

# Tigo Paraguay — BLM Strategic Assessment: Complete Analysis

**Period:** CQ4\_2025

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

**Protagonist:** Tigo Paraguay

**Market:** Paraguayan Telecommunications

**Generated:** 2026-02-14

**Population:** 7.4M

## Document Structure

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>
02a	Tariff Deep Analysis	<a href="#">Link</a>
03	Look 3: Competition — Porter + Deep Dives	<a href="#">Link</a>
04	Look 4: Self — BMC + Capability	<a href="#">Link</a>
SW	SWOT Synthesis	<a href="#">Link</a>
05	Look 5: Opportunities — SPAN Matrix	<a href="#">Link</a>
06	Three Decisions — Strategy & Execution	<a href="#">Link</a>

# Executive Summary — Tigo Paraguay

## BLM Strategic Assessment

---

**Period:** CQ4\_2025

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

**Protagonist:** Tigo Paraguay

**Market:** Paraguayan Telecommunications

---

## The One-Line Verdict

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

---

## 1. Situation at a Glance

### 1.1 Market Context

Metric	Value	Implication
Market size	PYG 3.8B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+1.9% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Tigo Paraguay: 54.0%, Claro Paraguay: 30.7%, Personal Paraguay: 15.3%)	Market structure
Lifecycle stage	Mature	Competition shifts from acquisition to retention
Population	7.4M	
Regulator	CONATEL (Comision Nacional de Telecomunicaciones)	
Structure	3-operator oligopoly	

---

## 1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	Gs2,060M	#1	

## 1.3 The Headline Numbers

Revenue	Gs2,060M/c
EBITDA	Gs930M/c

## 2. Key Findings by BLM Look

### Look 1: Trends (PEST)

**Net assessment: Favorable macro environment in a mature market (+1.9% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.**

Finding	Impact
Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+1.9% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: mature	
Market growth: +1.9% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 9/10 factors present opportunities

### Look 2: Market & Customer (\$APPEALS)

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

Finding	Impact
Paraguay telecom market totals PYG 3,815M in quarterly revenue; competitive strengths in Social/Brand; Market outlook is favorable with more opportunities than threats.	
Market outlook: favorable	
3 customer segments identified	

## Look 3: Competition

**Net assessment: #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 82 (market avg 68), Customer Service: score 70 (market avg 60).**

Finding	Impact
In a 3-player market with medium competition intensity, Tigo Paraguay leads with 54% revenue share. Target operator holds 54% share. Strongest competitive force: Existing Competitors.	
Competition intensity: medium	
2 competitor deep dives completed	

## Look 4: Self-Analysis

**Net assessment: Overall stable operator. EBITDA margin 45.1%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.**

Finding	Impact
Ranked #1 of 3 operators in market; revenue PYG 2,060M; EBITDA margin 45.1%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Paraguay mobile growth driven by data monetization and smartphone adoption	
Health rating: stable	

## Tariff Analysis

**Net assessment: Tariff analysis available**

## SWOT Synthesis

**Net assessment: S:13/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.**

Finding	Impact
SWOT analysis identifies 13 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).	
S:13 W:3 O:4 T:4	Balance: S>W, T>O

## Look 5: Opportunities (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	Impact
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	Favorable opportunity landscape

## 3. "The Dominant Leader" — Central Diagnosis

The single most important finding across all Five Looks is Tigo Paraguay'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 Paraguay revenue growth 6.2% YoY

Dimension	Claro Py	Personal Py	Tigo Paraguay
Revenue	Gs1,170M	Gs585M	Gs2,060M
Revenue Growth	+3.6%	-3.5%	+6.5%
Ebitda Margin	33.8%	23.6%	45.1%
Subscribers	3,140K	1,730K	4,620K
Arpu	Gs29.30	Gs28.00	Gs29.00
Churn	2.8%	4.2%	2.4%
5G Coverage	0.0%	0.0%	0.0%

## 4. Strategic Priorities — Consolidated

Across all analyses, 6 strategic priorities emerge consistently:

### Priority 1: Accelerate Fixed Broadband Growth (EXISTENTIAL)

Aspect	Detail
Addressable market	Gs490M
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 Coverage Gap (EXISTENTIAL)

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 Paraguay revenue growth 6.2% YoY (EXISTENTIAL)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Paraguay revenue growth 6.2% YoY

### Priority 4: Tigo Paraguay expands 4G LTE to rural departments (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Paraguay expands 4G LTE to rural departments

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

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 (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Technology trend: AI/ML for network optimization and customer experience

## 5. What NOT to Do

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. Timeline & Sequencing

### IMMEDIATE (Now)

- Accelerate Fixed Broadband Growth

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

- Close 5G Coverage Gap

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

- Tigo Paraguay revenue growth 6.2% YoY
- Tigo Paraguay expands 4G LTE to rural departments
- Deploy 5G SA & Network Slicing
- Deploy AI/ML for Network & CX

## 7. Risk/Reward Summary

### 7.1 If Executed Well (Bull Case)

**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 If Not Executed (Bear Case)

**Scenario:** No strategic execution; continue current trajectory

**Revenue impact:** -6-12% over 5 years

**Conditions:** Structural decline in core segments, competitor gains

### 7.3 Base Case

**Scenario:** Execute 2-3 of 6 priorities; moderate improvement

**Revenue impact:** +3-6% over 5 years



## 7.4 Net Assessment

Scenario	Revenue Delta	Investment	Net Value
Execute priorities	+10-16% over 5 years	Investment required	Positive 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. Success Metrics Dashboard

KPI	Current	12-Month	3-Year	5-Year
Mobile revenue	Gs1,340M	—	—	Growth
Fixed Broadband revenue	Gs490M	—	—	Growth
B2B revenue	Gs130M	—	—	Growth

## Paraguayan Telecom Macro Trends — PEST Deep Analysis (CQ4\_2025)

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

# 1. Industry Landscape Snapshot

## 1.1 Market Fundamentals

Metric	Value	Assessment
Market size	<b>PYG 3.8B (quarterly, CQ4_2025)</b>	Market scale
YoY growth	<b>+1.9% YoY (CQ2_2025 -&gt; CQ4_2025)</b>	
Profit trend	Stable (industry EBITDA margin ~38.3%)	
Concentration	<b>CR4 = 100% (Tigo Paraguay: 54.0%, Claro Paraguay: 30.7%, Personal Paraguay: 15.3%)</b>	Market structure
Lifecycle stage	<b>Mature</b>	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 Industry Lifecycle — Implications

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 Analysis — Full Assessment

### 2.1 Overall PEST Weather

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

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

## 3. Political Factors — Regulatory & Policy

### 3.1 Regulatory Environment

Factor	Detail
Severity	High
Trend	Stable
Impact type	Both
Time horizon	Medium Term

**Current status:** CONATEL oversight; spectrum allocation process; moderate regulatory intervention

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

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

- Macro data: CONATEL oversight; spectrum allocation process; moderate regulatory intervention

## 3.2 National Digital Strategy

Factor	Detail
Severity	<b>High</b>
Trend	Improving
Impact type	Opportunity
Time horizon	Medium Term

**Current status:** Paraguay Digital 2030; mobile broadband expansion; e-government initiatives

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

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

- Digital strategy: Paraguay Digital 2030; mobile broadband expansion; e-government initiatives

## 4. Economic Factors — Macro Headwinds

### 4.1 GDP Growth

Factor	Detail
Severity	<b>High</b>
Trend	Stable
Impact type	Opportunity
Time horizon	Short Term

**Current status:** GDP growth at 4.0%

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

**Company impact:** Supported revenue growth for Tigo Paraguay

- GDP growth: 4.0%

## 4.2 Inflation

Factor	Detail
Severity	<b>Medium</b>
Trend	Stable
Impact type	Both
Time horizon	Short Term

**Current status:** Inflation at 3.8%

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

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

- Inflation: 3.8%

## 4.3 Unemployment

Factor	Detail
Severity	<b>Medium</b>
Trend	Stable
Impact type	Neutral
Time horizon	Short Term

**Current status:** Unemployment at 6.5%

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

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

- Unemployment: 6.5%

## 5. Social Factors — Consumer Behavior Shifts

### 5.1 5G Adoption Rate

Factor	Detail
Severity	<b>High</b>
Trend	Stable
Impact type	Opportunity
Time horizon	Medium Term

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

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

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

- 5G adoption: 0.0%

### 5.2 Fiber Broadband Penetration

Factor	Detail
Severity	<b>High</b>
Trend	Stable
Impact type	Both
Time horizon	Medium Term

**Current status:** Fiber penetration at 2.5%

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

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

- Fiber penetration: 2.5%

## 6. Technology Factors – The Transformation Agenda

### 6.1 5G Network Evolution

Factor	Detail
Severity	<b>High</b>
Trend	Stable
Impact type	Opportunity
Time horizon	Medium 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 Paraguay

- 5G adoption: 0.0%

### 6.2 Fiber/FTTH Deployment

Factor	Detail
Severity	<b>High</b>
Trend	Improving
Impact type	Both
Time horizon	Long Term

**Current status:** Fiber penetration at 2.5%, 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 Paraguay

- Fiber penetration: 2.5%

## 6.3 Tigo Paraguay expands 4G LTE to rural departments

Factor	Detail
Severity	<b>Medium</b>
Trend	Uncertain
Impact type	Opportunity
Time horizon	Short Term

**Current status:** 4G coverage reaches 72% of population

**Company impact:** Tigo Paraguay expands 4G LTE to rural departments strengthens Tigo Paraguay competitive position and market presence

## Value Transfer & Emerging Models

### Value Migration Map

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

### New Business Models

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

### Technology Revolution

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

## Impact Assessment & Net Assessment

**Key message:** Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+1.9% YoY (CQ2\_2025 -> CQ4\_2025))



**Net assessment:** Favorable macro environment in a mature market (+1.9% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

## Policy Opportunities

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

## Policy Threats

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

# Market & Customer Analysis — \$APPEALS Framework (CQ4\_2025)

**Protagonist:** Tigo Paraguay

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

## 1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	Gs3,815M
Total Mobile Subscribers K	9,490K
Total Broadband Subscribers K	468K
Market Shares	Tigo Paraguay: 54.0%; Claro Paraguay: 30.7%; Personal Paraguay: 15.3%
Penetration Rates	Mobile Penetration Pct: 128.2; Broadband Penetration Pct: 6.3
Operator Count	3

**Market outlook:** Favorable

## 2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Pricing	Tigo Paraguay revenue growth 6.2% YoY	Opportunity	Medium	Peer Driven
Technology	Tigo Paraguay expands 4G LTE to rural departments	Opportunity	Medium	External Player Driven

## 3. Customer Segmentation

Segment	Type	Size	Growth	Our Share
Consumer Prepaid	Consumer		Stable	
Consumer Urban Postpaid	Consumer		Stable	
Enterprise	Enterprise		Stable	

### Segment: Consumer Prepaid

- **Unmet needs:** Affordable data bundles; Better rural coverage
- **Pain points:** Coverage gaps outside Asuncion; Low data allowances on prepaid
- **Decision factors:** Price; Data volume; Coverage

### Segment: Consumer Urban Postpaid

- **Unmet needs:** Convergent mobile + broadband bundles; Better speeds
- **Pain points:** Limited fixed broadband availability; Slow internet speeds
- **Decision factors:** Speed; Bundle options; Price

### Segment: Enterprise

- **Unmet needs:** Enterprise-grade connectivity; Cloud and managed services
- **Pain points:** Limited enterprise product catalog; Reliability issues
- **Decision factors:** Reliability; Price; Technical support

## 4. \$APPEALS Assessment

Dimension	Tigo Paraguay	Claro Py	Personal Py	Priority
Price	0.0	—	—	Critical
Availability	3.9	3.4	2.4	Critical
Packaging	0.0	—	—	Important
Performance	3.7	3.2	2.2	Critical
Ease of Use	3.5	3.1	2.4	Important
Assurances	3.0	2.6	1.8	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	4.1	3.6	2.5	Nice_To_Have

### Gap Analysis

Dimension	Tigo Paraguay	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.9	3.4	+0.5	Leading	Market leader in Availability (score 3.9/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.7	3.2	+0.5	Leading	Market leader in Performance (score 3.7/5.0)
Ease of Use	3.5	3.1	+0.4	Leading	Market leader in Ease of Use (score 3.5/5.0)
Assurances	3.0	2.6	+0.4	Leading	Market leader in Assurances (score 3.0/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	4.1	3.6	+0.5	Leading	Market leader in Social/Brand (score 4.1/5.0)

## 5. Customer Value Migration

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

---

## 6. Opportunities & Threats Summary

### Opportunities

Opportunity	Impact	Severity
Tigo Paraguay revenue growth 6.2% YoY	Year-over-year growth indicates sustained growth trajectory	Medium
Tigo Paraguay expands 4G LTE to rural departments	4G coverage reaches 72% of population	Medium

**Key message:** Paraguay telecom market totals PYG 3,815M in quarterly revenue; competitive strengths in Social/Brand; Market outlook is favorable with more opportunities than threats.

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

---

## Tariff Deep Analysis (CQ4\_2025)

---

## Competition Analysis — Porter's Five Forces + Deep Dives (CQ4\_2025)

---

**Protagonist:** Tigo Paraguay

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

---

## 1. Market Structure Overview

Metric	Value
Number of operators	3
Market structure	3-operator oligopoly
Competition intensity	<b>Medium</b>
Target position	#1 by revenue

The market comprises 3 active operators: Claro Paraguay, Personal Paraguay, Tigo Paraguay. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Paraguay (2,060M), Claro Paraguay (1,170M), Personal Paraguay (585.0M). Five Forces: Existing Competitors: high; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

## 2. Five Forces Analysis

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

## Existing Competitors

Factor	Description	Impact	Trend
Number of competitors	3 active operators in the market	medium	stable
Market concentration	Top operator holds 54% of market revenue (total: PYG 3,815M)	high	stable
Growth rate disparity	Service revenue growth ranges from -3.5% to +6.5% (spread: 10.0pp)	high	increasing
Margin pressure	Average EBITDA margin: 34.2%	medium	stable

### Implications:

- Market is concentrated with top player at 54% revenue share.

## Threat of New Entrants

Factor	Description	Impact	Trend
Entry barriers	High barriers: spectrum licensing, massive capex for network build, regulatory approvals, established brand loyalty	high	stable

### Implications:

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

## Threat of Substitutes

Factor	Description	Impact	Trend
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**

Factor	Description	Impact	Trend
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

Factor	Description	Impact	Trend
Consumer churn rates	Average mobile churn: 3.13%/month. Highest: 4.20% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 15%. 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.
- Low switching costs and regulatory support for portability mean operators must compete on value, not lock-in.



### 3. Competitor Deep Dives

#### Claro Py

##### Financial & Subscriber Profile

Metric	Value
Revenue	Gs1,170M
Service Revenue	Gs1,100M
Service Revenue Growth Pct	3.6%
Ebitda	Gs395M
Ebitda Margin Pct	33.8%
Ebitda Growth Pct	N/A
Capex	Gs192M
Capex To Revenue Pct	16.4%
Mobile Total K	3,140K
Mobile Postpaid K	485K
Mobile Net Adds K	20K
Mobile Churn Pct	2.8%
Mobile Arpu	Gs29.30
Broadband Total K	118K
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	57K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

**Growth strategy:** Revenue-led profitable growth; subscriber acquisition focus

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

## Network Status

- **Status:** data\_available
- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 65.0%
- **Fiber Homepass K:** 150K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson/Nokia; Spectrum Mhz: 90

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

**Core control points:** Own fiber infrastructure (150k homes)

**Ecosystem partners:** Network vendor: Ericsson/Nokia

**Organization:** CEO: Alejandro Rios (America Movil management)

## Implications for Tigo Paraguay

- **Threat:** Claro Paraguay's growing revenue indicates competitive pressure; they are capturing market value.
- **Action:** Monitor pricing and go-to-market strategies.

### Likely future actions:

- Claro Paraguay is likely to continue aggressive network expansion (capex/revenue at 16% with growing revenue).
- Claro Paraguay is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.

## Personal Py

### Financial & Subscriber Profile

Metric	Value
Revenue	Gs585M
Service Revenue	Gs545M
Service Revenue Growth Pct	-3.5%
Ebitda	Gs138M
Ebitda Margin Pct	23.6%
Ebitda Growth Pct	N/A
Capex	Gs63M
Capex To Revenue Pct	10.8%
Mobile Total K	1,730K
Mobile Postpaid K	260K
Mobile Net Adds K	-10K
Mobile Churn Pct	4.2%
Mobile Arpu	Gs28.00
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

### Network Status

- **Status:** data\_available
- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 45.0%
- **Fiber Homepass K:** N/A

- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei; Spectrum Mhz: 60

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

**Ecosystem partners:** Network vendor: Huawei

**Organization:** CEO: Fernando Acosta (Telecom Argentina leadership)

**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

## Strengths & Weaknesses

Strengths	Weaknesses
	Brand Strength: score 50 (market avg 68)
	Customer Service: score 48 (market avg 60)
	Digital Experience: score 42 (market avg 56)
	Distribution: score 55 (market avg 70)
	Enterprise Solutions: score 35 (market avg 49)

## Implications for Tigo Paraguay

- **Opportunity:** Personal Paraguay 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 Personal Paraguay.

**Likely future actions:**

- Personal Paraguay may pursue cost optimization or strategic pivot given declining revenue trend.
- Personal Paraguay will need significant network investment (coverage score: 48/100).

## 4. Cross-Operator Comparison Dashboard

Metric	Claro Py	Personal Py	Tigo Paraguay
Revenue	Gs1,170M	Gs585M	Gs2,060M
Revenue Growth	+3.6%	-3.5%	+6.5%
Ebitda Margin	33.8%	23.6%	45.1%
Subscribers	3,140K	1,730K	4,620K
Arpu	Gs29.30	Gs28.00	Gs29.00
Churn	2.8%	4.2%	2.4%
5G Coverage	0.0%	0.0%	0.0%

## 5. Competitive Dynamics

The market comprises 3 active operators: Claro Paraguay, Personal Paraguay, Tigo Paraguay. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Paraguay (2,060M), Claro Paraguay (1,170M), Personal Paraguay (585.0M). 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 Paraguay leads with 54% revenue share. Target operator holds 54% 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 82 (market avg 68), Customer Service: score 70 (market avg 60).

## 6. Competitive Risk Register

Source	Risk	Suggested Action
Claro Py	Claro Paraguay's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.

# Self Analysis — Tigo Paraguay (CQ4\_2025)

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

**Health rating:** Stable

## 1. Financial Health Dashboard

KPI	Value
Total Revenue	Gs2,060M
Service Revenue	Gs1,960M
Ebitda	Gs930M
Ebitda Margin Pct	45.1%
Net Income	N/A
Capex	Gs325M
Capex To Revenue Pct	15.8%
Opex	N/A
Employees	2,350
Revenue Qoq Pct	1.5%
Revenue Yoy Pct	6.2%
Ebitda Qoq Pct	1.6%
Ebitda Growth Pct	6.3%
Service Revenue Growth Pct	6.5%

## Revenue Trends (Recent Quarters)



## 2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	Gs1,340M	65.0%
Fixed Service Revenue	Gs490M	23.8%
B2B Revenue	Gs130M	6.3%
Other Revenue	Gs100M	4.9%
<b>Total</b>	<b>Gs2,060M</b>	<b>100.0%</b>

## 3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	Gs1,340M	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	Gs490M	<b>Strong</b>	GROW: Strong momentum — invest to accelerate growth
B2B	Gs130M	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
TV/ Convergence	—	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
Wholesale	—	<b>Stable</b>	MAINTAIN: Stable performance — optimize current operations

## Segment: Mobile [Stable]

Metric	Value
Mobile Service Revenue	Gs1,340M
Mobile Service Growth %	6.3%
Mobile Total (K)	4,620K
Mobile Postpaid (K)	700K
Mobile Prepaid (K)	3,920K
Mobile Net Adds (K)	60K
Mobile Churn %	2.4%
Mobile ARPU	Gs29.00
IoT Connections (K)	N/A

### Changes

Metric	Current	Previous	Direction	Significance
revenue	1340.0	1320.0	Improving	Minor
subscribers	4620.0	4560.0	Improving	Minor
arpu	29.0	28.9	Stable	Minor

### Why — Attribution Analysis

- **Management Explanation** (high): Paraguay mobile growth driven by data monetization and smartphone adoption

**Key message:** Mobile service revenue at 1,340M; up 6.3% YoY; ARPU 29.0

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



## Segment: Fixed Broadband [Strong]

Metric	Value
Fixed Service Revenue	Gs490M
Fixed Service Growth %	8.9%
Broadband Total (K)	350K
Broadband Net Adds (K)	10K
Broadband Cable (K)	265K
Broadband Fiber (K)	52K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

### Changes

Metric	Current	Previous	Direction	Significance
revenue	490.0	480.0	Improving	Moderate
subscribers	350.0	340.0	Improving	Moderate
arpu			Stable	Minor

### Why — Attribution Analysis

- **Management Explanation** (high): Cable broadband and TV expansion driving fixed revenue growth
- **Product Change** (high): revenue increased 2.1% QoQ
- **Product Change** (high): subscribers increased 2.9% QoQ

**Key message:** Fixed service revenue 490.0M; growth +8.9% YoY; Fiber subs 52K

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

## Segment: B2B [Stable]

Metric	Value
B2B Revenue	Gs130M
B2B Growth %	N/A
B2B Customers (K)	26K
B2B Share Of Revenue %	6.3%

## Changes

Metric	Current	Previous	Direction	Significance
revenue	130.0	130.0	Stable	Minor
customers	26.0	25.0	Improving	Moderate

## Why — Attribution Analysis

- **Product Change** (high): customers increased 4.0% QoQ

**Key message:** B2B revenue 130.0M; 6.3% of total revenue

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

## Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	255K
TV Net Adds (K)	N/A
FMC Total (K)	N/A
FMC Penetration %	N/A

## Changes

Metric	Current	Previous	Direction	Significance
revenue			Stable	Minor
subscribers	255.0	250.0	Improving	Moderate
fmc_subscribers			Stable	Minor

## Why — Attribution Analysis

- **Management Explanation** (high): Cable broadband and TV expansion driving fixed revenue growth
- **Product Change** (high): subscribers increased 2.0% QoQ

**Key message:** TV subscribers 255K

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

## Segment: Wholesale [Stable]

Metric	Value
Wholesale Revenue	N/A
Wholesale Share Of Revenue %	N/A

### Changes

Metric	Current	Previous	Direction	Significance
revenue			Stable	Minor

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

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

## 4. Network Assessment

### Technology Mix

Technology	Detail
Mobile Vendor	Ericsson
Spectrum Mhz	110
Core Vendor	Ericsson

### Coverage

Technology	Coverage
5G	0.0%
4G	72.0%

### Controlled vs. Resale

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Fully owned mobile 4G network + HFC cable network (600K homes passed). ~95% self-built.

## Homepass vs. Connect

Metric	Value
Fiber Homepass K	350K
Cable Homepass K	600K
Fiber Connected K	52K
Cable Connected K	265K
Fiber Penetration Pct	14.9%
Cable Penetration Pct	44.2%

## Evolution Strategy

- **Data Signals:** Mixed fiber/cable footprint
- **Recent Tech Initiatives:** Tigo Paraguay expands 4G LTE to rural departments
- **Summary:** 4G LTE densification; HFC DOCSIS 3.1 upgrade; fiber overlay in Asuncion.

**Investment direction:** stable

**Vs. competitors:** Fiber: 2.3x more homepass than Claro Paraguay

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

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

**Cost impact:** Moderate capex intensity (15.8%); Dual fixed-network cost (fiber + cable)

## 5. Business Model Canvas

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 digital transformation 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. Strengths, Weaknesses & Exposure Points

### Strengths

- Brand Strength: score 82 (market avg 68)
- Customer Service: score 70 (market avg 60)
- Digital Experience: score 68 (market avg 56)
- Distribution: score 84 (market avg 70)
- Enterprise Solutions: score 60 (market avg 49)
- Innovation: score 65 (market avg 53)
- Network Coverage: score 78 (market avg 65)
- Network Quality: score 74 (market avg 61)
- Price Competitiveness: score 72 (market avg 68)

- Strong EBITDA margin at 45.1%
- Revenue on growth trajectory
- Dominant market share at 54.0%
- Top 1 in revenue market ranking

## Weaknesses

- 5G coverage gap at only 0.0%

## Exposure Points

Trigger	Side Effect	Attack Vector	Severity
Dependence on prepaid in low-income market	Limited ARPU growth potential	Price competition from Claro targets Tigo's prepaid base	<b>Medium</b>
Cable network upgrade requirement for DOCSIS 3.1	Capex pressure for broadband competitiveness	Fiber entrants could bypass aging cable	<b>Medium</b>

## 7. Management & Organization

### Leadership Team

Name	Title	Tenure
Miguel Gomez	CEO	5 years
Laura Mendez	CFO	4 years

### Organization & Culture

Stable leadership team (avg tenure >3 years); Growth-oriented strategic posture; Market leader confidence; Millicom standards; focus on digital inclusion and Tigo Money.

### Management Commentary (Earnings Calls)

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

**Opportunity gap:** Top opportunity gaps: FTTH migration upside (fiber only 37% of homepass footprint)

**Strategic review:** Management outlook: Paraguay mobile growth driven by data monetization and smartphone adoption. Revenue trajectory growing, margins strong

(45.1%). Execution momentum positive — strengths outweigh weaknesses. Primary risk: 5G coverage gap at only 0.0%

## 8. Strategic Diagnosis Summary

**Key message:** Ranked #1 of 3 operators in market; revenue PYG 2,060M; EBITDA margin 45.1%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Paraguay mobile growth driven by data monetization and smartphone adoption

**Net assessment:** Overall stable operator. EBITDA margin 45.1%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.

## SWOT Synthesis — Tigo Paraguay (CQ4\_2025)

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

### 1. SWOT Overview

Quadrant	Count	Key Items
<b>Strengths</b>	13	Brand Strength: score 82 (market avg 68), Customer Service: score 70 (market avg 60), Digital Experience: score 68 (market avg 56)
<b>Weaknesses</b>	3	5G coverage gap at only 0.0%, Limited ARPU growth potential, Capex pressure for broadband competitiveness
<b>Opportunities</b>	4	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Paraguay revenue growth 6.2% YoY
<b>Threats</b>	4	Regulatory Environment: Compliance requirements..., High existing competitors pressure, High substitutes pressure

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

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

**Critical insight:** SWOT analysis identifies 13 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).

## 2. Strengths

1. Brand Strength: score 82 (market avg 68)
  2. Customer Service: score 70 (market avg 60)
  3. Digital Experience: score 68 (market avg 56)
  4. Distribution: score 84 (market avg 70)
  5. Enterprise Solutions: score 60 (market avg 49)
  6. Innovation: score 65 (market avg 53)
  7. Network Coverage: score 78 (market avg 65)
  8. Network Quality: score 74 (market avg 61)
  9. Price Competitiveness: score 72 (market avg 68)
  10. Strong EBITDA margin at 45.1%
  11. Revenue on growth trajectory
  12. Dominant market share at 54.0%
  13. Top 1 in revenue market ranking
- 

## 3. Weaknesses

1. 5G coverage gap at only 0.0%
2. Limited ARPU growth potential
3. Capex pressure for broadband competitiveness

### Weakness Interactions

Note: Weaknesses often compound. For example, '5G coverage gap at only 0.0%' may exacerbate 'Limited ARPU growth potential', creating a negative feedback loop.

---

## 4. Opportunities

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Paraguay
  2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy access
  3. Tigo Paraguay revenue growth 6.2% YoY
  4. Tigo Paraguay expands 4G LTE to rural departments
-



## 5. Threats

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

### Compound Threat Effects

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

---

## 6. Strategy Matrix

### SO Strategies (Strengths × Opportunities)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Brand Strength: score 82 (market avg 68)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Paraguay'.
2. Leverage 'Customer Service: score 70 (market avg 60)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy access'.
3. Leverage 'Digital Experience: score 68 (market avg 56)' to capture the opportunity of 'Tigo Paraguay revenue growth 6.2% YoY'.
4. Leverage 'Distribution: score 84 (market avg 70)' to capture the opportunity of 'Tigo Paraguay expands 4G LTE to rural departments'.

### WO Strategies (Weaknesses × Opportunities)

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 Paraguay'.
2. Address weakness 'Limited ARPU growth potential' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy access'.
3. Address weakness 'Capex pressure for broadband competitiveness' to unlock the opportunity of 'Tigo Paraguay revenue growth 6.2% YoY'.

## ST Strategies (Strengths × Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Brand Strength: score 82 (market avg 68)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Paraguay'.
2. Use strength 'Customer Service: score 70 (market avg 60)' to counter the threat of 'High existing competitors pressure'.
3. Use strength 'Digital Experience: score 68 (market avg 56)' to counter the threat of 'High substitutes pressure'.
4. Use strength 'Distribution: score 84 (market avg 70)' to counter the threat of 'High buyer power pressure'.

## WT Strategies (Weaknesses × Threats)

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 Paraguay'.
2. Mitigate weakness 'Limited ARPU growth potential' and defend against the threat of 'High existing competitors pressure'.
3. Mitigate weakness 'Capex pressure for broadband competitiveness' and defend against the threat of 'High substitutes pressure'.

---

## 7. Strategic Synthesis

**Key message:** SWOT analysis identifies 13 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 **"The Dominant Leader"** central diagnosis identified across all Five Looks.

**Net assessment:** S:13/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

---

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

---

**Protagonist:** Tigo Paraguay

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

---

## 1. SPAN Matrix Overview

Quadrant	Count	Share	Action
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 Position Details**

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	7.2	7.3	Grow Invest	Invest aggressively to grow market share and reven
SO-2	7.2	7.3	Grow Invest	Invest aggressively to grow market share and reven
SO-3	7.2	7.3	Grow Invest	Invest aggressively to grow market share and reven
SO-4	7.2	7.3	Grow Invest	Invest aggressively to grow market share and reven
Tigo Paraguay revenue growth 6.2% YoY	6.2	6.8	Grow Invest	Invest aggressively to grow market share and reven
Tigo Paraguay expands 4G LTE to rural departments	6.2	6.8	Grow Invest	Invest aggressively to grow market share and reven
5G SA enabling network slicing and enterprise services	6.9	6.4	Grow Invest	Invest aggressively to grow market share and reven
AI/ML for network optimization and customer experience	6.9	6.4	Grow Invest	Invest aggressively to grow market share and reven
Open RAN for vendor diversification and cost reduction	6.9	6.4	Grow Invest	Invest aggressively to grow market share and reven
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Paraguay	7.0	6.8	Grow Invest	Invest aggressively to grow market share and reven

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy acces	7.0	6.8	Grow Invest	Invest aggressively to grow market share and reven
Exploit Personal Py weakness: Brand Strength: score 50 (market avg 68)	6.7	6.2	Grow Invest	Invest aggressively to grow market share and reven
Exploit Personal Py weakness: Customer Service: score 48 (market avg 60)	6.7	6.2	Grow Invest	Invest aggressively to grow market share 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

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
				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 Opportunities

Execute aggressively — highest priority

### 1. Leverage Brand Strength → Regulatory Environment

Leverage 'Brand Strength: score 82 (market avg 68)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Paraguay'.

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 2. Leverage Customer Service → National Digital Strategy

Leverage 'Customer Service: score 70 (market avg 60)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy access'.

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 3. Leverage Digital Experience → Tigo Paraguay revenue growth 6.2% YoY

Leverage 'Digital Experience: score 68 (market avg 56)' to capture the opportunity of 'Tigo Paraguay revenue growth 6.2% YoY'.

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 4. Leverage Distribution → Tigo Paraguay expands 4G LTE to rural de...

Leverage 'Distribution: score 84 (market avg 70)' to capture the opportunity of 'Tigo Paraguay expands 4G LTE to rural departments'.

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

## 5. Tigo Paraguay revenue growth 6.2% YoY

Tigo Paraguay revenue growth 6.2% YoY



Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: market\_opportunity, pricing

## 6. Tigo Paraguay expands 4G LTE to rural departments

Tigo Paraguay expands 4G LTE to rural departments

Aspect	Detail
Priority	<b>P0</b>
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
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 8. AI/ML for network optimization and customer experience

Technology trend: AI/ML for network optimization and customer experience

Aspect	Detail
Priority	<b>P0</b>
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
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 10. Regulatory Environment: Compliance requirements and spectrum polici...

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

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: trend\_policy\_opportunity

## 11. National Digital Strategy: Fiber/5G coverage mandates may require t...

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

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: trend\_policy\_opportunity

## 12. Exploit Personal Py weakness: Brand Strength: score 50 (market avg 68)

Competitor Personal Py is weak in: Brand Strength: score 50 (market avg 68)

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: competitor\_weakness, Personal Py

### 13. Exploit Personal Py weakness: Customer Service: score 48 (market av...

Competitor Personal Py is weak in: Customer Service: score 48 (market avg 60)

Aspect	Detail
Priority	<b>P0</b>
Rationale	Quadrant: grow_invest

Derived from: competitor\_weakness, Personal Py

## 3. Acquire Skills Opportunities

Build capability before competing

### 1. Address 5G coverage gap at only 0.0% → Regulatory Environment

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

Aspect	Detail
Priority	<b>P1</b>
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

### 2. Address Limited ARPU growth potential → National Digital Strategy

Address weakness 'Limited ARPU growth potential' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Paraguay investment but also enable subsidy access'.

Aspect	Detail
Priority	<b>P1</b>
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

### 3. Address Capex pressure for broadband competitiveness → Tigo Paraguay revenue growth 6.2% YoY

Address weakness 'Capex pressure for broadband competitiveness' to unlock the opportunity of 'Tigo Paraguay revenue growth 6.2% YoY'.

Aspect	Detail
Priority	<b>P1</b>
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

## 4. Harvest & Avoid/Exit

### Harvest

Extract remaining value — do not invest for growth

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

### Avoid/Exit

No viable path — exit or do not enter

- Mitigate 5G coverage gap at only 0.0% → Regulatory Environment
- Mitigate Limited ARPU growth potential → High existing competitors pressure
- Mitigate Capex pressure for broadband competitiveness → High substitutes pressure

## 5. Portfolio Prioritization

### P0 — Must Do (Existential)

Failure to execute threatens survival or core business

Opportunity	Addressable Market	Time Window	Capability
Leverage Brand Strength → Regulatory Environment	N/A		
Leverage Customer Service → National Digital Strategy	N/A		
Leverage Digital Experience → Tigo Paraguay revenue growth 6.2% YoY	N/A		
Leverage Distribution → Tigo Paraguay expands 4G LTE to rural de...	N/A		
Tigo Paraguay revenue growth 6.2% YoY	N/A		

## P1 — Should Do (Strategic)

High-impact strategic initiatives

Opportunity	Addressable Market	Time Window	Capability
Tigo Paraguay expands 4G LTE to rural departments	N/A		
5G SA enabling network slicing and enterprise services	N/A		
AI/ML for network optimization and customer experience	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 Personal Py weakness: Brand Strength: score 50 (market avg 68)	N/A		
Exploit Personal Py weakness: Customer Service: score 48 (market av...	N/A		
Address 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Address Limited ARPU growth potential → National Digital Strategy	N/A		
Address Capex pressure for broadband competitiveness → Tigo Paraguay revenue growth 6.2% YoY	N/A		

## P2 — Could Do (Opportunistic)

Worthwhile if resources allow

Opportunity	Addressable Market	Time Window	Capability
Defend Brand Strength → Regulatory Environment	N/A		
Defend Customer Service → High existing competitors pressure	N/A		
Defend Digital Experience → High substitutes pressure	N/A		
Defend Distribution → High buyer power pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Mitigate Limited ARPU growth potential → High existing competitors pressure	N/A		
Mitigate Capex pressure for broadband competitiveness → High substitutes pressure	N/A		

## 6. Financial Impact Assessment

Opportunity	Priority	Addressable Market
Leverage Brand Strength → Regulatory Environment	P0	N/A
Leverage Customer Service → National Digital Strategy	P0	N/A
Leverage Digital Experience → Tigo Paraguay revenue growth 6.2% YoY	P0	N/A
Leverage Distribution → Tigo Paraguay expands 4G LTE to rural de...	P0	N/A
Tigo Paraguay revenue growth 6.2% YoY	P0	N/A
Tigo Paraguay expands 4G LTE to rural departments	P1	N/A
5G SA enabling network slicing and enterprise services	P1	N/A
AI/ML for network optimization and customer experience	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. Strategic Recommendations

**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.

### Immediate Actions (Next Quarter)

- **Accelerate Fixed Broadband Growth:** Fixed Broadband showing strong momentum at Gs490M — invest to accelerate
- **Tigo Paraguay revenue growth 6.2% YoY:** Tigo Paraguay revenue growth 6.2% YoY
- **Tigo Paraguay expands 4G LTE to rural departments:** Tigo Paraguay expands 4G LTE to rural departments

### Medium-Term Initiatives (1-3 Years)

- **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.

---

## Three Decisions — Strategy & Execution

**Diagnosis:** The Dominant Leader

**Posture:** Offensive

**Direction:** As The Dominant Leader: defend leadership through innovation and ecosystem lock-in

### Decision 1: Define Strategy

As The Dominant Leader: defend leadership through innovation and ecosystem lock-in



Priority	Pillar	Direction	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 market share	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

## Decision 2: Define Key Tasks

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

Priority	Domain	Task	Description	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 €490M 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 45.1% — maintain through smart automation and	Process automation 30%+; Cost-to-serve reduction

## Decision 3: Define Execution

### Quarterly Roadmap

#### 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

### Governance

- **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

### Strategic Traps to Avoid

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

## Key Risks & Mitigation

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

## Strategic Narrative

As The Dominant Leader, the strategic posture is Offensive. As The Dominant Leader: 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.

## Data Provenance

Metric	Value
Total data points	20
High confidence	0
Medium confidence	0
Low/Estimated	20
Unique sources	0

Generated: 2026-02-14 | Tigo Paraguay BLM Strategic Assessment (CQ4\_2025)

Framework: Business Leadership Model — Five Looks + SWOT + SPAN