

Tigo Guatemala — BLM Strategic Assessment: Complete Analysis

Period: CQ4_2025

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

Protagonist: Tigo Guatemala

Market: Guatemalan Telecommunications

Generated: 2026-02-14

Population: 17.6M

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	Link
01	Look 1: Trends — PEST Analysis	Link
02	Look 2: Market & Customer — \$APPEALS	Link
02a	Tariff Deep Analysis	Link
03	Look 3: Competition — Porter + Deep Dives	Link
04	Look 4: Self — BMC + Capability	Link
SW	SWOT Synthesis	Link
05	Look 5: Opportunities — SPAN Matrix	Link
06	Three Decisions — Strategy & Execution	Link

Executive Summary – Tigo Guatemala

BLM Strategic Assessment

Period: CQ4_2025

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

Protagonist: Tigo Guatemala

Market: Guatemalan Telecommunications

The One-Line Verdict

Tigo Guatemala 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	GTQ 8.5B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+2.4% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Tigo Guatemala: 51.0%, Claro Guatemala: 35.8%, Movistar Guatemala: 13.2%)	Market structure
Lifecycle stage	Late_Growth	
Population	17.6M	
Regulator	SIT (Superintendencia de Telecomunicaciones)	
Structure	3-operator oligopoly	

1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	Q4,350M	#1	

1.3 The Headline Numbers

Revenue	Q4_2025M/€
EBITDA	Q1_960M/€

2. Key Findings by BLM Look

Look 1: Trends (PEST)

Net assessment: Favorable macro environment in a late_growth market (+2.4% 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 in late growth phase. (+2.4% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: late_growth	
Market growth: +2.4% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 8/11 factors present opportunities

Look 2: Market & Customer (\$APPEALS)

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

Finding	Impact
Guatemala telecom market totals GTQ 8,530M in quarterly revenue; competitive strengths in Availability, 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 85 (market avg 74), Customer Service: score 72 (market avg 65).

Finding	Impact
In a 3-player market with medium competition intensity, Tigo Guatemala leads with 51% revenue share. Target operator holds 51% 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 GTQ 4,350M; EBITDA margin 45.1%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Expect continued mid-single-digit mobile service revenue growth driven by data monetization	
Health rating: stable	

Tariff Analysis

Net assessment: Tariff analysis available

SWOT Synthesis

Net assessment: S:13/W:3/O:5/T:5 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Finding	Impact
SWOT analysis identifies 13 strengths, 3 weaknesses, 5 opportunities, and 5 threats. The recommended strategic posture is offensive (SO-dominant).	
S:13 W:3 O:5 T:5	Balance: S>W, T>O

Look 5: Opportunities (SPAN)

Net assessment: 24 opportunities mapped: 14 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 14 grow/invest items.

Finding	Impact
SPAN matrix positions 24 opportunities: 14 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 14 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 Guatemala'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 Guatemala revenue growth 7.4% YoY

Dimension	Claro Gt	Movistar Gt	Tigo Guatemala
Revenue	Q3,050M	Q1,130M	Q4,350M
Revenue Growth	+5.5%	-3.4%	+7.3%
Ebitda Margin	35.1%	28.8%	45.1%
Subscribers	7,850K	3,600K	11,250K
Arpu	Q29.40	Q23.80	Q25.80
Churn	2.6%	3.8%	2.3%
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	Q980M
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 Guatemala revenue growth 7.4% YoY (EXISTENTIAL)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Guatemala revenue growth 7.4% YoY

Priority 4: Tigo launches Tigo Money mobile wallet expansion (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Tigo launches Tigo Money mobile wallet expansion

Priority 5: Tigo Guatemala expands 4G LTE coverage to 5 new... (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Guatemala expands 4G LTE coverage to 5 new departments

Priority 6: Deploy 5G SA & Network Slicing (STRATEGIC)

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

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 Guatemala revenue growth 7.4% YoY
- Tigo launches Tigo Money mobile wallet expansion
- Tigo Guatemala expands 4G LTE coverage to 5 new...
- Deploy 5G SA & Network Slicing

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	Q2,900M	—	—	Growth
Fixed Broadband revenue	Q980M	—	—	Growth
B2B revenue	Q250M	—	—	Growth

Guatemalan Telecom Macro Trends – PEST Deep Analysis (CQ4_2025)

Data basis: PEST framework | 11 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	GTQ 8.5B (quarterly, CQ4_2025)	Market scale
YoY growth	+2.4% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	Stable (industry EBITDA margin ~39.3%)	
Concentration	CR4 = 100% (Tigo Guatemala: 51.0%, Claro Guatemala: 35.8%, Movistar Guatemala: 13.2%)	Market structure
Lifecycle stage	Late_Growth	

Key insight: The market is in the **late_growth** phase.

1.2 Industry Lifecycle – Implications

Being in the **late_growth** 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	3	2	1	Favorable
Economic	3	1	1	Mixed
Social	2	2	1	Favorable
Technology	3	3	1	Strongly favorable
Total	11	8	4	Net favorable (8 opps vs 4 threats)

Overall weather: Sunny — Mostly favorable: 8/11 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: SIT pro-competition framework; spectrum auctions planned; no net neutrality rules

Industry impact: Regulatory framework shapes competitive dynamics and investment requirements

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

- Macro data: SIT pro-competition framework; spectrum auctions planned; no net neutrality rules

3.2 National Digital Strategy

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

Current status: Guatemala Digital 2030 plan; mobile broadband focus; rural connectivity subsidies

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

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

- Digital strategy: Guatemala Digital 2030 plan; mobile broadband focus; rural connectivity subsidies

3.3 SIT announces spectrum auction for 700 MHz band

Factor	Detail
Severity	High
Trend	Uncertain
Impact type	Neutral
Time horizon	Short Term

Current status: Guatemala to auction 700 MHz spectrum for rural broadband expansion

Company impact: SIT announces spectrum auction for 700 MHz band: requires Tigo Guatemala to monitor and adapt strategy

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 Guatemala

- GDP growth: 3.5%

4.2 Inflation

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

Current status: Inflation at 4.2%

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

Company impact: OPEX pressure for Tigo Guatemala

- Inflation: 4.2%

4.3 Unemployment

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

Current status: Unemployment at 2.8%

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

Company impact: Consumer segment sensitivity for Tigo Guatemala

- Unemployment: 2.8%

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 Guatemala

- 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 3.5%

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 Guatemala

- Fiber penetration: 3.5%

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 Guatemala

- 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 3.5%, 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 Guatemala

- Fiber penetration: 3.5%

6.3 Tigo Guatemala expands 4G LTE coverage to 5 new departments

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

Current status: Tigo extends 4G coverage to rural departments, reaching 78% population coverage

Company impact: Tigo Guatemala expands 4G LTE coverage to 5 new departments strengthens Tigo Guatemala 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, Inflation. Industry is in late growth phase. (+2.4% YoY (CQ2_2025 -> CQ4_2025))

Net assessment: Favorable macro environment in a late_growth market (+2.4% 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 Guatemala
- National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access

Policy Threats

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

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

Protagonist: Tigo Guatemala

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

1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	Q8,530M
Total Mobile Subscribers K	22,700K
Total Broadband Subscribers K	1,058K
Market Shares	Tigo Guatemala: 51.0%; Claro Guatemala: 35.8%; Movistar Guatemala: 13.2%
Penetration Rates	Mobile Penetration Pct: 129.0; Broadband Penetration Pct: 6.0
Operator Count	3

Market outlook: Favorable

2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Pricing	Tigo Guatemala revenue growth 7.4% YoY	Opportunity	Medium	Peer Driven
Pricing	Claro Guatemala revenue growth 5.2% YoY	Threat	Medium	Peer Driven
Merger	Tigo launches Tigo Money mobile wallet expansion	Opportunity	Medium	Peer Driven
Technology	Tigo Guatemala expands 4G LTE coverage to 5 new departments	Opportunity	Medium	External Player Driven
Pricing	SIT announces spectrum auction for 700 MHz band	Both	High	External Player Driven

3. Customer Segmentation

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

Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable mobile data in rural areas; Spanish + indigenous language customer support
- **Pain points:** Limited rural coverage; Complex recharge mechanisms
- **Decision factors:** Price per GB; Coverage in home area; Social media bundles

Segment: Consumer Postpaid Urban

- **Unmet needs:** Faster 4G/LTE speeds; Convergent home+mobile bundles
- **Pain points:** High prices relative to income; Network congestion in Guatemala City
- **Decision factors:** Data allowance; Network quality; Device financing

Segment: Enterprise & SME

- **Unmet needs:** Cloud connectivity solutions; Reliable business broadband
- **Pain points:** Limited B2B product portfolio; Slow provisioning
- **Decision factors:** Reliability; SLA guarantees; Price

4. \$APPEALS Assessment

Dimension	Tigo Guatemala	Claro Gt	Movistar Gt	Priority
Price	0.0	—	—	Critical
Availability	4.1	3.8	2.9	Critical
Packaging	0.0	—	—	Important
Performance	3.9	3.6	2.8	Critical
Ease of Use	3.6	3.4	2.8	Important
Assurances	3.2	3.0	2.2	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	4.2	3.9	3.0	Nice_To_Have

Gap Analysis

Dimension	Tigo Guatemala	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	4.1	3.8	+0.3	Leading	Market leader in Availability (score 4.1/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.9	3.6	+0.3	Leading	Market leader in Performance (score 3.9/5.0)
Ease of Use	3.6	3.4	+0.2	Leading	Market leader in Ease of Use (score 3.6/5.0)
Assurances	3.2	3.0	+0.2	Leading	Market leader in Assurances (score 3.2/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	4.2	3.9	+0.3	Leading	Market leader in Social/Brand (score 4.2/5.0)

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 Guatemala revenue growth 7.4% YoY	Year-over-year growth indicates sustained growth trajectory	Medium
Tigo launches Tigo Money mobile wallet expansion	Tigo Money extends financial services to unbanked populations	Medium
Tigo Guatemala expands 4G LTE coverage to 5 new departments	Tigo extends 4G coverage to rural departments, reaching 78% population coverage	Medium

Threats

Threat	Impact	Severity
Claro Guatemala revenue growth 5.2% YoY	Year-over-year growth indicates sustained growth trajectory	Medium

Key message: Guatemala telecom market totals GTQ 8,530M in quarterly revenue; competitive strengths in Availability, Social/Brand; Market outlook is favorable with more opportunities than threats.

Net assessment: Tigo Guatemala 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 Guatemala

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	Medium
Target position	#1 by revenue

The market comprises 3 active operators: Claro Guatemala, Movistar Guatemala, Tigo Guatemala. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Guatemala (4,350M), Claro Guatemala (3,050M), Movistar Guatemala (1,130M). 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	High	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	3 active operators in the market	medium	stable
Market concentration	Top operator holds 51% of market revenue (total: GTQ 8,530M)	high	stable
Growth rate disparity	Service revenue growth ranges from -3.4% to +7.3% (spread: 10.7pp)	high	increasing
Margin pressure	Average EBITDA margin: 36.3%	medium	stable

Implications:

- Market is concentrated with top player at 51% 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: 2.90%/month. Highest: 3.80% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 16%. 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 Gt

Financial & Subscriber Profile

Metric	Value
Revenue	Q3,050M
Service Revenue	Q2,900M
Service Revenue Growth Pct	5.5%
Ebitda	Q1,070M
Ebitda Margin Pct	35.1%
Ebitda Growth Pct	N/A
Capex	Q490M
Capex To Revenue Pct	16.1%
Mobile Total K	7,850K
Mobile Postpaid K	1,490K
Mobile Net Adds K	50K
Mobile Churn Pct	2.6%
Mobile Arpu	Q29.40
Broadband Total K	330K
Broadband Fiber K	70K
Broadband Net Adds K	N/A
Tv Total K	175K
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; high-margin profile

Network Status

- **Status:** data_available
- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 72.0%
- **Fiber Homepass K:** 400K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson/Nokia; Spectrum Mhz: 110

Product portfolio: Mobile (postpaid + prepaid); Fixed broadband (incl. fiber/FTTH); TV/Video; Enterprise/B2B solutions

Core control points: Market leadership in Distribution; Own fiber infrastructure (400k homes)

Ecosystem partners: Network vendor: Ericsson/Nokia

Organization: CEO: Oscar Aguirre (America Movil regional executive)

Implications for Tigo Guatemala

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

Likely future actions:

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

Movistar Gt

Financial & Subscriber Profile

Metric	Value
Revenue	Q1,130M
Service Revenue	Q1,050M
Service Revenue Growth Pct	-3.4%
Ebitda	Q325M
Ebitda Margin Pct	28.8%
Ebitda Growth Pct	N/A
Capex	Q150M
Capex To Revenue Pct	13.3%
Mobile Total K	3,600K
Mobile Postpaid K	535K
Mobile Net Adds K	-30K
Mobile Churn Pct	3.8%
Mobile Arpu	Q23.80
Broadband Total K	68K
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	33K
Mobile Trend	declining
Broadband Trend	declining
Arpu Trend	declining

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

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:** 55.0%
- **Fiber Homepass K:** N/A
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei; Spectrum Mhz: 80

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

Ecosystem partners: Network vendor: Huawei

Organization: CEO: Ana Lucia Duarte (Telefonica Group management program)

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 60 (market avg 74)
	Customer Service: score 55 (market avg 65)
	Digital Experience: score 50 (market avg 62)
	Distribution: score 60 (market avg 76)
	Enterprise Solutions: score 45 (market avg 57)

Implications for Tigo Guatemala

- **Opportunity:** Movistar Guatemala 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 Movistar Guatemala.

Likely future actions:

- Movistar Guatemala may pursue cost optimization or strategic pivot given declining revenue trend.
- Movistar Guatemala may accelerate fiber migration or FWA push to counter broadband subscriber losses.

4. Cross-Operator Comparison Dashboard

Metric	Claro Gt	Movistar Gt	Tigo Guatemala
Revenue	Q3,050M	Q1,130M	Q4,350M
Revenue Growth	+5.5%	-3.4%	+7.3%
Ebitda Margin	35.1%	28.8%	45.1%
Subscribers	7,850K	3,600K	11,250K
Arpu	Q29.40	Q23.80	Q25.80
Churn	2.6%	3.8%	2.3%
5G Coverage	0.0%	0.0%	0.0%

5. Competitive Dynamics

The market comprises 3 active operators: Claro Guatemala, Movistar Guatemala, Tigo Guatemala. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Guatemala (4,350M), Claro Guatemala (3,050M), Movistar Guatemala (1,130M). 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 Guatemala leads with 51% revenue share. Target operator holds 51% 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 85 (market avg 74), Customer Service: score 72 (market avg 65).

6. Competitive Risk Register

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

Self Analysis — Tigo Guatemala (CQ4_2025)

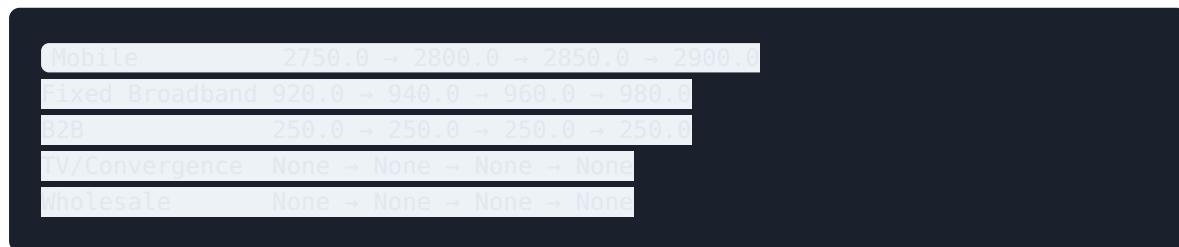
Framework: Business Model Canvas (BMC) + Capability Assessment

Health rating: Stable

1. Financial Health Dashboard

KPI	Value
Total Revenue	Q4,350M
Service Revenue	Q4,130M
Ebitda	Q1,960M
Ebitda Margin Pct	45.1%
Net Income	N/A
Capex	Q670M
Capex To Revenue Pct	15.4%
Opex	N/A
Employees	3,350
Revenue Qoq Pct	1.6%
Revenue YoY Pct	7.4%
Ebitda Qoq Pct	1.8%
Ebitda Growth Pct	7.7%
Service Revenue Growth Pct	7.3%

Revenue Trends (Recent Quarters)



2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	Q2,900M	66.7%
Fixed Service Revenue	Q980M	22.5%
B2B Revenue	Q250M	5.7%
Other Revenue	Q220M	5.1%
Total	Q4,350M	100.0%

3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	Q2,900M	Stable	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	Q980M	Strong	GROW: Strong momentum — invest to accelerate growth
B2B	Q250M	Stable	GROW: Improving trajectory — consider incremental investment
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	Q2,900M
Mobile Service Growth %	7.4%
Mobile Total (K)	11,250K
Mobile Postpaid (K)	1,700K
Mobile Prepaid (K)	9,550K
Mobile Net Adds (K)	150K
Mobile Churn %	2.3%
Mobile ARPU	Q25.80
IoT Connections (K)	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	2900.0	2850.0	Improving	Minor
subscribers	11250.0	11100.0	Improving	Minor
arpu	25.8	25.7	Stable	Minor

Why — Attribution Analysis

- **Management Explanation** (high): Expect continued mid-single-digit mobile service revenue growth driven by data monetization
- **Market Change** (medium): Tigo launches Tigo Money mobile wallet expansion

Key message: Mobile service revenue at 2,900M; up 7.4% YoY; ARPU 25.8

Action required: GROW: Improving trajectory — consider incremental investment

Segment: Fixed Broadband [Strong]

Metric	Value
Fixed Service Revenue	Q980M
Fixed Service Growth %	8.9%
Broadband Total (K)	660K
Broadband Net Adds (K)	20K
Broadband Cable (K)	490K
Broadband Fiber (K)	110K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	980.0	960.0	Improving	Moderate
subscribers	660.0	640.0	Improving	Moderate
arpu			Stable	Minor

Why — Attribution Analysis

- **Management Explanation** (high): HFC expansion driving fixed broadband subscriber growth of 20K per quarter
- **Product Change** (high): revenue increased 2.1% QoQ
- **Product Change** (high): subscribers increased 3.1% QoQ

Key message: Fixed service revenue 980.0M; growth +8.9% YoY; Fiber subs 110K

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

Segment: B2B [Stable]

Metric	Value
B2B Revenue	Q250M
B2B Growth %	N/A
B2B Customers (K)	52K
B2B Share Of Revenue %	5.7%

Changes

Metric	Current	Previous	Direction	Significance
revenue	250.0	250.0	Stable	Minor
customers	52.0	51.0	Improving	Minor

Why — Attribution Analysis

- **Management Explanation** (high): Enterprise segment growing with cloud and connectivity solutions for SMEs

Key message: B2B revenue 250.0M; 5.7% of total revenue

Action required: GROW: Improving trajectory — consider incremental investment

Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	450K
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	450.0	440.0	Improving	Moderate
fmc_subscribers			Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): subscribers increased 2.3% QoQ

Key message: TV subscribers 450K

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	130
Core Vendor	Ericsson

Coverage

Technology	Coverage
5G	0.0%
4G	78.0%

Controlled vs. Resale

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Fully owned mobile 4G network + largest HFC cable network in Guatemala. ~95% self-built infrastructure.

Homepass vs. Connect

Metric	Value
Fiber Homepass K	800K
Cable Homepass K	1,200K
Fiber Connected K	110K
Cable Connected K	490K
Fiber Penetration Pct	13.8%
Cable Penetration Pct	40.8%

Evolution Strategy

- **Data Signals:** Mixed fiber/cable footprint
- **Recent Tech Initiatives:** Tigo Guatemala expands 4G LTE coverage to 5 new departments
- **Summary:** 4G LTE densification to reach 85% population coverage; HFC upgrade to DOCSIS 3.1; parallel FTTH deployment in Guatemala City and secondary cities.

Investment direction: stable

Vs. competitors: Fiber: 2.0x more homepass than Claro Guatemala

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

B2B impact: B2B revenue share: 6%

Cost impact: Moderate capex intensity (15.4%); 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 85 (market avg 74)
- Customer Service: score 72 (market avg 65)
- Digital Experience: score 70 (market avg 62)
- Distribution: score 88 (market avg 76)
- Enterprise Solutions: score 65 (market avg 57)
- Innovation: score 68 (market avg 59)
- Network Coverage: score 82 (market avg 72)
- Network Quality: score 78 (market avg 68)
- Price Competitiveness: score 75 (market avg 70)

- Strong EBITDA margin at 45.1%
- Revenue on growth trajectory
- Dominant market share at 51.0%
- 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 revenue in price-sensitive market	Vulnerable to aggressive pricing from competitors	Claro or new MVNO could undercut Tigo on prepaid pricing	Medium
Cable network aging requires DOCSIS upgrade investment	Capex pressure to maintain broadband competitiveness	Fiber entrants could bypass cable with FTTH offerings	Medium

7. Management & Organization

Leadership Team

Name	Title	Tenure
Rodrigo Aguilar	CEO	4 years
Carlos Martinez	CFO	5 years

Organization & Culture

Stable leadership team (avg tenure >3 years); Growth-oriented strategic posture; Market-leading confidence; strong commercial execution; Millicom operational standards; focus on digital inclusion and financial services (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 40% of homepass footprint)

Strategic review: Management outlook: Expect continued mid-single-digit mobile service revenue growth driven by data monetization. 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 GTQ 4,350M; EBITDA margin 45.1%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Expect continued mid-single-digit mobile service revenue growth driven by data monetization

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 Guatemala (CQ4_2025)

Competitive stance: Offensive (SO-dominant)

1. SWOT Overview

Quadrant	Count	Key Items
Strengths	13	Brand Strength: score 85 (market avg 74), Customer Service: score 72 (market avg 65), Digital Experience: score 70 (market avg 62)
Weaknesses	3	5G coverage gap at only 0.0%, Vulnerable to aggressive pricing from competitors, Capex pressure to maintain broadband competitiv...
Opportunities	5	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Guatemala revenue growth 7.4% YoY
Threats	5	Regulatory Environment: Compliance requirements..., Claro Guatemala revenue growth 5.2% YoY, High existing competitors pressure

Balance: S > W and O > T

Competitive stance: Offensive (SO-dominant)

Critical insight: SWOT analysis identifies 13 strengths, 3 weaknesses, 5 opportunities, and 5 threats. The recommended strategic posture is offensive (SO-dominant).

2. Strengths

1. Brand Strength: score 85 (market avg 74)
 2. Customer Service: score 72 (market avg 65)
 3. Digital Experience: score 70 (market avg 62)
 4. Distribution: score 88 (market avg 76)
 5. Enterprise Solutions: score 65 (market avg 57)
 6. Innovation: score 68 (market avg 59)
 7. Network Coverage: score 82 (market avg 72)
 8. Network Quality: score 78 (market avg 68)
 9. Price Competitiveness: score 75 (market avg 70)
 10. Strong EBITDA margin at 45.1%
 11. Revenue on growth trajectory
 12. Dominant market share at 51.0%
 13. Top 1 in revenue market ranking
-

3. Weaknesses

1. 5G coverage gap at only 0.0%
2. Vulnerable to aggressive pricing from competitors
3. Capex pressure to maintain broadband competitiveness

Weakness Interactions

Note: Weaknesses often compound. For example, '5G coverage gap at only 0.0%' may exacerbate 'Vulnerable to aggressive pricing from competitors', creating a negative feedback loop.

4. Opportunities

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala
 2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access
 3. Tigo Guatemala revenue growth 7.4% YoY
 4. Tigo launches Tigo Money mobile wallet expansion
 5. Tigo Guatemala expands 4G LTE coverage to 5 new departments
-

5. Threats

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala
2. Claro Guatemala revenue growth 5.2% YoY
3. High existing competitors pressure
4. High substitutes pressure
5. High buyer power pressure

Compound Threat Effects

Multiple threats occurring simultaneously amplify impact. If 'Regulatory Environment: Compliance requirements...' coincides with 'Claro Guatemala revenue growth 5.2% YoY', 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 85 (market avg 74)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala'.
2. Leverage 'Customer Service: score 72 (market avg 65)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access'.
3. Leverage 'Digital Experience: score 70 (market avg 62)' to capture the opportunity of 'Tigo Guatemala revenue growth 7.4% YoY'.
4. Leverage 'Distribution: score 88 (market avg 76)' to capture the opportunity of 'Tigo launches Tigo Money mobile wallet expansion'.

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 Guatemala'.
2. Address weakness 'Vulnerable to aggressive pricing from competitors' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access'.
3. Address weakness 'Capex pressure to maintain broadband competitiveness' to unlock the opportunity of 'Tigo Guatemala revenue growth 7.4% YoY'.

ST Strategies (Strengths x Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Brand Strength: score 85 (market avg 74)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala'.
2. Use strength 'Customer Service: score 72 (market avg 65)' to counter the threat of 'Claro Guatemala revenue growth 5.2% YoY'.
3. Use strength 'Digital Experience: score 70 (market avg 62)' to counter the threat of 'High existing competitors pressure'.
4. Use strength 'Distribution: score 88 (market avg 76)' to counter the threat of 'High substitutes pressure'.

WT Strategies (Weaknesses x 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 Guatemala'.
2. Mitigate weakness 'Vulnerable to aggressive pricing from competitors' and defend against the threat of 'Claro Guatemala revenue growth 5.2% YoY'.
3. Mitigate weakness 'Capex pressure to maintain broadband competitiveness' and defend against the threat of 'High existing competitors pressure'.

7. Strategic Synthesis

Key message: SWOT analysis identifies 13 strengths, 3 weaknesses, 5 opportunities, and 5 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:5/T:5 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Opportunities Analysis — SPAN Matrix (CQ4_2025)

Protagonist: Tigo Guatemala

Framework: SPAN (Strategy Positioning and Action Navigation) Matrix

1. SPAN Matrix Overview

Quadrant	Count	Share	Action
Grow/Invest	14	58%	Execute aggressively — highest priority
Acquire Skills	3	12%	Build capabilities before competing
Harvest	4	17%	Extract value from declining positions
Avoid/Exit	3	12%	Do not invest — exit if possible

SPAN Position Details

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	7.2	7.5	Grow Invest	Invest aggressively to grow market share and revenue
SO-2	7.2	7.5	Grow Invest	Invest aggressively to grow market share and revenue
SO-3	7.2	7.5	Grow Invest	Invest aggressively to grow market share and revenue
SO-4	7.2	7.5	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Guatemala revenue growth 7.4% YoY	6.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
Tigo launches Tigo Money mobile wallet expansion	6.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Guatemala expands 4G LTE coverage to 5 new departments	6.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
5G SA enabling network slicing and enterprise services	6.9	6.4	Grow Invest	Invest aggressively to grow market share and revenue
AI/ML for network optimization and customer experience	6.9	6.4	Grow Invest	Invest aggressively to grow market share and revenue
Open RAN for vendor diversification and cost reduction	6.9	6.4	Grow Invest	Invest aggressively to grow market share and revenue
Regulatory Environment: Compliance	7.0	7.0	Grow Invest	Invest aggressively to

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
requirements and spectrum policies directly affect Tigo Guatemala				grow market share and revenue
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access	7.0	7.0	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Movistar Gt weakness: Brand Strength: score 60 (market avg 74)	6.7	6.3	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Movistar Gt weakness: Customer Service: score 55 (market avg 65)	6.7	6.3	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

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
ST-3	3.5	6.5	Harvest	Maximize short-term returns while maintaining comp
ST-4	3.5	6.5	Harvest	Maximize short-term returns while maintaining comp
WT-1	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.
WT-2	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.
WT-3	2.5	3.0	Avoid Exit	Consider exit or minimal maintenance investment.

2. Grow/Invest Opportunities

Execute aggressively — highest priority

1. Leverage Brand Strength → Regulatory Environment

Leverage 'Brand Strength: score 85 (market avg 74)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala'.

Aspect	Detail
Priority	PO
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

2. Leverage Customer Service → National Digital Strategy

Leverage 'Customer Service: score 72 (market avg 65)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

3. Leverage Digital Experience → Tigo Guatemala revenue growth 7.4% YoY

Leverage 'Digital Experience: score 70 (market avg 62)' to capture the opportunity of 'Tigo Guatemala revenue growth 7.4% YoY'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

4. Leverage Distribution → Tigo launches Tigo Money mobile wallet e...

Leverage 'Distribution: score 88 (market avg 76)' to capture the opportunity of 'Tigo launches Tigo Money mobile wallet expansion'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

5. Tigo Guatemala revenue growth 7.4% YoY

Tigo Guatemala revenue growth 7.4% YoY

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, pricing

6. Tigo launches Tigo Money mobile wallet expansion

Tigo launches Tigo Money mobile wallet expansion

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, merger

7. Tigo Guatemala expands 4G LTE coverage to 5 new departments

Tigo Guatemala expands 4G LTE coverage to 5 new departments

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, technology

8. 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

9. AI/ML for network optimization and customer experience

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

Aspect	Detail
Priority	PO
Rationale	Quadrant: grow_invest

Derived from: trend_technology

10. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

Aspect	Detail
Priority	PO
Rationale	Quadrant: grow_invest

Derived from: trend_technology

11. Regulatory Environment: Compliance requirements and spectrum polici...

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

Aspect	Detail
Priority	PO
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

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

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

Aspect	Detail
Priority	PO
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

13. Exploit Movistar Gt weakness: Brand Strength: score 60 (market avg 74)

Competitor Movistar Gt is weak in: Brand Strength: score 60 (market avg 74)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Movistar Gt

14. Exploit Movistar Gt weakness: Customer Service: score 55 (market avg 65)

Competitor Movistar Gt is weak in: Customer Service: score 55 (market avg 65)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Movistar Gt

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 Guatemala'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

2. Address Vulnerable to aggressive pricing from competitors → National Digital Strategy

Address weakness 'Vulnerable to aggressive pricing from competitors' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Guatemala investment but also enable subsidy access'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

3. Address Capex pressure to maintain broadband competitiveness → Tigo Guatemala revenue growth 7.4% YoY

Address weakness 'Capex pressure to maintain broadband competitiveness' to unlock the opportunity of 'Tigo Guatemala revenue growth 7.4% 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 → Claro Guatemala revenue growth 5.2% YoY
- Defend Digital Experience → High existing competitors pressure
- Defend Distribution → High substitutes pressure

Avoid/Exit

No viable path — exit or do not enter

- Mitigate 5G coverage gap at only 0.0% → Regulatory Environment

- Mitigate Vulnerable to aggressive pricing from competitors → Claro Guatemala revenue growth 5.2% YoY
 - Mitigate Capex pressure to maintain broadband competitiveness → High existing competitors 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 Guatemala revenue growth 7.4% YoY	N/A		
Leverage Distribution → Tigo launches Tigo Money mobile wallet e...	N/A		
Tigo Guatemala revenue growth 7.4% YoY	N/A		

P1 — Should Do (Strategic)

High-impact strategic initiatives

Opportunity	Addressable Market	Time Window	Capability
Tigo launches Tigo Money mobile wallet expansion	N/A		
Tigo Guatemala expands 4G LTE coverage to 5 new 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 Movistar Gt weakness: Brand Strength: score 60 (market avg 74)	N/A		
Exploit Movistar Gt weakness: Customer Service: score 55 (market av...	N/A		
Address 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Address Vulnerable to aggressive pricing from competitors → National Digital Strategy	N/A		
Address Capex pressure to maintain broadband competitiveness → Tigo Guatemala revenue growth 7.4% 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 → Claro Guatemala revenue growth 5.2% YoY	N/A		
Defend Digital Experience → High existing competitors pressure	N/A		
Defend Distribution → High substitutes pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Mitigate Vulnerable to aggressive pricing from competitors → Claro Guatemala revenue growth 5.2% YoY	N/A		
Mitigate Capex pressure to maintain broadband competitiveness → High existing competitors 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 Guatemala revenue growth 7.4% YoY	P0	N/A
Leverage Distribution → Tigo launches Tigo Money mobile wallet e...	P0	N/A
Tigo Guatemala revenue growth 7.4% YoY	P0	N/A
Tigo launches Tigo Money mobile wallet expansion	P1	N/A
Tigo Guatemala expands 4G LTE coverage to 5 new 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

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 24 opportunities: 14 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 14 grow/invest items for maximum strategic impact.

Immediate Actions (Next Quarter)

- **Accelerate Fixed Broadband Growth:** Fixed Broadband showing strong momentum at Q980M — invest to accelerate
- **Tigo Guatemala revenue growth 7.4% YoY:** Tigo Guatemala revenue growth 7.4% YoY
- **Tigo launches Tigo Money mobile wallet expansion:** Tigo launches Tigo Money mobile wallet expansion

Medium-Term Initiatives (1-3 Years)

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

Net assessment: 24 opportunities mapped: 14 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 14 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: 2 P0 (immediate), 3 P1 (1-2 years), 1 P2 (3-5 years)

Priority	Domain	Task	Description	KPIs
P0	Business	Accelerate Mobile Growth	Mobile at €2,900M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €980M showing strong momentum — invest to	Fixed Broadband revenue +10% YoY; Market share gain
P1	Network	Network Quality Optimization	Improve network reliability and customer experience scores	Network quality index improvement
P1	Business	Opportunity Portfolio Execution	14 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 Mobile Growth
- Launch: Accelerate Fixed Broadband Growth
- Establish governance cadence
- Baseline KPI measurement

Q2: Scale & Build Capabilities (P0)

- Scale: Accelerate Mobile Growth
- Scale: Accelerate Fixed Broadband Growth
- Initiate: Network Quality Optimization
- Initiate: Opportunity Portfolio Execution

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 2 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 Guatemala BLM Strategic Assessment (CQ4_2025)

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