

Xavier Niel 电信帝国 — BLM战略评估综合报告 (CQ4 2025)

报告日期: 2026-02-15 | 分析期间: CQ4 2025 (October–December 2025) 覆盖范围: 18个运营商 × 3大集团 × 15个国家 分析框架: 华为BLM五看方法论 (PEST + \$APPEALS + Porter's Five Forces + BMC + SPAN)

目录

- 1. [第一部分：全局总览](#)
 - 2. [第二部分：Njj Holding（5个市场）](#)
 - 3. [第三部分：Iliad Group（3个市场）](#)
 - 4. [第四部分：Millicom/Tigo（10个市场）](#)
 - 5. [第五部分：跨集团战略建议](#)
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第一部分：全局总览

1.1 18个市场总览表

集团	运营商	国家	营收 (M)	EBITDA利润率	移动用户 (K)	市场排名	健康评级
NJJ Holding	Salt	Switzerland	245.0M	58.8%	N/A	#3	stable
NJJ Holding	eir	Ireland	345.0M	46.1%	N/A	#1	stable
NJJ Holding	lifecell	Ukraine	3,800M	55.8%	N/A	#3	stable
NJJ Holding	Epic Cyprus	Cyprus	33.0M	39.4%	N/A	#2	stable
NJJ Holding	Epic Malta	Malta	10.0M	30.0%	N/A	#3	stable
Iliad Group	Free	France	1,740M	42.0%	N/A	#4	stable
Iliad Group	Iliad Italia	Italy	325.0M	33.2%	N/A	#4	stable
Iliad Group	Play	Poland	2,730M	40.3%	N/A	#2	healthy
Millicom / Tigo	Tigo Guatemala	Guatemala	4,350M	45.1%	N/A	#1	stable
Millicom / Tigo	Tigo Colombia	Colombia	2,420M	35.1%	N/A	#2	stable
Millicom / Tigo	Tigo Honduras	Honduras	4,760M	45.0%	N/A	#1	stable
Millicom / Tigo	Tigo Paraguay	Paraguay	2,060M	45.1%	N/A	#1	stable
Millicom / Tigo	Tigo Bolivia	Bolivia	1,890M	42.6%	N/A	#1	stable
Millicom / Tigo	Tigo El Salvador	El Salvador	139.0M	42.4%	N/A	#2	stable
Millicom / Tigo	Tigo Panama	Panama	161.0M	43.5%	N/A	#2	stable
Millicom / Tigo	Tigo Nicaragua	Nicaragua	2,410M	45.0%	N/A	#1	stable
Millicom / Tigo	Tigo Ecuador	Ecuador	355.0M	32.7%	N/A	#2	stable
Millicom / Tigo	Tigo Uruguay	Uruguay	2,010M	30.0%	N/A	#3	stable

1.2 集团合计财务数据

- **合并营收 (季度):** 29,783M (所有18个运营商)
- **合并移动用户:** 0K
- **覆盖国家:** 15
- **分析完成率:** 18/18 operators

NJJ Holding: 5 markets, Revenue 4,433M, Mobile 0K

Iliad Group: 3 markets, Revenue 4,795M, Mobile 0K

Millicom / Tigo: 10 markets, Revenue 20,555M, Mobile 0K

1.3 跨集团共性机会 & 威胁

共性机会 (Opportunities): - 5g sa enabling network slicing and enterprise services - national digital strategy: fiber/5g coverage mandates may re - regulatory environment: compliance requirements and spectrum - so-1 - so-2 - so-3

共性威胁 (Threats): - buyer power pressure - buyer_power - existing competitors pressure - existing_competitors - regulatory environment: compliance requirements and spectrum - substitutes - substitutes pressure

1.4 战略诊断：整体投资组合评估

- **The Squeezed Middle** (9): lifecell (Ukraine), Epic Cyprus (Cyprus), Free (France), Iliad Italia (Italy), Play (Poland), Tigo Colombia (Colombia), Tigo El Salvador (El Salvador), Tigo Panama (Panama), Tigo Ecuador (Ecuador)
 - **The Dominant Leader** (6): eir (Ireland), Tigo Guatemala (Guatemala), Tigo Honduras (Honduras), Tigo Paraguay (Paraguay), Tigo Bolivia (Bolivia), Tigo Nicaragua (Nicaragua)
 - **The Distant Third** (3): Salt (Switzerland), Epic Malta (Malta), Tigo Uruguay (Uruguay)
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第二部分：NJJ Holding（5个市场）

NJJ Holding 集团小结

营收对比:

市场	营收 (M)	营收增长	EBITDA利润率
Cyprus	33.0M	++10.0%	39.4%
Ireland	345.0M	++4.5%	46.1%
Malta	10.0M	++11.1%	30.0%
Switzerland	245.0M	++3.4%	58.8%
Ukraine	3,800M	++24.6%	55.8%

用户对比:

市场	移动用户 (K)	宽带用户 (K)	ARPU
Cyprus	505K	55K	16.5
Ireland	1,509K	473K	26.0
Malta	80K	11K	23.8
Switzerland	2,050K	265K	38.5
Ukraine	10,000K	4,000K	130.0

关键发现: - Strongest revenue growth: ukraine (+24.6%) - Weakest revenue growth: switzerland (+3.4%) - Total opportunities identified across all markets: 104

NJJ Holding 各市场摘要

Salt (Switzerland)

Salt Ch is an operationally stable #3 operator lagging significantly behind the top two operators with a 3-5 year window to accelerate Fixed Broadband Growth.

- 营收: 245.0M | EBITDA利润率: 58.8% | 移动用户: N/A
- 市场份额: N/A | 健康评级: stable | 市场排名: #3
- 战略诊断: The Distant Third
- 竞争态势: Turnaround (WO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at CHF38M — invest to accelerate 1. **Close Brand Strength Gap** (P0) — Brand Strength: score 65 (market avg 79) 1. **Close Customer Service Gap** (P0) — Customer Service: score 72 (market avg 77)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect salt_ch - High substitutes pressure

eir (Ireland)

Eir le is an operationally stable #1 operator defending a dominant market position with a 3-5 year window to accelerate Mobile Growth.

- 营收: 345.0M | **EBITDA利润率:** 46.1% | **移动用户:** N/A
- 市场份额: N/A | **健康评级:** stable | **市场排名:** #1
- **战略诊断:** The Dominant Leader
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Mobile Growth** (P0) — Mobile showing strong momentum at €96M — invest to accelerate 1. **Accelerate B2B Growth** (P0) — B2B showing strong momentum at €48M — invest to accelerate 1. **Close Price Competitiveness Gap** (P0) — Price Competitiveness: score 68 (market avg 74)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect eir_ie - High substitutes pressure

lifecell (Ukraine)

Lifecell Ua is an operationally stable #3 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Mobile Growth.

- 营收: 3,800M | **EBITDA利润率:** 55.8% | **移动用户:** N/A
- 市场份额: N/A | **健康评级:** stable | **市场排名:** #3
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Cautious (WT-dominant)

Top 3 战略优先级: 1. **Accelerate Mobile Growth** (P0) — Mobile showing strong momentum at €3,210M — invest to accelerate 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at €390M — invest to accelerate 1. **Close Brand Strength Gap** (P0) — Brand Strength: score 55 (market avg 75)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect lifecell_ua - War infrastructure damage: 4,300+ base stations destroyed since 2022: War

infrastructure damage: 4,300+ base stations de - Kyivstar EBITDA margin improvement: 60.4% vs 57.3% (+3.1pp)

Epic Cyprus (Cyprus)

Epic Cy is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Mobile Growth.

- **营收:** 33.0M | **EBITDA利润率:** 39.4% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #2
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Defensive (ST-dominant)

Top 3 战略优先级: 1. **Accelerate Mobile Growth** (P0) — Mobile showing strong momentum at €24M — invest to accelerate 1. **Close Distribution Gap** (P0) — Distribution: score 68 (market avg 72) 1. **Close Enterprise Solutions Gap** (P0) — Enterprise Solutions: score 55 (market avg 63)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect epic_cy - PrimeTel revenue growth 7.7% YoY - High existing competitors pressure

Epic Malta (Malta)

Epic Mt is an operationally stable #3 operator lagging significantly behind the top two operators with a 3-5 year window to close Brand Strength Gap.

- **营收:** 10.0M | **EBITDA利润率:** 30.0% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #3
- **战略诊断:** The Distant Third
- **竞争态势:** Cautious (WT-dominant)

Top 3 战略优先级: 1. **Close Brand Strength Gap** (P0) — Brand Strength: score 55 (market avg 74) 1. **Close Customer Service Gap** (P0) — Customer Service: score 68 (market avg 74) 1. **Close Distribution Gap** (P0) — Distribution: score 55 (market avg 74)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect epic_mt - GO plc revenue growth 6.7% YoY - Melita EBITDA margin improvement: 40.7% vs 38.5% (+2.2pp)

第三部分：Iliad Group（3个市场）

Iliad Group 集团小结

营收对比:

市场	营收 (M)	营收增长	EBITDA利润率
France	1,740M	++2.2%	42.0%
Italy	325.0M	++7.6%	33.2%
Poland	2,730M	++3.4%	40.3%

用户对比:

市场	移动用户 (K)	宽带用户 (K)	ARPU
France	15,820K	7,730K	12.6
Italy	12,200K	550K	10.9
Poland	13,800K	2,250K	34.5

关键发现: - Strongest revenue growth: italy (+7.6%) - Weakest revenue growth: france (+2.2%) - Total opportunities identified across all markets: 79

Iliad Group 各市场摘要

Free (France)

Free Fr is an operationally stable #4 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate B2B Growth.

- **营收:** 1,740M | **EBITDA利润率:** 42.0% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #4
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate B2B Growth** (P0) — B2B showing strong momentum at €62M — invest to accelerate 1. **Close Customer Service Gap** (P0) — Customer Service: score 70 (market avg 73) 1. **Close Distribution Gap** (P0) — Distribution: score 72 (market avg 79)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect free_fr - High existing competitors pressure - High substitutes pressure

Iliad Italia (Italy)

Iliad It is an operationally stable #4 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Mobile Growth.

- 营收: 325.0M | **EBITDA利润率**: 33.2% | **移动用户**: N/A
- **市场份额**: N/A | **健康评级**: stable | **市场排名**: #4
- **战略诊断**: The Squeezed Middle
- **竞争态势**: Turnaround (WO-dominant)

Top 3 战略优先级: 1. **Accelerate Mobile Growth** (P0) — Mobile showing strong momentum at €288M — invest to accelerate 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at €25M — invest to accelerate 1. **Accelerate B2B Growth** (P0) — B2B showing strong momentum at €12M — invest to accelerate

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect iliad_it - Vodafone Italia / Fastweb revenue growth 60.0% YoY - High existing competitors pressure

Play (Poland)

Play PI is a financially stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Mobile Growth.

- 营收: 2,730M | **EBITDA利润率**: 40.3% | **移动用户**: N/A
- **市场份额**: N/A | **健康评级**: healthy | **市场排名**: #2
- **战略诊断**: The Squeezed Middle
- **竞争态势**: Defensive (ST-dominant)

Top 3 战略优先级: 1. **Accelerate Mobile Growth** (P0) — Mobile showing strong momentum at zł1,740M — invest to accelerate 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at zł585M — invest to accelerate 1. **Accelerate B2B Growth** (P0) — B2B showing strong momentum at zł205M — invest to accelerate

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect play_pl - T-Mobile Polska revenue increase 5.2% QoQ (PLN 2,020M vs PLN 1,920M) - Plus (Polkomtel / Cyfrowy Polsat) revenue increase 6.7% QoQ (PLN 1,900M vs PLN 1,780M)

第四部分：Millicom/Tigo（10个市场）

Millicom / Tigo 集团小结

营收对比:

市场	营收 (M)	营收增长	EBITDA利润率
Bolivia	1,890M	++6.8%	42.6%
Colombia	2,420M	++7.1%	35.1%
Ecuador	355.0M	++6.0%	32.7%
El Salvador	139.0M	++6.1%	42.4%
Guatemala	4,350M	++7.4%	45.1%
Honduras	4,760M	++7.2%	45.0%
Nicaragua	2,410M	++5.2%	45.0%
Panama	161.0M	++8.1%	43.5%
Paraguay	2,060M	++6.2%	45.1%
Uruguay	2,010M	++6.3%	30.0%

用户对比:

市场	移动用户 (K)	宽带用户 (K)	ARPU
Bolivia	5,760K	250K	23.3
Colombia	15,900K	1,880K	7,850
Ecuador	5,850K	490K	4.0
El Salvador	3,480K	256K	3.2
Guatemala	11,250K	660K	25.8
Honduras	6,500K	525K	46.9
Nicaragua	4,150K	165K	44.3
Panama	2,310K	222K	4.4
Paraguay	4,620K	350K	29.0
Uruguay	840K	N/A	211.3

关键发现: - Strongest revenue growth: panama (+8.1%) - Weakest revenue growth: nicaragua (+5.2%) - High competitive intensity in: colombia - Total opportunities identified across all markets: 243

Millicom / Tigo 各市场摘要

Tigo Guatemala (Guatemala)

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

- 营收: 4,350M | **EBITDA利润率**: 45.1% | **移动用户**: N/A
- **市场份额**: N/A | **健康评级**: stable | **市场排名**: #1
- **战略诊断**: The Dominant Leader
- **竞争态势**: Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at Q980M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo Guatemala revenue growth 7.4% YoY** (P0) — Tigo Guatemala revenue growth 7.4% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_guatemala - Claro Guatemala revenue growth 5.2% YoY - High existing competitors pressure

Tigo Colombia (Colombia)

Tigo Colombia is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Fixed Broadband Growth.

- 营收: 2,420M | **EBITDA利润率**: 35.1% | **移动用户**: N/A
- **市场份额**: N/A | **健康评级**: stable | **市场排名**: #2
- **战略诊断**: The Squeezed Middle
- **竞争态势**: Defensive (ST-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at \$880M — invest to accelerate 1. **Close Price Competitiveness Gap** (P0) — Price Competitiveness: score 70 (market avg 73) 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 5.0%

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_colombia - WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M) - WOM Colombia revenue growth 35.1% YoY

Tigo Honduras (Honduras)

Tigo Honduras is an operationally stable #1 operator defending a dominant market position with a 3-5 year window to close 5G Coverage Gap.

- **营收:** 4,760M | **EBITDA利润率:** 45.0% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #1
- **战略诊断:** The Dominant Leader
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo Honduras revenue growth 7.2% YoY** (P0) — Tigo Honduras revenue growth 7.2% YoY 1. **Digicel Honduras revenue decline 5.2% YoY** (P0) — Digicel Honduras revenue decline 5.2% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_honduras - Digicel Honduras continues subscriber decline - High existing competitors pressure

Tigo Paraguay (Paraguay)

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

- **营收:** 2,060M | **EBITDA利润率:** 45.1% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #1
- **战略诊断:** The Dominant Leader
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at Gs490M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo Paraguay revenue growth 6.2% YoY** (P0) — Tigo Paraguay revenue growth 6.2% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_paraguay - High existing competitors pressure - High substitutes pressure

Tigo Bolivia (Bolivia)

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

- **营收:** 1,890M | **EBITDA利润率:** 42.6% | **移动用户:** N/A

- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #1
- **战略诊断:** The Dominant Leader
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at Bs350M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo Bolivia revenue growth 6.8% YoY** (P0) — Tigo Bolivia revenue growth 6.8% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_bolivia - High existing competitors pressure - High substitutes pressure

Tigo El Salvador (El Salvador)

Tigo El Salvador is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Fixed Broadband Growth.

- **营收:** 139.0M | **EBITDA利润率:** 42.4% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #2
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at \$37M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo El Salvador revenue growth 6.1% YoY** (P0) — Tigo El Salvador revenue growth 6.1% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_el_salvador - High existing competitors pressure - High substitutes pressure

Tigo Panama (Panama)

Tigo Panama is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Fixed Broadband Growth.

- **营收:** 161.0M | **EBITDA利润率:** 43.5% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #2
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at \$43M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G

coverage gap at only 0.0% 1. **Tigo Panama revenue growth 8.1% YoY** (P0) — Tigo Panama revenue growth 8.1% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_panama - Claro Panama revenue growth 5.7% YoY - High existing competitors pressure

Tigo Nicaragua (Nicaragua)

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

- **营收:** 2,410M | **EBITDA利润率:** 45.0% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #1
- **战略诊断:** The Dominant Leader
- **竞争态势:** Offensive (SO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at C\$350M — invest to accelerate 1. **Close 5G Coverage Gap** (P0) — 5G coverage gap at only 0.0% 1. **Tigo Nicaragua revenue growth 5.2% YoY** (P0) — Tigo Nicaragua revenue growth 5.2% YoY

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_nicaragua - High substitutes pressure - High buyer power pressure

Tigo Ecuador (Ecuador)

Tigo Ecuador is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to close Brand Strength Gap.

- **营收:** 355.0M | **EBITDA利润率:** 32.7% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #2
- **战略诊断:** The Squeezed Middle
- **竞争态势:** Turnaround (WO-dominant)

Top 3 战略优先级: 1. **Close Brand Strength Gap** (P0) — Brand Strength: score 55 (market avg 65) 1. **Close Distribution Gap** (P0) — Distribution: score 65 (market avg 73) 1. **Close Enterprise Solutions Gap** (P0) — Enterprise Solutions: score 55 (market avg 61)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_ecuador - Claro Ecuador revenue growth 5.9% YoY - High substitutes pressure

Tigo Uruguay (Uruguay)

Tigo Uruguay is an operationally stable #3 operator lagging significantly behind the top two operators with a 3-5 year window to accelerate Fixed Broadband Growth.

- **营收:** 2,010M | **EBITDA利润率:** 30.0% | **移动用户:** N/A
- **市场份额:** N/A | **健康评级:** stable | **市场排名:** #3
- **战略诊断:** The Distant Third
- **竞争态势:** Turnaround (WO-dominant)

Top 3 战略优先级: 1. **Accelerate Fixed Broadband Growth** (P0) — Fixed Broadband showing strong momentum at \$U85M — invest to accelerate 1. **Close Brand Strength Gap** (P0) — Brand Strength: score 45 (market avg 68) 1. **Close Customer Service Gap** (P0) — Customer Service: score 55 (market avg 64)

关键风险: - Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_uruguay - Antel deploys 5G in Montevideo and coastal cities - High substitutes pressure

第五部分：跨集团战略建议

5.1 协同效应 & 资源共享机会

- 1. **采购协同 (Procurement Synergies):** 18个运营商的网络设备、终端和IT系统联合采购，可降低单位成本15-25%
- 2. **技术平台共享 (Shared Technology Platforms):** BSS/OSS平台统一化，减少重复投资
- 3. **最佳实践转移 (Best Practice Transfer):** Iliad在法国的低成本运营模式可推广至NJJ和Millicom市场
- 4. **漫游 & 互联 (Roaming & Interconnect):** 跨集团优惠漫游费率，提升客户体验
- 5. **数字服务平台 (Digital Services):** 共享移动金融(Tigo Money)、企业云和安全服务平台

5.2 风险矩阵

风险类别	描述	影响程度	涉及市场
监管风险	各国电信监管政策变化、频谱拍卖条件	高	全部18个市场
汇率风险	LATAM货币波动、UAH贬值	高	Millicom(10) + Ukraine
地缘政治	乌克兰冲突持续、LATAM政治不稳定	中-高	lifecell + LATAM
竞争加剧	价格战、新进入者、OTT替代	中	France, Italy, Poland
技术转型	5G投资回报不确定、网络升级成本	中	欧洲市场为主
债务/融资	高利率环境下的再融资压力	中	Millicom, eir

5.3 优先级排序

- P0 — 立即行动 (0-6个月):** 1. 稳定Millicom LATAM市场的EBITDA利润率 2. 加速Iliad Italia的用户增长和市场份额扩大 3. lifecell乌克兰的Datagroup-Volia整合和固移融合
- P1 — 中期计划 (6-18个月):** 1. NJJ欧洲市场的5G覆盖加速（Salt/eir/Epic） 2. Millicom B2B和数字服务扩展（Tigo Money, 企业云） 3. Play波兰的固网宽带渗透率提升
- P2 — 长期战略 (18-36个月):** 1. 跨集团采购协同落地 2. 统一BSS/OSS技术平台 3. 新市场进入评估（非洲、东南亚）