

# Tigo Guatemala – BLM战略评估：完整分析报告

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**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

## 文档结构

This document consolidates all deep analysis modules from the BLM strategic assessment into a single reference. It can be used as:

- **Human reference:** Complete strategic analysis in one place
- **AI agent input:** Feed this document to an AI agent to generate updated presentations, summaries, or derivative analyses

#	Module	Section
ES	Executive Summary	<a href="#">Link</a>
01	Look 1: Trends — PEST Analysis	<a href="#">Link</a>
02	Look 2: Market & Customer — \$APPEALS	<a href="#">Link</a>
02a	Tariff Deep Analysis	<a href="#">Link</a>
03	Look 3: Competition — Porter + Deep Dives	<a href="#">Link</a>
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# 执行摘要 — Tigo Guatemala BLM Strategic Assessment

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**Period:** CQ4\_2025

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

**Protagonist:** Tigo Guatemala

**Market:** Guatemalan Telecommunications

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## 一句话结论

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

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## 1. 全局概览

### 1.1 市场背景

指标	值	影响
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 运营商定位

指标	值	Rank	评估
营收	Q4,350M	#1	

## 1.3 核心数据概览

Revenue	Q4,350M/q
EBITDA	Q1,960M/q

## 2. BLM五看关键发现

### 看一：看趋势（PEST）

**Net assessment:** 有利 macro environment in a late\_growth market (+2.4% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

Finding	影响
Macro environment: 有利. 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

### 看二：看市场与客户（\$APPEALS）

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

Finding	影 响
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	

## 看三：看竞争

**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

### 影响

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

## 看四：看自己

**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

### 影响

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 营收增长 driven by data monetization

Health rating: stable

## 资费分析

**Net assessment: Tariff analysis available**

## SWOT综合分析

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

### Finding

### 影响

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

## 看五：看机会 (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	影响
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.	
14/24 (58%) in Grow/Invest	有利 opportunity landscape

## 3. "主导领导者" — 核心诊断

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 营收增长 7.4% YoY

Dimension	Claro Gt	Movistar Gt	Tigo Guatemala
营收	Q3,050M	Q1,130M	Q4,350M
Revenue Growth	+5.5%	-3.4%	+7.3%
Ebitda Margin	35.1%	28.8%	45.1%
用户数	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. 战略优先级 (汇总)

Across all analyses, 6 strategic priorities emerge consistently:

## Priority 1: Accelerate Fixed Broadband Growth (生存级)

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 覆盖率 Gap (生存级)

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 营收增长 7.4% YoY (生存级)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Guatemala 营收增长 7.4% YoY

## Priority 4: Tigo launches Tigo Money mobile wallet expansion (战略级)

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... (战略级)

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

## Priority 6: Deploy 5G SA & Network Slicing (战略级)

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

## 5. 战略禁区

Equally important — strategic traps to avoid:

Trap	Why It's Tempting	Why It's Wrong
<b>Delay core transformation</b>	Current performance is adequate	Key weakness: 5G coverage gap at only 0.0%; delay compounds disadvantage

## 6. 时间线与节奏

### IMMEDIATE (Now)

- Accelerate Fixed Broadband Growth

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

- Close 5G Coverage Gap

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

- Tigo Guatemala 营收增长 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. 风险/收益摘要

### 7.1 乐观情景（执行到位）

**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 悲观情景（未能执行）

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

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

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

### 7.3 基准情景

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

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

### 7.4 综合评估

Scenario	Revenue Delta	Investment	Net Value
Execute priorities	+10-16% over 5 years	Investment required	正面 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. 成功指标仪表盘

KPI	当前	12-Month	3-Year	5-Year
Mobile revenue	Q2,900M	—	—	增长
Fixed Broadband revenue	Q980M	—	—	增长
B2B revenue	Q250M	—	—	增长

# Guatemalan 电信宏观趋势 — PEST深度分析 (CQ4\_2025)

**Data basis:** PEST framework | 11 macro factors | CQ4\_2025 market data | Regulatory/event intelligence | Industry lifecycle assessment

## 1. 行业全景概览

### 1.1 市场基本面

指标	值	评估
Market size	GTQ 8.5B (quarterly, CQ4_2025)	Market scale
YoY growth	+2.4% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	稳定 (industry EBITDA margin ~39.3%)	
Concentration	CR4 = 100% (Tigo Guatemala: 51.0%, Claro Guatemala: 35.8%, Movistar Guatemala: 13.2%)	Market structure
Lifecycle stage	<b>Late_Growth</b>	

**Key insight:** The market is in the **late\_growth** phase.

### 1.2 行业生命周期 — 影响分析

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分析 – 完整评估

### 2.1 PEST总体形势

Dimension	# Factors	Opportunities	Threats	Net Assessment
Political	3	2	1	有利
Economic	3	1	1	Mixed
Social	2	2	1	有利
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. 政治因素 – 监管与政策

### 3.1 监管环境

因素	Detail
Severity	高
趋势	稳定
Impact type	Both
Time horizon	中 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 国家数字化战略

因素	Detail
Severity	高
趋势	Improving
Impact type	机会
Time horizon	中 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

因素	Detail
Severity	高
趋势	Uncertain
Impact type	中性
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. 经济因素 – 宏观逆风

### 4.1 GDP增长

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
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 营收增长 for Tigo Guatemala

- GDP growth: 3.5%

### 4.2 通胀

因素	Detail
Severity	高
趋势	稳定
Impact type	威胁
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 失业率

因素	Detail
Severity	中
趋势	稳定
Impact type	中性
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. 社会因素 – 消费行为变迁

### 5.1 5G普及率

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
Time horizon	中 Term

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

**Industry impact:** 增长中 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 光纤宽带渗透率

因素	Detail
Severity	高
趋势	稳定
Impact type	Both
Time horizon	中 Term

**Current status:** Fiber penetration at 3.5%

**Industry impact:** 增长中 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. 技术因素 – 转型议程

### 6.1 5G网络演进

因素	Detail
Severity	高
趋势	稳定
Impact type	机会
Time horizon	中 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 光纤/FTTH部署

因素	Detail
Severity	高
趋势	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

因素	Detail
Severity	中
趋势	Uncertain
Impact type	机会
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 竞争地位 and market presence

## 价值转移与新兴模式

### 价值迁移图谱

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

## 新商业模式

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

## 技术革命

- 5G SA enabling network slicing and enterprise services
  - AI/ML for network optimization and 客户体验
  - Open RAN for vendor diversification and cost reduction
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## Impact Assessment & 综合评估

**Key message:** Macro environment: 有利. 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:** 有利 macro environment in a late\_growth market (+2.4% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

## 政策机遇

- 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

## 政策威胁

- Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala
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## 市场与客户分析 – \$APPEALS框架 (CQ4\_2025)

**Protagonist:** Tigo Guatemala

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

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## 1. 市场概览

指标	值
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:** 有利

## 2. 市场事件与竞争情报

Type	描述	影响	Severity	来源
Pricing	Tigo Guatemala 营收增长 7.4% YoY	机会	中	Peer Driven
Pricing	Claro Guatemala 营收增长 5.2% YoY	威胁	中	Peer Driven
Merger	Tigo launches Tigo Money mobile wallet expansion	机会	中	Peer Driven
Technology	Tigo Guatemala expands 4G LTE coverage to 5 new departments	机会	中	External Player Driven
Pricing	SIT announces spectrum auction for 700 MHz band	Both	高	External Player Driven

### 3. 客户细分

细分市场	Type	Size	增长	Our Share
Consumer Prepaid Mass	Consumer		稳定	
Consumer Postpaid Urban	Consumer		稳定	
Enterprise & SME	Enterprise		稳定	

#### 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评估

Dimension	Tigo Guatemala	Claro Gt	Movistar Gt	优先级
Price	0.0	—	—	关键
Availability	4.1	3.8	2.9	关键
Packaging	0.0	—	—	Important
Performance	3.9	3.6	2.8	关键
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

### 差距分析

Dimension	Tigo Guatemala	Leader	Gap	状态	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. 客户价值迁移

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

## 6. 机会 & 威胁 Summary

### 机会

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

### 威胁

威胁	影响	Severity
Claro Guatemala 营收增长 5.2% YoY	Year-over-year growth indicates sustained growth trajectory	中

**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.

## 资费深度分析 (CQ4\_2025)

# 竞争分析 – 波特五力 + 竞争对手深入分析 (CQ4\_2025)

**Protagonist:** Tigo Guatemala

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

## 1. 市场结构概览

指标	值
Number of operators	3
Market structure	3-operator oligopoly
Competition intensity	中
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. 五力分析

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

## 现有竞争者

因素	描述	影响	趋势
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 营收增长 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.

## 新进入者威胁

因素	描述	影响	趋势
Entry barriers	高 barriers: spectrum licensing, massive capex for network build, regulatory approvals, established brand loyalty	high	stable

### Implications:

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

## 替代品威胁

因素	描述	影响	趋势
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**

因素	描述	影响	趋势
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

因素	描述	影响	趋势
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. 竞争对手深入分析

#### Claro Gt

##### 财务与用户概况

指标	值
营收	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

## 网络状况

- **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 市场份额 expansion in mobile, leveraging positive subscriber momentum.

## Movistar Gt

### 财务与用户概况

指标	值
营收	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

### 网络状况

- **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

#### 优势与劣势

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. 跨运营商对比仪表盘

指标	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. 竞争风险登记册

来源	风险	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:** 稳定

## 1. Financial Health Dashboard

KPI	值
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)

Mobile 2750.0 → 2800.0 → 2850.0 → 2900.0

Fixed Broadband 920.0 → 940.0 → 960.0 → 980.0

B2B 250.0 → 250.0 → 250.0 → 250.0

TV/Convergence None → None → None → None

Wholesale None → None → None → None

## 2. Revenue Breakdown

细分市场	营收	Share
Mobile Service Revenue	Q2,900M	66.7%
Fixed Service Revenue	Q980M	22.5%
B2B Revenue	Q250M	5.7%
Other Revenue	Q220M	5.1%
<b>Total</b>	<b>Q4,350M</b>	<b>100.0%</b>

## 3. Business Segment Deep Dives

细分市场	营收	Health	Action Required
Mobile	Q2,900M	稳定	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	Q980M	Strong	GROW: Strong momentum — invest to accelerate growth
B2B	Q250M	稳定	GROW: Improving trajectory — consider incremental investment
TV/Convergence	—	稳定	GROW: Improving trajectory — consider incremental investment
Wholesale	—	稳定	MAINTAIN: 稳定 performance — optimize current operations

## 细分市场：移动 [稳定]

指标	值
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

## 变化

指标	当前	Previous	方向	Significance
revenue	2900.0	2850.0	Improving	Minor
subscribers	11250.0	11100.0	Improving	Minor
arpu	25.8	25.7	稳定	Minor

## 归因分析

- **Management Explanation** (high): Expect continued mid-single-digit mobile service 营收增长 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

## 细分市场：固定宽带 [Strong]

指标	值
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

## 变化

指标	当前	Previous	方向	Significance
revenue	980.0	960.0	Improving	Moderate
subscribers	660.0	640.0	Improving	Moderate
arpu			稳定	Minor

## 归因分析

- **Management Explanation** (high): HFC expansion driving fixed broadband 用户增长 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

## 细分市场：B2B [稳定]

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

### 变化

指标	当前	Previous	方向	Significance
revenue	250.0	250.0	稳定	Minor
customers	52.0	51.0	Improving	Minor

### 归因分析

- **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

## 细分市场：TV/融合 [稳定]

指标	值
TV Revenue	N/A
TV Total (K)	450K
TV Net Adds (K)	N/A
FMC Total (K)	N/A
FMC Penetration %	N/A

## 变化

指标	当前	Previous	方向	Significance
revenue			稳定	Minor
subscribers	450.0	440.0	Improving	Moderate
fmc_subscribers			稳定	Minor

## 归因分析

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

**Key message:** TV subscribers 450K

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

## 细分市场：批发 [稳定]

指标	值
Wholesale Revenue	N/A
Wholesale Share Of Revenue %	N/A

## 变化

指标	当前	Previous	方向	Significance
revenue			稳定	Minor

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

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

## 4. 网络评估

### 技术组合

Technology	Detail
Mobile Vendor	Ericsson
Spectrum Mhz	130
Core Vendor	Ericsson

## 覆盖率

Technology	Coverage
5G	0.0%
4G	78.0%

## 自建 vs. 转售

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

## 覆盖 vs. 接入

指标	值
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%

## 演进战略

- **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. 商业模式画布

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

## 6. 优势、劣势与风险敞口

### 优势

- 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 市场份额 at 51.0%
- Top 1 in revenue market ranking

## 劣势

- 5G coverage gap at only 0.0%

## 风险敞口

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	中
Cable network aging requires DOCSIS upgrade investment	Capex pressure to maintain broadband competitiveness	Fiber entrants could bypass cable with FTTH offerings	中

## 7. 管理层与组织

### 管理团队

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

### 组织与文化

稳定 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).

### 管理层点评（财报电话会）

**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 营收增长 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%

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## 8. 战略诊断摘要

**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 营收增长 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%.

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# SWOT综合分析 – Tigo Guatemala (CQ4\_2025)

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

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## 1. SWOT概览

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

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

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

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

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## 2. 优势

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 市场份额 at 51.0%
  13. Top 1 in revenue market ranking
- 

## 3. 劣势

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

### 劣势交互影响

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.

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## 4. 机会

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 营收增长 7.4% YoY
  4. Tigo launches Tigo Money mobile wallet expansion
  5. Tigo Guatemala expands 4G LTE coverage to 5 new departments
-

## 5. 威胁

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

### 复合威胁效应

Multiple threats occurring simultaneously amplify impact. If 'Regulatory Environment: Compliance requirements...' coincides with 'Claro Guatemala 营收增长 5.2% YoY', the combined pressure could force reactive rather than strategic responses.

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## 6. 策略矩阵

### SO Strategies (优势 × 机会)

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 营收增长 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 (劣势 × 机会)

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 营收增长 7.4% YoY'.

## ST Strategies (优势 × 威胁)

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 营收增长 5.2% YoY'.
3. Use strength 'Digital Experience: score 70 (market avg 62)' to counter the threat of '高 existing competitors pressure'.
4. Use strength 'Distribution: score 88 (market avg 76)' to counter the threat of '高 substitutes pressure'.

## WT Strategies (劣势 × 威胁)

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 营收增长 5.2% YoY'.
3. Mitigate weakness 'Capex pressure to maintain broadband competitiveness' and defend against the threat of '高 existing competitors pressure'.

## 7. 战略综合

**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 "**主导领导者**" 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.

# 机会 Analysis — SPAN Matrix (CQ4\_2025)

**Protagonist:** Tigo Guatemala

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

## 1. SPAN矩阵概览

象限	Count	Share	行动
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定位详情

机会	Mkt Attractiveness	Comp Position	象限	战略
SO-1	7.2	7.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-2	7.2	7.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-3	7.2	7.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-4	7.2	7.5	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo Guatemala 营收增长 7.4% YoY	6.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo launches Tigo Money mobile wallet expansion	6.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo Guatemala expands 4G LTE coverage to 5 new departments	6.2	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
5G SA enabling network slicing and enterprise services	6.9	6.4	Grow Invest	Invest aggressively to grow 市场份额 and reven
AI/ML for network optimization and 客户体验	6.9	6.4	Grow Invest	Invest aggressively to grow 市场份额 and reven
Open RAN for vendor diversification and cost reduction	6.9	6.4	Grow Invest	Invest aggressively to grow 市场份额 and reven
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Guatemala	7.0	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven
National Digital Strategy: Fiber/ 5G coverage mandates may require Tigo Guatemala	7.0	7.0	Grow Invest	Invest aggressively to grow 市场份额 and reven

机会	Mkt Attractiveness	Comp Position	象限	战略
investment but also enable subsidy acce				
Exploit Movistar Gt weakness: Brand Strength: score 60 (market avg 74)	6.7	6.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Movistar Gt weakness: Customer Service: score 55 (market avg 65)	6.7	6.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
WO-1	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-2	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-3	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
ST-1	3.5	6.5	Harvest	Maximize short-term returns while maintaining comp
ST-2	3.5	6.5	Harvest	Maximize short-term returns while maintaining comp
ST-3	3.5	6.5	Harvest	Maximize short-term returns while 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		

机会	Mkt Attractiveness	Comp Position	象限	战略
			Avoid Exit	Consider exit or minimal maintenance investment.

## 2. Grow/Invest 机会

Execute aggressively – highest priority

### 1. Leverage Brand Strength → 监管环境

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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

### 2. Leverage Customer Service → 国家数字化战略

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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

### 3. Leverage Digital Experience → Tigo Guatemala 营收增长 7.4% YoY

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

Aspect	Detail
优先级	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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot\_so\_strategy

#### 5. Tigo Guatemala 营收增长 7.4% YoY

Tigo Guatemala 营收增长 7.4% YoY

Aspect	Detail
优先级	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
优先级	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
优先级	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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 9. AI/ML for network optimization and 客户体验

Technology trend: AI/ML for network optimization and 客户体验

Aspect	Detail
优先级	P0
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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_technology

## 11. 监管环境: Compliance requirements and spectrum polici...

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

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend\_policy\_opportunity

## 12. 国家数字化战略: 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
优先级	P0
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
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor\_weakness, Movistar Gt

## 14. Exploit Movistar Gt weakness: Customer Service: score 55 (market av...

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

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest
Derived from: competitor_weakness, Movistar Gt	

### 3. Acquire Skills 机会

Build capability before competing

#### 1. Address 5G coverage gap at only 0.0% → 监管环境

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
优先级	P1
Rationale	Quadrant: acquire_skills
Derived from: swot_wo_strategy	

#### 2. Address Vulnerable to aggressive pricing from competitors → 国家数字化战略

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
优先级	P1
Rationale	Quadrant: acquire_skills
Derived from: swot_wo_strategy	

#### 3. Address Capex pressure to maintain broadband competitiveness → Tigo Guatemala 营收增长 7.4% YoY

Address weakness 'Capex pressure to maintain broadband competitiveness' to unlock the opportunity of 'Tigo Guatemala 营收增长 7.4% YoY'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

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## 4. 收获 & 回避/退出

### 收获

Extract remaining value — do not invest for growth

- Defend Brand Strength → Regulatory Environment
- Defend Customer Service → Claro Guatemala 营收增长 5.2% YoY
- Defend Digital Experience → 高 existing competitors pressure
- Defend Distribution → 高 substitutes pressure

### 回避/退出

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 营收增长 5.2% YoY
  - Mitigate Capex pressure to maintain broadband competitiveness → 高 existing competitors pressure
- 

## 5. 组合优先级排序

### P0 — 必须做 (生存级)

Failure to execute threatens survival or core business

机会	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 营收增长 7.4% YoY	N/A		
Leverage Distribution → Tigo launches Tigo Money mobile wallet e...	N/A		
Tigo Guatemala 营收增长 7.4% YoY	N/A		

## P1 — 应该做（战略级）

高-impact strategic initiatives

机会	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 客户体验	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 营收增长 7.4% YoY	N/A		

## P2 — 可以做（机会级）

Worthwhile if resources allow

机会	Addressable Market	Time Window	Capability
Defend Brand Strength → Regulatory Environment	N/A		
Defend Customer Service → Claro Guatemala 营收增长 5.2% YoY	N/A		
Defend Digital Experience → 高 existing competitors pressure	N/A		
Defend Distribution → 高 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 营收增长 5.2% YoY	N/A		
Mitigate Capex pressure to maintain broadband competitiveness → 高 existing competitors pressure	N/A		

## 6. 财务影响评估

机会	优先级	Addressable Market
Leverage Brand Strength → Regulatory Environment	P0	N/A
Leverage Customer Service → National Digital Strategy	P0	N/A
Leverage Digital Experience → Tigo Guatemala 营收增长 7.4% YoY	P0	N/A
Leverage Distribution → Tigo launches Tigo Money mobile wallet e...	P0	N/A
Tigo Guatemala 营收增长 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 客户体验	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. 战略建议

**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.

### 近期行动（下一季度）

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

### 中期举措（1-3年）

- **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.

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## 三大决策 – 战略与执行

**Diagnosis:** 主导领导者

**Posture:** Offensive

**Direction:** As 主导领导者: defend leadership through innovation and ecosystem lock-in

### 决策一：明确战略方向

As 主导领导者: defend leadership through innovation and ecosystem lock-in

优先级	Pillar	方向	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 市场份额	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

## 决策二：确定关键任务

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

优先级	Domain	Task	描述	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 客户体验 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

## 决策三：制定执行方案

### 季度路线图

#### 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

### 治理架构

- **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

### 应避免的战略陷阱

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

## 关键风险与缓释措施

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

## 战略叙事

As 主导领导者, the strategic posture is Offensive. As 主导领导者: 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.

## 数据溯源

指标	值
Total data points	20
高 confidence	0
中 confidence	0
低/Estimated	20
Unique sources	0

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

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