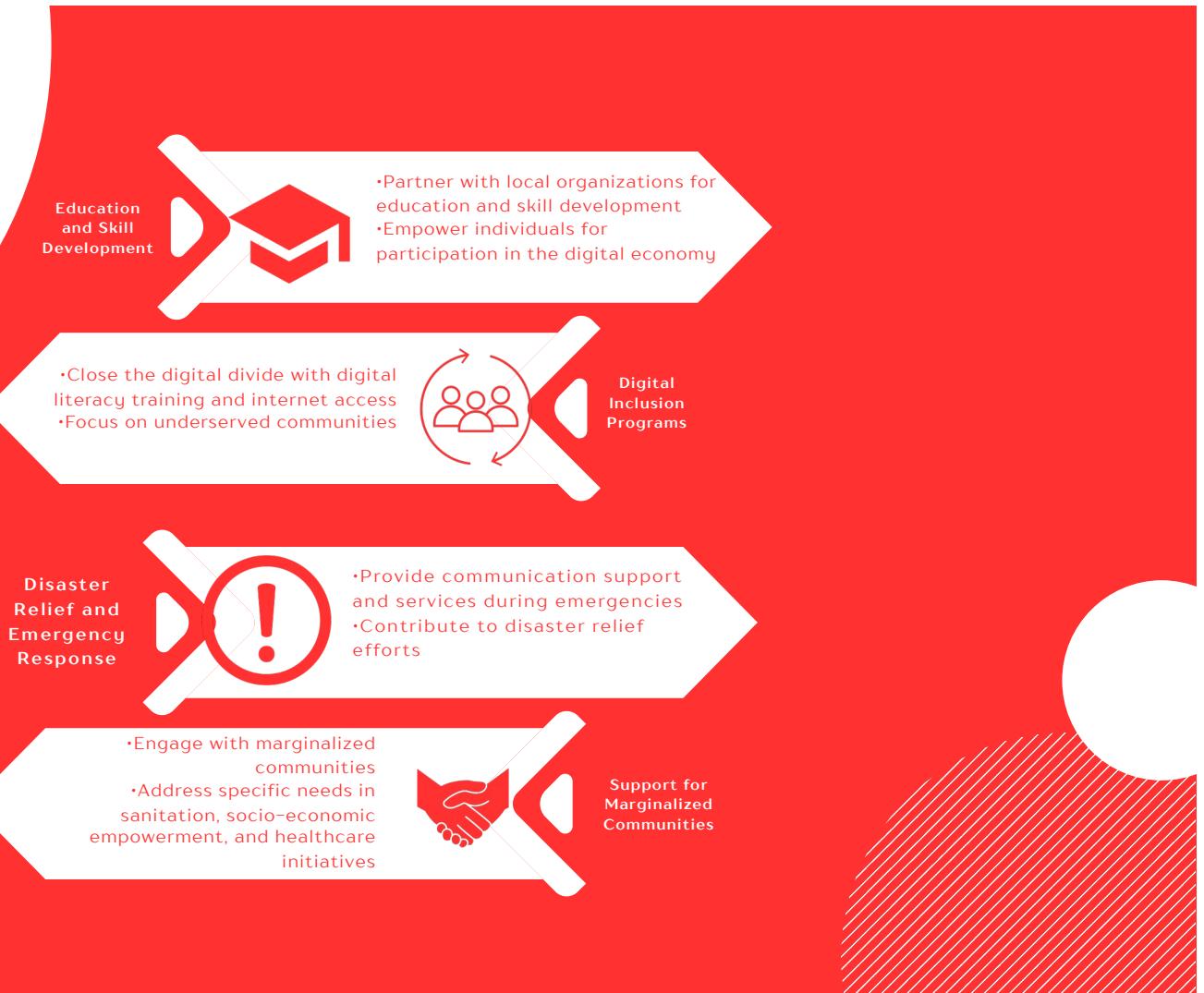


- Rogers Communication Inc.'s commitment to strong social responsibility values
- Entry into the Indian market
- Focus on environmental policy initiatives
- Community contribution initiatives
- Pursuit of relevant certifications
- Implementation plans for social responsibility strategy

Environmental Policies Initiatives



Community Contribution Initiatives





IMPLEMENTATION

- Establish a dedicated team for overseeing community contribution, environmental policies, and certifications
- Partner with government and non-profit agencies to identify community needs
- Develop targeted initiatives based on community requirements
- Initiate programs to engage employees in social responsibility efforts
- Encourage employee volunteers and participation in initiatives

FINANCIAL PLANS AND FORECAST

ANALYSIS OF THE PRESENT SITUATION AND PROFORMA STATEMENTS

Financial Stability and Performance:

- Gross margin of 58% in 2022 (CAD 6,393,000 million)
- Net income margin of 11% in 2022 (CAD 1,680,000 million)
- Net income dropped from the previous year
- Total assets of CAD 55,655,000 million in 2022
- Free cash flow of CAD 1,371,000 million

58%



PROFORMA STATEMENTS AND FUTURE ASSUMPTIONS

- Proforma financial statements prepared for the next three years
- Analysis based on various assumptions
- Company's financial health indicates readiness for overseas venture

Rogers Communications Inc. (RCI)

Proforma Income statement

CAD. All numbers in
thousands

	31-Dec	2023	2024	2025
Total Revenue		\$16,000,000	\$16,112,000	\$16,224,784
Cost of Revenue		\$9,000,000	\$9,045,000	\$9,090,225
Gross Profit		\$7,000,000	\$7,067,000	\$7,134,559
Total Operating Expenses		\$3,000,000	\$3,036,000	\$3,072,432
Interest Expense		\$1,000,000	\$1,000,000	\$1,000,000
Income Before Tax		\$3,000,000	\$3,031,000	\$3,062, 127
Income Tax Expenses		\$1,200,000	\$1,212,400	\$1,224,850
Net Income		\$1,800,000	\$1,818,600	\$1,837,277

Proforma Balance Sheet

CAD. All numbers in thousands	31-Dec	2023	2024	2025
Assets				
Current Assets		\$6,000,000	\$9,000,000	\$15,000,000
Non-current assets		\$8,000,000	\$8,000,000	\$8,000,000
Total Assets		\$14,000,000	\$17,000,000	\$23,000,000
Total Current Liabilities		\$2,000,000	\$5,000,000	\$11,000,000
Total non-current liabilities		\$3,000,000	\$3,000,000	\$3,000,000
Total Liabilities		\$5,000,000	\$8,000,000	\$14,000,000
Total stockholders' equity		\$9,000,000	\$9,000,000	\$9,000,000
Total liabilities and stockholders' equity		\$14,000,000	\$17,000,000	\$23,000,000

Proforma Cash flow

CAD. All numbers in thousands	31-Dec	2023	2024	2025
Net Income		\$1,800,000	\$1,818,600	\$1,837,277
Net cash provided by operating activities		\$3,300,000	\$2,318,600	\$1,337,277
Net cash used for investing activities		-\$4,000,000	-\$4,000,000	-\$4,000,000
Net cash used for financing activities		\$12,000,000	\$13,000,000	\$14,000,000
Net change in cash		\$11,300,000	\$11,318,600	\$10,337,277
Cash at beginning of period		\$1,000,000	\$12,300,000	\$23,618,600
Cash at end of period		\$12,300,000	\$23,618,600	\$33,955,877

RISK MANAGEMENT

Major Risks and Their Mitigation



Regulatory and Legal Risks

- Complex and changing regulatory environment in India
- Establish a dedicated legal team to monitor updates and ensure compliance
- Build relationships with local legal experts for handling challenges.



Market Competition

- Highly competitive telecommunication market in India
- Conduct comprehensive market research to identify main players and strategies
- Focus on customer-centric solutions, innovation, and differentiation.



Currency Risks

- Currency fluctuations can impact financial performance
- Adopt currency hedging strategies to mitigate foreign exchange impact.

RISK MANAGEMENT CONT.

Major Risks and Their Mitigation



Cultural and Language Differences

- Diverse culture and multilingual population in India
- Hire local talent and provide cultural training to bridge gaps
- Improve customer interactions and understanding of preferences.



Infrastructure Challenges

- Uneven infrastructure development, especially in rural areas
- Invest in improving network infrastructure and connectivity
- Address infrastructure disparities for broader reach and coverage

EXIT STRATEGY

Phased Withdrawal Exit Strategy

Decision based on thorough analysis of factors: strategic alignment, financial viability, market performance.



Implementation Based on Circumstances

- Unsustainable Market Performance:
- Market fails to provide expected returns
- Prolonged underperformance in the Indian market



Strategic Shift

- Exit strategy triggered by misalignment with long-term goals
- Change in business strategy necessitating withdrawal from the Indian market

PHASED WITHDRAWAL EXIT STRATEGY CLAUSES

MARKET REVIEW PERIOD:

- Thorough review of market performance and financial viability
- Analysis of performance metrics over a specific period
- Gain insights into market challenges and potential

Stakeholders Consultation:

- Consultation with key stakeholders before executing the strategy
- Involvement of local partners, employees, and customers
- Smooth transition and mitigation of negative impact

CONT.

EXECUTION OF EXIT STRATEGY:

- Gradual and well-planned implementation
- Transparent communication with stakeholders
- Emphasize reasons for the decision to exit throughout the process

Customer Transition Plan:

- Minimize disruption to existing customers
- Help customers transition to competitors if needed
- Address customer needs effectively during exit process

Asset Disposition:

- Determine suitable methods for asset disposition
- Options: transfer to local partners, sell business units, divestment

◆ CONCLUSION

- Market Entry Strategy: Rogers Communication Inc.'s India entry plan incorporates joint ventures, targeted marketing, HR initiatives, and social responsibility.
- Financial Stability: Strong financial performance in 2022 with healthy margins and projected revenue growth supports the strategy.

◆ RECOMMENDATIONS

- Emphasize market research, digital transformation, customer-centricity, partnerships, social responsibility, risk management, and financial monitoring.
- By implementing these recommendations, the company can position itself for success in India's telecommunications market, ensuring adaptability, growth, and positive impact.



THANK YOU