

# Tigo Bolivia — BLM Strategic Assessment: Complete Analysis

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**Period:** CQ4\_2025

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

**Protagonist:** Tigo Bolivia

**Market:** Bolivian Telecommunications

**Generated:** 2026-02-14

**Population:** 12.2M

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## 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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# Executive Summary – Tigo Bolivia

## BLM Strategic Assessment

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**Period:** CQ4\_2025

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

**Protagonist:** Tigo Bolivia

**Market:** Bolivian Telecommunications

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### The One-Line Verdict

**Tigo Bolivia 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. Situation at a Glance

### 1.1 Market Context

Metric	Value	Implication
Market size	BOB 3.8B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+2.0% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Tigo Bolivia: 49.6%, Entel Bolivia: 37.3%, Viva Bolivia: 13.2%)	Market structure
Lifecycle stage	Mature	Competition shifts from acquisition to retention
Population	12.2M	
Regulator	ATT (Autoridad de Regulacion y Fiscalizacion de Telecomunicaciones)	
Structure	3-operator oligopoly	

### 1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	Bs1,890M	#1	

## 1.3 The Headline Numbers

Revenue	Bs1,890M/q
EBITDA	Bs805M/q

## 2. Key Findings by BLM Look

### Look 1: Trends (PEST)

**Net assessment: Favorable macro environment in a mature market (+2.0% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.**

Finding	Impact
Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+2.0% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: mature	
Market growth: +2.0% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 9/10 factors present opportunities

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

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

Finding	Impact
Bolivia telecom market totals BOB 3,812M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.	
Market outlook: favorable	
3 customer segments identified	

### Look 3: Competition

**Net assessment: #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Brand Strength: score 78 (market avg 63), Customer Service: score 65 (market avg 55).**

Finding	Impact
In a 3-player market with medium competition intensity, Tigo Bolivia leads with 50% revenue share. Target operator holds 50% share. Strongest competitive force: Existing Competitors.	
Competition intensity: medium	
2 competitor deep dives completed	

## Look 4: Self-Analysis

**Net assessment: Overall stable operator. EBITDA margin 42.6%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.**

Finding	Impact
Ranked #1 of 3 operators in market; revenue BOB 1,890M; EBITDA margin 42.6%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Bolivia mobile growth steady with data adoption driving revenue	
Health rating: stable	

## Tariff Analysis

**Net assessment: Tariff analysis available**

## SWOT Synthesis

**Net assessment: S:12/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.**

Finding	Impact
SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).	
S:12 W:3 O:4 T:4	Balance: S>W, T>O

## Look 5: Opportunities (SPAN)

**Net assessment: 23 opportunities mapped: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items.**

Finding	Impact
SPAN matrix positions 23 opportunities: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items for maximum strategic impact.	Favorable opportunity landscape

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

The single most important finding across all Five Looks is Tigo Bolivia'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 Bolivia revenue growth 6.8% YoY

Dimension	Entel Bo	Tigo Bolivia	Viva Bo
Revenue	Bs1,420M	Bs1,890M	Bs502M
Revenue Growth	+2.2%	+7.1%	-2.1%
Ebitda Margin	30.0%	42.6%	23.1%
Subscribers	4,570K	5,760K	2,130K
Arpu	Bs21.90	Bs23.30	Bs20.30
Churn	2.5%	2.6%	4.2%
5G Coverage	0.0%	0.0%	0.0%

### 4. Strategic Priorities — Consolidated

Across all analyses, 6 strategic priorities emerge consistently:

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

Aspect	Detail
Addressable market	Bs350M
Current capability	Strong — GROW: Strong momentum — invest to accelerate growth
Time window	immediate
Approach	Increase investment in Fixed Broadband to capture growth momentum

## **Priority 2: Close 5G Coverage Gap (EXISTENTIAL)**

Aspect	Detail
Current capability	5G coverage gap at only 0.0%
Time window	1-2 years
Approach	Targeted investment to close gap in 5G Coverage

## **Priority 3: Tigo Bolivia revenue growth 6.8% YoY (EXISTENTIAL)**

Aspect	Detail
Addressable market	N/A
Approach	Tigo Bolivia revenue growth 6.8% YoY

## **Priority 4: Accelerate FTTH Rollout (STRATEGIC)**

Aspect	Detail
Addressable market	N/A
Approach	Tigo Bolivia launches fiber broadband in Santa Cruz

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

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

## Priority 6: Deploy AI/ML for Network & CX (STRATEGIC)

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

## 5. What NOT to Do

Equally important — strategic traps to avoid:

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

## 6. Timeline & Sequencing

### IMMEDIATE (Now)

- Accelerate Fixed Broadband Growth

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

- Close 5G Coverage Gap

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

- Tigo Bolivia revenue growth 6.8% YoY
- Accelerate FTTH Rollout
- Deploy 5G SA & Network Slicing
- Deploy AI/ML for Network & CX

## 7. Risk/Reward Summary

### 7.1 If Executed Well (Bull Case)

**Scenario:** Execute all 6 strategic priorities successfully

**Revenue impact:** +10-16% over 5 years

**Conditions:** Full execution of P0 opportunities, favorable market conditions

### 7.2 If Not Executed (Bear Case)

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

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

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

### 7.3 Base Case

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

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

### 7.4 Net Assessment

Scenario	Revenue Delta	Investment	Net Value
Execute priorities	+10-16% over 5 years	Investment required	Positive net value
Do nothing	-6-12% over 5 years	€0	Structural decline

**The asymmetry is clear:** the downside of inaction exceeds the net cost of action.

## 8. Success Metrics Dashboard

KPI	Current	12-Month	3-Year	5-Year
<b>Mobile revenue</b>	Bs1,340M	—	—	Growth
<b>Fixed Broadband revenue</b>	Bs350M	—	—	Growth
<b>B2B revenue</b>	Bs110M	—	—	Growth

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

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

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## 1. Industry Landscape Snapshot

### 1.1 Market Fundamentals

Metric	Value	Assessment
Market size	<b>BOB 3.8B (quarterly, CQ4_2025)</b>	Market scale
YoY growth	<b>+2.0% YoY (CQ2_2025 -&gt; CQ4_2025)</b>	
Profit trend	Stable (industry EBITDA margin ~35.3%)	
Concentration	<b>CR4 = 100% (Tigo Bolivia: 49.6%, Entel Bolivia: 37.3%, Viva Bolivia: 13.2%)</b>	Market structure
Lifecycle stage	<b>Mature</b>	Growth from market expansion is over; competition becomes zero-sum.

**Key insight:** The market is in the **mature** phase. Growth from market expansion is over; competition becomes zero-sum.

### 1.2 Industry Lifecycle — Implications

Being in the **mature** phase means:

- Network quality and coverage breadth
  - Convergent (FMC) bundling strategy
  - B2B/ICT capabilities for enterprise growth
  - Operational efficiency (OPEX/revenue ratio)
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## 2. PEST Analysis — Full Assessment

### 2.1 Overall PEST Weather

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

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

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## 3. Political Factors — Regulatory & Policy

### 3.1 Regulatory Environment

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

**Current status:** ATT regulatory oversight; government influence via Entel; spectrum controlled

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

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

- Macro data: ATT regulatory oversight; government influence via Entel; spectrum controlled

## 3.2 National Digital Strategy

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

**Current status:** Bolivia Digital plan; rural connectivity mandate; mobile broadband priority

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

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

- Digital strategy: Bolivia Digital plan; rural connectivity mandate; mobile broadband priority

## 4. Economic Factors — Macro Headwinds

### 4.1 GDP Growth

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

**Current status:** GDP growth at 3.0%

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

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

- GDP growth: 3.0%

## 4.2 Inflation

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

**Current status:** Inflation at 3.5%

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

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

- Inflation: 3.5%

## 4.3 Unemployment

Factor	Detail
Severity	<b>Medium</b>
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 Bolivia

- Unemployment: 5.0%

## 5. Social Factors — Consumer Behavior Shifts

### 5.1 5G Adoption Rate

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

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

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

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

- 5G adoption: 0.0%

### 5.2 Fiber Broadband Penetration

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

**Current status:** Fiber penetration at 2.0%

**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 Bolivia

- Fiber penetration: 2.0%

## 6. Technology Factors — The Transformation Agenda

### 6.1 5G Network Evolution

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

**Current status:** 5G in early deployment phase (0.0% adoption)

**Industry impact:** 5G enables network slicing, enterprise services, and FWA -- new revenue streams

**Company impact:** 5G network capabilities are key competitive differentiator for Tigo Bolivia

- 5G adoption: 0.0%

### 6.2 Fiber/FTTH Deployment

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

**Current status:** Fiber penetration at 2.0%, 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 Bolivia

- Fiber penetration: 2.0%

## 6.3 Tigo Bolivia launches fiber broadband in Santa Cruz

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

**Current status:** FTTH deployment targeting 250K homes in Bolivia's largest city

**Company impact:** Tigo Bolivia launches fiber broadband in Santa Cruz strengthens Tigo Bolivia competitive position and market presence

## Value Transfer & Emerging Models

### Value Migration Map

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

### New Business Models

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

### Technology Revolution

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

## Impact Assessment & Net Assessment

**Key message:** Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is mature. (+2.0% YoY (CQ2\_2025 -> CQ4\_2025))

**Net assessment:** Favorable macro environment in a mature market (+2.0% YoY (CQ2\_2025 -> CQ4\_2025) YoY). 2 policy opportunities vs 1 policy threats.

## Policy Opportunities

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

## Policy Threats

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

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

**Protagonist:** Tigo Bolivia

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

## 1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	Bs3,812M
Total Mobile Subscribers K	12,460K
Total Broadband Subscribers K	464K
Market Shares	Tigo Bolivia: 49.6%; Entel Bolivia: 37.3%; Viva Bolivia: 13.2%
Penetration Rates	Mobile Penetration Pct: 102.1; Broadband Penetration Pct: 3.8
Operator Count	3

**Market outlook:** Favorable

## 2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Pricing	Tigo Bolivia revenue growth 6.8% YoY	Opportunity	Medium	Peer Driven
Technology	Tigo Bolivia launches fiber broadband in Santa Cruz	Opportunity	Medium	External Player Driven

## 3. Customer Segmentation

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

### Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable data in rural/highland areas; Indigenous language support
- **Pain points:** Very limited rural coverage; High cost per GB relative to income
- **Decision factors:** Price; Coverage in home region; Recharge availability

### Segment: Consumer Urban

- **Unmet needs:** Faster mobile data speeds; Home broadband options
- **Pain points:** Slow data speeds; Limited postpaid offerings
- **Decision factors:** Data volume; Price; Network quality

### Segment: Enterprise

- **Unmet needs:** Reliable business connectivity; Cloud services
- **Pain points:** Limited B2B solutions; Infrastructure limitations
- **Decision factors:** Reliability; Price; Coverage

## 4. \$APPEALS Assessment

Dimension	Tigo Bolivia	Entel Bo	Viva Bo	Priority
Price	0.0	—	—	Critical
Availability	3.6	3.4	2.1	Critical
Packaging	0.0	—	—	Important
Performance	3.4	3.1	2.0	Critical
Ease of Use	3.2	2.9	2.1	Important
Assurances	2.8	2.5	1.5	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	3.9	3.2	2.2	Nice_To_Have

### Gap Analysis

Dimension	Tigo Bolivia	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.6	3.4	+0.2	Leading	Market leader in Availability (score 3.6/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.4	3.1	+0.3	Leading	Market leader in Performance (score 3.4/5.0)
Ease of Use	3.2	2.9	+0.3	Leading	Market leader in Ease of Use (score 3.2/5.0)
Assurances	2.8	2.5	+0.3	Leading	Market leader in Assurances (score 2.8/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	3.9	3.2	+0.7	Leading	Market leader in Social/Brand (score 3.9/5.0)

## 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.

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## 6. Opportunities & Threats Summary

### Opportunities

Opportunity	Impact	Severity
Tigo Bolivia revenue growth 6.8% YoY	Year-over-year growth indicates sustained growth trajectory	Medium
Tigo Bolivia launches fiber broadband in Santa Cruz	FTTH deployment targeting 250K homes in Bolivia's largest city	Medium

**Key message:** Bolivia telecom market totals BOB 3,812M in quarterly revenue; gaps in Assurances; Market outlook is favorable with more opportunities than threats.

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

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## Tariff Deep Analysis (CQ4\_2025)

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

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**Protagonist:** Tigo Bolivia

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

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## 1. Market Structure Overview

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

The market comprises 3 active operators: Viva Bolivia, Entel Bolivia, Tigo Bolivia. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Bolivia (1,890M), Entel Bolivia (1,420M), Viva Bolivia (502.0M). Five Forces: Existing Competitors: high; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

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## 2. Five Forces Analysis

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

## Existing Competitors

Factor	Description	Impact	Trend
Number of competitors	3 active operators in the market	medium	stable
Market concentration	Top operator holds 50% of market revenue (total: BOB 3,812M)	high	stable
Growth rate disparity	Service revenue growth ranges from -2.1% to +7.1% (spread: 9.2pp)	high	increasing
Margin pressure	Average EBITDA margin: 31.9%	medium	stable

### Implications:

- Market is concentrated with top player at 50% revenue share.

## Threat of New Entrants

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

### Implications:

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

## Threat of Substitutes

Factor	Description	Impact	Trend
OTT messaging replaces SMS/voice	WhatsApp, Signal, Teams replacing traditional voice/SMS revenue. OTT messaging penetration continues to grow.	high	increasing
Streaming replaces linear TV/IPTV	Netflix, Disney+, YouTube Premium substituting traditional TV/cable TV subscriptions.	medium	increasing
Wi-Fi offload reduces cellular dependency	Public and private Wi-Fi networks reduce reliance on mobile data, especially in urban areas.	low	stable
Cloud services substitute enterprise ICT	AWS, Azure, GCP offering direct enterprise connectivity, reducing operator B2B ICT revenue opportunity.	medium	increasing

**Implications:**

- OTT services continue to erode traditional voice/SMS revenue; operators must pivot toward data, connectivity, and digital services.
- Streaming substitution pressures TV/IPTV bundling strategies; operators should focus on aggregation and super-bundling.

**Supplier Bargaining Power**

Factor	Description	Impact	Trend
Network equipment vendor concentration	Oligopoly of 3 major vendors (Huawei, Ericsson, Nokia). Limited alternatives increase supplier leverage on pricing and technology roadmaps.	high	stable
Semiconductor supply chain	Chip supply constraints can create bottlenecks for both network equipment and consumer devices.	medium	stable
Tower infrastructure	Independent tower companies (e.g., Vantage Towers, GD Towers) have pricing power for site rentals and co-location.	medium	increasing
Fiber infrastructure suppliers	Fiber cable and deployment contractors influence capex for FTTH rollout programs.	medium	stable

**Implications:**

- Vendor oligopoly limits negotiation leverage; multi-vendor strategies and Open RAN initiatives can help diversify supply.
- Tower company independence increases site rental costs; operators should evaluate infrastructure-sharing arrangements.

## Buyer Bargaining Power

Factor	Description	Impact	Trend
Consumer churn rates	Average mobile churn: 3.10%/month. Highest: 4.20% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 10%. Moderate contract lock-in moderately constrains buyer mobility.	medium	stable
Individual consumer bargaining power	Individual consumers have low bargaining power, but low switching costs (number portability, short contracts) mean they vote with their feet.	medium	increasing
Enterprise customer concentration	Large enterprise customers have significant bargaining power through multi-vendor strategies and competitive tenders.	high	stable
Regulatory protection for buyers	EU regulations support number portability, contract transparency, and maximum contract lengths, enhancing consumer switching ability.	medium	increasing

### Implications:

- Enterprise customers can leverage multi-vendor strategies; differentiation through service quality and SLAs is critical.
- Low switching costs and regulatory support for portability mean operators must compete on value, not lock-in.

### 3. Competitor Deep Dives

#### Viva Bo

##### Financial & Subscriber Profile

Metric	Value
Revenue	Bs502M
Service Revenue	Bs467M
Service Revenue Growth Pct	-2.1%
Ebitda	Bs116M
Ebitda Margin Pct	23.1%
Ebitda Growth Pct	N/A
Capex	Bs50M
Capex To Revenue Pct	10.0%
Mobile Total K	2,130K
Mobile Postpaid K	213K
Mobile Net Adds K	-10K
Mobile Churn Pct	4.2%
Mobile Arpu	Bs20.30
Broadband Total K	N/A
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	N/A
Mobile Trend	declining
Arpu Trend	declining

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

**Business model:** Mobile-only operator; service-revenue dominant; low-margin / scale-focused

##### Network Status

- **Status:** data\_available
- **Five G Coverage Pct:** 0.0%

- **Four G Coverage Pct:** 38.0%
- **Fiber Homepass K:** N/A
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei; Spectrum Mhz: 50

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

**Ecosystem partners:** Network vendor: Huawei

**Organization:** CEO: Ricardo Flores (NuevaTel management)

#### **Key problems:**

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

#### **Strengths & Weaknesses**

Strengths	Weaknesses
	Brand Strength: score 45 (market avg 63)
	Customer Service: score 42 (market avg 55)
	Digital Experience: score 38 (market avg 50)
	Distribution: score 50 (market avg 68)
	Enterprise Solutions: score 30 (market avg 45)

#### **Implications for Tigo Bolivia**

- **Opportunity:** Viva Bolivia 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 Viva Bolivia.

#### **Likely future actions:**

- Viva Bolivia may pursue cost optimization or strategic pivot given declining revenue trend.
- Viva Bolivia will need significant network investment (coverage score: 42/100).

## Entel Bo

### Financial & Subscriber Profile

Metric	Value
Revenue	Bs1,420M
Service Revenue	Bs1,350M
Service Revenue Growth Pct	2.2%
Ebitda	Bs426M
Ebitda Margin Pct	30.0%
Ebitda Growth Pct	N/A
Capex	Bs244M
Capex To Revenue Pct	17.2%
Mobile Total K	4,570K
Mobile Postpaid K	464K
Mobile Net Adds K	10K
Mobile Churn Pct	2.5%
Mobile Arpu	Bs21.90
Broadband Total K	214K
Broadband Fiber K	58K
Broadband Net Adds K	N/A
Tv Total K	87K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

**Growth strategy:** Steady growth trajectory; subscriber acquisition focus

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

### Network Status

- **Status:** data\_available
- **Five G Coverage Pct:** 0.0%

- **Four G Coverage Pct:** 60.0%
- **Fiber Homepass K:** 300K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei/ZTE; Spectrum Mhz: 110

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

**Core control points:** Own fiber infrastructure (300k homes)

**Ecosystem partners:** Network vendor: Huawei/ZTE

**Organization:** CEO: Jose Luis Perez (Government appointed, public sector background)

## Strengths & Weaknesses

Strengths	Weaknesses
Distribution: score 75 (market avg 68)	
Enterprise Solutions: score 50 (market avg 45)	
Network Coverage: score 68 (market avg 61)	
Network Quality: score 62 (market avg 57)	

## Implications for Tigo Bolivia

- **Threat:** Entel Bolivia's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Learning:** Entel Bolivia excels in: Distribution, Enterprise Solutions, Network Coverage. Study their approach for best practices.
- Action: Benchmark Entel Bolivia's practices in Distribution, Enterprise Solutions, Network Coverage.

### Likely future actions:

- Entel Bolivia is likely to continue aggressive network expansion (capex/revenue at 17% with growing revenue).
- Entel Bolivia is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.

## 4. Cross-Operator Comparison Dashboard

Metric	Entel Bo	Tigo Bolivia	Viva Bo
<b>Revenue</b>	Bs1,420M	Bs1,890M	Bs502M
<b>Revenue Growth</b>	+2.2%	+7.1%	-2.1%
<b>Ebitda Margin</b>	30.0%	42.6%	23.1%
<b>Subscribers</b>	4,570K	5,760K	2,130K
<b>Arpu</b>	Bs21.90	Bs23.30	Bs20.30
<b>Churn</b>	2.5%	2.6%	4.2%
<b>5G Coverage</b>	0.0%	0.0%	0.0%

## 5. Competitive Dynamics

The market comprises 3 active operators: Viva Bolivia, Entel Bolivia, Tigo Bolivia. Overall competition intensity is assessed as medium. Revenue ranking: Tigo Bolivia (1,890M), Entel Bolivia (1,420M), Viva Bolivia (502.0M). Five Forces: Existing Competitors: high; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: high.

**Key message:** In a 3-player market with medium competition intensity, Tigo Bolivia leads with 50% revenue share. Target operator holds 50% 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 78 (market avg 63), Customer Service: score 65 (market avg 55).

## 6. Competitive Risk Register

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

# Self Analysis — Tigo Bolivia (CQ4\_2025)

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

**Health rating:** Stable

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## 1. Financial Health Dashboard

KPI	Value
Total Revenue	Bs1,890M
Service Revenue	Bs1,800M
Ebitda	Bs805M
Ebitda Margin Pct	42.6%
Net Income	N/A
Capex	Bs295M
Capex To Revenue Pct	15.6%
Opex	N/A
Employees	1,950
Revenue Qoq Pct	1.6%
Revenue YoY Pct	6.8%
Ebitda Qoq Pct	1.9%
Ebitda Growth Pct	7.3%
Service Revenue Growth Pct	7.1%

### Revenue Trends (Recent Quarters)



## 2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	Bs1,340M	70.9%
Fixed Service Revenue	Bs350M	18.5%
B2B Revenue	Bs110M	5.8%
Other Revenue	Bs90M	4.8%
<b>Total</b>	<b>Bs1,890M</b>	<b>100.0%</b>

## 3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	Bs1,340M	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	Bs350M	<b>Strong</b>	GROW: Strong momentum — invest to accelerate growth
B2B	Bs110M	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
TV/Convergence	—	<b>Stable</b>	GROW: Improving trajectory — consider incremental investment
Wholesale	—	<b>Stable</b>	MAINTAIN: Stable performance — optimize current operations

## Segment: Mobile [Stable]

Metric	Value
Mobile Service Revenue	Bs1,340M
Mobile Service Growth %	6.3%
Mobile Total (K)	5,760K
Mobile Postpaid (K)	590K
Mobile Prepaid (K)	5,170K
Mobile Net Adds (K)	80K
Mobile Churn %	2.6%
Mobile ARPU	Bs23.30
IoT Connections (K)	N/A

### Changes

Metric	Current	Previous	Direction	Significance
revenue	1340.0	1320.0	Improving	Minor
subscribers	5760.0	5680.0	Improving	Minor
arpu	23.3	23.2	Stable	Minor

### Why — Attribution Analysis

- **Management Explanation** (high): Bolivia mobile growth steady with data adoption driving revenue

**Key message:** Mobile service revenue at 1,340M; up 6.3% YoY; ARPU 23.3

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

## Segment: Fixed Broadband [Strong]

Metric	Value
Fixed Service Revenue	Bs350M
Fixed Service Growth %	12.9%
Broadband Total (K)	250K
Broadband Net Adds (K)	10K
Broadband Cable (K)	175K
Broadband Fiber (K)	45K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

### Changes

Metric	Current	Previous	Direction	Significance
revenue	350.0	340.0	Improving	Moderate
subscribers	250.0	240.0	Improving	Moderate
arpu			Stable	Minor

### Why — Attribution Analysis

- **Market Change** (medium): Tigo Bolivia launches fiber broadband in Santa Cruz
- **Product Change** (high): revenue increased 2.9% QoQ
- **Product Change** (high): subscribers increased 4.2% QoQ

**Key message:** Fixed service revenue 350.0M; growth +12.9% YoY; Fiber subs 45K

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

## Segment: B2B [Stable]

Metric	Value
B2B Revenue	Bs110M
B2B Growth %	N/A
B2B Customers (K)	19K
B2B Share Of Revenue %	5.8%

## Changes

Metric	Current	Previous	Direction	Significance
revenue	110.0	110.0	Stable	Minor
customers	19.0	18.0	Improving	Significant

## Why — Attribution Analysis

- **Product Change** (high): customers increased 5.6% QoQ

**Key message:** B2B revenue 110.0M; 5.8% of total revenue

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

## Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	165K
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	165.0	160.0	Improving	Moderate
fmc_subscribers			Stable	Minor

## Why — Attribution Analysis

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

**Key message:** TV subscribers 165K

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

## Segment: Wholesale [Stable]

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

### Changes

Metric	Current	Previous	Direction	Significance
revenue			Stable	Minor

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

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

## 4. Network Assessment

### Technology Mix

Technology	Detail
Mobile Vendor	Ericsson
Spectrum Mhz	100
Core Vendor	Ericsson

### Coverage

Technology	Coverage
5G	0.0%
4G	65.0%

### Controlled vs. Resale

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Fully owned mobile 4G + HFC cable network (450K homes). ~93% self-built.

## Homepass vs. Connect

Metric	Value
Fiber Homepass K	250K
Cable Homepass K	450K
Fiber Connected K	45K
Cable Connected K	175K
Fiber Penetration Pct	18.0%
Cable Penetration Pct	38.9%

## Evolution Strategy

- **Data Signals:** Mixed fiber/cable footprint
- **Recent Tech Initiatives:** Tigo Bolivia launches fiber broadband in Santa Cruz
- **Summary:** 4G LTE expansion to secondary cities; fiber deployment in Santa Cruz and La Paz; HFC DOCSIS 3.1.

**Investment direction:** stable

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

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

**Cost impact:** Moderate capex intensity (15.6%); Dual fixed-network cost (fiber + cable)

## 5. Business Model Canvas

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

## 6. Strengths, Weaknesses & Exposure Points

### Strengths

- Brand Strength: score 78 (market avg 63)
- Customer Service: score 65 (market avg 55)
- Digital Experience: score 62 (market avg 50)
- Distribution: score 80 (market avg 68)
- Enterprise Solutions: score 55 (market avg 45)
- Innovation: score 60 (market avg 48)
- Network Coverage: score 72 (market avg 61)
- Network Quality: score 68 (market avg 57)
- Strong EBITDA margin at 42.6%

- Revenue on growth trajectory
- Dominant market share at 49.6%
- Top 1 in revenue market ranking

## Weaknesses

- 5G coverage gap at only 0.0%

## Exposure Points

Trigger	Side Effect	Attack Vector	Severity
Government favoritism toward state-owned Entel	Regulatory asymmetry and spectrum allocation disadvantage	Entel receives government support and favorable spectrum terms	High
Challenging geography (Andes + Amazon) limits rural coverage economics	High per-site deployment costs in mountainous terrain	Entel with government subsidies can deploy in unprofitable rural areas	Medium

## 7. Management & Organization

### Leadership Team

Name	Title	Tenure
Mario Zanatti	CEO	6 years
Claudia Torres	CFO	5 years

### Organization & Culture

Stable leadership team (avg tenure >3 years); Growth-oriented strategic posture; Market leader; Millicom standards; Tigo Money driving financial inclusion; challenging regulatory environment.

### Management Commentary (Earnings Calls)

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

**Opportunity gap:** Top opportunity gaps: FTTH migration upside (fiber only 36% of homepass footprint)

**Strategic review:** Management outlook: Bolivia mobile growth steady with data adoption driving revenue. Revenue trajectory growing, margins strong (42.6%).

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

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## 8. Strategic Diagnosis Summary

**Key message:** Ranked #1 of 3 operators in market; revenue BOB 1,890M; EBITDA margin 42.6%; stable but facing challenges; key strength: Brand Strength; key challenge: 5G coverage gap at only 0.0%; Management outlook: Bolivia mobile growth steady with data adoption driving revenue

**Net assessment:** Overall stable operator. EBITDA margin 42.6%. 1 of 5 segments rated 'strong'. Key challenge: 5G coverage gap at only 0.0%.

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

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

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### 1. SWOT Overview

Quadrant	Count	Key Items
<b>Strengths</b>	12	Brand Strength: score 78 (market avg 63), Customer Service: score 65 (market avg 55), Digital Experience: score 62 (market avg 50)
<b>Weaknesses</b>	3	5G coverage gap at only 0.0%, Regulatory asymmetry and spectrum allocation di..., High per-site deployment costs in mountainous t...
<b>Opportunities</b>	4	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Bolivia revenue growth 6.8% YoY
<b>Threats</b>	4	Regulatory Environment: Compliance requirements..., High existing competitors pressure, High substitutes pressure

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

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

**Critical insight:** SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).

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## 2. Strengths

1. Brand Strength: score 78 (market avg 63)
  2. Customer Service: score 65 (market avg 55)
  3. Digital Experience: score 62 (market avg 50)
  4. Distribution: score 80 (market avg 68)
  5. Enterprise Solutions: score 55 (market avg 45)
  6. Innovation: score 60 (market avg 48)
  7. Network Coverage: score 72 (market avg 61)
  8. Network Quality: score 68 (market avg 57)
  9. Strong EBITDA margin at 42.6%
  10. Revenue on growth trajectory
  11. Dominant market share at 49.6%
  12. Top 1 in revenue market ranking
- 

## 3. Weaknesses

1. 5G coverage gap at only 0.0%
2. Regulatory asymmetry and spectrum allocation disadvantage
3. High per-site deployment costs in mountainous terrain

### Weakness Interactions

Note: Weaknesses often compound. For example, '5G coverage gap at only 0.0%' may exacerbate 'Regulatory asymmetry and spectrum allocation di...', creating a negative feedback loop.

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## 4. Opportunities

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia
  2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access
  3. Tigo Bolivia revenue growth 6.8% YoY
  4. Tigo Bolivia launches fiber broadband in Santa Cruz
-

## 5. Threats

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

### Compound Threat Effects

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

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## 6. Strategy Matrix

### SO Strategies (Strengths × Opportunities)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Brand Strength: score 78 (market avg 63)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Leverage 'Customer Service: score 65 (market avg 55)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.
3. Leverage 'Digital Experience: score 62 (market avg 50)' to capture the opportunity of 'Tigo Bolivia revenue growth 6.8% YoY'.
4. Leverage 'Distribution: score 80 (market avg 68)' to capture the opportunity of 'Tigo Bolivia launches fiber broadband in Santa Cruz'.

### WO Strategies (Weaknesses × Opportunities)

Fix weaknesses to capture opportunities — Posture: Developmental

1. Address weakness '5G coverage gap at only 0.0%' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Address weakness 'Regulatory asymmetry and spectrum allocation disadvantage' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.
3. Address weakness 'High per-site deployment costs in mountainous terrain' to unlock the opportunity of 'Tigo Bolivia revenue growth 6.8% YoY'.

## ST Strategies (Strengths x Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Brand Strength: score 78 (market avg 63)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
2. Use strength 'Customer Service: score 65 (market avg 55)' to counter the threat of 'High existing competitors pressure'.
3. Use strength 'Digital Experience: score 62 (market avg 50)' to counter the threat of 'High substitutes pressure'.
4. Use strength 'Distribution: score 80 (market avg 68)' to counter the threat of 'High buyer power pressure'.

## WT Strategies (Weaknesses x Threats)

Minimize weaknesses and avoid threats — Posture: Survival

1. Mitigate weakness '5G coverage gap at only 0.0%' and defend against the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.
  2. Mitigate weakness 'Regulatory asymmetry and spectrum allocation disadvantage' and defend against the threat of 'High existing competitors pressure'.
  3. Mitigate weakness 'High per-site deployment costs in mountainous terrain' and defend against the threat of 'High substitutes pressure'.
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## 7. Strategic Synthesis

**Key message:** SWOT analysis identifies 12 strengths, 3 weaknesses, 4 opportunities, and 4 threats. The recommended strategic posture is offensive (SO-dominant).

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

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

**Net assessment:** S:12/W:3/O:4/T:4 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

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

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**Protagonist:** Tigo Bolivia

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

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## 1. SPAN Matrix Overview

Quadrant	Count	Share	Action
Grow/Invest	13	57%	Execute aggressively — highest priority
Acquire Skills	3	13%	Build capabilities before competing
Harvest	4	17%	Extract value from declining positions
Avoid/Exit	3	13%	Do not invest — exit if possible

## **SPAN Position Details**

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-2	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-3	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
SO-4	7.2	7.0	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Bolivia revenue growth 6.8% YoY	6.2	6.5	Grow Invest	Invest aggressively to grow market share and revenue
Tigo Bolivia launches fiber broadband in Santa Cruz	6.2	6.5	Grow Invest	Invest aggressively to grow market share and revenue
5G SA enabling network slicing and enterprise services	6.9	6.2	Grow Invest	Invest aggressively to grow market share and revenue
AI/ML for network optimization and customer experience	6.9	6.2	Grow Invest	Invest aggressively to grow market share and revenue
Open RAN for vendor diversification and cost reduction	6.9	6.2	Grow Invest	Invest aggressively to grow market share and revenue
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia	7.0	6.5	Grow Invest	Invest aggressively to grow market share and revenue

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access	7.0	6.5	Grow Invest	Invest aggressively to grow market share and reven
Exploit Viva Bo weakness: Brand Strength: score 45 (market avg 63)	6.7	6.0	Grow Invest	Invest aggressively to grow market share and reven
Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)	6.7	6.0	Grow Invest	Invest aggressively to grow market share and reven
WO-1	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-2	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
WO-3	6.8	3.0	Acquire Skills	Build missing capabilities before committing major
ST-1	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
ST-2	3.5	6.5	Harvest	Maximize short- term returns while maintaining comp
ST-3	3.5	6.5	Harvest	Maximize short- term returns while

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

## 2. Grow/Invest Opportunities

Execute aggressively — highest priority

### 1. Leverage Brand Strength → Regulatory Environment

Leverage 'Brand Strength: score 78 (market avg 63)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Bolivia'.

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

Derived from: swot\_so\_strategy

## 2. Leverage Customer Service → National Digital Strategy

Leverage 'Customer Service: score 65 (market avg 55)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.

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

Derived from: swot\_so\_strategy

## 3. Leverage Digital Experience → Tigo Bolivia revenue growth 6.8% YoY

Leverage 'Digital Experience: score 62 (market avg 50)' to capture the opportunity of 'Tigo Bolivia revenue growth 6.8% YoY'.

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

Derived from: swot\_so\_strategy

## 4. Leverage Distribution → Tigo Bolivia launches fiber broadband in...

Leverage 'Distribution: score 80 (market avg 68)' to capture the opportunity of 'Tigo Bolivia launches fiber broadband in Santa Cruz'.

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

Derived from: swot\_so\_strategy

## 5. Tigo Bolivia revenue growth 6.8% YoY

Tigo Bolivia revenue growth 6.8% YoY

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

Derived from: market\_opportunity, pricing

## 6. Tigo Bolivia launches fiber broadband in Santa Cruz

Tigo Bolivia launches fiber broadband in Santa Cruz

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

Derived from: market\_opportunity, technology

## 7. 5G SA enabling network slicing and enterprise services

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

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

Derived from: trend\_technology

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

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

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

Derived from: trend\_technology

## 9. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

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

Derived from: trend\_technology

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

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

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

Derived from: trend\_policy\_opportunity

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

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

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

Derived from: trend\_policy\_opportunity

## 12. Exploit Viva Bo weakness: Brand Strength: score 45 (market avg 63)

Competitor Viva Bo is weak in: Brand Strength: score 45 (market avg 63)

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

Derived from: competitor\_weakness, Viva Bo

## **13. Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)**

Competitor Viva Bo is weak in: Customer Service: score 42 (market avg 55)

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

Derived from: competitor\_weakness, Viva Bo

## **3. Acquire Skills Opportunities**

Build capability before competing

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

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

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

Derived from: swot\_wo\_strategy

### **2. Address Regulatory asymmetry and spectrum allocation disadvantage → National Digital Strategy**

Address weakness 'Regulatory asymmetry and spectrum allocation disadvantage' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Bolivia investment but also enable subsidy access'.

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

Derived from: swot\_wo\_strategy

### 3. Address High per-site deployment costs in mountainous terrain → Tigo Bolivia revenue growth 6.8% YoY

Address weakness 'High per-site deployment costs in mountainous terrain' to unlock the opportunity of 'Tigo Bolivia revenue growth 6.8% YoY'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot\_wo\_strategy

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## 4. Harvest & Avoid/Exit

### Harvest

Extract remaining value — do not invest for growth

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

### Avoid/Exit

No viable path — exit or do not enter

- Mitigate 5G coverage gap at only 0.0% → Regulatory Environment
  - Mitigate Regulatory asymmetry and spectrum allocation disadvantage → High existing competitors pressure
  - Mitigate High per-site deployment costs in mountainous terrain → High substitutes pressure
- 

## 5. Portfolio Prioritization

### P0 — Must Do (Existential)

Failure to execute threatens survival or core business

Opportunity	Addressable Market	Time Window	Capability
Leverage Brand Strength → Regulatory Environment	N/A		
Leverage Customer Service → National Digital Strategy	N/A		
Leverage Digital Experience → Tigo Bolivia revenue growth 6.8% YoY	N/A		
Leverage Distribution → Tigo Bolivia launches fiber broadband in...	N/A		
Tigo Bolivia revenue growth 6.8% YoY	N/A		

## P1 — Should Do (Strategic)

High-impact strategic initiatives

<b>Opportunity</b>	<b>Addressable Market</b>	<b>Time Window</b>	<b>Capability</b>
Tigo Bolivia launches fiber broadband in Santa Cruz	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 Viva Bo weakness: Brand Strength: score 45 (market avg 63)	N/A		
Exploit Viva Bo weakness: Customer Service: score 42 (market avg 55)	N/A		
Address 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Address Regulatory asymmetry and spectrum allocation disadvantage → National Digital Strategy	N/A		
Address High per-site deployment costs in mountainous terrain → Tigo Bolivia revenue growth 6.8% YoY	N/A		

## P2 — Could Do (Opportunistic)

Worthwhile if resources allow

Opportunity	Addressable Market	Time Window	Capability
Defend Brand Strength → Regulatory Environment	N/A		
Defend Customer Service → High existing competitors pressure	N/A		
Defend Digital Experience → High substitutes pressure	N/A		
Defend Distribution → High buyer power pressure	N/A		
Mitigate 5G coverage gap at only 0.0% → Regulatory Environment	N/A		
Mitigate Regulatory asymmetry and spectrum allocation disadvantage → High existing competitors pressure	N/A		
Mitigate High per-site deployment costs in mountainous terrain → High substitutes pressure	N/A		

## 6. Financial Impact Assessment

Opportunity	Priority	Addressable Market
Leverage Brand Strength → Regulatory Environment	P0	N/A
Leverage Customer Service → National Digital Strategy	P0	N/A
Leverage Digital Experience → Tigo Bolivia revenue growth 6.8% YoY	P0	N/A
Leverage Distribution → Tigo Bolivia launches fiber broadband in...	P0	N/A
Tigo Bolivia revenue growth 6.8% YoY	P0	N/A
Tigo Bolivia launches fiber broadband in Santa Cruz	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

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## 7. Strategic Recommendations

**Key message:** SPAN matrix positions 23 opportunities: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items for maximum strategic impact.

### Immediate Actions (Next Quarter)

- **Accelerate Fixed Broadband Growth:** Fixed Broadband showing strong momentum at Bs350M — invest to accelerate
- **Tigo Bolivia revenue growth 6.8% YoY:** Tigo Bolivia revenue growth 6.8% YoY
- **Accelerate FTTH Rollout:** Tigo Bolivia launches fiber broadband in Santa Cruz

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

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

**Net assessment:** 23 opportunities mapped: 13 grow/invest, 3 acquire skills, 4 harvest, 3 avoid/exit. Focus resources on the 13 grow/invest items.

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## Three Decisions — Strategy & Execution

**Diagnosis:** The Dominant Leader

**Posture:** Offensive

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

### Decision 1: Define Strategy

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

Priority	Pillar	Direction	KPIs
P0	Growth Strategy	Defend leadership through ecosystem expansion in Mobile, Fixed Broadband, B2B	Maintain #1 revenue share; Grow Mobile, Fixed Broadband, B2B by 5-8% YoY
P0	Competitive Strategy	Capitalize on competitive strengths to gain market share	Outgrow competitors in key segments; Increase service differentiation
P1	Transformation Strategy	Accelerate fiber transition — converged network as competitive moat	Fiber homepass coverage +20%; FMC bundle attach rate 50%+
P1	Customer Strategy	Optimize value extraction in stable segments: Wholesale	Upsell rate +10% in Wholesale; Cross-sell convergence bundles

## Decision 2: Define Key Tasks

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

Priority	Domain	Task	Description	KPIs
P0	Network	Accelerate Fixed Network Upgrade	Drive DOCSIS/Fiber rollout to increase homepass and improve	Homepass coverage +15%; Speed tier upgrades
P0	Business	Accelerate Mobile Growth	Mobile at €1,340M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €350M showing strong momentum — invest to	Fixed Broadband revenue +10% YoY; Market share gain
P1	Business	Opportunity Portfolio Execution	13 grow/invest opportunities identified — establish executio	Launch 3+ priority initiatives; Pipeline contribution tracking
P1	Customer	Customer Experience Enhancement	Improve digital touchpoints and service resolution to boost	NPS +5 points; First-call resolution rate 80%+
P2	Efficiency	Operational Efficiency & Automation	EBITDA margin 42.6% — maintain through smart automation and	Process automation 30%+; Cost-to-serve reduction

## Decision 3: Define Execution

### Quarterly Roadmap

#### **Q1: Foundation & Quick Wins (P0)**

- Launch: Accelerate Fixed Network Upgrade
- Launch: Accelerate Mobile Growth
- Launch: Accelerate Fixed Broadband Growth
- Establish governance cadence
- Baseline KPI measurement

#### **Q2: Scale & Build Capabilities (P0)**

- Scale: Accelerate Fixed Network Upgrade
- Scale: Accelerate Mobile Growth
- Scale: Accelerate Fixed Broadband Growth
- Initiate: Opportunity Portfolio Execution
- Initiate: Customer Experience Enhancement

#### **Q3: Optimize & Iterate (P1)**

- Mid-year review and course correction
- Optimize P0 initiatives based on Q1-Q2 data
- Expand P1 initiatives to full scale

#### **Q4: Assess & Plan Next Year (P1)**

- Year-end results assessment
- Lessons learned documentation
- Next-year strategy refresh based on outcomes

### Governance

- **Monthly Progress Review** (Monthly): Track P0 task progress, KPI trends, and resource utilization
- **Quarterly Strategic Checkpoint** (Quarterly): Evaluate strategy execution, adjust priorities, reallocate resources
- **Mid-Year Strategic Adjustment** (Semi-annual): Major review of market conditions and strategy effectiveness

### Strategic Traps to Avoid

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

## Key Risks & Mitigation

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

## Strategic Narrative

As The Dominant Leader, the strategic posture is Offensive. As The Dominant Leader: defend leadership through innovation and ecosystem lock-in. Execution focuses on 3 P0-priority tasks out of 6 across Business, Customer, Efficiency, Network, with quarterly milestones and monthly governance checkpoints.

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## 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