

Tigo Nicaragua — BLM Strategic Assessment: Complete Analysis

Period: CQ4_2025

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

Protagonist: Tigo Nicaragua

Market: Nicaraguan Telecommunications

Generated: 2026-02-14

Population: 6.9M

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

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ES	Executive Summary	Link
01	Look 1: Trends — PEST Analysis	Link
02	Look 2: Market & Customer — \$APPEALS	Link
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Executive Summary – Tigo Nicaragua

BLM Strategic Assessment

Period: CQ4_2025

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

Protagonist: Tigo Nicaragua

Market: Nicaraguan Telecommunications

The One-Line Verdict

Tigo Nicaragua 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	NIO 4.1B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+2.0% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Tigo Nicaragua: 58.4%, Claro Nicaragua: 41.6%)	Market structure
Lifecycle stage	Mature	Competition shifts from acquisition to retention
Population	6.9M	
Regulator	TELCOR (Instituto Nicaraguense de Telecomunicaciones)	
Structure	2-operator duopoly	

1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	C\$2,410M	#1	

1.3 The Headline Numbers

Revenue	C\$2.410M/q
EBITDA	C\$1.085M/q

2. Key Findings by BLM Look

Look 1: Trends (PEST)

Net assessment: Favorable macro environment in a mature market (+2.0% 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, Inflation 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: 8/10 factors present opportunities

Look 2: Market & Customer (\$APPEALS)

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

Finding	Impact
Nicaragua telecom market totals NIO 4,130M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.	
Market outlook: favorable	
3 customer segments identified	

Look 3: Competition

Net assessment: #1 of 2 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 75 (market avg 70), Customer Service: score 62 (market avg 58).

Finding	Impact
In a 2-player market with medium competition intensity, Tigo Nicaragua leads with 58% revenue share. Target operator holds 58% share. Strongest competitive force: Substitutes.	
Competition intensity: medium	
1 competitor deep dives completed	

Look 4: Self-Analysis

Net assessment: Overall stable operator. EBITDA margin 45.0%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.

Finding	Impact
Ranked #1 of 2 operators in market; revenue NIO 2,410M; EBITDA margin 45.0%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Nicaragua remains stable with steady mobile growth despite political challenges	
Health rating: stable	

Tariff Analysis

Net assessment: Tariff analysis available

SWOT Synthesis

Net assessment: S:11/W:3/O:4/T:3 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Finding	Impact
SWOT analysis identifies 11 strengths, 3 weaknesses, 4 opportunities, and 3 threats. The recommended strategic posture is offensive (SO-dominant).	
S:11 W:3 O:4 T:3	Balance: S>W, O>T

Look 5: Opportunities (SPAN)

Net assessment: 22 opportunities mapped: 13 grow/invest, 3 acquire skills, 3 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items.

Finding	Impact
SPAN matrix positions 22 opportunities: 13 grow/invest, 3 acquire skills, 3 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items for maximum strategic impact.	Favorable opportunity landscape

3. "The Dominant Leader" — Central Diagnosis

The single most important finding across all Five Looks is Tigo Nicaragua'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 Nicaragua revenue growth 5.2% YoY

Dimension	Claro Ni	Tigo Nicaragua
Revenue	C\$1,720M	C\$2,410M
Revenue Growth	+2.5%	+5.5%
Ebitda Margin	31.0%	45.0%
Subscribers	2,870K	4,150K
Arpu	C\$49.00	C\$44.30
Churn	2.8%	2.6%
5G Coverage	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	C\$350M
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 Nicaragua revenue growth 5.2% YoY (EXISTENTIAL)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Nicaragua revenue growth 5.2% YoY

Priority 4: Tigo Nicaragua expands 4G to Pacific coast cities (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Nicaragua expands 4G to Pacific coast cities

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
Delay core transformation	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 Nicaragua revenue growth 5.2% YoY
- Tigo Nicaragua expands 4G to Pacific coast cities
- 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	C\$1,840M	—	—	Growth
Fixed Broadband revenue	C\$350M	—	—	Growth
B2B revenue	C\$100M	—	—	Growth

Nicaraguan 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	NIO 4.1B (quarterly, CQ4_2025)	Market scale
YoY growth	+2.0% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	Stable (industry EBITDA margin ~39.2%)	
Concentration	CR4 = 100% (Tigo Nicaragua: 58.4%, Claro Nicaragua: 41.6%)	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 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)
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2. PEST Analysis — Full Assessment

2.1 Overall PEST Weather

Dimension	# Factors	Opportunities	Threats	Net Assessment
Political	2	2	1	Favorable
Economic	3	1	1	Mixed
Social	2	2	1	Favorable
Technology	3	3	1	Strongly favorable
Total	10	8	4	Net favorable (8 opps vs 4 threats)

Overall weather: Sunny — Mostly favorable: 8/10 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: TELCOR oversight; political constraints on foreign investment; limited regulatory independence

Industry impact: Regulatory framework shapes competitive dynamics and investment requirements

Company impact: Compliance requirements and spectrum policies directly affect Tigo Nicaragua

- Macro data: TELCOR oversight; political constraints on foreign investment; limited regulatory independence

3.2 National Digital Strategy

Factor	Detail
Severity	High
Trend	Improving
Impact type	Opportunity
Time horizon	Medium Term

Current status: Limited government digital plan; mobile broadband as primary internet access

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

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

- Digital strategy: Limited government digital plan; mobile broadband as primary internet access

4. Economic Factors — Macro Headwinds

4.1 GDP Growth

Factor	Detail
Severity	High
Trend	Stable
Impact type	Opportunity
Time horizon	Short Term

Current status: GDP growth at 3.5%

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

Company impact: Supported revenue growth for Tigo Nicaragua

- GDP growth: 3.5%

4.2 Inflation

Factor	Detail
Severity	High
Trend	Stable
Impact type	Threat
Time horizon	Short Term

Current status: Inflation at 6.0%

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

Company impact: OPEX pressure for Tigo Nicaragua

- Inflation: 6.0%

4.3 Unemployment

Factor	Detail
Severity	Medium
Trend	Stable
Impact type	Neutral
Time horizon	Short Term

Current status: Unemployment at 5.5%

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

Company impact: Consumer segment sensitivity for Tigo Nicaragua

- Unemployment: 5.5%

5. Social Factors — Consumer Behavior Shifts

5.1 5G Adoption Rate

Factor	Detail
Severity	High
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 Nicaragua

- 5G adoption: 0.0%

5.2 Fiber Broadband Penetration

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

Current status: Fiber penetration at 1.5%

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 Nicaragua

- Fiber penetration: 1.5%

6. Technology Factors — The Transformation Agenda

6.1 5G Network Evolution

Factor	Detail
Severity	High
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 Nicaragua

- 5G adoption: 0.0%

6.2 Fiber/FTTH Deployment

Factor	Detail
Severity	High
Trend	Improving
Impact type	Both
Time horizon	Long Term

Current status: Fiber penetration at 1.5%, 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 Nicaragua

- Fiber penetration: 1.5%

6.3 Tigo Nicaragua expands 4G to Pacific coast cities

Factor	Detail
Severity	Medium
Trend	Uncertain
Impact type	Opportunity
Time horizon	Short Term

Current status: 4G LTE coverage expansion reaching 60% population coverage

Company impact: Tigo Nicaragua expands 4G to Pacific coast cities strengthens Tigo Nicaragua 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
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Impact Assessment & Net Assessment

Key message: Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Inflation Industry is mature. (+2.0% YoY (CQ2_2025 -> CQ4_2025))

Net assessment: Favorable macro environment in a mature market (+2.0% 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 Nicaragua
- National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access

Policy Threats

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

Market & Customer Analysis – \$APPEALS Framework (CQ4_2025)

Protagonist: Tigo Nicaragua

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

1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	C\$4,130M
Total Mobile Subscribers K	7,020K
Total Broadband Subscribers K	239K
Market Shares	Tigo Nicaragua: 58.4%; Claro Nicaragua: 41.6%
Penetration Rates	Mobile Penetration Pct: 101.7; Broadband Penetration Pct: 3.5
Operator Count	2

Market outlook: Favorable

2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Pricing	Tigo Nicaragua revenue growth 5.2% YoY	Opportunity	Medium	Peer Driven
Technology	Tigo Nicaragua expands 4G to Pacific coast cities	Opportunity	Medium	External Player Driven

3. Customer Segmentation

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

Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable data access; Coverage beyond Managua
- **Pain points:** Very limited rural connectivity; Expensive data relative to income
- **Decision factors:** Price; Coverage; Social media bundles

Segment: Consumer Urban

- **Unmet needs:** Reliable home broadband; Better mobile speeds
- **Pain points:** Slow and unreliable internet; Limited plan options
- **Decision factors:** Price; Speed; Reliability

Segment: Enterprise

- **Unmet needs:** Business-grade connectivity; Basic cloud services
- **Pain points:** Very limited enterprise solutions; Infrastructure unreliability
- **Decision factors:** Availability; Price; Reliability

4. \$APPEALS Assessment

Dimension	Tigo Nicaragua	Claro Ni	Priority
Price	0.0	—	Critical
Availability	3.4	2.9	Critical
Packaging	0.0	—	Important
Performance	3.1	2.8	Critical
Ease of Use	3.1	2.8	Important
Assurances	2.2	2.0	Important
Lifecycle Cost	0.0	—	Important
Social/Brand	3.8	3.2	Nice_To_Have

Gap Analysis

Dimension	Tigo Nicaragua	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.4	2.9	+0.5	Leading	Market leader in Availability (score 3.4/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.1	2.8	+0.3	Leading	Market leader in Performance (score 3.1/5.0)
Ease of Use	3.1	2.8	+0.3	Leading	Market leader in Ease of Use (score 3.1/5.0)
Assurances	2.2	2.0	+0.2	Leading	Market leader in Assurances (score 2.2/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	3.8	3.2	+0.6	Leading	Market leader in Social/Brand (score 3.8/5.0)

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 Nicaragua revenue growth 5.2% YoY	Year-over-year growth indicates sustained growth trajectory	Medium
Tigo Nicaragua expands 4G to Pacific coast cities	4G LTE coverage expansion reaching 60% population coverage	Medium

Key message: Nicaragua telecom market totals NIO 4,130M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.

Net assessment: Tigo Nicaragua 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 Nicaragua

Framework: Porter's Five Forces + Individual Competitor Profiles

1. Market Structure Overview

Metric	Value
Number of operators	2
Market structure	2-operator duopoly
Competition intensity	Medium
Target position	#1 by revenue

The market comprises 2 active operators: Claro Nicaragua, Tigo Nicaragua. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Nicaragua (2,410M), Claro Nicaragua (1,720M). Five Forces: Existing Competitors: medium; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

2. Five Forces Analysis

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

Existing Competitors

Factor	Description	Impact	Trend
Number of competitors	2 active operators in the market	medium	stable
Market concentration	Top operator holds 58% of market revenue (total: NIO 4,130M)	high	stable
Growth rate disparity	Service revenue growth ranges from +2.5% to +5.5% (spread: 3.0pp)	medium	stable
Margin pressure	Average EBITDA margin: 38.0%	medium	stable

Implications:

- Market is concentrated with top player at 58% 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: 2.70%/month. Highest: 2.80% 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.
- Low switching costs and regulatory support for portability mean operators must compete on value, not lock-in.

3. Competitor Deep Dives

Claro Ni

Financial & Subscriber Profile

Metric	Value
Revenue	C\$1,720M
Service Revenue	C\$1,620M
Service Revenue Growth Pct	2.5%
Ebitda	C\$533M
Ebitda Margin Pct	31.0%
Ebitda Growth Pct	N/A
Capex	C\$279M
Capex To Revenue Pct	16.2%
Mobile Total K	2,870K
Mobile Postpaid K	294K
Mobile Net Adds K	10K
Mobile Churn Pct	2.8%
Mobile Arpu	C\$49.00
Broadband Total K	74K
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	32K
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:** 52.0%
- **Fiber Homepass K:** 80K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson/Nokia; Spectrum Mhz: 80

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

Core control points: Own fiber infrastructure (80k homes)

Ecosystem partners: Network vendor: Ericsson/Nokia

Organization: CEO: Rafael Solano (America Movil regional management)

Key problems:

- Competitive gap in Brand Strength
- Competitive gap in Distribution
- Competitive gap in Innovation
- Competitive gap in Network Coverage

Strengths & Weaknesses

Strengths	Weaknesses
	Brand Strength: score 65 (market avg 70)
	Distribution: score 68 (market avg 73)
	Innovation: score 45 (market avg 50)
	Network Coverage: score 58 (market avg 63)

Implications for Tigo Nicaragua

- **Threat:** Claro Nicaragua's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Opportunity:** Claro Nicaragua is weak in: Brand Strength, Distribution, Innovation. Target can differentiate in these dimensions.
- Action: Invest in Brand Strength, Distribution, Innovation to capture customers dissatisfied with Claro Nicaragua.

Likely future actions:

- Claro Nicaragua is likely to continue aggressive network expansion (capex/revenue at 16% with growing revenue).

- Claro Nicaragua is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.
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4. Cross-Operator Comparison Dashboard

Metric	Claro Ni	Tigo Nicaragua
Revenue	C\$1,720M	C\$2,410M
Revenue Growth	+2.5%	+5.5%
Ebitda Margin	31.0%	45.0%
Subscribers	2,870K	4,150K
Arpu	C\$49.00	C\$44.30
Churn	2.8%	2.6%
5G Coverage	0.0%	0.0%

5. Competitive Dynamics

The market comprises 2 active operators: Claro Nicaragua, Tigo Nicaragua. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Nicaragua (2,410M), Claro Nicaragua (1,720M). Five Forces: Existing Competitors: medium; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

Key message: In a 2-player market with medium competition intensity, Tigo Nicaragua leads with 58% revenue share. Target operator holds 58% share. Strongest competitive force: Substitutes.

Net assessment: #1 of 2 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 75 (market avg 70), Customer Service: score 62 (market avg 58).

6. Competitive Risk Register

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

Self Analysis — Tigo Nicaragua (CQ4_2025)

Framework: Business Model Canvas (BMC) + Capability Assessment

Health rating: Stable

1. Financial Health Dashboard

KPI	Value
Total Revenue	C\$2,410M
Service Revenue	C\$2,290M
Ebitda	C\$1,085M
Ebitda Margin Pct	45.0%
Net Income	N/A
Capex	C\$365M
Capex To Revenue Pct	15.1%
Opex	N/A
Employees	1,560
Revenue Qoq Pct	1.3%
Revenue YoY Pct	5.2%
Ebitda Qoq Pct	1.4%
Ebitda Growth Pct	5.3%
Service Revenue Growth Pct	5.5%

Revenue Trends (Recent Quarters)



2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	C\$1,840M	76.3%
Fixed Service Revenue	C\$350M	14.5%
B2B Revenue	C\$100M	4.1%
Other Revenue	C\$120M	5.0%
Total	C\$2,410M	100.0%

3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	C\$1,840M	Stable	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	C\$350M	Strong	GROW: Strong momentum — invest to accelerate growth
B2B	C\$100M	Stable	MAINTAIN: Stable performance — optimize current operations
TV/Convergence	—	Stable	GROW: Improving trajectory — consider incremental investment
Wholesale	—	Stable	MAINTAIN: Stable performance — optimize current operations

Segment: Mobile [Stable]

Metric	Value
Mobile Service Revenue	C\$1,840M
Mobile Service Growth %	4.4%
Mobile Total (K)	4,150K
Mobile Postpaid (K)	415K
Mobile Prepaid (K)	3,735K
Mobile Net Adds (K)	50K
Mobile Churn %	2.6%
Mobile ARPU	C\$44.30
IoT Connections (K)	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	1840.0	1820.0	Improving	Minor
subscribers	4150.0	4100.0	Improving	Minor
arpu	44.3	44.4	Stable	Minor

Why — Attribution Analysis

- **Management Explanation** (high): Nicaragua remains stable with steady mobile growth despite political challenges

Key message: Mobile service revenue at 1,840M; up 4.4% YoY; ARPU 44.3

Action required: GROW: Improving trajectory — consider incremental investment

Segment: Fixed Broadband [Strong]

Metric	Value
Fixed Service Revenue	C\$350M
Fixed Service Growth %	12.9%
Broadband Total (K)	165K
Broadband Net Adds (K)	5K
Broadband Cable (K)	131K
Broadband Fiber (K)	22K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	350.0	340.0	Improving	Moderate
subscribers	165.0	160.0	Improving	Moderate
arpu			Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): revenue increased 2.9% QoQ
- **Product Change** (high): subscribers increased 3.1% QoQ

Key message: Fixed service revenue 350.0M; growth +12.9% YoY; Fiber subs 22K

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

Segment: B2B [Stable]

Metric	Value
B2B Revenue	C\$100M
B2B Growth %	N/A
B2B Customers (K)	12K
B2B Share Of Revenue %	4.1%

Changes

Metric	Current	Previous	Direction	Significance
revenue	100.0	100.0	Stable	Minor
customers	12.0	12.0	Stable	Minor

Key message: B2B revenue 100.0M; 4.1% of total revenue

Action required: MAINTAIN: Stable performance — optimize current operations

Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	111K
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	111.0	108.0	Improving	Moderate
fmc_subscribers			Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): subscribers increased 2.8% QoQ

Key message: TV subscribers 111K

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	90
Core Vendor	Ericsson

Coverage

Technology	Coverage
5G	0.0%
4G	60.0%

Controlled vs. Resale

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Own mobile 4G + HFC cable network (350K homes in Managua). ~93% self-built.

Homepass vs. Connect

Metric	Value
Fiber Homepass K	120K
Cable Homepass K	350K
Fiber Connected K	22K
Cable Connected K	131K
Fiber Penetration Pct	18.3%
Cable Penetration Pct	37.4%

Evolution Strategy

- **Data Signals:** Cable-dominant, fiber transition underway
- **Summary:** 4G LTE coverage expansion beyond Managua; cable broadband upgrade; selective fiber deployment.

Investment direction: stable

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

B2B impact: B2B revenue share: 4%

Cost impact: Moderate capex intensity (15.1%); Dual fixed-network cost (fiber + cable)

5. Business Model Canvas

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

6. Strengths, Weaknesses & Exposure Points

Strengths

- Brand Strength: score 75 (market avg 70)
- Customer Service: score 62 (market avg 58)
- Digital Experience: score 55 (market avg 52)
- Distribution: score 78 (market avg 73)
- Innovation: score 55 (market avg 50)
- Network Coverage: score 68 (market avg 63)
- Network Quality: score 62 (market avg 58)
- Strong EBITDA margin at 45.0%
- Revenue on growth trajectory

- Dominant market share at 58.4%
- Top 1 in revenue market ranking

Weaknesses

- 5G coverage gap at only 0.0%

Exposure Points

Trigger	Side Effect	Attack Vector	Severity
Political instability and sanctions environment	Investment risk and potential operational restrictions	Regulatory uncertainty; sanctions affecting business environment	High
Smallest market in Millicom portfolio limits strategic priority	Lower investment priority relative to Guatemala, Colombia	Underinvestment risk as Millicom optimizes group capital allocation	Medium

7. Management & Organization

Leadership Team

Name	Title	Tenure
Ernesto Chamorro	CEO	5 years

Organization & Culture

Stable leadership team (avg tenure >3 years); Growth-oriented strategic posture; Resilient operations in challenging environment; Millicom standards; community engagement.

Management Commentary (Earnings Calls)

Performance gap: No significant performance gaps identified from available data

Opportunity gap: Top opportunity gaps: FTTH migration upside (fiber only 26% of homepass footprint)

Strategic review: Management outlook: Nicaragua remains stable with steady mobile growth despite political challenges. Revenue trajectory growing, margins strong (45.0%). Execution momentum positive — strengths outweigh weaknesses. Primary risk: 5G coverage gap at only 0.0%

8. Strategic Diagnosis Summary

Key message: Ranked #1 of 2 operators in market; revenue NIO 2,410M; EBITDA margin 45.0%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Nicaragua remains stable with steady mobile growth despite political challenges

Net assessment: Overall stable operator. EBITDA margin 45.0%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.

SWOT Synthesis – Tigo Nicaragua (CQ4_2025)

Competitive stance: Offensive (SO-dominant)

1. SWOT Overview

Quadrant	Count	Key Items
Strengths	11	Brand Strength: score 75 (market avg 70), Customer Service: score 62 (market avg 58), Digital Experience: score 55 (market avg 52)
Weaknesses	3	5G coverage gap at only 0.0%, Investment risk and potential operational restr..., Lower investment priority relative to Guatemala...
Opportunities	4	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Nicaragua revenue growth 5.2% YoY
Threats	3	Regulatory Environment: Compliance requirements..., High substitutes pressure, High buyer power pressure

Balance: S > W and O > T

Competitive stance: Offensive (SO-dominant)

Critical insight: SWOT analysis identifies 11 strengths, 3 weaknesses, 4 opportunities, and 3 threats. The recommended strategic posture is offensive (SO-dominant).

2. Strengths

1. Brand Strength: score 75 (market avg 70)

2. Customer Service: score 62 (market avg 58)
 3. Digital Experience: score 55 (market avg 52)
 4. Distribution: score 78 (market avg 73)
 5. Innovation: score 55 (market avg 50)
 6. Network Coverage: score 68 (market avg 63)
 7. Network Quality: score 62 (market avg 58)
 8. Strong EBITDA margin at 45.0%
 9. Revenue on growth trajectory
 10. Dominant market share at 58.4%
 11. Top 1 in revenue market ranking
-

3. Weaknesses

1. 5G coverage gap at only 0.0%
2. Investment risk and potential operational restrictions
3. Lower investment priority relative to Guatemala, Colombia

Weakness Interactions

Note: Weaknesses often compound. For example, '5G coverage gap at only 0.0%' may exacerbate 'Investment risk and potential operational restr...', creating a negative feedback loop.

4. Opportunities

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Nicaragua
 2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access
 3. Tigo Nicaragua revenue growth 5.2% YoY
 4. Tigo Nicaragua expands 4G to Pacific coast cities
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5. Threats

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

Compound Threat Effects

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

6. Strategy Matrix

SO Strategies (Strengths x Opportunities)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Brand Strength: score 75 (market avg 70)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Nicaragua'.
2. Leverage 'Customer Service: score 62 (market avg 58)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access'.
3. Leverage 'Digital Experience: score 55 (market avg 52)' to capture the opportunity of 'Tigo Nicaragua revenue growth 5.2% YoY'.
4. Leverage 'Distribution: score 78 (market avg 73)' to capture the opportunity of 'Tigo Nicaragua expands 4G to Pacific coast cities'.

WO Strategies (Weaknesses x 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 Nicaragua'.
2. Address weakness 'Investment risk and potential operational restrictions' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access'.
3. Address weakness 'Lower investment priority relative to Guatemala, Colombia' to unlock the opportunity of 'Tigo Nicaragua revenue growth 5.2% YoY'.

ST Strategies (Strengths x Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Brand Strength: score 75 (market avg 70)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Nicaragua'.
2. Use strength 'Customer Service: score 62 (market avg 58)' to counter the threat of 'High substitutes pressure'.

3. Use strength 'Digital Experience: score 55 (market avg 52)' 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 Nicaragua'.
 2. Mitigate weakness 'Investment risk and potential operational restrictions' and defend against the threat of 'High substitutes pressure'.
 3. Mitigate weakness 'Lower investment priority relative to Guatemala, Colombia' and defend against the threat of 'High buyer power pressure'.
-

7. Strategic Synthesis

Key message: SWOT analysis identifies 11 strengths, 3 weaknesses, 4 opportunities, and 3 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:11/W:3/O:4/T:3 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Opportunities Analysis — SPAN Matrix (CQ4_2025)

Protagonist: Tigo Nicaragua

Framework: SPAN (Strategy Positioning and Action Navigation) Matrix

1. SPAN Matrix Overview

Quadrant	Count	Share	Action
Grow/Invest	13	59%	Execute aggressively — highest priority
Acquire Skills	3	14%	Build capabilities before competing
Harvest	3	14%	Extract value from declining positions
Avoid/Exit	3	14%	Do not invest — exit if possible

SPAN Position Details

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-2	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-3	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-4	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Nicaragua revenue growth 5.2% YoY	6.2	6.5	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Nicaragua expands 4G to Pacific coast cities	6.2	6.5	Grow Invest	Invest aggressively to grow market share and revenue
5G SA enabling network slicing and enterprise services	6.9	6.3	Grow Invest	Invest aggressively to grow market share and revenue
AI/ML for network optimization and customer experience	6.9	6.3	Grow Invest	Invest aggressively to grow market share and revenue
Open RAN for vendor diversification and cost reduction	6.9	6.3	Grow Invest	Invest aggressively to grow market share and revenue
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Nicaragua	7.0	6.5	Grow Invest	Invest aggressively to grow market share and revenue

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy acce	7.0	6.5	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Claro Ni weakness: Brand Strength: score 65 (market avg 70)	6.7	6.0	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Claro Ni weakness: Distribution: score 68 (market avg 73)	6.7	6.0	Grow Invest	Invest aggressively to grow market share and revenue
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
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 75 (market avg 70)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Nicaragua'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

2. Leverage Customer Service → National Digital Strategy

Leverage 'Customer Service: score 62 (market avg 58)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

3. Leverage Digital Experience → Tigo Nicaragua revenue growth 5.2% YoY

Leverage 'Digital Experience: score 55 (market avg 52)' to capture the opportunity of 'Tigo Nicaragua revenue growth 5.2% YoY'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

4. Leverage Distribution → Tigo Nicaragua expands 4G to Pacific coa...

Leverage 'Distribution: score 78 (market avg 73)' to capture the opportunity of 'Tigo Nicaragua expands 4G to Pacific coast cities'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

5. Tigo Nicaragua revenue growth 5.2% YoY

Tigo Nicaragua revenue growth 5.2% YoY

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, pricing

6. Tigo Nicaragua expands 4G to Pacific coast cities

Tigo Nicaragua expands 4G to Pacific coast cities

Aspect	Detail
Priority	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
Priority	P0
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	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
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_technology

10. Regulatory Environment: Compliance requirements and spectrum policies...

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

Aspect	Detail
Priority	P0
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 Nicaragua investment but also enable subsidy access

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

12. Exploit Claro Ni weakness: Brand Strength: score 65 (market avg 70)

Competitor Claro Ni is weak in: Brand Strength: score 65 (market avg 70)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Claro Ni

13. Exploit Claro Ni weakness: Distribution: score 68 (market avg 73)

Competitor Claro Ni is weak in: Distribution: score 68 (market avg 73)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Claro Ni

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 Nicaragua'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

2. Address Investment risk and potential operational restrictions → National Digital Strategy

Address weakness 'Investment risk and potential operational restrictions' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Nicaragua investment but also enable subsidy access'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

3. Address Lower investment priority relative to Guatemala, Colombia → Tigo Nicaragua revenue growth 5.2% YoY

Address weakness 'Lower investment priority relative to Guatemala, Colombia' to unlock the opportunity of 'Tigo Nicaragua revenue growth 5.2% YoY'.

Aspect	Detail
Priority	P1
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 substitutes pressure
- Defend Digital Experience → 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 Investment risk and potential operational restrictions → High substitutes pressure
 - Mitigate Lower investment priority relative to Guatemala, Colombia → High buyer power 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 Nicaragua revenue growth 5.2% YoY	N/A		
Leverage Distribution → Tigo Nicaragua expands 4G to Pacific coa...	N/A		
Tigo Nicaragua revenue growth 5.2% YoY	N/A		

P1 — Should Do (Strategic)

High-impact strategic initiatives

Opportunity	Addressable Market	Time Window	Capability
Tigo Nicaragua expands 4G to Pacific coast cities	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 Claro Ni weakness: Brand Strength: score 65 (market avg 70)	N/A		
Exploit Claro Ni weakness: Distribution: score 68 (market avg 73)	N/A		
Address 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Address Investment risk and potential operational restrictions → National Digital Strategy	N/A		
Address Lower investment priority relative to Guatemala, Colombia → Tigo Nicaragua revenue growth 5.2% 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 substitutes pressure	N/A		
Defend Digital Experience → High buyer power pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Mitigate Investment risk and potential operational restrictions → High substitutes pressure	N/A		
Mitigate Lower investment priority relative to Guatemala, Colombia → High buyer power 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 Nicaragua revenue growth 5.2% YoY	P0	N/A
Leverage Distribution → Tigo Nicaragua expands 4G to Pacific coa...	P0	N/A
Tigo Nicaragua revenue growth 5.2% YoY	P0	N/A
Tigo Nicaragua expands 4G to Pacific coast cities	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 22 opportunities: 13 grow/invest, 3 acquire skills, 3 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 C\$350M — invest to accelerate
- **Tigo Nicaragua revenue growth 5.2% YoY:** Tigo Nicaragua revenue growth 5.2% YoY
- **Tigo Nicaragua expands 4G to Pacific coast cities:** Tigo Nicaragua expands 4G to Pacific coast cities

Medium-Term Initiatives (1-3 Years)

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

Net assessment: 22 opportunities mapped: 13 grow/invest, 3 acquire skills, 3 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, TV/Convergence	Maintain #1 revenue share; Grow Mobile, Fixed Broadband, TV/Convergence 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: B2B, Wholesale	Upsell rate +10% in B2B, 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 €1,840M 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 45.0% — 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

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