

# Tigo Bolivia — BLM战略评估：完整分析报告

**Period:** CQ4\_2025  
**Framework:** Business Leadership Model (BLM) — Five Looks + SWOT + SPAN  
**Protagonist:** Tigo Bolivia  
**Market:** Bolivian Telecommunications  
**Generated:** 2026-02-14  
**Population:** 12.2M

## 文档结构

This document consolidates all deep analysis modules from the BLM strategic assessment into a single reference. It can be used as:

- **Human reference:** Complete strategic analysis in one place
- **AI agent input:** Feed this document to an AI agent to generate updated presentations, summaries, or derivative analyses

#	Module	Section
ES	Executive Summary	<a href="#">Link</a>
01	Look 1: Trends — PEST Analysis	<a href="#">Link</a>
02	Look 2: Market & Customer — \$APPEALS	<a href="#">Link</a>
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# 执行摘要 — Tigo Bolivia BLM Strategic Assessment

**Period:** CQ4\_2025

**Framework:** Business Leadership Model (BLM) — Five Looks + SWOT + Opportunities

**Protagonist:** Tigo Bolivia

**Market:** Bolivian Telecommunications

## 一句话结论

Tigo Bolivia is an operationally stable #1 operator defending a dominant market position with a 3-5 year window to accelerate Fixed Broadband Growth.

## 1. 全局概览

### 1.1 市场背景

指标	值	影响
Market size	BOB 3.8B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+2.0% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Tigo Bolivia: 49.6%, Entel Bolivia: 37.3%, Viva Bolivia: 13.2%)	Market structure
Lifecycle stage	Mature	Competition shifts from acquisition to retention
Population	12.2M	
Regulator	ATT (Autoridad de Regulacion y Fiscalizacion de Telecomunicaciones)	
Structure	3-operator oligopoly	

1.2 运营商定位

指标	值	Rank	评估
营收	Bs1,890M	#1	

1.3 核心数据概览

Revenue	Bs1,890M/q
EBITDA	Bs805M/q

2. BLM五看关键发现

看一：看趋势（PEST）

Net assessment: 有利 macro environment in a mature market (+2.0% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

Finding	影响
Macro environment: 有利. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+2.0% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: mature	
Market growth: +2.0% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 9/10 factors present opportunities

看二：看市场与客户（\$APPEALS）

Net assessment: Tigo Bolivia leads in 8 of 8 \$APPEALS dimensions and trails in 0. 3 customer segments identified.

## Finding

影响

Bolivia telecom market totals BOB 3,812M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.

Market outlook: favorable

3 customer segments identified

## 看三：看竞争

**Net assessment: #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 78 (market avg 63), Customer Service: score 65 (market avg 55).**

## Finding

影响

In a 3-player market with medium competition intensity, Tigo Bolivia leads with 50% revenue share. Target operator holds 50% share. Strongest competitive force: Existing Competitors.

Competition intensity: medium

2 competitor deep dives completed

## 看四：看自己

**Net assessment: Overall stable operator. EBITDA margin 42.6%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.**

## Finding

影响

Ranked #1 of 3 operators in market; revenue BOB 1,890M; EBITDA margin 42.6%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Bolivia mobile growth steady with data adoption driving revenue

Health rating: stable

## 资费分析

**Net assessment: Tariff analysis available**

## SWOT综合分析

**Net assessment: S:12/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.**

Finding	影响
SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).	
S:12 W:3 O:4 T:4	Balance: S>W, T>O

看五：看机会（SPAN）

**Net assessment: 23 opportunities mapped: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items.**

Finding	影响
SPAN matrix positions 23 opportunities: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items for maximum strategic impact.	
13/23 (57%) in Grow/Invest	有利 opportunity landscape

3. "主导领导者" — 核心诊断

The single most important finding across all Five Looks is Tigo Bolivia's "Dominant Leader" positioning.

This is not a temporary market condition — it is a structural competitive problem that manifests in every dimension:

- The escape routes** (not mutually exclusive):
- 1. Leverage Brand Strength for Regulatory Environment
  - 2. Leverage Customer Service for Digital Strategy Alignment
  - 3. Leverage Digital Experience for Tigo Bolivia 营收增长 6.8% YoY

Dimension	Entel Bo	Tigo Bolivia	Viva Bo
营收	Bs1,420M	Bs1,890M	Bs502M
Revenue Growth	+2.2%	+7.1%	-2.1%
Ebitda Margin	30.0%	42.6%	23.1%
用户数	4,570K	5,760K	2,130K
Arpu	Bs21.90	Bs23.30	Bs20.30
Churn	2.5%	2.6%	4.2%
5G Coverage	0.0%	0.0%	0.0%

## 4. 战略优先级（汇总）

Across all analyses, 6 strategic priorities emerge consistently:

### Priority 1: Accelerate Fixed Broadband Growth (生存级)

Aspect	Detail
Addressable market	Bs350M
Current capability	Strong — GROW: Strong momentum — invest to accelerate growth
Time window	immediate
Approach	Increase investment in Fixed Broadband to capture growth momentum

### Priority 2: Close 5G 覆盖率 Gap (生存级)

Aspect	Detail
Current capability	5G coverage gap at only 0.0%
Time window	1-2 years
Approach	Targeted investment to close gap in 5G Coverage

### Priority 3: Tigo Bolivia 营收增长 6.8% YoY (生存级)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Bolivia 营收增长 6.8% YoY

### Priority 4: Accelerate FTTH Rollout (战略级)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Bolivia launches fiber broadband in Santa Cruz

### Priority 5: Deploy 5G SA & Network Slicing (战略级)

Aspect	Detail
Addressable market	N/A
Approach	Technology trend: 5G SA enabling network slicing and enterprise services

### Priority 6: Deploy AI/ML for Network & CX (战略级)

Aspect	Detail
Addressable market	N/A
Approach	Technology trend: AI/ML for network optimization and 客户体验

## 5. 战略禁区

Equally important — strategic traps to avoid:

Trap	Why It's Tempting	Why It's Wrong
<b>Delay core transformation</b>	Current performance is adequate	Key weakness: 5G coverage gap at only 0.0%; delay compounds disadvantage

## 6. 时间线与节奏

**IMMEDIATE (Now)**

- Accelerate Fixed Broadband Growth

**SHORT-TERM (6-18 months)**

- Close 5G Coverage Gap

**MEDIUM-TERM (2-3 years)**

- Tigo Bolivia 营收增长 6.8% YoY
- Accelerate FTTH Rollout
- Deploy 5G SA & Network Slicing
- Deploy AI/ML for Network & CX

## 7. 风险/收益摘要

### 7.1 乐观情景（执行到位）

**Scenario:** Execute all 6 strategic priorities successfully  
**Revenue impact:** +10-16% over 5 years  
**Conditions:** Full execution of P0 opportunities, favorable market conditions

### 7.2 悲观情景（未能执行）

**Scenario:** No strategic execution; continue current trajectory  
**Revenue impact:** -6-12% over 5 years  
**Conditions:** Structural decline in core segments, competitor gains

### 7.3 基准情景

**Scenario:** Execute 2-3 of 6 priorities; moderate improvement  
**Revenue impact:** +3-6% over 5 years

### 7.4 综合评估

Scenario	Revenue Delta	Investment	Net Value
Execute priorities	+10-16% over 5 years	Investment required	正面 net value
Do nothing	-6-12% over 5 years	€0	Structural decline

**The asymmetry is clear:** the downside of inaction exceeds the net cost of action.

8. 成功指标仪表盘

KPI	当前	12-Month	3-Year	5-Year
Mobile revenue	Bs1,340M	—	—	增长
Fixed Broadband revenue	Bs350M	—	—	增长
B2B revenue	Bs110M	—	—	增长

Bolivian 电信宏观趋势 — PEST深度分析 (CQ4\_2025)

**Data basis:** PEST framework | 10 macro factors | CQ4\_2025 market data | Regulatory/event intelligence | Industry lifecycle assessment

1. 行业全景概览

1.1 市场基本面

指标	值	评估
Market size	BOB 3.8B (quarterly, CQ4_2025)	Market scale
YoY growth	+2.0% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	稳定 (industry EBITDA margin ~35.3%)	
Concentration	CR4 = 100% (Tigo Bolivia: 49.6%, Entel Bolivia: 37.3%, Viva Bolivia: 13.2%)	Market structure
Lifecycle stage	Mature	Growth from market expansion is over; competition becomes zero-sum.

**Key insight:** The market is in the **mature** phase. Growth from market expansion is over; competition becomes zero-sum.

1.2 行业生命周期 — 影响分析

Being in the **mature** phase means:  
- Network quality and coverage breadth

- Convergent (FMC) bundling strategy
- B2B/ICT capabilities for enterprise growth
- Operational efficiency (OPEX/revenue ratio)

## 2. PEST分析 — 完整评估

### 2.1 PEST总体形势

Dimension	# Factors	Opportunities	Threats	Net Assessment
Political	2	2	1	有利
Economic	3	2	1	有利
Social	2	2	1	有利
Technology	3	3	1	Strongly favorable
Total	10	9	4	Net favorable (9 opps vs 4 threats)

**Overall weather:** Sunny — Mostly favorable: 9/10 factors present opportunities

## 3. 政治因素 — 监管与政策

### 3.1 监管环境

因素	Detail
Severity	高
趋势	稳定
Impact type	Both
Time horizon	中 Term

**Current status:** ATT regulatory oversight; government influence via Entel; spectrum controlled

**Industry impact:** Regulatory framework shapes competitive dynamics and investment requirements

**Company impact:** Compliance requirements and spectrum policies directly affect Tigo Bolivia

- Macro data: ATT regulatory oversight; government influence via Entel; spectrum controlled

## 3.2 国家数字化战略

因素	Detail
Severity	高
趋势	Improving
Impact type	机会
Time horizon	中 Term

**Current status:** Bolivia Digital plan; rural connectivity mandate; mobile broadband priority

**Industry impact:** Policy targets create both mandate and subsidy opportunities for network operators

**Company impact:** Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access

- Digital strategy: Bolivia Digital plan; rural connectivity mandate; mobile broadband priority

## 4. 经济因素 — 宏观逆风

### 4.1 GDP增长

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
Time horizon	Short Term

**Current status:** GDP growth at 3.0%

**Industry impact:** Strong GDP growth boosts both consumer and enterprise spending

**Company impact:** Supported 营收增长 for Tigo Bolivia

- GDP growth: 3.0%

## 4.2 通胀

因素	Detail
Severity	中
趋势	稳定
Impact type	Both
Time horizon	Short Term

**Current status:** Inflation at 3.5%

**Industry impact:** Inflation affects both OPEX (energy, wages) and consumer willingness to pay

**Company impact:** OPEX pressure for Tigo Bolivia

- Inflation: 3.5%

## 4.3 失业率

因素	Detail
Severity	中
趋势	稳定
Impact type	中性
Time horizon	Short Term

**Current status:** Unemployment at 5.0%

**Industry impact:** Unemployment affects consumer spending power and enterprise IT budgets

**Company impact:** Consumer segment sensitivity for Tigo Bolivia

- Unemployment: 5.0%

## 5. 社会因素 — 消费行为变迁

### 5.1 5G普及率

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
Time horizon	中 Term

**Current status:** 5G adoption at 0.0% of mobile subscribers

**Industry impact:** 增长中 5G adoption validates network investment and enables new use cases

**Company impact:** 5G adoption growth supports premium pricing and new service revenue for Tigo Bolivia

- 5G adoption: 0.0%

### 5.2 光纤宽带渗透率

因素	Detail
Severity	高
趋势	稳定
Impact type	Both
Time horizon	中 Term

**Current status:** Fiber penetration at 2.0%

**Industry impact:** 增长中 fiber adoption accelerates fixed broadband technology transition from copper/cable

**Company impact:** Fiber migration presents both investment challenge and growth opportunity for Tigo Bolivia

- Fiber penetration: 2.0%

## 6. 技术因素 — 转型议程

### 6.1 5G网络演进

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
Time horizon	中 Term

**Current status:** 5G in early deployment phase (0.0% adoption)

**Industry impact:** 5G enables network slicing, enterprise services, and FWA -- new revenue streams

**Company impact:** 5G network capabilities are key competitive differentiator for Tigo Bolivia

- 5G adoption: 0.0%

### 6.2 光纤/FTTH部署

因素	Detail
Severity	高
趋势	Improving
Impact type	Both
Time horizon	Long Term

**Current status:** Fiber penetration at 2.0%, indicating ongoing network modernization

**Industry impact:** Fiber replaces copper/cable as the fixed broadband standard, requiring massive CAPEX

**Company impact:** Fiber strategy (build vs buy vs partner) is a critical decision for Tigo Bolivia

- Fiber penetration: 2.0%

### 6.3 Tigo Bolivia launches fiber broadband in Santa Cruz

因素	Detail
Severity	中
趋势	Uncertain
Impact type	机会
Time horizon	Short Term

**Current status:** FTTH deployment targeting 250K homes in Bolivia's largest city

**Company impact:** Tigo Bolivia launches fiber broadband in Santa Cruz strengthens Tigo Bolivia 竞争地位 and market presence

## 价值转移与新兴模式

### 价值迁移图谱

- Value shifting from voice/SMS to data and digital services
- B2B/ICT growing faster than consumer segment
- Fiber displacing copper and cable broadband

### 新商业模式

- FWA (Fixed Wireless Access) as fiber alternative
- Network-as-a-Service for enterprise verticals
- Wholesale/MVNO partnerships for coverage monetization

### 技术革命

- 5G SA enabling network slicing and enterprise services
- AI/ML for network optimization and 客户体验
- Open RAN for vendor diversification and cost reduction

## Impact Assessment & 综合评估

**Key message:** Macro environment: 有利. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+2.0% YoY (CQ2\_2025 -> CQ4\_2025))

**Net assessment:** 有利 macro environment in a mature market (+2.0% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

政策机遇

- Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia
- National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access

政策威胁

- Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia

市场与客户分析 — \$APPEALS框架 (CQ4\_2025)

**Protagonist:** Tigo Bolivia

**Framework:** \$APPEALS (Availability, Price, Performance, Ease of Use, Assurances, Lifecycle Cost, Social Responsibility)

1. 市场概览

指标	值
Calendar Quarter	CQ4_2025
Total Revenue	Bs3,812M
Total Mobile Subscribers K	12,460K
Total Broadband Subscribers K	464K
Market Shares	Tigo Bolivia: 49.6%; Entel Bolivia: 37.3%; Viva Bolivia: 13.2%
Penetration Rates	Mobile Penetration Pct: 102.1; Broadband Penetration Pct: 3.8
Operator Count	3

**Market outlook:** 有利

## 2. 市场事件与竞争情报

Type	描述	影响	Severity	来源
Pricing	Tigo Bolivia 营收增长 6.8% YoY	机会	中	Peer Driven
Technology	Tigo Bolivia launches fiber broadband in Santa Cruz	机会	中	External Player Driven

## 3. 客户细分

细分市场	Type	Size	增长	Our Share
Consumer Prepaid Mass	Consumer		稳定	
Consumer Urban	Consumer		稳定	
Enterprise	Enterprise		稳定	

### Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable data in rural/highland areas; Indigenous language support
- **Pain points:** Very limited rural coverage; 高 cost per GB relative to income
- **Decision factors:** Price; Coverage in home region; Recharge availability

### Segment: Consumer Urban

- **Unmet needs:** Faster mobile data speeds; Home broadband options
- **Pain points:** Slow data speeds; Limited postpaid offerings
- **Decision factors:** Data volume; Price; Network quality

### Segment: Enterprise

- **Unmet needs:** Reliable business connectivity; Cloud services
- **Pain points:** Limited B2B solutions; Infrastructure limitations
- **Decision factors:** Reliability; Price; Coverage

## 4. \$APPEALS评估

Dimension	Tigo Bolivia	Entel Bo	Viva Bo	优先级
Price	0.0	—	—	关键
Availability	3.6	3.4	2.1	关键
Packaging	0.0	—	—	Important
Performance	3.4	3.1	2.0	关键
Ease of Use	3.2	2.9	2.1	Important
Assurances	2.8	2.5	1.5	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	3.9	3.2	2.2	Nice_To_Have

### 差距分析

Dimension	Tigo Bolivia	Leader	Gap	状态	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.6	3.4	+0.2	Leading	Market leader in Availability (score 3.6/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.4	3.1	+0.3	Leading	Market leader in Performance (score 3.4/5.0)
Ease of Use	3.2	2.9	+0.3	Leading	Market leader in Ease of Use (score 3.2/5.0)
Assurances	2.8	2.5	+0.3	Leading	Market leader in Assurances (score 2.8/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	3.9	3.2	+0.7	Leading	Market leader in Social/Brand (score 3.9/5.0)

## 5. 客户价值迁移

Value migration trending upward: customers willing to pay more for premium connectivity and convergent bundles. Focus on upselling and cross-selling opportunities.

## 6. 机会 & 威胁 Summary

### 机会

机会	影响	Severity
Tigo Bolivia 营收增长 6.8% YoY	Year-over-year growth indicates sustained growth trajectory	中
Tigo Bolivia launches fiber broadband in Santa Cruz	FTTH deployment targeting 250K homes in Bolivia's largest city	中

**Key message:** Bolivia telecom market totals BOB 3,812M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.

**Net assessment:** Tigo Bolivia leads in 8 of 8 \$APPEALS dimensions and trails in 0. 3 customer segments identified.

## 资费深度分析 (CQ4\_2025)

## 竞争分析 — 波特五力 + 竞争对手深入分析 (CQ4\_2025)

**Protagonist:** Tigo Bolivia

**Framework:** Porter's Five Forces + Individual Competitor Profiles

1. 市场结构概览

指标	值
Number of operators	3
Market structure	3-operator oligopoly
Competition intensity	中
Target position	#1 by revenue

The market comprises 3 active operators: Viva Bolivia, Entel Bolivia, Tigo Bolivia. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Bolivia (1,890M), Entel Bolivia (1,420M), Viva Bolivia (502.0M). Five Forces: Existing Competitors: high; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

2. 五力分析

力量	Level	Key Drivers
Existing Competitors	高	Number of competitors; Market concentration; Growth rate disparity
Threat of New Entrants	低	Entry barriers
Threat of Substitutes	高	OTT messaging replaces SMS/voice; Streaming replaces linear TV/IPTV; Wi-Fi offload reduces cellular dependency
Supplier Bargaining Power	中	Network equipment vendor concentration; Semiconductor supply chain; Tower infrastructure
Buyer Bargaining Power	高	Consumer churn rates; Postpaid contract mix; Individual consumer bargaining power

## 现有竞争者

因素	描述	影响	趋势
Number of competitors	3 active operators in the market	medium	stable
Market concentration	Top operator holds 50% of market revenue (total: BOB 3,812M)	high	stable
Growth rate disparity	Service 营收增长 ranges from -2.1% to +7.1% (spread: 9.2pp)	high	increasing
Margin pressure	Average EBITDA margin: 31.9%	medium	stable

### Implications:

- Market is concentrated with top player at 50% revenue share.

## 新进入者威胁

因素	描述	影响	趋势
Entry barriers	高 barriers: spectrum licensing, massive capex for network build, regulatory approvals, established brand loyalty	high	stable

### Implications:

- 高 entry barriers (spectrum, capex, regulation) limit new competitors, but determined entrants with deep pockets can still disrupt.

## 替代品威胁

因素	描述	影响	趋势
OTT messaging replaces SMS/voice	WhatsApp, Signal, Teams replacing traditional voice/SMS revenue. OTT messaging penetration continues to grow.	high	increasing
Streaming replaces linear TV/IPTV	Netflix, Disney+, YouTube Premium substituting traditional TV/cable TV subscriptions.	medium	increasing
Wi-Fi offload reduces cellular dependency	Public and private Wi-Fi networks reduce reliance on mobile data, especially in urban areas.	low	stable
Cloud services substitute enterprise ICT	AWS, Azure, GCP offering direct enterprise connectivity, reducing operator B2B ICT revenue opportunity.	medium	increasing

**Implications:**

- OTT services continue to erode traditional voice/SMS revenue; operators must pivot toward data, connectivity, and digital services.
- Streaming substitution pressures TV/IPTV bundling strategies; operators should focus on aggregation and super-bundling.

**Supplier Bargaining Power**

因素	描述	影响	趋势
Network equipment vendor concentration	Oligopoly of 3 major vendors (Huawei, Ericsson, Nokia). Limited alternatives increase supplier leverage on pricing and technology roadmaps.	high	stable
Semiconductor supply chain	Chip supply constraints can create bottlenecks for both network equipment and consumer devices.	medium	stable
Tower infrastructure	Independent tower companies (e.g., Vantage Towers, GD Towers) have pricing power for site rentals and co-location.	medium	increasing
Fiber infrastructure suppliers	Fiber cable and deployment contractors influence capex for FTTH rollout programs.	medium	stable

**Implications:**

- Vendor oligopoly limits negotiation leverage; multi-vendor strategies and Open RAN initiatives can help diversify supply.
- Tower company independence increases site rental costs; operators should evaluate infrastructure-sharing arrangements.

Buyer Bargaining Power

因素	描述	影响	趋势
Consumer churn rates	Average mobile churn: 3.10%/month. 高est: 4.20% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 10%. Moderate contract lock-in moderately constrains buyer mobility.	medium	stable
Individual consumer bargaining power	Individual consumers have low bargaining power, but low switching costs (number portability, short contracts) mean they vote with their feet.	medium	increasing
Enterprise customer concentration	Large enterprise customers have significant bargaining power through multi-vendor strategies and competitive tenders.	high	stable
Regulatory protection for buyers	EU regulations support number portability, contract transparency, and maximum contract lengths, enhancing consumer switching ability.	medium	increasing

Implications:

- Enterprise customers can leverage multi-vendor strategies; differentiation through service quality and SLAs is critical.
- 低 switching costs and regulatory support for portability mean operators must compete on value, not lock-in.

### 3. 竞争对手深入分析

#### Viva Bo

##### 财务与用户概况

指标	值
营收	Bs502M
Service Revenue	Bs467M
Service Revenue Growth Pct	-2.1%
Ebitda	Bs116M
Ebitda Margin Pct	23.1%
Ebitda Growth Pct	N/A
Capex	Bs50M
Capex To Revenue Pct	10.0%
Mobile Total K	2,130K
Mobile Postpaid K	213K
Mobile Net Adds K	-10K
Mobile Churn Pct	4.2%
Mobile Arpu	Bs20.30
Broadband Total K	N/A
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	N/A
Mobile Trend	declining
Arpu Trend	declining

**Growth strategy:** Defensive cost restructuring; ARPU-led value strategy

**Business model:** Mobile-only operator; service-revenue dominant; low-margin / scale-focused

##### 网络状况

- **Status:** data\_available

- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 38.0%
- **Fiber Homepass K:** N/A
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei; Spectrum Mhz: 50

**Product portfolio:** Mobile (postpaid + prepaid)

**Ecosystem partners:** Network vendor: Huawei

**Organization:** CEO: Ricardo Flores (NuevaTel management)

**Key problems:**

- Competitive gap in Brand Strength
- Competitive gap in Customer Service
- Competitive gap in Digital Experience
- Competitive gap in Distribution
- Competitive gap in Enterprise Solutions

**优势与劣势**

Strengths	Weaknesses
	Brand Strength: score 45 (market avg 63)
	Customer Service: score 42 (market avg 55)
	Digital Experience: score 38 (market avg 50)
	Distribution: score 50 (market avg 68)
	Enterprise Solutions: score 30 (market avg 45)

**Implications for Tigo Bolivia**

- **Opportunity:** Viva Bolivia is weak in: Brand Strength, Customer Service, Digital Experience. Target can differentiate in these dimensions.
- **Action:** Invest in Brand Strength, Customer Service, Digital Experience to capture customers dissatisfied with Viva Bolivia.

**Likely future actions:**

- Viva Bolivia may pursue cost optimization or strategic pivot given declining revenue trend.
- Viva Bolivia will need significant network investment (coverage score: 42/100).

## Entel Bo

### 财务与用户概况

指标	值
营收	Bs1,420M
Service Revenue	Bs1,350M
Service Revenue Growth Pct	2.2%
Ebitda	Bs426M
Ebitda Margin Pct	30.0%
Ebitda Growth Pct	N/A
Capex	Bs244M
Capex To Revenue Pct	17.2%
Mobile Total K	4,570K
Mobile Postpaid K	464K
Mobile Net Adds K	10K
Mobile Churn Pct	2.5%
Mobile Arpu	Bs21.90
Broadband Total K	214K
Broadband Fiber K	58K
Broadband Net Adds K	N/A
Tv Total K	87K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

**Growth strategy:** Steady growth trajectory; subscriber acquisition focus

**Business model:** Mobile-centric with fixed complement; service-revenue dominant; moderate-margin profile

### 网络状况

- **Status:** data\_available

- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 60.0%
- **Fiber Homepass K:** 300K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei/ZTE; Spectrum Mhz: 110

**Product portfolio:** Mobile (postpaid + prepaid); Fixed broadband (incl. fiber/FTTH); TV/Video

**Core control points:** Own fiber infrastructure (300k homes)

**Ecosystem partners:** Network vendor: Huawei/ZTE

**Organization:** CEO: Jose Luis Perez (Government appointed, public sector background)

### 优势与劣势

Strengths	Weaknesses
Distribution: score 75 (market avg 68)	
Enterprise Solutions: score 50 (market avg 45)	
Network Coverage: score 68 (market avg 61)	
Network Quality: score 62 (market avg 57)	

### Implications for Tigo Bolivia

- **Threat:** Entel Bolivia's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Learning:** Entel Bolivia excels in: Distribution, Enterprise Solutions, Network Coverage. Study their approach for best practices.
- Action: Benchmark Entel Bolivia's practices in Distribution, Enterprise Solutions, Network Coverage.

### Likely future actions:

- Entel Bolivia is likely to continue aggressive network expansion (capex/revenue at 17% with growing revenue).
- Entel Bolivia is likely to continue 市场份额 expansion in mobile, leveraging positive subscriber momentum.

## 4. 跨运营商对比仪表盘

指标	Entel Bo	Tigo Bolivia	Viva Bo
Revenue	Bs1,420M	Bs1,890M	Bs502M
Revenue Growth	+2.2%	+7.1%	-2.1%
Ebitda Margin	30.0%	42.6%	23.1%
Subscribers	4,570K	5,760K	2,130K
Arpu	Bs21.90	Bs23.30	Bs20.30
Churn	2.5%	2.6%	4.2%
5G Coverage	0.0%	0.0%	0.0%

## 5. Competitive Dynamics

The market comprises 3 active operators: Viva Bolivia, Entel Bolivia, Tigo Bolivia. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Bolivia (1,890M), Entel Bolivia (1,420M), Viva Bolivia (502.0M). Five Forces: Existing Competitors: high; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

**Key message:** In a 3-player market with medium competition intensity, Tigo Bolivia leads with 50% revenue share. Target operator holds 50% share. Strongest competitive force: Existing Competitors.

**Net assessment:** #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 78 (market avg 63), Customer Service: score 65 (market avg 55).

## 6. 竞争风险登记册

来源	风险	Suggested Action
Entel Bo	Entel Bolivia's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.

# Self Analysis — Tigo Bolivia (CQ4\_2025)

**Framework:** Business Model Canvas (BMC) + Capability Assessment

**Health rating:** 稳定

## 1. Financial Health Dashboard

KPI	值
Total Revenue	Bs1,890M
Service Revenue	Bs1,800M
Ebitda	Bs805M
Ebitda Margin Pct	42.6%
Net Income	N/A
Capex	Bs295M
Capex To Revenue Pct	15.6%
Opex	N/A
Employees	1,950
Revenue Qoq Pct	1.6%
Revenue Yoy Pct	6.8%
Ebitda Qoq Pct	1.9%
Ebitda Growth Pct	7.3%
Service Revenue Growth Pct	7.1%

## Revenue Trends (Recent Quarters)

Mobile	1280.0 → 1300.0 → 1320.0 → 1340.0
Fixed Broadband	320.0 → 330.0 → 340.0 → 350.0
B2B	110.0 → 110.0 → 110.0 → 110.0
TV/Convergence	None → None → None → None
Wholesale	None → None → None → None

## 2. Revenue Breakdown

细分市场	营收	Share
Mobile Service Revenue	Bs1,340M	70.9%
Fixed Service Revenue	Bs350M	18.5%
B2B Revenue	Bs110M	5.8%
Other Revenue	Bs90M	4.8%
Total	Bs1,890M	100.0%

## 3. Business Segment Deep Dives

细分市场	营收	Health	Action Required
Mobile	Bs1,340M	稳定	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	Bs350M	Strong	GROW: Strong momentum — invest to accelerate growth
B2B	Bs110M	稳定	GROW: Improving trajectory — consider incremental investment
TV/Convergence	—	稳定	GROW: Improving trajectory — consider incremental investment
Wholesale	—	稳定	MAINTAIN: 稳定 performance — optimize current operations

## 细分市场：移动 [稳定]

指标	值
Mobile Service Revenue	Bs1,340M
Mobile Service Growth %	6.3%
Mobile Total (K)	5,760K
Mobile Postpaid (K)	590K
Mobile Prepaid (K)	5,170K
Mobile Net Adds (K)	80K
Mobile Churn %	2.6%
Mobile ARPU	Bs23.30
IoT Connections (K)	N/A

## 变化

指标	当前	Previous	方向	Significance
revenue	1340.0	1320.0	Improving	Minor
subscribers	5760.0	5680.0	Improving	Minor
arpu	23.3	23.2	稳定	Minor

## 归因分析

- **Management Explanation** (high): Bolivia mobile growth steady with data adoption driving revenue

**Key message:** Mobile service revenue at 1,340M; up 6.3% YoY; ARPU 23.3

**Action required:** GROW: Improving trajectory — consider incremental investment

## 细分市场：固定宽带 [Strong]

指标	值
Fixed Service Revenue	Bs350M
Fixed Service Growth %	12.9%
Broadband Total (K)	250K
Broadband Net Adds (K)	10K
Broadband Cable (K)	175K
Broadband Fiber (K)	45K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

## 变化

指标	当前	Previous	方向	Significance
revenue	350.0	340.0	Improving	Moderate
subscribers	250.0	240.0	Improving	Moderate
arpu			稳定	Minor

## 归因分析

- **Market Change** (medium): Tigo Bolivia launches fiber broadband in Santa Cruz
- **Product Change** (high): revenue increased 2.9% QoQ
- **Product Change** (high): subscribers increased 4.2% QoQ

**Key message:** Fixed service revenue 350.0M; growth +12.9% YoY; Fiber subs 45K

**Action required:** GROW: Strong momentum — invest to accelerate growth

## 细分市场：B2B [稳定]

指标	值
B2B Revenue	Bs110M
B2B Growth %	N/A
B2B Customers (K)	19K
B2B Share Of Revenue %	5.8%

## 变化

指标	当前	Previous	方向	Significance
revenue	110.0	110.0	稳定	Minor
customers	19.0	18.0	Improving	Significant

## 归因分析

- **Product Change** (high): customers increased 5.6% QoQ

**Key message:** B2B revenue 110.0M; 5.8% of total revenue

**Action required:** GROW: Improving trajectory — consider incremental investment

## 细分市场：TV/融合 [稳定]

指标	值
TV Revenue	N/A
TV Total (K)	165K
TV Net Adds (K)	N/A
FMC Total (K)	N/A
FMC Penetration %	N/A

## 变化

指标	当前	Previous	方向	Significance
revenue			稳定	Minor
subscribers	165.0	160.0	Improving	Moderate
fmc_subscribers			稳定	Minor

## 归因分析

- **Product Change** (high): subscribers increased 3.1% QoQ

**Key message:** TV subscribers 165K

**Action required:** GROW: Improving trajectory — consider incremental investment

## 细分市场：批发 [稳定]

指标	值
Wholesale Revenue	N/A
Wholesale Share Of Revenue %	N/A

### 变化

指标	当前	Previous	方向	Significance
revenue			稳定	Minor

**Key message:** Insufficient data for wholesale assessment

**Action required:** MAINTAIN: 稳定 performance — optimize current operations

## 4. 网络评估

### 技术组合

Technology	Detail
Mobile Vendor	Ericsson
Spectrum Mhz	100
Core Vendor	Ericsson

### 覆盖率

Technology	Coverage
5G	0.0%
4G	65.0%

### 自建 vs. 转售

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Fully owned mobile 4G + HFC cable network (450K homes). ~93% self-built.

## 覆盖 vs. 接入

指标	值
Fiber Homepass K	250K
Cable Homepass K	450K
Fiber Connected K	45K
Cable Connected K	175K
Fiber Penetration Pct	18.0%
Cable Penetration Pct	38.9%

## 演进战略

- **Data Signals:** Mixed fiber/cable footprint
- **Recent Tech Initiatives:** Tigo Bolivia launches fiber broadband in Santa Cruz
- **Summary:** 4G LTE expansion to secondary cities; fiber deployment in Santa Cruz and La Paz; HFC DOCSIS 3.1.

**Investment direction:** stable

**Consumer impact:** Early 5G coverage (0.0%); Cable-dominant broadband mix

**B2B impact:** B2B revenue share: 6%

**Cost impact:** Moderate capex intensity (15.6%); Dual fixed-network cost (fiber + cable)

## 5. 商业模式画布

BMC Block	Components
<b>Key Partners</b>	Network equipment vendors (Ericsson, Nokia); Content providers (Netflix, Disney+); Device manufacturers (Apple, Samsung); Tower companies (Vantage Towers)
<b>Key Activities</b>	Network operations and maintenance; Customer service and support; Product development and bundling; Network expansion and modernization
<b>Key Resources</b>	Spectrum licenses; Network infrastructure (mobile, cable, fiber); Brand and customer base; IT/BSS systems
<b>Value Propositions</b>	Reliable mobile and fixed connectivity; Converged bundles (mobile + broadband + TV); Enterprise 数字化转型 solutions; Nationwide 5G coverage
<b>Customer Relationships</b>	Retail stores; Online self-service (app, website); Call center support; Dedicated enterprise account managers
<b>Channels</b>	Physical retail stores; Online shop; Wholesale/partner distribution; Enterprise direct sales
<b>Customer Segments</b>	Consumer mobile (postpaid and prepaid); Consumer broadband and TV; Small and medium enterprises; Large enterprises and public sector
<b>Cost Structure</b>	Network OPEX (maintenance, energy, leases); Spectrum acquisition costs; Personnel costs; Content and device subsidies
<b>Revenue Streams</b>	Mobile service revenue (voice, data); Fixed broadband subscriptions; TV and content subscriptions; B2B/enterprise solutions

## 6. 优势、劣势与风险敞口

### 优势

- Brand Strength: score 78 (market avg 63)
- Customer Service: score 65 (market avg 55)
- Digital Experience: score 62 (market avg 50)
- Distribution: score 80 (market avg 68)
- Enterprise Solutions: score 55 (market avg 45)
- Innovation: score 60 (market avg 48)
- Network Coverage: score 72 (market avg 61)
- Network Quality: score 68 (market avg 57)
- Strong EBITDA margin at 42.6%

- Revenue on growth trajectory
- Dominant 市场份额 at 49.6%
- Top 1 in revenue market ranking

## 劣势

- 5G coverage gap at only 0.0%

## 风险敞口

Trigger	Side Effect	Attack Vector	Severity
Government favoritism toward state-owned Entel	Regulatory asymmetry and 频谱分配 disadvantage	Entel receives government support and favorable spectrum terms	高
Challenging geography (Andes + Amazon) limits rural coverage economics	高 per-site deployment costs in mountainous terrain	Entel with government subsidies can deploy in unprofitable rural areas	中

## 7. 管理层与组织

### 管理团队

Name	Title	Tenure
Mario Zanatti	CEO	6 years
Claudia Torres	CFO	5 years

### 组织与文化

稳定 leadership team (avg tenure >3 years); Growth-oriented strategic posture; Market leader; Millicom standards; Tigo Money driving financial inclusion; challenging regulatory environment.

### 管理层点评（财报电话会）

**Performance gap:** No significant performance gaps identified from available data

**Opportunity gap:** Top opportunity gaps: FTTH migration upside (fiber only 36% of homepass footprint)

**Strategic review:** Management outlook: Bolivia mobile growth steady with data adoption

driving revenue. Revenue trajectory growing, margins strong (42.6%). Execution momentum positive — strengths outweigh weaknesses. Primary risk: 5G coverage gap at only 0.0%

## 8. 战略诊断摘要

**Key message:** Ranked #1 of 3 operators in market; revenue BOB 1,890M; EBITDA margin 42.6%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Bolivia mobile growth steady with data adoption driving revenue

**Net assessment:** Overall stable operator. EBITDA margin 42.6%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.

# SWOT综合分析 — Tigo Bolivia (CQ4\_2025)

Competitive stance: Offensive (SO-dominant)

## 1. SWOT概览

象限	Count	Key Items
Strengths	12	Brand Strength: score 78 (market avg 63), Customer Service: score 65 (market avg 55), Digital Experience: score 62 (market avg 50)
Weaknesses	3	5G coverage gap at only 0.0%, Regulatory asymmetry and 频谱分配 di..., 高 per-site deployment costs in mountainous t...
Opportunities	4	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Bolivia 营收增长 6.8% YoY
Threats	4	Regulatory Environment: Compliance requirements..., 高 existing competitors pressure, 高 substitutes pressure

**Balance:** S > W and O > T

**Competitive stance:** Offensive (SO-dominant)

**关键 insight:** SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).

## 2. 优势

1. Brand Strength: score 78 (market avg 63)
  2. Customer Service: score 65 (market avg 55)
  3. Digital Experience: score 62 (market avg 50)
  4. Distribution: score 80 (market avg 68)
  5. Enterprise Solutions: score 55 (market avg 45)
  6. Innovation: score 60 (market avg 48)
  7. Network Coverage: score 72 (market avg 61)
  8. Network Quality: score 68 (market avg 57)
  9. Strong EBITDA margin at 42.6%
  10. Revenue on growth trajectory
  11. Dominant 市场份额 at 49.6%
  12. Top 1 in revenue market ranking
- 

## 3. 劣势

1. 5G coverage gap at only 0.0%
2. Regulatory asymmetry and 频谱分配 disadvantage
3. 高 per-site deployment costs in mountainous terrain

### 劣势交互影响

Note: Weaknesses often compound. For example, '5G coverage gap at only 0.0%' may exacerbate 'Regulatory asymmetry and 频谱分配 di...', creating a negative feedback loop.

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## 4. 机会

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia
  2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access
  3. Tigo Bolivia 营收增长 6.8% YoY
  4. Tigo Bolivia launches fiber broadband in Santa Cruz
-

## 5. 威胁

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia
2. 高 existing competitors pressure
3. 高 substitutes pressure
4. 高 buyer power pressure

### 复合威胁效应

Multiple threats occurring simultaneously amplify impact. If 'Regulatory Environment: Compliance requirements...' coincides with '高 existing competitors pressure', the combined pressure could force reactive rather than strategic responses.

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## 6. 策略矩阵

### SO Strategies (优势 × 机会)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Brand Strength: score 78 (market avg 63)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Leverage 'Customer Service: score 65 (market avg 55)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.
3. Leverage 'Digital Experience: score 62 (market avg 50)' to capture the opportunity of 'Tigo Bolivia 营收增长 6.8% YoY'.
4. Leverage 'Distribution: score 80 (market avg 68)' to capture the opportunity of 'Tigo Bolivia launches fiber broadband in Santa Cruz'.

### WO Strategies (劣势 × 机会)

Fix weaknesses to capture opportunities — Posture: Developmental

1. Address weakness '5G coverage gap at only 0.0%' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Address weakness 'Regulatory asymmetry and 频谱分配 disadvantage' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.
3. Address weakness '高 per-site deployment costs in mountainous terrain' to unlock the opportunity of 'Tigo Bolivia 营收增长 6.8% YoY'.

## ST Strategies (优势 × 威胁)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Brand Strength: score 78 (market avg 63)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Use strength 'Customer Service: score 65 (market avg 55)' to counter the threat of '高 existing competitors pressure'.
3. Use strength 'Digital Experience: score 62 (market avg 50)' to counter the threat of '高 substitutes pressure'.
4. Use strength 'Distribution: score 80 (market avg 68)' to counter the threat of '高 buyer power pressure'.

## WT Strategies (劣势 × 威胁)

Minimize weaknesses and avoid threats — Posture: Survival

1. Mitigate weakness '5G coverage gap at only 0.0%' and defend against the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Mitigate weakness 'Regulatory asymmetry and 频谱分配 disadvantage' and defend against the threat of '高 existing competitors pressure'.
3. Mitigate weakness '高 per-site deployment costs in mountainous terrain' and defend against the threat of '高 substitutes pressure'.

## 7. 战略综合

**Key message:** SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).

**Competitive stance:** Offensive (SO-dominant)

This SWOT analysis reinforces the "主导领导者" central diagnosis identified across all Five Looks.

**Net assessment:** S:12/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

## 机会 Analysis — SPAN Matrix (CQ4\_2025)

**Protagonist:** Tigo Bolivia

**Framework:** SPAN (Strategy Positioning and Action Navigation) Matrix

## 1. SPAN矩阵概览

象限	Count	Share	行动
Grow/Invest	13	57%	Execute aggressively — highest priority
Acquire Skills	3	13%	Build capabilities before competing
Harvest	4	17%	Extract value from declining positions
Avoid/Exit	3	13%	Do not invest — exit if possible

SPAN定位详情

机会	Mkt Attractiveness	Comp Position	象限	战略
SO-1	7.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-2	7.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-3	7.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-4	7.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo Bolivia 营收增长 6.8% YoY	6.2	6.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo Bolivia launches fiber broadband in Santa Cruz	6.2	6.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
5G SA enabling network slicing and enterprise services	6.9	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
AI/ML for network optimization and 客户体验	6.9	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Open RAN for vendor diversification and cost reduction	6.9	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia	7.0	6.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
National Digital Strategy: Fiber/ 5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access	7.0	6.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Viva Bo weakness: Brand Strength: score 45 (market avg 63)	6.7	6.0	Grow Invest	Invest aggressively to grow 市场份额 and reven

机会	Mkt Attractiveness	Comp Position	象限	战略
Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)	6.7	6.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
WO-1	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-2	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-3	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
ST-1	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
ST-2	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
ST-3	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
ST-4	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
WT-1	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.
WT-2	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.
WT-3	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.

## 2. Grow/Invest 机会

Execute aggressively — highest priority

### 1. Leverage Brand Strength → 监管环境

Leverage 'Brand Strength: score 78 (market avg 63)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

### 2. Leverage Customer Service → 国家数字化战略

Leverage 'Customer Service: score 65 (market avg 55)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

### 3. Leverage Digital Experience → Tigo Bolivia 营收增长 6.8% YoY

Leverage 'Digital Experience: score 62 (market avg 50)' to capture the opportunity of 'Tigo Bolivia 营收增长 6.8% YoY'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 4. Leverage Distribution → Tigo Bolivia launches fiber broadband in...

Leverage 'Distribution: score 80 (market avg 68)' to capture the opportunity of 'Tigo Bolivia launches fiber broadband in Santa Cruz'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 5. Tigo Bolivia 营收增长 6.8% YoY

Tigo Bolivia 营收增长 6.8% YoY

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: market\_opportunity, pricing

## 6. Tigo Bolivia launches fiber broadband in Santa Cruz

Tigo Bolivia launches fiber broadband in Santa Cruz

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: market\_opportunity, technology

## 7. 5G SA enabling network slicing and enterprise services

Technology trend: 5G SA enabling network slicing and enterprise services

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 8. AI/ML for network optimization and 客户体验

Technology trend: AI/ML for network optimization and 客户体验

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 9. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 10. 监管环境: Compliance requirements and spectrum polici...

Policy opportunity: Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_policy\_opportunity

## 11. 国家数字化战略: Fiber/5G coverage mandates may require t...

Policy opportunity: National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_policy\_opportunity

## 12. Exploit Viva Bo weakness: Brand Strength: score 45 (market avg 63)

Competitor Viva Bo is weak in: Brand Strength: score 45 (market avg 63)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor\_weakness, Viva Bo

## 13. Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)

Competitor Viva Bo is weak in: Customer Service: score 42 (market avg 55)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor\_weakness, Viva Bo

## 3. Acquire Skills 机会

Build capability before competing

### 1. Address 5G coverage gap at only 0.0% → 监管环境

Address weakness '5G coverage gap at only 0.0%' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

## 2. Address Regulatory asymmetry and 频谱分配 disadvantage → 国家数字化战略

Address weakness 'Regulatory asymmetry and 频谱分配 disadvantage' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

## 3. Address 高 per-site deployment costs in mountainous terrain → Tigo Bolivia 营收增长 6.8% YoY

Address weakness '高 per-site deployment costs in mountainous terrain' to unlock the opportunity of 'Tigo Bolivia 营收增长 6.8% YoY'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

## 4. 收获 & 回避/退出

### 收获

Extract remaining value — do not invest for growth

- Defend Brand Strength → Regulatory Environment
- Defend Customer Service → 高 existing competitors pressure
- Defend Digital Experience → 高 substitutes pressure
- Defend Distribution → 高 buyer power pressure

## 回避/退出

No viable path — exit or do not enter

- Mitigate 5G coverage gap at only 0.0% → Regulatory Environment
- Mitigate Regulatory asymmetry and 频谱分配 disadvantage → 高 existing competitors pressure
- Mitigate 高 per-site deployment costs in mountainous terrain → 高 substitutes pressure

## 5. 组合优先级排序

### P0 — 必须做（生存级）

Failure to execute threatens survival or core business

机会	Addressable Market	Time Window	Capability
Leverage Brand Strength → Regulatory Environment	N/A		
Leverage Customer Service → National Digital Strategy	N/A		
Leverage Digital Experience → Tigo Bolivia 营收增长 6.8% YoY	N/A		
Leverage Distribution → Tigo Bolivia launches fiber broadband in...	N/A		
Tigo Bolivia 营收增长 6.8% YoY	N/A		

### P1 — 应该做（战略级）

高-impact strategic initiatives

机会	Addressable Market	Time Window	Capability
Tigo Bolivia launches fiber broadband in Santa Cruz	N/A		
5G SA enabling network slicing and enterprise services	N/A		
AI/ML for network optimization and 客户体验	N/A		
Open RAN for vendor diversification and cost reduction	N/A		
Regulatory Environment: Compliance requirements and spectrum polici...	N/A		
National Digital Strategy: Fiber/5G coverage mandates may require t...	N/A		
Exploit Viva Bo weakness: Brand Strength: score 45 (market avg 63)	N/A		
Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)	N/A		
Address 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Address Regulatory asymmetry and 频谱分配 disadvantage → National Digital Strategy	N/A		
Address 高 per-site deployment costs in mountainous terrain → Tigo Bolivia 营收增长 6.8% YoY	N/A		

## P2 — 可以做（机会级）

Worthwhile if resources allow

机会	Addressable Market	Time Window	Capability
Defend Brand Strength → Regulatory Environment	N/A		
Defend Customer Service → 高 existing competitors pressure	N/A		
Defend Digital Experience → 高 substitutes pressure	N/A		
Defend Distribution → 高 buyer power pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Mitigate Regulatory asymmetry and 频谱分配 disadvantage → 高 existing competitors pressure	N/A		
Mitigate 高 per-site deployment costs in mountainous terrain → 高 substitutes pressure	N/A		

## 6. 财务影响评估

机会	优先级	Addressable Market
Leverage Brand Strength → Regulatory Environment	P0	N/A
Leverage Customer Service → National Digital Strategy	P0	N/A
Leverage Digital Experience → Tigo Bolivia 营收增长 6.8% YoY	P0	N/A
Leverage Distribution → Tigo Bolivia launches fiber broadband in...	P0	N/A
Tigo Bolivia 营收增长 6.8% YoY	P0	N/A
Tigo Bolivia launches fiber broadband in Santa Cruz	P1	N/A
5G SA enabling network slicing and enterprise services	P1	N/A
AI/ML for network optimization and 客户体验	P1	N/A
Open RAN for vendor diversification and cost reduction	P1	N/A
Regulatory Environment: Compliance requirements and spectrum polici...	P1	N/A

**Bull case (full execution):** +10-16% over 5 years

**Bear case (no execution):** -6-12% over 5 years

## 7. 战略建议

**Key message:** SPAN matrix positions 23 opportunities: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items for maximum strategic impact.

### 近期行动（下一季度）

- **Accelerate Fixed Broadband Growth:** Fixed Broadband showing strong momentum at Bs350M — invest to accelerate
- **Tigo Bolivia 营收增长 6.8% YoY:** Tigo Bolivia 营收增长 6.8% YoY
- **Accelerate FTTH Rollout:** Tigo Bolivia launches fiber broadband in Santa Cruz

### 中期举措（1-3年）

- **Close 5G Coverage Gap:** 5G coverage gap at only 0.0%

**Net assessment:** 23 opportunities mapped: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items.

## 三大决策 — 战略与执行

**Diagnosis:** 主导领导者

**Posture:** Offensive

**Direction:** As 主导领导者: defend leadership through innovation and ecosystem lock-in

### 决策一：明确战略方向

As 主导领导者: defend leadership through innovation and ecosystem lock-in

优先级	Pillar	方向	KPIs
P0	Growth Strategy	Defend leadership through ecosystem expansion in Mobile, Fixed Broadband, B2B	Maintain #1 revenue share; Grow Mobile, Fixed Broadband, B2B by 5-8% YoY
P0	Competitive Strategy	Capitalize on competitive strengths to gain 市场份额	Outgrow competitors in key segments; Increase service differentiation
P1	Transformation Strategy	Accelerate fiber transition — converged network as competitive moat	Fiber homepass coverage +20%; FMC bundle attach rate 50%+
P1	Customer Strategy	Optimize value extraction in stable segments: Wholesale	Upsell rate +10% in Wholesale; Cross-sell convergence bundles

## 决策二：确定关键任务

Resource allocation: 3 P0 (immediate), 2 P1 (1-2 years), 1 P2 (3-5 years)

优先级	Domain	Task	描述	KPIs
P0	Network	Accelerate Fixed Network Upgrade	Drive DOCSIS/Fiber rollout to increase homepass and improve	Homepass coverage +15%; Speed tier upgrades
P0	Business	Accelerate Mobile Growth	Mobile at €1,340M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €350M showing strong momentum — invest to	Fixed Broadband revenue +10% YoY; Market share gain
P1	Business	Opportunity Portfolio Execution	13 grow/invest opportunities identified — establish executio	Launch 3+ priority initiatives; Pipeline contribution tracking
P1	Customer	Customer Experience Enhancement	Improve digital touchpoints and service resolution to boost	NPS +5 points; First-call resolution rate 80%+
P2	Efficiency	Operational Efficiency & Automation	EBITDA margin 42.6% — maintain through smart automation and	Process automation 30% +; Cost-to-serve reduction

## 决策三：制定执行方案

### 季度路线图

#### Q1: Foundation & Quick Wins (P0)

- Launch: Accelerate Fixed Network Upgrade
- Launch: Accelerate Mobile Growth
- Launch: Accelerate Fixed Broadband Growth
- Establish governance cadence
- Baseline KPI measurement

#### Q2: Scale & Build Capabilities (P0)

- Scale: Accelerate Fixed Network Upgrade
- Scale: Accelerate Mobile Growth
- Scale: Accelerate Fixed Broadband Growth
- Initiate: Opportunity Portfolio Execution
- Initiate: Customer Experience Enhancement

#### Q3: Optimize & Iterate (P1)

- Mid-year review and course correction
- Optimize P0 initiatives based on Q1-Q2 data
- Expand P1 initiatives to full scale

#### Q4: Assess & Plan Next Year (P1)

- Year-end results assessment
- Lessons learned documentation
- Next-year strategy refresh based on outcomes

### 治理架构

- **Monthly Progress Review** (Monthly): Track P0 task progress, KPI trends, and resource utilization
- **Quarterly Strategic Checkpoint** (Quarterly): Evaluate strategy execution, adjust priorities, reallocate resources
- **Mid-Year Strategic Adjustment** (Semi-annual): Major review of market conditions and strategy effectiveness

### 应避免的战略陷阱

- **Delay core transformation**: Current performance is adequate — Reality: Key weakness: 5G coverage gap at only 0.0%; delay compounds disadvantage

关键风险与缓释措施

风险	Likelihood	Mitigation
Resource constraints delay P0 initiatives	中	Ring-fence P0 budgets; establish escalation path for blockers
Macro-economic slowdown reduces consumer spending	低-中	Prepare value-tier offerings; shift mix toward B2B resilience

战略叙事

As 主导领导者, the strategic posture is Offensive. As 主导领导者: defend leadership through innovation and ecosystem lock-in. Execution focuses on 3 P0-priority tasks out of 6 across Business, Customer, Efficiency, Network, with quarterly milestones and monthly governance checkpoints.

数据溯源

指标	值
Total data points	20
高 confidence	0
中 confidence	0
低/Estimated	20
Unique sources	0

Generated: 2026-02-14 | Tigo Bolivia BLM Strategic Assessment (CQ4\_2025)  
Framework: Business Leadership Model — Five Looks + SWOT + SPAN