

Tigo Ecuador — BLM Strategic Assessment: Complete Analysis

Period: CQ4_2025

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

Protagonist: Tigo Ecuador

Market: Ecuador Telecommunications

Generated: 2026-02-14

Population: 18.0M

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
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02	Look 2: Market & Customer — \$APPEALS	Link
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Executive Summary – Tigo Ecuador

BLM Strategic Assessment

Period: CQ4_2025

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

Protagonist: Tigo Ecuador

Market: Ecuador Telecommunications

The One-Line Verdict

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

1. Situation at a Glance

1.1 Market Context

Metric	Value	Implication
Market size	USD 1.2B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+2.5% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Claro Ecuador: 47.0%, Tigo Ecuador: 29.0%, CNT Ecuador: 24.0%)	Market structure
Lifecycle stage	Late_Growth	
Population	18.0M	
Regulator	ARCOTEL (Agencia de Regulacion y Control de las Telecomunicaciones)	
Structure	3-operator oligopoly	

1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	\$355M	#2	

1.3 The Headline Numbers

Revenue	\$355M/q
EBITDA	\$116M/q

2. Key Findings by BLM Look

Look 1: Trends (PEST)

Net assessment: Favorable macro environment in a late_growth market (+2.5% YoY (CQ2_2025 -> CQ4_2025) YoY). 2 policy opportunities vs 1 policy threats.

Finding	Impact
Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is in late growth phase. (+2.5% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: late_growth	
Market growth: +2.5% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 7/9 factors present opportunities

Look 2: Market & Customer (\$APPEALS)

Net assessment: Tigo Ecuador leads in 3 of 8 \$APPEALS dimensions and trails in 5. 3 customer segments identified.

Finding	Impact
Ecuador telecom market totals USD 1,225M in quarterly revenue; gaps in Assurances, Social/Brand; Market outlook is favorable with more opportunities than threats.	
Market outlook: favorable	
3 customer segments identified	

Look 3: Competition

Net assessment: #2 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Innovation: score 58 (market avg 54), Strong EBITDA margin at 32.7%.

Finding	Impact
In a 3-player market with medium competition intensity, Claro Ecuador leads with 47% revenue share. Target operator holds 29% share. Strongest competitive force: Substitutes.	
Competition intensity: medium	
2 competitor deep dives completed	

Look 4: Self-Analysis

Net assessment: Overall stable operator. EBITDA margin 32.7%. 0 of 5 segments rated 'strong'. Key challenge: Brand Strength: score 55 (market avg 65).

Finding	Impact
Ranked #2 of 3 operators in market; revenue USD 355.0M; EBITDA margin 32.7%; stable but facing challenges; key strength: Innovation; key challenge: Brand Strength; Management outlook: Ecuador integration proceeding on schedule; synergies expected from Millicom LATAM platform	
Health rating: stable	

Tariff Analysis

Net assessment: Tariff analysis available

SWOT Synthesis

Net assessment: S:4/W:6/O:4/T:4 — Turnaround (WO-dominant). Weaknesses exceed strengths, opportunities outweigh threats.

Finding	Impact
SWOT analysis identifies 4 strengths, 6 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is cautious (WT-dominant).	

S:4 W:6 O:4 T:4	Balance: W>S, T>O
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Look 5: Opportunities (SPAN)

Net assessment: 26 opportunities mapped: 7 grow/invest, 11 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 7 grow/invest items.

Finding	Impact
SPAN matrix positions 26 opportunities: 7 grow/invest, 11 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 7 grow/invest items for maximum strategic impact.	Favorable opportunity landscape

3. "The Squeezed Middle" — Central Diagnosis

The single most important finding across all Five Looks is Tigo Ecuador's "Squeezed Middle" 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 Innovation for Regulatory Environment
2. Leverage Strong EBITDA margin at 32.7% for Digital Strategy Alignment
3. Leverage Revenue on growth trajectory for Tigo Ecuador revenue growth 6.0% YoY

Dimension	Claro Ec	Cnt Ec	Tigo Ecuador
Revenue	\$576M	\$294M	\$355M
Revenue Growth	+6.0%	+1.4%	+6.1%
Ebitda Margin	37.0%	20.1%	32.7%
Subscribers	9,350K	2,500K	5,850K
Arpu	\$4.50	\$4.30	\$4.00
Churn	1.9%	3.0%	2.5%
5G Coverage	0.0%	0.0%	0.0%

4. Strategic Priorities — Consolidated

Across all analyses, 5 strategic priorities emerge consistently:

Priority 1: Close Brand Strength Gap (EXISTENTIAL)

Aspect	Detail
Current capability	Brand Strength: score 55 (market avg 65)
Time window	1-2 years
Approach	Targeted investment to close gap in Brand Strength

Priority 2: Close Distribution Gap (EXISTENTIAL)

Aspect	Detail
Current capability	Distribution: score 65 (market avg 73)
Time window	1-2 years
Approach	Targeted investment to close gap in Distribution

Priority 3: Close Enterprise Solutions Gap (EXISTENTIAL)

Aspect	Detail
Current capability	Enterprise Solutions: score 55 (market avg 61)
Time window	1-2 years
Approach	Targeted investment to close gap in Enterprise Solutions

Priority 4: Exploit Cnt Ec Weakness (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Competitor cnt_ec is weak in: Brand Strength: score 58 (market avg 65)

Priority 5: Exploit Claro Ec Weakness (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Competitor claro_ec is weak in: Price Competitiveness: score 62 (market avg 68)

5. What NOT to Do

Equally important — strategic traps to avoid:

Trap	Why It's Tempting	Why It's Wrong
Enter a price war	Value competitors are winning on price	Margin destruction without winning price-sensitive customers back
Attempt premium repositioning	Leader's margins are enviable	Trails leader on every dimension; would take years and heavy investment
Delay core transformation	Current performance is adequate	Key weakness: Brand Strength: score 55 (market avg 65); delay compounds disadvantage

6. Timeline & Sequencing

SHORT-TERM (6-18 months)

- Close Brand Strength Gap
- Close Distribution Gap
- Close Enterprise Solutions Gap

MEDIUM-TERM (2-3 years)

- Exploit Cnt Ec Weakness
- Exploit Claro Ec Weakness

7. Risk/Reward Summary

7.1 If Executed Well (Bull Case)

Scenario: Execute all 5 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 5 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	\$236M	—	—	Growth
Fixed Broadband revenue	\$81M	—	—	Growth
B2B revenue	\$18M	—	—	Growth

Ecuador Telecom Macro Trends — PEST Deep Analysis (CQ4_2025)

Data basis: PEST framework | 9 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	USD 1.2B (quarterly, CQ4_2025)	Market scale
YoY growth	+2.5% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	Stable (industry EBITDA margin ~31.7%)	
Concentration	CR4 = 100% (Claro Ecuador: 47.0%, Tigo Ecuador: 29.0%, CNT Ecuador: 24.0%)	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	2	2	1	Favorable
Economic	3	1	0	Strongly favorable
Social	2	2	1	Favorable
Technology	2	2	1	Favorable
Total	9	7	3	Net favorable (7 opps vs 3 threats)

Overall weather: Sunny — Mostly favorable: 7/9 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: ARCOTEL regulatory framework; dollarized economy; pro-competition mandate

Industry impact: Regulatory framework shapes competitive dynamics and investment requirements

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

- Macro data: ARCOTEL regulatory framework; dollarized economy; pro-competition mandate

3.2 National Digital Strategy

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

Current status: Ecuador Digital plan; broadband universalization; 5G spectrum planning

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

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

- Digital strategy: Ecuador Digital plan; broadband universalization; 5G spectrum planning

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 2.5%

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

Company impact: Supported revenue growth for Tigo Ecuador

- GDP growth: 2.5%

4.2 Inflation

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

Current status: Inflation at 2.2%

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

Company impact: Manageable cost environment for Tigo Ecuador

- Inflation: 2.2%

4.3 Unemployment

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

Current status: Unemployment at 5.0%

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

Company impact: Consumer segment sensitivity for Tigo Ecuador

- Unemployment: 5.0%

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 Ecuador

- 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 12.0%

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 Ecuador

- Fiber penetration: 12.0%

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 Ecuador

- 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 12.0%, indicating ongoing network modernization

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

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

- Fiber penetration: 12.0%

Value Transfer & Emerging Models

Value Migration Map

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

New Business Models

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

Technology Revolution

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

Impact Assessment & Net Assessment

Key message: Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is in late growth phase. (+2.5% YoY (CQ2_2025 -> CQ4_2025))

Net assessment: Favorable macro environment in a late_growth market (+2.5% 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 Ecuador
- National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access

Policy Threats

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

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

Protagonist: Tigo Ecuador

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

1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	\$1,225M
Total Mobile Subscribers K	17,700K
Total Broadband Subscribers K	1,895K
Market Shares	Claro Ecuador: 47.0%; Tigo Ecuador: 29.0%; CNT Ecuador: 24.0%
Penetration Rates	Mobile Penetration Pct: 98.3; Broadband Penetration Pct: 10.5
Operator Count	3

Market outlook: Favorable

2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Pricing	Claro Ecuador revenue growth 5.9% YoY	Threat	Medium	Peer Driven
Pricing	Tigo Ecuador revenue growth 6.0% YoY	Opportunity	Medium	Peer Driven
Merger	Millicom completes acquisition of Telefonica Ecuador	Opportunity	High	Peer Driven

3. Customer Segmentation

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

Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable mobile data packages; Better rural connectivity
- **Pain points:** Limited coverage outside major cities; Expensive data relative to income
- **Decision factors:** Price per GB; Coverage area; Social media bundles

Segment: Consumer Postpaid Urban

- **Unmet needs:** Higher speed 4G/LTE service; Convergent fixed-mobile bundles
- **Pain points:** Network congestion in Quito and Guayaquil; Limited device financing options
- **Decision factors:** Network quality; Data allowance; Device availability

Segment: Enterprise & Government

- **Unmet needs:** Cloud connectivity and managed services; Reliable enterprise broadband
- **Pain points:** Limited B2B product sophistication; Slow enterprise provisioning
- **Decision factors:** Reliability; Price; SLA guarantees

4. \$APPEALS Assessment

Dimension	Tigo Ecuador	Claro Ec	Cnt Ec	Priority
Price	0.0	—	—	Critical
Availability	3.5	4.1	3.0	Critical
Packaging	0.0	—	—	Important
Performance	3.2	3.9	2.6	Critical
Ease of Use	3.0	3.4	2.4	Important
Assurances	2.8	3.6	2.8	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	2.8	4.1	2.9	Nice_To_Have

Gap Analysis

Dimension	Tigo Ecuador	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.5	4.1	-0.6	Lagging	Below market average in Availability by 0.0 points. Leader: claro_ec (4.1/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.2	3.9	-0.7	Lagging	Below market average in Performance by 0.0 points. Leader: claro_ec (3.9/5.0)
Ease of Use	3.0	3.4	-0.4	Lagging	Above average in Ease of Use but 0.4 points behind leader (claro_ec: 3.4/5.0)
Assurances	2.8	3.6	-0.8	Lagging	Below market average in Assurances by 0.4 points. Leader: claro_ec (3.6/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	2.8	4.1	-1.3	Lagging	Below market average in Social/Brand by 0.7 points. Leader: claro_ec (4.1/5.0)

5. Customer Value Migration

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

6. Opportunities & Threats Summary

Opportunities

Opportunity	Impact	Severity
Tigo Ecuador revenue growth 6.0% YoY	Year-over-year growth indicates sustained growth trajectory	Medium
Millicom completes acquisition of Telefonica Ecuador	Tigo Ecuador brand launches, integration of fixed+mobile assets begins	High

Threats

Threat	Impact	Severity
Claro Ecuador revenue growth 5.9% YoY	Year-over-year growth indicates sustained growth trajectory	Medium

Key message: Ecuador telecom market totals USD 1,225M in quarterly revenue; gaps in Assurances, Social/Brand; Market outlook is favorable with more opportunities than threats.

Net assessment: Tigo Ecuador leads in 3 of 8 \$APPEALS dimensions and trails in 5. 3 customer segments identified.

Tariff Deep Analysis (CQ4_2025)

Competition Analysis — Porter's Five Forces + Deep Dives (CQ4_2025)

Protagonist: Tigo Ecuador

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	#2 by revenue

The market comprises 3 active operators: Tigo Ecuador, CNT Ecuador, Claro Ecuador. Overall competition intensity is assessed as medium. Revenue ranking: Claro Ecuador (576.0M), Tigo Ecuador (355.0M), CNT Ecuador (294.0M). 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	3 active operators in the market	medium	stable
Market concentration	Top operator holds 47% of market revenue (total: USD 1,225M)	high	stable
Growth rate disparity	Service revenue growth ranges from +1.4% to +6.1% (spread: 4.7pp)	medium	stable
Margin pressure	Average EBITDA margin: 29.9%	medium	stable

Implications:

- Market is concentrated with top player at 47% 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: 2.47%/month. Highest: 3.00% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 20%. 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

Cnt Ec

Financial & Subscriber Profile

Metric	Value
Revenue	\$294M
Service Revenue	\$279M
Service Revenue Growth Pct	1.4%
Ebitda	\$59M
Ebitda Margin Pct	20.1%
Ebitda Growth Pct	N/A
Capex	\$53M
Capex To Revenue Pct	18.0%
Mobile Total K	2,500K
Mobile Postpaid K	375K
Mobile Net Adds K	0K
Mobile Churn Pct	3.0%
Mobile Arpu	\$4.30
Broadband Total K	835K
Broadband Fiber K	470K
Broadband Net Adds K	N/A
Tv Total K	157K
Mobile Trend	flat
Broadband Trend	growing
Arpu Trend	growing

Growth strategy: Revenue-led profitable growth

Business model: Convergent (mobile + fixed); service-revenue dominant; low-margin / scale-focused

Network Status

- **Status:** data_available
- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 55.0%
- **Fiber Homepass K:** 2,000K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei/ZTE; Spectrum Mhz: 80

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

Core control points: Own fiber infrastructure (2000k homes)

Ecosystem partners: Network vendor: Huawei/ZTE

Organization: CEO: Maria Fernanda Torres (Government-appointed, public sector)

Key problems:

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

Strengths & Weaknesses

Strengths	Weaknesses
Price Competitiveness: score 75 (market avg 68)	Brand Strength: score 58 (market avg 65)
	Customer Service: score 48 (market avg 59)
	Digital Experience: score 42 (market avg 57)
	Enterprise Solutions: score 55 (market avg 61)
	Innovation: score 40 (market avg 54)

Implications for Tigo Ecuador

- **Threat:** CNT Ecuador's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Opportunity:** CNT Ecuador 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 CNT Ecuador.
- **Learning:** CNT Ecuador excels in: Price Competitiveness. Study their approach for best practices.
- Action: Benchmark CNT Ecuador's practices in Price Competitiveness.

Likely future actions:

- CNT Ecuador is likely to continue aggressive network expansion (capex/revenue at 18% with growing revenue).

Claro Ec

Financial & Subscriber Profile

Metric	Value
Revenue	\$576M
Service Revenue	\$546M
Service Revenue Growth Pct	6.0%
Ebitda	\$213M
Ebitda Margin Pct	37.0%
Ebitda Growth Pct	N/A
Capex	\$101M
Capex To Revenue Pct	17.5%
Mobile Total K	9,350K
Mobile Postpaid K	2,355K
Mobile Net Adds K	50K
Mobile Churn Pct	1.9%
Mobile Arpu	\$4.50
Broadband Total K	570K
Broadband Fiber K	220K
Broadband Net Adds K	N/A
Tv Total K	271K
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:** 80.0%
- **Fiber Homepass K:** 1,500K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson; Spectrum Mhz: 140; Core Vendor: Ericsson

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

Core control points: Market leadership in Distribution; Market leadership in Brand Strength; Market leadership in Network Coverage; Own fiber infrastructure (1500k homes)

Ecosystem partners: Network vendor: Ericsson

Organization: CEO: Jorge Hidalgo (America Movil Andean region)

Key problems:

- Competitive gap in Price Competitiveness

Strengths & Weaknesses

Strengths	Weaknesses
Brand Strength: score 82 (market avg 65)	Price Competitiveness: score 62 (market avg 68)
Customer Service: score 68 (market avg 59)	
Digital Experience: score 70 (market avg 57)	
Distribution: score 85 (market avg 73)	
Enterprise Solutions: score 72 (market avg 61)	

Implications for Tigo Ecuador

- **Threat:** Claro Ecuador's growing revenue indicates competitive pressure; they are capturing market value.

- Action: Monitor pricing and go-to-market strategies.
- **Opportunity:** Claro Ecuador is weak in: Price Competitiveness. Target can differentiate in these dimensions.
- Action: Invest in Price Competitiveness to capture customers dissatisfied with Claro Ecuador.
- **Learning:** Claro Ecuador excels in: Brand Strength, Customer Service, Digital Experience. Study their approach for best practices.
- Action: Benchmark Claro Ecuador's practices in Brand Strength, Customer Service, Digital Experience.

Likely future actions:

- Claro Ecuador is likely to continue aggressive network expansion (capex/revenue at 18% with growing revenue).
 - Claro Ecuador is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.
-

4. Cross-Operator Comparison Dashboard

Metric	Claro Ec	Cnt Ec	Tigo Ecuador
Revenue	\$576M	\$294M	\$355M
Revenue Growth	+6.0%	+1.4%	+6.1%
Ebitda Margin	37.0%	20.1%	32.7%
Subscribers	9,350K	2,500K	5,850K
Arpu	\$4.50	\$4.30	\$4.00
Churn	1.9%	3.0%	2.5%
5G Coverage	0.0%	0.0%	0.0%

5. Competitive Dynamics

The market comprises 3 active operators: Tigo Ecuador, CNT Ecuador, Claro Ecuador. Overall competition intensity is assessed as medium. Revenue ranking: Claro Ecuador (576.0M), Tigo Ecuador (355.0M), CNT Ecuador (294.0M). Five Forces: Existing Competitors: medium; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

Key message: In a 3-player market with medium competition intensity, Claro Ecuador leads with 47% revenue share. Target operator holds 29% share. Strongest competitive force: Substitutes.

Net assessment: #2 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Innovation: score 58 (market avg 54), Strong EBITDA margin at 32.7%.

6. Competitive Risk Register

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

Self Analysis — Tigo Ecuador (CQ4_2025)

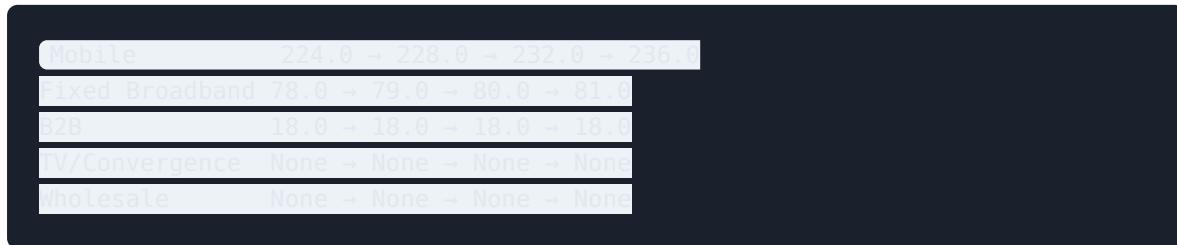
Framework: Business Model Canvas (BMC) + Capability Assessment

Health rating: Stable

1. Financial Health Dashboard

KPI	Value
Total Revenue	\$355M
Service Revenue	\$335M
Ebitda	\$116M
Ebitda Margin Pct	32.7%
Net Income	N/A
Capex	\$64M
Capex To Revenue Pct	18.0%
Opex	N/A
Employees	2,600
Revenue Qoq Pct	1.4%
Revenue YoY Pct	6.0%
Ebitda Qoq Pct	1.8%
Ebitda Growth Pct	7.4%
Service Revenue Growth Pct	6.1%

Revenue Trends (Recent Quarters)



2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	\$236M	66.5%
Fixed Service Revenue	\$81M	22.8%
B2B Revenue	\$18M	5.1%
Other Revenue	\$20M	5.6%
Total	\$355M	100.0%

3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	\$236M	Stable	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	\$81M	Stable	GROW: Improving trajectory — consider incremental investment
B2B	\$18M	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	\$236M
Mobile Service Growth %	7.3%
Mobile Total (K)	5,850K
Mobile Postpaid (K)	1,175K
Mobile Prepaid (K)	4,675K
Mobile Net Adds (K)	50K
Mobile Churn %	2.5%
Mobile ARPU	\$4.00
IoT Connections (K)	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	236.0	232.0	Improving	Minor
subscribers	5850.0	5800.0	Stable	Minor
arpu	4.0	4.0	Stable	Minor

Key message: Mobile service revenue at 236.0M; up 7.3% YoY; ARPU 4.0

Action required: GROW: Improving trajectory — consider incremental investment

Segment: Fixed Broadband [Stable]

Metric	Value
Fixed Service Revenue	\$81M
Fixed Service Growth %	5.1%
Broadband Total (K)	490K
Broadband Net Adds (K)	10K
Broadband Cable (K)	N/A
Broadband Fiber (K)	170K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	81.0	80.0	Improving	Minor
subscribers	490.0	480.0	Improving	Moderate
arpu			Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): subscribers increased 2.1% QoQ

Key message: Fixed service revenue 81.0M; growth +5.1% YoY; Fiber subs 170K

Action required: GROW: Improving trajectory — consider incremental investment

Segment: B2B [Stable]

Metric	Value
B2B Revenue	\$18M
B2B Growth %	N/A
B2B Customers (K)	29K
B2B Share Of Revenue %	5.1%

Changes

Metric	Current	Previous	Direction	Significance
revenue	18.0	18.0	Stable	Minor
customers	29.0	28.0	Improving	Moderate

Why — Attribution Analysis

- **Product Change** (high): customers increased 3.6% QoQ

Key message: B2B revenue 18.0M; 5.1% of total revenue

Action required: GROW: Improving trajectory — consider incremental investment

Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	235K
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	235.0	230.0	Improving	Moderate
fmc_subscribers			Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): subscribers increased 2.2% QoQ

Key message: TV subscribers 235K

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	Nokia/Ericsson
Spectrum Mhz	110
Core Vendor	Nokia

Coverage

Technology	Coverage
5G	0.0%
4G	72.0%

Controlled vs. Resale

Type	Detail
Own Infrastructure	fiber, mobile
Summary	Inherited Telefonica Ecuador fixed+mobile network; owns 4G mobile and fixed broadband infrastructure. ~85% own-network.

Homepass vs. Connect

Metric	Value
Fiber Homepass K	1,200K
Fiber Connected K	170K
Fiber Penetration Pct	14.2%

Evolution Strategy

- **Data Signals:** Fiber-only fixed footprint
- **Summary:** 4G LTE expansion and densification; fiber rollout in major cities; integration with Millicom regional network standards.

Investment direction: stable

Vs. competitors: Fiber: 1.7x less homepass than CNT Ecuador

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

B2B impact: B2B revenue share: 5%

Cost impact: Moderate capex intensity (18.0%)

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

- Innovation: score 58 (market avg 54)
- Strong EBITDA margin at 32.7%

- Revenue on growth trajectory
- Top 2 in revenue market ranking

Weaknesses

- Brand Strength: score 55 (market avg 65)
- Distribution: score 65 (market avg 73)
- Enterprise Solutions: score 55 (market avg 61)
- 5G coverage gap at only 0.0%

Exposure Points

Trigger	Side Effect	Attack Vector	Severity
Post-acquisition integration complexity from Telefonica Ecuador	Customer churn during brand transition period	Claro and CNT target Tigo customers during transition	High
Limited historical brand awareness as Tigo in Ecuador	Customer trust deficit vs established Claro and CNT brands	Competitors emphasize local presence and stability	Medium

7. Management & Organization

Leadership Team

Name	Title	Tenure
Carlos Villagomez	CEO	1 years

Organization & Culture

Leadership in transition (avg tenure <1.5 years); Transitioning from Telefonica culture to Millicom/Tigo operational model; integration-focused management team.

Management Commentary (Earnings Calls)

Performance gap: Top performance gaps: EBITDA margin gap: -4.3pp vs leader (Claro Ecuador at 37.0%); Revenue share gap: -18.0pp vs leader (47.0%); Brand Strength: -27pp vs leader

Opportunity gap: Top opportunity gaps: B2B revenue gap (28% below market leader)

Strategic review: Management outlook: Ecuador integration proceeding on schedule; synergies expected from Millicom LATAM platform. Revenue trajectory growing, margins

healthy (32.7%). Execution balanced — strengths and weaknesses roughly even.
Primary risk: Brand Strength: score 55 (market avg 65)

8. Strategic Diagnosis Summary

Key message: Ranked #2 of 3 operators in market; revenue USD 355.0M; EBITDA margin 32.7%; stable but facing challenges; key strength: Innovation; key challenge: Brand Strength; Management outlook: Ecuador integration proceeding on schedule; synergies expected from Millicom LATAM platform

Net assessment: Overall stable operator. EBITDA margin 32.7%. 0 of 5 segments rated 'strong'. Key challenge: Brand Strength: score 55 (market avg 65).

SWOT Synthesis — Tigo Ecuador (CQ4_2025)

Competitive stance: Turnaround (WO-dominant)

1. SWOT Overview

Quadrant	Count	Key Items
Strengths	4	Innovation: score 58 (market avg 54), Strong EBITDA margin at 32.7%, Revenue on growth trajectory
Weaknesses	6	Brand Strength: score 55 (market avg 65), Distribution: score 65 (market avg 73), Enterprise Solutions: score 55 (market avg 61)
Opportunities	4	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Ecuador revenue growth 6.0% YoY
Threats	4	Regulatory Environment: Compliance requirements..., Claro Ecuador revenue growth 5.9% YoY, High substitutes pressure

Balance: W > S and O > T

Competitive stance: Turnaround (WO-dominant)

Critical insight: SWOT analysis identifies 4 strengths, 6 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is cautious (WT-dominant).

2. Strengths

1. Innovation: score 58 (market avg 54)
 2. Strong EBITDA margin at 32.7%
 3. Revenue on growth trajectory
 4. Top 2 in revenue market ranking
-

3. Weaknesses

1. Brand Strength: score 55 (market avg 65)
2. Distribution: score 65 (market avg 73)
3. Enterprise Solutions: score 55 (market avg 61)
4. 5G coverage gap at only 0.0%
5. Customer churn during brand transition period
6. Customer trust deficit vs established Claro and CNT brands

Weakness Interactions

Note: Weaknesses often compound. For example, 'Brand Strength: score 55 (market avg 65)' may exacerbate 'Distribution: score 65 (market avg 73)', creating a negative feedback loop.

4. Opportunities

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador
 2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access
 3. Tigo Ecuador revenue growth 6.0% YoY
 4. Millicom completes acquisition of Telefonica Ecuador
-

5. Threats

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador
2. Claro Ecuador revenue growth 5.9% YoY
3. High substitutes pressure
4. High buyer power pressure

Compound Threat Effects

Multiple threats occurring simultaneously amplify impact. If 'Regulatory Environment: Compliance requirements...' coincides with 'Claro Ecuador revenue growth 5.9% YoY', 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 'Innovation: score 58 (market avg 54)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.
2. Leverage 'Strong EBITDA margin at 32.7%' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access'.
3. Leverage 'Revenue on growth trajectory' to capture the opportunity of 'Tigo Ecuador revenue growth 6.0% YoY'.
4. Leverage 'Top 2 in revenue market ranking' to capture the opportunity of 'Millicom completes acquisition of Telefonica Ecuador'.

WO Strategies (Weaknesses x Opportunities)

Fix weaknesses to capture opportunities — Posture: Developmental

1. Address weakness 'Brand Strength: score 55 (market avg 65)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.
2. Address weakness 'Distribution: score 65 (market avg 73)' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access'.
3. Address weakness 'Enterprise Solutions: score 55 (market avg 61)' to unlock the opportunity of 'Tigo Ecuador revenue growth 6.0% YoY'.
4. Address weakness '5G coverage gap at only 0.0%' to unlock the opportunity of 'Millicom completes acquisition of Telefonica Ecuador'.

ST Strategies (Strengths x Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Innovation: score 58 (market avg 54)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.

2. Use strength 'Strong EBITDA margin at 32.7%' to counter the threat of 'Claro Ecuador revenue growth 5.9% YoY'.
3. Use strength 'Revenue on growth trajectory' to counter the threat of 'High substitutes pressure'.
4. Use strength 'Top 2 in revenue market ranking' to counter the threat of 'High buyer power pressure'.

WT Strategies (Weaknesses x Threats)

Minimize weaknesses and avoid threats — Posture: Survival

1. Mitigate weakness 'Brand Strength: score 55 (market avg 65)' and defend against the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.
 2. Mitigate weakness 'Distribution: score 65 (market avg 73)' and defend against the threat of 'Claro Ecuador revenue growth 5.9% YoY'.
 3. Mitigate weakness 'Enterprise Solutions: score 55 (market avg 61)' and defend against the threat of 'High substitutes pressure'.
 4. Mitigate weakness '5G coverage gap at only 0.0%' and defend against the threat of 'High buyer power pressure'.
-

7. Strategic Synthesis

Key message: SWOT analysis identifies 4 strengths, 6 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is cautious (WT-dominant).

Competitive stance: Turnaround (WO-dominant)

This SWOT analysis reinforces the "**The Squeezed Middle**" central diagnosis identified across all Five Looks.

Net assessment: S:4/W:6/O:4/T:4 — Turnaround (WO-dominant). Weaknesses exceed strengths, opportunities outweigh threats.

Opportunities Analysis — SPAN Matrix (CQ4_2025)

Protagonist: Tigo Ecuador

Framework: SPAN (Strategy Positioning and Action Navigation) Matrix

1. SPAN Matrix Overview

Quadrant	Count	Share	Action
Grow/Invest	7	27%	Execute aggressively — highest priority
Acquire Skills	11	42%	Build capabilities before competing
Harvest	4	15%	Extract value from declining positions
Avoid/Exit	4	15%	Do not invest — exit if possible

SPAN Position Details

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	6.4	5.2	Grow Invest	Invest aggressively to grow market share and revenue
SO-2	6.4	5.2	Grow Invest	Invest aggressively to grow market share and revenue
SO-3	6.4	5.2	Grow Invest	Invest aggressively to grow market share and revenue
SO-4	6.4	5.2	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Ecuador revenue growth 6.0% YoY	5.7	4.7	Acquire Skills	Build missing capabilities before committing major
Millicom completes acquisition of Telefonica Ecuador	6.7	4.7	Acquire Skills	Build missing capabilities before committing major
5G SA enabling network slicing and enterprise services	6.1	5.0	Acquire Skills	Build missing capabilities before committing major
AI/ML for network optimization and customer experience	6.1	5.0	Acquire Skills	Build missing capabilities before committing major
Open RAN for vendor diversification and cost reduction	6.1	5.0	Acquire Skills	Build missing capabilities before committing major
Regulatory Environment: Compliance requirements	6.2	4.7	Acquire Skills	Build missing capabilities

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
and spectrum policies directly affect Tigo Ecuador				before committing major
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access	6.2	4.7	Acquire Skills	Build missing capabilities before committing major
Exploit Cnt Ec weakness: Brand Strength: score 58 (market avg 65)	5.8	5.5	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Cnt Ec weakness: Customer Service: score 48 (market avg 59)	5.8	5.5	Grow Invest	Invest aggressively to grow market share and revenue
Exploit Claro Ec weakness: Price Competitiveness: score 62 (market avg 68)	5.8	5.5	Grow Invest	Invest aggressively to grow market share and revenue
WO-1	6.0	3.0	Acquire Skills	Build missing capabilities before committing major
WO-2	6.0	3.0	Acquire Skills	Build missing capabilities before committing major
WO-3	6.0	3.0	Acquire Skills	Build missing capabilities before committing major
WO-4	6.0	3.0	Acquire Skills	Build missing capabilities before committing major
ST-1	3.5	6.5	Harvest	Maximize short-term returns

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

2. Grow/Invest Opportunities

Execute aggressively — highest priority

1. Leverage Innovation → Regulatory Environment

Leverage 'Innovation: score 58 (market avg 54)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

2. Leverage Strong EBITDA margin at 32.7% → National Digital Strategy

Leverage 'Strong EBITDA margin at 32.7%' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

3. Leverage Revenue on growth trajectory → Tigo Ecuador revenue growth 6.0% YoY

Leverage 'Revenue on growth trajectory' to capture the opportunity of 'Tigo Ecuador revenue growth 6.0% YoY'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

4. Leverage Top 2 in revenue market ranking → Millicom completes acquisition of Telefo...

Leverage 'Top 2 in revenue market ranking' to capture the opportunity of 'Millicom completes acquisition of Telefonica Ecuador'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

5. Exploit Cnt Ec weakness: Brand Strength: score 58 (market avg 65)

Competitor Cnt Ec is weak in: Brand Strength: score 58 (market avg 65)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Cnt Ec

6. Exploit Cnt Ec weakness: Customer Service: score 48 (market avg 59)

Competitor Cnt Ec is weak in: Customer Service: score 48 (market avg 59)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Cnt Ec

7. Exploit Claro Ec weakness: Price Competitiveness: score 62 (market ...)

Competitor Claro Ec is weak in: Price Competitiveness: score 62 (market avg 68)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Claro Ec

3. Acquire Skills Opportunities

Build capability before competing

1. Tigo Ecuador revenue growth 6.0% YoY

Tigo Ecuador revenue growth 6.0% YoY

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: market_opportunity, pricing

2. Millicom completes acquisition of Telefonica Ecuador

Millicom completes acquisition of Telefonica Ecuador

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: market_opportunity, merger

3. 5G SA enabling network slicing and enterprise services

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

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

4. AI/ML for network optimization and customer experience

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

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

5. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

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

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

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_policy_opportunity

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

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

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_policy_opportunity

8. Address Brand Strength → Regulatory Environment

Address weakness 'Brand Strength: score 55 (market avg 65)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Ecuador'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

9. Address Distribution → National Digital Strategy

Address weakness 'Distribution: score 65 (market avg 73)' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Ecuador investment but also enable subsidy access'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

10. Address Enterprise Solutions → Tigo Ecuador revenue growth 6.0% YoY

Address weakness 'Enterprise Solutions: score 55 (market avg 61)' to unlock the opportunity of 'Tigo Ecuador revenue growth 6.0% YoY'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

11. Address 5G coverage gap at only 0.0% → Millicom completes acquisition of Telefo...

Address weakness '5G coverage gap at only 0.0%' to unlock the opportunity of 'Millicom completes acquisition of Telefonica Ecuador'.

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 Innovation → Regulatory Environment
- Defend Strong EBITDA margin at 32.7% → Claro Ecuador revenue growth 5.9% YoY
- Defend Revenue on growth trajectory → High substitutes pressure
- Defend Top 2 in revenue market ranking → High buyer power pressure

Avoid/Exit

No viable path — exit or do not enter

- Mitigate Brand Strength → Regulatory Environment
- Mitigate Distribution → Claro Ecuador revenue growth 5.9% YoY
- Mitigate Enterprise Solutions → High substitutes pressure
- Mitigate 5G coverage gap at only 0.0% → 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 Innovation → Regulatory Environment	N/A		
Leverage Strong EBITDA margin at 32.7% → National Digital Strategy	N/A		
Leverage Revenue on growth trajectory → Tigo Ecuador revenue growth 6.0% YoY	N/A		
Leverage Top 2 in revenue market ranking → Millicom completes acquisition of Telefo...	N/A		
Exploit Cnt Ec weakness: Brand Strength: score 58 (market avg 65)	N/A		

P1 — Should Do (Strategic)

High-impact strategic initiatives

Opportunity	Addressable Market	Time Window	Capability
Tigo Ecuador revenue growth 6.0% YoY	N/A		
Millicom completes acquisition of Telefonica Ecuador	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 Cnt Ec weakness: Customer Service: score 48 (market avg 59)	N/A		
Exploit Claro Ec weakness: Price Competitiveness: score 62 (market ...	N/A		
Address Brand Strength → Regulatory Environment	N/A		
Address Distribution → National Digital Strategy	N/A		
Address Enterprise Solutions → Tigo Ecuador revenue growth 6.0% YoY	N/A		
Address 5G coverage gap at only 0.0% → Millicom completes acquisition of Telefo...	N/A		

P2 — Could Do (Opportunistic)

Worthwhile if resources allow

Opportunity	Addressable Market	Time Window	Capability
Defend Innovation → Regulatory Environment	N/A		
Defend Strong EBITDA margin at 32.7% → Claro Ecuador revenue growth 5.9% YoY	N/A		
Defend Revenue on growth trajectory → High substitutes pressure	N/A		
Defend Top 2 in revenue market ranking → High buyer power pressure	N/A		
Mitigate Brand Strength → Regulatory Environment	N/A		
Mitigate Distribution → Claro Ecuador revenue growth 5.9% YoY	N/A		
Mitigate Enterprise Solutions → High substitutes pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → High buyer power pressure	N/A		

6. Financial Impact Assessment

Opportunity	Priority	Addressable Market
Leverage Innovation → Regulatory Environment	P0	N/A
Leverage Strong EBITDA margin at 32.7% → National Digital Strategy	P0	N/A
Leverage Revenue on growth trajectory → Tigo Ecuador revenue growth 6.0% YoY	P0	N/A
Leverage Top 2 in revenue market ranking → Millicom completes acquisition of Telefo...	P0	N/A
Tigo Ecuador revenue growth 6.0% YoY	P1	N/A
Millicom completes acquisition of Telefonica Ecuador	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 26 opportunities: 7 grow/invest, 11 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 7 grow/invest items for maximum strategic impact.

Immediate Actions (Next Quarter)

- **Exploit Cnt Ec Weakness:** Competitor cnt_ec is weak in: Brand Strength: score 58 (market avg 65)
- **Exploit Claro Ec Weakness:** Competitor claro_ec is weak in: Price Competitiveness: score 62 (market avg 68)

Medium-Term Initiatives (1-3 Years)

- **Close Brand Strength Gap:** Brand Strength: score 55 (market avg 65)
- **Close Distribution Gap:** Distribution: score 65 (market avg 73)

- **Close Enterprise Solutions Gap:** Enterprise Solutions: score 55 (market avg 61)

Net assessment: 26 opportunities mapped: 7 grow/invest, 11 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 7 grow/invest items.

Three Decisions — Strategy & Execution

Diagnosis: The Squeezed Middle

Posture: Turnaround

Direction: As The Squeezed Middle: stabilize core business, then selectively invest for turnaround

Decision 1: Define Strategy

As The Squeezed Middle: stabilize core business, then selectively invest for turnaround

Priority	Pillar	Direction	KPIs
P0	Growth Strategy	Close the gap to market leader — accelerate Mobile, Fixed Broadband, B2B	Gain 1-2pp revenue share; Grow Mobile, Fixed Broadband, B2B double-digit
P0	Competitive Strategy	Shore up competitive position — address: Brand Strength: score 55 (market avg 65)	Close Brand Strength: score 55 (market avg 65) gap within 12 months; Reduce customer churn
P1	Transformation Strategy	Accelerate fiber transition — converged network as competitive moat	Fiber homepass coverage +20%; FMC bundle attach rate 50%+
P1	Customer Strategy	Optimize value extraction in stable segments: Wholesale	Upsell rate +10% in Wholesale; Cross-sell convergence bundles

Decision 2: Define Key Tasks

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

Priority	Domain	Task	Description	KPIs
P0	Network	Accelerate Fixed Network Upgrade	Drive DOCSIS/Fiber rollout to increase homepass and improve	Homepass coverage +15%; Speed tier upgrades
P0	Business	Accelerate Mobile Growth	Mobile at €236M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €81M showing strong momentum — invest to	Fixed Broadband revenue +10% YoY; Market share gain
P1	Business	Opportunity Portfolio Execution	7 grow/invest opportunities identified — establish execution	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 32.7% — 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

- **Enter a price war:** Value competitors are winning on price — Reality: Margin destruction without winning price-sensitive customers back
- **Attempt premium repositioning:** Leader's margins are enviable — Reality: Trails leader on every dimension; would take years and heavy investment
- **Delay core transformation:** Current performance is adequate — Reality: Key weakness: Brand Strength: score 55 (market avg 65); 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 Squeezed Middle, the strategic posture is Turnaround. As The Squeezed Middle: stabilize core business, then selectively invest for turnaround. 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