

Tigo Colombia — BLM战略评估：完整分析报告

Period: CQ4_2025

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

Protagonist: Tigo Colombia

Market: Colombian Telecommunications

Generated: 2026-02-14

Population: 52.0M

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	Link
01	Look 1: Trends — PEST Analysis	Link
02	Look 2: Market & Customer — \$APPEALS	Link
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03	Look 3: Competition — Porter + Deep Dives	Link
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执行摘要 — Tigo Colombia BLM Strategic Assessment

Period: CQ4_2025

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

Protagonist: Tigo Colombia

Market: Colombian Telecommunications

一句话结论

Tigo Colombia is an operationally stable #2 operator trapped in a "squeezed middle" with a 3-5 year window to accelerate Fixed Broadband Growth.

1. 全局概览

1.1 市场背景

指标	值	影响
Market size	COP 9.3B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+3.0% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (Claro Colombia: 48.7%, Tigo Colombia: 25.9%, Movistar Colombia: 20.0%, WOM Colombia: 5.4%)	Market structure
Lifecycle stage	Late_Growth	
Population	52.0M	
Regulator	CRC (Comision de Regulacion de Comunicaciones)	
Structure	4-operator oligopoly	

1.2 运营商定位

指标	值	Rank	评估
营收	\$2,420M	#2	

1.3 核心数据概览

Revenue	\$2,420M/q
EBITDA	\$850M/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 (+3.0% 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. (+3.0% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: late_growth	
Market growth: +3.0% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 7/11 factors present opportunities

看二：看市场与客户（\$APPEALS）

Net assessment: Tigo Colombia leads in 3 of 8 \$APPEALS dimensions and trails in 5. 4 customer segments identified.

Finding	影 响
Colombia telecom market totals COP 9,340M in quarterly revenue; Market presents a balanced mix of opportunities and challenges.	
Market outlook: mixed	
4 customer segments identified	

看三：看竞争

Net assessment: #2 of 4 operators in a high-intensity market. Strongest force: existing competitors. Key differentiators: Customer Service: score 68 (market avg 64), Digital Experience: score 72 (market avg 68).

Finding

影响

In a 4-player market with high competition intensity, Claro Colombia leads with 49% revenue share. Target operator holds 26% share. Strongest competitive force: Existing Competitors.

Competition intensity: high

3 competitor deep dives completed

看四：看自己

Net assessment: Overall stable operator. EBITDA margin 35.1%. 1 of 5 segments rated 'strong'. Key challenge: Price Competitiveness: score 70 (market avg 73).

Finding

影响

Ranked #2 of 4 operators in market; revenue COP 2,420M; EBITDA margin 35.1%; stable but facing challenges; key strength: Customer Service; key challenge: Price Competitiveness; Management outlook: Mobile service 营收增长 accelerating with data monetization and postpaid migration

Health rating: stable

资费分析

Net assessment: Tariff analysis available

SWOT综合分析

Net assessment: S:9/W:5/O:5/T:7 — Defensive (ST-dominant). Strengths outweigh weaknesses, threats dominate opportunities.

Finding

影响

SWOT analysis identifies 9 strengths, 5 weaknesses, 5 opportunities, and 7 threats. The recommended strategic posture is defensive (ST-dominant).

S:9 W:5 O:5 T:7

Balance:
S>W, T>O

看五：看机会 (SPAN)

Net assessment: 29 opportunities mapped: 14 grow/invest, 7 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 14 grow/invest items.

Finding	影响
SPAN matrix positions 29 opportunities: 14 grow/invest, 7 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 14 grow/invest items for maximum strategic impact.	
14/29 (48%) in Grow/Invest	有利 opportunity landscape

3. "夹缝中的挣扎者" — 核心诊断

The single most important finding across all Five Looks is Tigo Colombia's "Squeezed Middle" positioning.

This is not a temporary market condition — it is a structural competitive problem that manifests in every dimension:

The escape routes (not mutually exclusive):

1. Leverage Customer Service for Regulatory Environment
2. Leverage Digital Experience for Digital Strategy Alignment
3. Leverage Distribution for Tigo Colombia 营收增长 7.1% YoY

Dimension	Claro Co	Movistar Co	Tigo Colombia	Wom Co
营收	\$4,550M	\$1,870M	\$2,420M	\$500M
Revenue Growth	+4.2%	+2.3%	+7.1%	+35.3%
Ebitda Margin	40.0%	29.7%	35.1%	-2.0%
用户数	32,400K	15,350K	15,900K	4,600K
Arpu	\$8400.00	\$8200.00	\$7850.00	\$10870.00
Churn	1.9%	2.5%	2.1%	3.0%
5G Coverage	10.0%	3.0%	5.0%	0.0%

4. 战略优先级 (汇总)

Across all analyses, 7 strategic priorities emerge consistently:

Priority 1: Accelerate Fixed Broadband Growth (生存级)

Aspect	Detail
Addressable market	\$880M
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 Price Competitiveness Gap (生存级)

Aspect	Detail
Current capability	Price Competitiveness: score 70 (market avg 73)
Time window	1-2 years
Approach	Targeted investment to close gap in Price Competitiveness

Priority 3: Close 5G 覆盖率 Gap (生存级)

Aspect	Detail
Current capability	5G coverage gap at only 5.0%
Time window	1-2 years
Approach	Targeted investment to close gap in 5G Coverage

Priority 4: Tigo Colombia 营收增长 7.1% YoY (战略级)

Aspect	Detail
Addressable market	N/A
Approach	Tigo Colombia 营收增长 7.1% YoY

Priority 5: Tigo-UNE launches 5G in Bogota and Medellin (战略级)

Aspect	Detail
Addressable market	N/A
Approach	Tigo-UNE launches 5G in Bogota and Medellin

Priority 6: WOM reaches 4.6M subscribers in Colombia (战略级)

Aspect	Detail
Addressable market	N/A
Approach	WOM reaches 4.6M subscribers in Colombia

Priority 7: Capitalize on Spectrum Renewal (IMPORTANT)

Aspect	Detail
Addressable market	N/A
Approach	Policy opportunity: Regulatory Environment: Compliance requirements and spectrum policies directly affect tigo_colombia

5. 战略禁区

Equally important – strategic traps to avoid:

Trap	Why It's Tempting	Why It's Wrong
Enter a price war	Value competitors are winning on price	Margin destruction without winning price-sensitive customers back
Attempt premium repositioning	Leader's margins are enviable	Trails leader on every dimension; would take years and heavy investment
Delay core transformation	Current performance is adequate	Key weakness: Price Competitiveness: score 70 (market avg 73); delay compounds disadvantage

6. 时间线与节奏

IMMEDIATE (Now)

- Accelerate Fixed Broadband Growth

SHORT-TERM (6-18 months)

- Close Price Competitiveness Gap
- Close 5G Coverage Gap

MEDIUM-TERM (2-3 years)

- Tigo Colombia 营收增长 7.1% YoY

- Tigo-UNE launches 5G in Bogota and Medellin
 - WOM reaches 4.6M subscribers in Colombia
 - Capitalize on Spectrum Renewal
-

7. 风险/收益摘要

7.1 乐观情景（执行到位）

Scenario: Execute all 7 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 7 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	\$1,240M	—	—	增长
Fixed Broadband revenue	\$880M	—	—	增长
B2B revenue	\$170M	—	—	增长

Colombian 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	COP 9.3B (quarterly, CQ4_2025)	Market scale
YoY growth	+3.0% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	稳定 (industry EBITDA margin ~34.4%)	
Concentration	CR4 = 100% (Claro Colombia: 48.7%, Tigo Colombia: 25.9%, Movistar Colombia: 20.0%, WOM Colombia: 5.4%)	Market structure
Lifecycle stage	Late_Growth	

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	0	2	Challenging
Social	2	2	1	有利
Technology	3	3	1	Strongly favorable
Total	11	7	5	Net favorable (7 opps vs 5 threats)

Overall weather: Sunny — Mostly favorable: 7/11 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: CRC pro-competition; spectrum caps; MVNOs encouraged; asymmetric regulation on Claro

Industry impact: Regulatory framework shapes competitive dynamics and investment requirements

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

- Macro data: CRC pro-competition; spectrum caps; MVNOs encouraged; asymmetric regulation on Claro

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: Colombia Digital 2030; broadband universalization; 5G roadmap announced

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

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

- Digital strategy: Colombia Digital 2030; broadband universalization; 5G roadmap announced

3.3 CRC announces 5G spectrum auction timeline

因素	Detail
Severity	高
趋势	Uncertain
Impact type	中性
Time horizon	Short Term

Current status: 3.5 GHz and 26 GHz bands to be auctioned in 2026

Company impact: CRC announces 5G spectrum auction timeline: requires Tigo Colombia to monitor and adapt strategy

4. 经济因素 – 宏观逆风

4.1 GDP增长

因素	Detail
Severity	中
趋势	稳定
Impact type	中性
Time horizon	Short Term

Current status: GDP growth at 1.8%

Industry impact: Moderate GDP growth supports steady telecom demand

Company impact: Supported 营收增长 for Tigo Colombia

- GDP growth: 1.8%

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 5.5%

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

Company impact: OPEX pressure for Tigo Colombia

- Inflation: 5.5%

4.3 失业率

因素	Detail
Severity	中
趋势	稳定
Impact type	威胁
Time horizon	Short Term

Current status: Unemployment at 10.2%

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

Company impact: Consumer segment sensitivity for Tigo Colombia

- Unemployment: 10.2%

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 2.0% 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 Colombia

- 5G adoption: 2.0%

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 18.0%

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 Colombia

- Fiber penetration: 18.0%

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 (2.0% 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 Colombia

- 5G adoption: 2.0%

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 18.0%, 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 Colombia

- Fiber penetration: 18.0%

6.3 Tigo-UNE launches 5G in Bogota and Medellin

因素	Detail
Severity	高
趋势	Uncertain
Impact type	机会
Time horizon	Short Term

Current status: Initial 5G deployment covering central business districts

Company impact: Tigo-UNE launches 5G in Bogota and Medellin strengthens Tigo Colombia 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

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. (+3.0% YoY (CQ2_2025 -> CQ4_2025))

Net assessment: 有利 macro environment in a late_growth market (+3.0% 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 Colombia
- National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access

政策威胁

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

市场与客户分析 – \$APPEALS框架 (CQ4_2025)

Protagonist: Tigo Colombia

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

1. 市场概览

指标	值
Calendar Quarter	CQ4_2025
Total Revenue	\$9,340M
Total Mobile Subscribers K	68,250K
Total Broadband Subscribers K	6,060K
Market Shares	Claro Colombia: 48.7%; Tigo Colombia: 25.9%; Movistar Colombia: 20.0%; WOM Colombia: 5.4%
Penetration Rates	Mobile Penetration Pct: 131.2; Broadband Penetration Pct: 11.7
Operator Count	4

Market outlook: Mixed

2. 市场事件与竞争情报

Type	描述	影响	Severity	来源
Pricing	Tigo Colombia 营收增长 7.1% YoY	机会	中	Peer Driven
Pricing	WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M)	威胁	中	Peer Driven
Pricing	WOM Colombia 营收增长 35.1% YoY	威胁	高	Peer Driven
Pricing	WOM Colombia mobile ARPU increase 8.7% QoQ (COP 10870.0)	Both	中	Peer Driven
Pricing	WOM Colombia EBITDA margin improvement: -2.0% vs -4.3% (+2.3pp)	威胁	中	Peer Driven
Pricing	CRC announces 5G spectrum auction timeline	Both	高	External Player Driven
Technology	Tigo-UNE launches 5G in Bogota and Medellin	机会	高	External Player Driven
Merger	WOM reaches 4.6M subscribers in Colombia	机会	中	Peer Driven

3. 客户细分

细分市场	Type	Size	增长	Our Share
Consumer Prepaid Mass	Consumer		稳定	
Consumer Postpaid & Convergent	Consumer		稳定	
Enterprise Large	Enterprise	~16K customers (top 5%)	增长中	~30% of B2B base
Enterprise SME	Enterprise	~314K customers	稳定	~30% of B2B base

Segment: Consumer Prepaid Mass

- **Unmet needs:** Affordable data plans for low-income users; Rural and semi-urban coverage
- **Pain points:** Data runs out quickly; Network congestion in Bogota/Medellin
- **Decision factors:** Price per GB; Social media bundles; Recharge convenience

Segment: Consumer Postpaid & Convergent

- **Unmet needs:** 高-quality convergent bundles (mobile+fiber+TV); 5G-ready plans
- **Pain points:** Slow 光纤部署 outside major cities; Complex pricing structures
- **Decision factors:** Bundle value; Network speed; Device offers

Segment: Enterprise Large

- **Unmet needs:** SD-WAN and multi-cloud connectivity; IoT solutions for agriculture and logistics
- **Pain points:** Limited nationwide enterprise coverage; Complex procurement processes
- **Decision factors:** National coverage; SLA guarantees; Managed services capability
- **Competitor gaps:** Claro Colombia competes in large enterprise ICT; Opportunity in cloud and security managed services
- **Opportunity:** Managed connectivity + cloud services for 数字化转型

Segment: Enterprise SME

- **Unmet needs:** Simple all-in-one business connectivity; Affordable cloud solutions
- **Pain points:** 高 costs for business-grade internet; Poor B2B customer service
- **Decision factors:** Price; Simplicity; Reliability
- **Competitor gaps:** Most operators lack simplified SME bundles
- **Opportunity:** Simple all-in-one business packages with digital tools

4. \$APPEALS评估

Dimension	Tigo Colombia	Claro Co	Movistar Co	Wom Co	优先级
Price	0.0	—	—	—	关键
Availability	3.9	4.5	3.6	2.1	关键
Packaging	0.0	—	—	—	Important
Performance	3.8	4.2	3.5	2.2	关键
Ease of Use	3.4	3.5	3.2	2.8	Important
Assurances	3.5	4.1	3.0	1.0	Important
Lifecycle Cost	0.0	—	—	—	Important
Social/Brand	3.6	4.4	3.4	2.5	Nice_To_Have

差距分析

Dimension	Tigo Colombia	Leader	Gap	状态	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	3.9	4.5	-0.6	Lagging	Above average in Availability but 0.6 points behind leader (claro_co: 4.5/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	3.8	4.2	-0.4	Lagging	Above average in Performance but 0.4 points behind leader (claro_co: 4.2/5.0)
Ease of Use	3.4	3.5	-0.1	Lagging	Above average in Ease of Use but 0.1 points behind leader (claro_co: 3.5/5.0)
Assurances	3.5	4.1	-0.6	Lagging	Above average in Assurances but 0.6 points behind leader (claro_co: 4.1/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	3.6	4.4	-0.8	Lagging	Above average in Social/Brand but 0.8 points behind leader (claro_co: 4.4/5.0)

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 Colombia 营收增长 7.1% YoY	Year-over-year growth indicates sustained growth trajectory	中
Tigo-UNE launches 5G in Bogota and Medellin	Initial 5G deployment covering central business districts	高
WOM reaches 4.6M subscribers in Colombia	Rapid 用户增长 continues with aggressive pricing strategy	中

威胁

威胁	影响	Severity
WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M)	Significant revenue increase signals positive momentum	中
WOM Colombia 营收增长 35.1% YoY	Year-over-year growth indicates sustained growth trajectory	高
WOM Colombia EBITDA margin improvement: -2.0% vs -4.3% (+2.3pp)	Margin improvement indicates operational efficiency gains	中

Key message: Colombia telecom market totals COP 9,340M in quarterly revenue; Market presents a balanced mix of opportunities and challenges.

Net assessment: Tigo Colombia leads in 3 of 8 \$APPEALS dimensions and trails in 5. 4 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 Colombia

Framework: Porter's Five Forces + Individual Competitor Profiles

1. 市场结构概览

指标	值
Number of operators	4
Market structure	4-operator oligopoly
Competition intensity	高
Target position	#2 by revenue

The market comprises 4 active operators: Movistar Colombia, Tigo Colombia, Claro Colombia, WOM Colombia. Overall competition intensity is assessed as high. Revenue ranking: Claro Colombia (4,550M), Tigo Colombia (2,420M), Movistar Colombia (1,870M), WOM Colombia (500.0M). Five Forces: Existing Competitors: high; New Entrants: medium; 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	中	Active new entrant: WOM Colombia; 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	4 active operators in the market	high	stable
Market concentration	Top operator holds 49% of market revenue (total: COP 9,340M)	high	stable
Growth rate disparity	Service 营收增长 ranges from +2.3% to +35.3% (spread: 33.0pp)	high	increasing
Margin pressure	Average EBITDA margin: 25.7%	medium	stable

Implications:

- Market is concentrated with top player at 49% revenue share.

新进入者威胁

因素	描述	影响	趋势
Active new entrant: WOM Colombia	WOM Colombia is currently building/expanding its network presence	medium	increasing
Entry barriers	高 barriers: spectrum licensing, massive capex for network build, regulatory approvals, established brand loyalty	high	stable

Implications:

- WOM Colombia entering the market may increase competitive pressure on pricing and coverage.
- 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: 2.38%/month. Highest: 3.00% indicating high willingness to switch.	high	stable
Postpaid contract mix	Average postpaid ratio: 29%. 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

Movistar Co

财务与用户概况

指标	值
营收	\$1,870M
Service Revenue	\$1,750M
Service Revenue Growth Pct	2.3%
Ebitda	\$555M
Ebitda Margin Pct	29.7%
Ebitda Growth Pct	N/A
Capex	\$335M
Capex To Revenue Pct	17.9%
Mobile Total K	15,350K
Mobile Postpaid K	5,390K
Mobile Net Adds K	50K
Mobile Churn Pct	2.5%
Mobile Arpu	\$8200.00
Broadband Total K	1,170K
Broadband Fiber K	490K
Broadband Net Adds K	N/A
Tv Total K	735K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

Growth strategy: Revenue-led profitable growth; subscriber acquisition focus

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

网络状况

- **Status:** data_available
- **Five G Coverage Pct:** 3.0%
- **Four G Coverage Pct:** 75.0%
- **Fiber Homepass K:** 3,500K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Huawei/Nokia; Spectrum Mhz: 120

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

Core control points: Own fiber infrastructure (3500k homes); Scale advantage (15.3m mobile subs)

Ecosystem partners: Network vendor: Huawei/Nokia

Organization: CEO: Fabián Hernández (Telefonica Group veteran)

Key problems:

- Competitive gap in Digital Experience
- Competitive gap in Innovation
- Competitive gap in Price Competitiveness

优势与劣势

Strengths	Weaknesses
Digital Experience: score 62 (market avg 68)	
Innovation: score 58 (market avg 67)	
Price Competitiveness: score 68 (market avg 73)	

Implications for Tigo Colombia

- **Threat:** Movistar Colombia's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Opportunity:** Movistar Colombia is weak in: Digital Experience, Innovation, Price Competitiveness. Target can differentiate in these dimensions.
- Action: Invest in Digital Experience, Innovation, Price Competitiveness to capture customers dissatisfied with Movistar Colombia.

Likely future actions:

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

- Movistar Colombia is likely to continue 市场份额 expansion in mobile, leveraging positive subscriber momentum.

Claro Co

财务与用户概况

指标	值
营收	\$4,550M
Service Revenue	\$4,300M
Service Revenue Growth Pct	4.2%
Ebitda	\$1,820M
Ebitda Margin Pct	40.0%
Ebitda Growth Pct	N/A
Capex	\$800M
Capex To Revenue Pct	17.6%
Mobile Total K	32,400K
Mobile Postpaid K	9,720K
Mobile Net Adds K	200K
Mobile Churn Pct	1.9%
Mobile Arpu	\$8400.00
Broadband Total K	3,010K
Broadband Fiber K	1,080K
Broadband Net Adds K	N/A
Tv Total K	2,170K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

Growth strategy: Steady growth trajectory; subscriber acquisition focus; strong B2B/enterprise push

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

网络状况

- **Status:** data_available
- **Five G Coverage Pct:** 10.0%
- **Four G Coverage Pct:** 90.0%
- **Fiber Homepass K:** 8,000K
- **Cable Homepass K:** 3,000K
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson; Spectrum Mhz: 200; Core Vendor: Ericsson

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

Core control points: Market leadership in Distribution; Market leadership in Network Coverage; Market leadership in Brand Strength; Market leadership in Network Quality; Market leadership in Enterprise Solutions

Ecosystem partners: Network vendor: Ericsson

Organization: CEO: Carlos Zenteno (America Movil regional leadership)

Key problems:

- Competitive gap in Price Competitiveness

优势与劣势

Strengths	Weaknesses
Brand Strength: score 88 (market avg 70)	Price Competitiveness: score 65 (market avg 73)
Customer Service: score 70 (market avg 64)	
Digital Experience: score 75 (market avg 68)	
Distribution: score 90 (market avg 70)	
Enterprise Solutions: score 82 (market avg 58)	

Implications for Tigo Colombia

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

- **Learning:** Claro Colombia excels in: Brand Strength, Customer Service, Digital Experience. Study their approach for best practices.
- Action: Benchmark Claro Colombia's practices in Brand Strength, Customer Service, Digital Experience.

Likely future actions:

- Claro Colombia is likely to continue aggressive network expansion (capex/revenue at 18% with growing revenue).
- Claro Colombia is likely to continue 市场份额 expansion in mobile, leveraging positive subscriber momentum.

Wom Co

财务与用户概况

指标	值
营收	\$500M
Service Revenue	\$460M
Service Revenue Growth Pct	35.3%
Ebitda	\$-10M
Ebitda Margin Pct	-2.0%
Ebitda Growth Pct	N/A
Capex	\$170M
Capex To Revenue Pct	34.0%
Mobile Total K	4,600K
Mobile Postpaid K	920K
Mobile Net Adds K	300K
Mobile Churn Pct	3.0%
Mobile Arpu	\$10870.00
Broadband Total K	N/A
Broadband Fiber K	N/A
Broadband Net Adds K	N/A
Tv Total K	N/A
Mobile Trend	growing
Arpu Trend	growing

Growth strategy: Revenue-led profitable growth; subscriber acquisition focus

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

网络状况

- **Status:** data_available
- **Five G Coverage Pct:** 0.0%
- **Four G Coverage Pct:** 45.0%

- **Fiber Homepass K:** N/A
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Samsung/Nokia; Spectrum Mhz: 60

Product portfolio: Mobile (postpaid + prepaid)

Core control points: Market leadership in Price Competitiveness

Ecosystem partners: Network vendor: Samsung/Nokia

Organization: CEO: Chris Bannister (International telco executive, ex-Digicel)

Key problems:

- Competitive gap in Brand Strength
- Competitive gap in Customer Service
- Competitive gap in Distribution
- Competitive gap in Enterprise Solutions
- Competitive gap in Network Coverage

优势与劣势

Strengths	Weaknesses
Price Competitiveness: score 90 (market avg 73)	Brand Strength: score 50 (market avg 70)
	Customer Service: score 55 (market avg 64)
	Distribution: score 45 (market avg 70)
	Enterprise Solutions: score 20 (market avg 58)
	Network Coverage: score 42 (market avg 70)

Implications for Tigo Colombia

- **Threat:** WOM Colombia's growing revenue indicates competitive pressure; they are capturing market value.
- Action: Monitor pricing and go-to-market strategies.
- **Opportunity:** WOM Colombia is weak in: Brand Strength, Customer Service, Distribution. Target can differentiate in these dimensions.
- Action: Invest in Brand Strength, Customer Service, Distribution to capture customers dissatisfied with WOM Colombia.
- **Learning:** WOM Colombia excels in: Price Competitiveness. Study their approach for best practices.
- Action: Benchmark WOM Colombia's practices in Price Competitiveness.

Likely future actions:

- WOM Colombia is likely to continue aggressive network expansion (capex/revenue at 34%

with growing revenue).

- WOM Colombia is likely to continue 市场份额 expansion in mobile, leveraging positive subscriber momentum.
 - WOM Colombia as a new entrant will likely focus on network buildout, aggressive pricing, and customer acquisition.
 - WOM Colombia will need significant network investment (coverage score: 42/100).
-

4. 跨运营商对比仪表盘

指标	Claro Co	Movistar Co	Tigo Colombia	Wom Co
Revenue	\$4,550M	\$1,870M	\$2,420M	\$500M
Revenue Growth	+4.2%	+2.3%	+7.1%	+35.3%
Ebitda Margin	40.0%	29.7%	35.1%	-2.0%
Subscribers	32,400K	15,350K	15,900K	4,600K
Arpu	\$8400.00	\$8200.00	\$7850.00	\$10870.00
Churn	1.9%	2.5%	2.1%	3.0%
5G Coverage	10.0%	3.0%	5.0%	0.0%

5. Competitive Dynamics

The market comprises 4 active operators: Movistar Colombia, Tigo Colombia, Claro Colombia, WOM Colombia. Overall competition intensity is assessed as high. Revenue ranking: Claro Colombia (4,550M), Tigo Colombia (2,420M), Movistar Colombia (1,870M), WOM Colombia (500.0M). Five Forces: Existing Competitors: high; New Entrants: medium; Substitutes: high; Supplier Power: medium; Buyer Power: high.

Key message: In a 4-player market with high competition intensity, Claro Colombia leads with 49% revenue share. Target operator holds 26% share. Strongest competitive force: Existing Competitors.

Net assessment: #2 of 4 operators in a high-intensity market. Strongest force: existing competitors. Key differentiators: Customer Service: score 68 (market avg 64), Digital Experience: score 72 (market avg 68).

6. 竞争风险登记册

来源	风险	Suggested Action
Movistar Co	Movistar Colombia's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.
Claro Co	Claro Colombia's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.
Wom Co	WOM Colombia's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.

Self Analysis – Tigo Colombia (CQ4_2025)

Framework: Business Model Canvas (BMC) + Capability Assessment

Health rating: 稳定

1. Financial Health Dashboard

KPI	值
Total Revenue	\$2,420M
Service Revenue	\$2,290M
Ebitda	\$850M
Ebitda Margin Pct	35.1%
Net Income	N/A
Capex	\$490M
Capex To Revenue Pct	20.2%
Opex	N/A
Employees	6,800
Revenue Qoq Pct	1.7%
Revenue YoY Pct	7.1%
Ebitda Qoq Pct	1.8%
Ebitda Growth Pct	7.6%
Service Revenue Growth Pct	7.1%

Revenue Trends (Recent Quarters)

Mobile 1180.0 → 1200.0 → 1220.0 → 1240.0

Fixed Broadband 820.0 → 840.0 → 860.0 → 880.0

B2B 170.0 → 170.0 → 170.0 → 170.0

TV/Convergence None → None → None → None

Wholesale None → None → None → None

2. Revenue Breakdown

细分市场	营收	Share
Mobile Service Revenue	\$1,240M	51.2%
Fixed Service Revenue	\$880M	36.4%
B2B Revenue	\$170M	7.0%
Other Revenue	\$130M	5.4%
Total	\$2,420M	100.0%

3. Business Segment Deep Dives

细分市场	营收	Health	Action Required
Mobile	\$1,240M	稳定	GROW: Improving trajectory — consider incremental investment
Fixed Broadband	\$880M	Strong	GROW: Strong momentum — invest to accelerate growth
B2B	\$170M	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	\$1,240M
Mobile Service Growth %	6.9%
Mobile Total (K)	15,900K
Mobile Postpaid (K)	4,770K
Mobile Prepaid (K)	11,130K
Mobile Net Adds (K)	200K
Mobile Churn %	2.1%
Mobile ARPU	\$7850.00
IoT Connections (K)	N/A

变化

指标	当前	Previous	方向	Significance
revenue	1240.0	1220.0	Improving	Minor
subscribers	15900.0	15700.0	Improving	Minor
arpu	7850.0	7800.0	稳定	Minor

归因分析

- **Management Explanation** (high): Mobile service 营收增长 accelerating with data monetization and postpaid migration

Key message: Mobile service revenue at 1,240M; up 6.9% YoY; ARPU 7850.0

Action required: GROW: Improving trajectory — consider incremental investment

细分市场：固定宽带 [Strong]

指标	值
Fixed Service Revenue	\$880M
Fixed Service Growth %	7.5%
Broadband Total (K)	1,880K
Broadband Net Adds (K)	40K
Broadband Cable (K)	1,170K
Broadband Fiber (K)	550K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

变化

指标	当前	Previous	方向	Significance
revenue	880.0	860.0	Improving	Moderate
subscribers	1880.0	1840.0	Improving	Moderate
arpu			稳定	Minor

归因分析

- **Management Explanation** (high): Fixed broadband growth driven by fiber expansion, targeting 550K fiber subs by end of 2025
- **Product Change** (high): revenue increased 2.3% QoQ
- **Product Change** (high): subscribers increased 2.2% QoQ

Key message: Fixed service revenue 880.0M; growth +7.5% YoY; Fiber subs 550K

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

细分市场：B2B [稳定]

指标	值
B2B Revenue	\$170M
B2B Growth %	N/A
B2B Customers (K)	99K
B2B Share Of Revenue %	7.0%

变化

指标	当前	Previous	方向	Significance
revenue	170.0	170.0	稳定	Minor
customers	99.0	97.0	Improving	Moderate

归因分析

- **Management Explanation** (high): Colombia B2B segment benefiting from enterprise cloud connectivity solutions
- **Product Change** (high): customers increased 2.1% QoQ

Key message: B2B revenue 170.0M; 7.0% 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)	1,270K
TV Net Adds (K)	N/A
FMC Total (K)	540K
FMC Penetration %	28.7%

变化

指标	当前	Previous	方向	Significance
revenue			稳定	Minor
subscribers	1270.0	1260.0	稳定	Minor
fmc_subscribers	540.0	520.0	Improving	Moderate

归因分析

- **Product Change (high):** fmc_subscribers increased 3.9% QoQ

Key message: TV subscribers 1270K; FMC 540K; FMC penetration 28.7%

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	Nokia/Ericsson
Spectrum Mhz	145
Core Vendor	Nokia

覆盖率

Technology	Coverage
5G	5.0%
4G	82.0%

自建 vs. 转售

Type	Detail
Own Infrastructure	cable, fiber, mobile
Summary	Fully owned HFC cable network (5.2M homes passed) + expanding fiber (4.5M HP) + mobile 4G/5G network. ~92% self-built infrastructure.

覆盖 vs. 接入

指标	值
Fiber Homepass K	4,500K
Cable Homepass K	5,200K
Fiber Connected K	550K
Cable Connected K	1,170K
Fiber Penetration Pct	12.2%
Cable Penetration Pct	22.5%

演进战略

- **Data Signals:** Mixed fiber/cable footprint
- **Summary:** FTTH expansion targeting 6M homes by 2027; 5G launch in Bogota/Medellin 2025; HFC DOCSIS 3.1 upgrade for 1 Gbps; cable-to-fiber migration program.

Investment direction: stable

Vs. competitors: 5G: behind Claro Colombia by 5pp; Fiber: 1.8x less homepass than Claro Colombia; 5G: ahead of WOM Colombia by 5pp

Consumer impact: Early 5G coverage (5.0%); Cable-dominant broadband mix

B2B impact: B2B revenue share: 7%

Cost impact: 高 capex intensity (20.2%); Dual fixed-network cost (fiber + cable)

5. 商业模式画布

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

6. 优势、劣势与风险敞口

优势

- Customer Service: score 68 (market avg 64)
- Digital Experience: score 72 (market avg 68)
- Distribution: score 75 (market avg 70)
- Enterprise Solutions: score 70 (market avg 58)
- Network Coverage: score 78 (market avg 70)
- Network Quality: score 75 (market avg 69)
- Strong EBITDA margin at 35.1%
- Revenue on growth trajectory

- Top 2 in revenue market ranking

劣势

- Price Competitiveness: score 70 (market avg 73)
- 5G coverage gap at only 5.0%

风险敞口

Trigger	Side Effect	Attack Vector	Severity
WOM aggressive pricing disrupting postpaid economics	ARPU pressure as WOM grows from 2.5M to 4.6M subscribers	WOM offers 50-70% cheaper plans targeting Tigo's prepaid base	高
50% JV structure with EPM limits strategic flexibility	Slower decision-making and capex allocation vs fully-owned subsidiaries	Claro moves faster with 100% ownership and larger scale	中
Cable network aging while competitors deploy fiber	Speed and perception gap vs Claro fiber offerings	Claro marketing fiber superiority over cable	中

7. 管理层与组织

管理团队

Name	Title	Tenure
Marcelo Cataldo	CEO	5 years
Diego Pardo	CFO	4 years

组织与文化

稳定 leadership team (avg tenure >3 years); Growth-oriented strategic posture; 高-investment posture; JV culture blending Millicom commercial agility with EPM public utility stability; innovation-oriented with 数字化转型 focus; strong local brand.

管理层点评（财报电话会）

Performance gap: Top performance gaps: EBITDA margin gap: -4.9pp vs leader (Claro Colombia at 40.0%); Revenue share gap: -22.8pp vs leader (48.7%); Brand Strength: -16pp vs leader

Opportunity gap: Top opportunity gaps: FTTH migration upside (fiber only 46% of homepass footprint); B2B revenue gap (51% below market leader)

Strategic review: Management outlook: Mobile service 营收增长 accelerating with data monetization and postpaid migration. Revenue trajectory growing, margins strong (35.1%). Execution momentum positive — strengths outweigh weaknesses. Primary risk: Price Competitiveness: score 70 (market avg 73)

8. 战略诊断摘要

Key message: Ranked #2 of 4 operators in market; revenue COP 2,420M; EBITDA margin 35.1%; stable but facing challenges; key strength: Customer Service; key challenge: Price Competitiveness; Management outlook: Mobile service 营收增长 accelerating with data monetization and postpaid migration

Net assessment: Overall stable operator. EBITDA margin 35.1%. 1 of 5 segments rated 'strong'. Key challenge: Price Competitiveness: score 70 (market avg 73).

SWOT综合分析 – Tigo Colombia (CQ4_2025)

Competitive stance: Defensive (ST-dominant)

1. SWOT概览

象限	Count	Key Items
Strengths	9	Customer Service: score 68 (market avg 64), Digital Experience: score 72 (market avg 68), Distribution: score 75 (market avg 70)
Weaknesses	5	Price Competitiveness: score 70 (market avg 73), 5G coverage gap at only 5.0%, ARPU pressure as WOM grows from 2.5M to 4.6M su...
Opportunities	5	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma..., Tigo Colombia 营收增长 7.1% YoY
Threats	7	Regulatory Environment: Compliance requirements..., WOM Colombia revenue increase 8.7% QoQ (COP 500..., WOM Colombia 营收增长 35.1% YoY

Balance: S > W and T > O

Competitive stance: Defensive (ST-dominant)

关键 insight: SWOT analysis identifies 9 strengths, 5 weaknesses, 5 opportunities, and 7 threats. The recommended strategic posture is defensive (ST-dominant).

2. 优势

1. Customer Service: score 68 (market avg 64)
 2. Digital Experience: score 72 (market avg 68)
 3. Distribution: score 75 (market avg 70)
 4. Enterprise Solutions: score 70 (market avg 58)
 5. Network Coverage: score 78 (market avg 70)
 6. Network Quality: score 75 (market avg 69)
 7. Strong EBITDA margin at 35.1%
 8. Revenue on growth trajectory
 9. Top 2 in revenue market ranking
-

3. 劣势

1. Price Competitiveness: score 70 (market avg 73)
2. 5G coverage gap at only 5.0%
3. ARPU pressure as WOM grows from 2.5M to 4.6M subscribers
4. Slower decision-making and capex allocation vs fully-owned subsidiaries
5. Speed and perception gap vs Claro fiber offerings

劣势交互影响

Note: Weaknesses often compound. For example, 'Price Competitiveness: score 70 (market avg 73)' may exacerbate '5G coverage gap at only 5.0%', creating a negative feedback loop.

4. 机会

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia
2. National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access
3. Tigo Colombia 营收增长 7.1% YoY
4. Tigo-UNE launches 5G in Bogota and Medellin
5. WOM reaches 4.6M subscribers in Colombia

5. 威胁

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia
2. WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M)
3. WOM Colombia 营收增长 35.1% YoY
4. WOM Colombia EBITDA margin improvement: -2.0% vs -4.3% (+2.3pp)
5. 高 existing competitors pressure
6. 高 substitutes pressure
7. 高 buyer power pressure

复合威胁效应

Multiple threats occurring simultaneously amplify impact. If 'Regulatory Environment: Compliance requirements...' coincides with 'WOM Colombia revenue increase 8.7% QoQ (COP 500...)', the combined pressure could force reactive rather than strategic responses.

6. 策略矩阵

SO Strategies (优势 × 机会)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Customer Service: score 68 (market avg 64)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.
2. Leverage 'Digital Experience: score 72 (market avg 68)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access'.
3. Leverage 'Distribution: score 75 (market avg 70)' to capture the opportunity of 'Tigo Colombia 营收增长 7.1% YoY'.
4. Leverage 'Enterprise Solutions: score 70 (market avg 58)' to capture the opportunity of 'Tigo-UNE launches 5G in Bogota and Medellin'.

WO Strategies (劣势 × 机会)

Fix weaknesses to capture opportunities — Posture: Developmental

1. Address weakness 'Price Competitiveness: score 70 (market avg 73)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.
2. Address weakness '5G coverage gap at only 5.0%' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access'.
3. Address weakness 'ARPU pressure as WOM grows from 2.5M to 4.6M subscribers' to unlock the opportunity of 'Tigo Colombia 营收增长 7.1% YoY'.
4. Address weakness 'Slower decision-making and capex allocation vs fully-owned subsidiaries' to unlock the opportunity of 'Tigo-UNE launches 5G in Bogota and Medellin'.

ST Strategies (优势 × 威胁)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Customer Service: score 68 (market avg 64)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.
2. Use strength 'Digital Experience: score 72 (market avg 68)' to counter the threat of 'WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M)'.
3. Use strength 'Distribution: score 75 (market avg 70)' to counter the threat of 'WOM Colombia 营收增长 35.1% YoY'.
4. Use strength 'Enterprise Solutions: score 70 (market avg 58)' to counter the threat of 'WOM Colombia EBITDA margin improvement: -2.0% vs -4.3% (+2.3pp)'.

WT Strategies (劣势 × 威胁)

Minimize weaknesses and avoid threats — Posture: Survival

1. Mitigate weakness 'Price Competitiveness: score 70 (market avg 73)' and defend against the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.
2. Mitigate weakness '5G coverage gap at only 5.0%' and defend against the threat of 'WOM Colombia revenue increase 8.7% QoQ (COP 500.0M vs COP 460.0M)'.
3. Mitigate weakness 'ARPU pressure as WOM grows from 2.5M to 4.6M subscribers' and defend against the threat of 'WOM Colombia 营收增长 35.1% YoY'.
4. Mitigate weakness 'Slower decision-making and capex allocation vs fully-owned subsidiaries' and defend against the threat of 'WOM Colombia EBITDA margin improvement: -2.0% vs -4.3% (+2.3pp)'.

7. 战略综合

Key message: SWOT analysis identifies 9 strengths, 5 weaknesses, 5 opportunities, and 7 threats. The recommended strategic posture is defensive (ST-dominant).

Competitive stance: Defensive (ST-dominant)

This SWOT analysis reinforces the "夹缝中的挣扎者" central diagnosis identified across all Five Looks.

Net assessment: S:9/W:5/O:5/T:7 — Defensive (ST-dominant). Strengths outweigh weaknesses, threats dominate opportunities.

机会 Analysis — SPAN Matrix (CQ4_2025)

Protagonist: Tigo Colombia

Framework: SPAN (Strategy Positioning and Action Navigation) Matrix

1. SPAN矩阵概览

象限	Count	Share	行动
Grow/Invest	14	48%	Execute aggressively — highest priority
Acquire Skills	7	24%	Build capabilities before competing
Harvest	4	14%	Extract value from declining positions
Avoid/Exit	4	14%	Do not invest — exit if possible

SPAN定位详情

机会	Mkt Attractiveness	Comp Position	象限	战略
SO-1	6.8	5.8	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-2	6.8	5.8	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-3	6.8	5.8	Grow Invest	Invest aggressively to grow 市场份额 and reven
SO-4	6.8	5.8	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo Colombia 营收增长 7.1% YoY	5.7	5.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
Tigo-UNE launches 5G in Bogota and Medellin	6.7	5.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
WOM reaches 4.6M subscribers in Colombia	5.7	5.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
5G SA enabling network slicing and enterprise services	6.5	4.9	Acquire Skills	Build missing capabilities before committing major
AI/ML for network optimization and 客户体验	6.5	4.9	Acquire Skills	Build missing capabilities before committing major
Open RAN for vendor diversification and cost reduction	6.5	4.9	Acquire Skills	Build missing capabilities before committing major
Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia	6.6	5.3	Grow Invest	Invest aggressively to grow 市场份额 and reven
National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia	6.6	5.3	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 acces				
Exploit Movistar Co weakness: Digital Experience: score 62 (market avg 68)	6.2	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Movistar Co weakness: Innovation: score 58 (market avg 67)	6.2	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Claro Co weakness: Price Competitiveness: score 65 (market avg 73)	6.2	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Wom Co weakness: Brand Strength: score 50 (market avg 70)	6.2	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
Exploit Wom Co weakness: Customer Service: score 55 (market avg 64)	6.2	6.2	Grow Invest	Invest aggressively to grow 市场份额 and reven
WO-1	6.4	3.0	Acquire Skills	Build missing capabilities before committing major
WO-2	6.4	3.0	Acquire Skills	Build missing capabilities before committing major
WO-3	6.4	3.0	Acquire Skills	Build missing capabilities before committing major
WO-4	6.4	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

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

2. Grow/Invest 机会

Execute aggressively – highest priority

1. Leverage Customer Service → 监管环境

Leverage 'Customer Service: score 68 (market avg 64)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

2. Leverage Digital Experience → 国家数字化战略

Leverage 'Digital Experience: score 72 (market avg 68)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

3. Leverage Distribution → Tigo Colombia 营收增长 7.1% YoY

Leverage 'Distribution: score 75 (market avg 70)' to capture the opportunity of 'Tigo Colombia 营收增长 7.1% YoY'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

4. Leverage Enterprise Solutions → Tigo-UNE launches 5G in Bogota and Medel...

Leverage 'Enterprise Solutions: score 70 (market avg 58)' to capture the opportunity of 'Tigo-UNE launches 5G in Bogota and Medellin'.

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

5. Tigo Colombia 营收增长 7.1% YoY

Tigo Colombia 营收增长 7.1% YoY

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, pricing

6. Tigo-UNE launches 5G in Bogota and Medellin

Tigo-UNE launches 5G in Bogota and Medellin

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, technology

7. WOM reaches 4.6M subscribers in Colombia

WOM reaches 4.6M subscribers in Colombia

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: market_opportunity, merger

8. 监管环境: Compliance requirements and spectrum polici...

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

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

9. 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 Colombia investment but also enable subsidy access

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

10. Exploit Movistar Co weakness: Digital Experience: score 62 (market ...

Competitor Movistar Co is weak in: Digital Experience: score 62 (market avg 68)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Movistar Co

11. Exploit Movistar Co weakness: Innovation: score 58 (market avg 67)

Competitor Movistar Co is weak in: Innovation: score 58 (market avg 67)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Movistar Co

12. Exploit Claro Co weakness: Price Competitiveness: score 65 (market ...

Competitor Claro Co is weak in: Price Competitiveness: score 65 (market avg 73)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Claro Co

13. Exploit Wom Co weakness: Brand Strength: score 50 (market avg 70)

Competitor Wom Co is weak in: Brand Strength: score 50 (market avg 70)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Wom Co

14. Exploit Wom Co weakness: Customer Service: score 55 (market avg 64)

Competitor Wom Co is weak in: Customer Service: score 55 (market avg 64)

Aspect	Detail
优先级	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Wom Co

3. Acquire Skills 机会

Build capability before competing

1. 5G SA enabling network slicing and enterprise services

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

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

2. 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	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

3. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: trend_technology

4. Address Price Competitiveness → 监管环境

Address weakness 'Price Competitiveness: score 70 (market avg 73)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Tigo Colombia'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

5. Address 5G coverage gap at only 5.0% → 国家数字化战略

Address weakness '5G coverage gap at only 5.0%' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Tigo Colombia investment but also enable subsidy access'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

6. Address ARPU pressure as WOM grows from 2.5M to 4.6M subscribers → Tigo Colombia 营收增长 7.1% YoY

Address weakness 'ARPU pressure as WOM grows from 2.5M to 4.6M subscribers' to unlock the opportunity of 'Tigo Colombia 营收增长 7.1% YoY'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

7. Address Slower decision-making and capex allocation vs fully-owned subsidiaries → Tigo-UNE launches 5G in Bogota and Medellin...

Address weakness 'Slower decision-making and capex allocation vs fully-owned subsidiaries' to unlock the opportunity of 'Tigo-UNE launches 5G in Bogota and Medellin'.

Aspect	Detail
优先级	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

4. 收获 & 回避/退出

收获

Extract remaining value — do not invest for growth

- Defend Customer Service → Regulatory Environment
- Defend Digital Experience → WOM Colombia revenue increase 8.7% QoQ (...)
- Defend Distribution → WOM Colombia 营收增长 35.1% YoY
- Defend Enterprise Solutions → WOM Colombia EBITDA margin improvement

回避/退出

No viable path — exit or do not enter

- Mitigate Price Competitiveness → Regulatory Environment
- Mitigate 5G coverage gap at only 5.0% → WOM Colombia revenue increase 8.7% QoQ (...)
- Mitigate ARPU pressure as WOM grows from 2.5M to 4.6M subscribers → WOM Colombia 营收增长 35.1% YoY
- Mitigate Slower decision-making and capex allocation vs fully-owned subsidiaries → WOM Colombia EBITDA margin improvement

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 Customer Service → Regulatory Environment	N/A		
Leverage Digital Experience → National Digital Strategy	N/A		
Leverage Distribution → Tigo Colombia 营收增长 7.1% YoY	N/A		
Leverage Enterprise Solutions → Tigo-UNE launches 5G in Bogota and Medellin...	N/A		
Tigo Colombia 营收增长 7.1% YoY	N/A		

P1 – 应该做（战略级）

高-impact strategic initiatives

机会	Addressable Market	Time Window	Capability
Tigo-UNE launches 5G in Bogota and Medellin	N/A		
WOM reaches 4.6M subscribers in Colombia	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 Co weakness: Digital Experience: score 62 (market ...	N/A		
Exploit Movistar Co weakness: Innovation: score 58 (market avg 67)	N/A		
Exploit Claro Co weakness: Price Competitiveness: score 65 (market ...	N/A		
Exploit Wom Co weakness: Brand Strength: score 50 (market avg 70)	N/A		
Exploit Wom Co weakness: Customer Service: score 55 (market avg 64)	N/A		
Address Price Competitiveness → Regulatory Environment	N/A		
Address 5G coverage gap at only 5.0% → National Digital Strategy	N/A		
Address ARPU pressure as WOM grows from 2.5M to 4.6M subscribers → Tigo Colombia 营收增长 7.1% YoY	N/A		
Address Slower decision-making and capex allocation vs fully-owned subsidiaries → Tigo-UNE launches 5G in Bogota and Medel...	N/A		

P2 — 可以做（机会级）

Worthwhile if resources allow

机会	Addressable Market	Time Window	Capability
Defend Customer Service → Regulatory Environment	N/A		
Defend Digital Experience → WOM Colombia revenue increase 8.7% QoQ (...	N/A		
Defend Distribution → WOM Colombia 营收增长 35.1% YoY	N/A		
Defend Enterprise Solutions → WOM Colombia EBITDA margin improvement	N/A		
Mitigate Price Competitiveness → Regulatory Environment	N/A		
Mitigate 5G coverage gap at only 5.0% → WOM Colombia revenue increase 8.7% QoQ (...	N/A		
Mitigate ARPU pressure as WOM grows from 2.5M to 4.6M subscribers → WOM Colombia 营收增长 35.1% YoY	N/A		
Mitigate Slower decision-making and capex allocation vs fully-owned subsidiaries → WOM Colombia EBITDA margin improvement	N/A		

6. 财务影响评估

机会	优先级	Addressable Market
Leverage Customer Service → Regulatory Environment	P0	N/A
Leverage Digital Experience → National Digital Strategy	P0	N/A
Leverage Distribution → Tigo Colombia 营收增长 7.1% YoY	P0	N/A
Leverage Enterprise Solutions → Tigo-UNE launches 5G in Bogota and Medell...	P0	N/A
Tigo Colombia 营收增长 7.1% YoY	P0	N/A
Tigo-UNE launches 5G in Bogota and Medellin	P1	N/A
WOM reaches 4.6M subscribers in Colombia	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 29 opportunities: 14 grow/invest, 7 acquire skills, 4 harvest, 4 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 \$880M — invest to accelerate
- **Tigo Colombia 营收增长 7.1% YoY:** Tigo Colombia 营收增长 7.1% YoY
- **Tigo-UNE launches 5G in Bogota and Medellin:** Tigo-UNE launches 5G in Bogota and Medellin

中期举措（1-3年）

- **Close Price Competitiveness Gap:** Price Competitiveness: score 70 (market avg 73)

- **Close 5G Coverage Gap:** 5G coverage gap at only 5.0%

Net assessment: 29 opportunities mapped: 14 grow/invest, 7 acquire skills, 4 harvest, 4 avoid/exit. Focus resources on the 14 grow/invest items.

三大决策 – 战略与执行

Diagnosis: 夹缝中的挣扎者

Posture: Defensive

Direction: As 夹缝中的挣扎者: stabilize core business, then selectively invest for turnaround

决策一：明确战略方向

As 夹缝中的挣扎者: stabilize core business, then selectively invest for turnaround

优先级	Pillar	方向	KPIs
P0	Growth Strategy	Close the gap to market leader — accelerate Mobile, Fixed Broadband, B2B	Gain 1-2pp revenue share; Grow Mobile, Fixed Broadband, B2B double-digit
P0	Competitive Strategy	Shore up 竞争地位 — address: Price Competitiveness: score 70 (market avg 73)	Close Price Competitiveness: score 70 (market avg 73) gap within 12 months; Reduce customer churn
P1	Transformation Strategy	Accelerate fiber transition — converged network as competitive moat	Fiber homepass coverage +20%; FMC bundle attach rate 50%+
P1	Customer Strategy	Optimize value extraction in stable segments: Wholesale	Upsell rate +10% in Wholesale; Cross-sell convergence bundles

决策二：确定关键任务

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

优先级	Domain	Task	描述	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 €1,240M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €880M showing strong momentum — invest to	Fixed Broadband revenue +10% YoY; Market share gain
P1	Network	5G Coverage Expansion	Expand 5G population coverage to strengthen mobile competitiveness	5G pop coverage target; 5G attach rate
P1	Business	Opportunity Portfolio Execution	14 grow/invest opportunities identified — establish execution	Launch 3+ priority initiatives; Pipeline contribution tracking
P1	Customer	Customer Experience Enhancement	Improve digital touchpoints and service resolution to boost	NPS +5 points; First-call resolution rate 80%+
P2	Efficiency	Operational Efficiency & Automation	EBITDA margin 35.1% — 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 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: 5G Coverage Expansion
- 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

- **Enter a price war:** Value competitors are winning on price — Reality: Margin destruction without winning price-sensitive customers back
- **Attempt premium repositioning:** Leader's margins are enviable — Reality: Trails leader on every dimension; would take years and heavy investment
- **Delay core transformation:** Current performance is adequate — Reality: Key weakness: Price Competitiveness: score 70 (market avg 73); 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 夹缝中的挣扎者, the strategic posture is Defensive. As 夹缝中的挣扎者: stabilize core business, then selectively invest for turnaround. Execution focuses on 3 P0-priority tasks out of 7 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 Colombia BLM Strategic Assessment (CQ4_2025)

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