

Eir le — BLM Strategic Assessment: Complete Analysis

Period: CQ4_2025

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

Protagonist: Eir le

Market: Ireland Telecommunications

Generated: 2026-02-15

Population: 5.2M

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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02	Look 2: Market & Customer — \$APPEALS	Link
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Executive Summary — Eir le BLM Strategic Assessment

Period: CQ4_2025

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

Protagonist: Eir le

Market: Ireland Telecommunications

The One-Line Verdict

Eir le is an operationally stable #1 operator defending a dominant market position with a 3-5 year window to accelerate Mobile Growth.

1. Situation at a Glance

1.1 Market Context

Metric	Value	Implication
Market size	EUR 0.8B (quarterly, CQ4_2025)	Market scale indicator
Market growth	+3.4% YoY (CQ2_2025 -> CQ4_2025)	
Concentration	CR4 = 100% (eir: 45.2%, Vodafone Ireland: 34.0%, Three Ireland: 20.8%)	Market structure
Lifecycle stage	Late_Growth	
Population	5.2M	
Regulator	ComReg (Commission for Communications Regulation)	
Structure	3-operator oligopoly	

1.2 Operator Position

Metric	Value	Rank	Assessment
Revenue	€345M	#1	
Revenue Share	45.2% (#1)	#1	+0.7pp gaining
Mobile Share	25.0% (#3)	#3	+0.9pp gaining
Broadband Share	53.3% (#1)	#1	-1.4pp losing

1.3 The Headline Numbers

Revenue	€345M/c
EBITDA	€159M/c

1.5 Momentum Dashboard

Metric	CAGR	Momentum Phase	Latest QoQ	Volatility
Revenue	+4.8%	Accelerating Growth	+3.9%	0.020
EBITDA	+5.4%	Accelerating Growth	+2.6%	0.030
Margin	+0.6%	Stabilizing	-1.3%	0.010
Mobile	+7.2%	Accelerating Growth	+4.3%	0.040
Fixed Broadband	+4.4%	Accelerating Growth	+3.5%	0.020
B2B	+3.8%	Accelerating Growth	+4.3%	0.030

2. Key Findings by BLM Look

Look 1: Trends (PEST)

Net assessment: Favorable macro environment in a late_growth market (+3.4% YoY (CQ2_2025 -> CQ4_2025) YoY). 2 policy opportunities vs 1 policy threats.

Finding	Impact
Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is in late growth phase. (+3.4% YoY (CQ2_2025 -> CQ4_2025))	
Industry lifecycle: late_growth	
Market growth: +3.4% YoY (CQ2_2025 -> CQ4_2025)	
PEST weather: sunny	Mostly favorable: 7/10 factors present opportunities

Look 2: Market & Customer (\$APPEALS)

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

Finding	Impact
Ireland telecom market totals EUR 764.0M in quarterly revenue; competitive strengths in Availability, Performance; Market presents a balanced mix of opportunities and challenges.	
Market outlook: mixed	
4 customer segments identified	

Look 3: Competition

Net assessment: #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Distribution: score 88 (market avg 83), Enterprise Solutions: score 85 (market avg 74).

Finding	Impact
In a 3-player market with medium competition intensity, eir leads with 45% revenue share. Target operator holds 45% share. Strongest competitive force: Substitutes.	
Competition intensity: medium	
2 competitor deep dives completed	

Look 4: Self-Analysis

Net assessment: Overall stable operator. EBITDA margin 46.1%. 2 of 5 segments rated 'strong'. Key challenge: Price Competitiveness: score 68 (market avg 74).

Finding	Impact
Ranked #1 of 3 operators in market; revenue EUR 345.0M; EBITDA margin 46.1%; stable but facing challenges; key strength: Distribution; key challenge: Price Competitiveness; Management outlook: FY2024 revenue EUR 1,326M (+2%), EBITDA EUR 614M (+4%), margin 46.3%. Mobile subs 1,509K (+6% YoY). Fiber BB connections 886K (94% on fiber). NJJ ownership consolidated to >70%.	
Health rating: stable	

Tariff Analysis

Net assessment: Tariff analysis available

SWOT Synthesis

Net assessment: S:7/W:3/O:2/T:2 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Finding	Impact
SWOT analysis identifies 7 strengths, 3 weaknesses, 2 opportunities, and 2 threats. The recommended strategic posture is offensive (SO-dominant).	
S:7 W:3 O:2 T:2	Balance: S>W, T>O

Look 5: Opportunities (SPAN)

Net assessment: 17 opportunities mapped: 11 grow/invest, 2 acquire skills, 2 harvest, 2 avoid/exit. Focus resources on the 11 grow/invest items.

Finding	Impact
SPAN matrix positions 17 opportunities: 11 grow/invest, 2 acquire skills, 2 harvest, 2 avoid/exit. Focus resources on the 11 grow/invest items for maximum strategic impact.	
11/17 (65%) in Grow/Invest	Favorable opportunity landscape

3. "The Dominant Leader" — Central Diagnosis

The single most important finding across all Five Looks is Eir le'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 Distribution for Regulatory Environment
2. Leverage Enterprise Solutions for Digital Strategy Alignment

Dimension	Eir le	Three le	Vodafone le
Revenue	€345M	€159M	€260M
Revenue Growth	+4.9%	+2.1%	+3.6%
Ebitda Margin	46.1%	26.4%	17.3%
Subscribers	1,509K	2,400K	2,130K
Arpu	€26.00	€18.50	€27.00
Churn	1.1%	1.3%	1.1%
5G Coverage	74.0%	90.0%	65.0%

4. Strategic Priorities — Consolidated

Across all analyses, 7 strategic priorities emerge consistently:

Priority 1: Accelerate Mobile Growth (EXISTENTIAL)

Aspect	Detail
Addressable market	€96M
Current capability	Strong — GROW: Strong momentum — invest to accelerate growth
Time window	immediate
Approach	Increase investment in Mobile to capture growth momentum

Priority 2: Accelerate B2B Growth (EXISTENTIAL)

Aspect	Detail
Addressable market	€48M
Current capability	Strong — GROW: Strong momentum — invest to accelerate growth
Time window	immediate
Approach	Increase investment in B2B to capture growth momentum

Priority 3: Close Price Competitiveness Gap (EXISTENTIAL)

Aspect	Detail
Current capability	Price Competitiveness: score 68 (market avg 74)
Time window	1-2 years
Approach	Targeted investment to close gap in Price Competitiveness

Priority 4: Deploy 5G SA & Network Slicing (STRATEGIC)

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

Priority 5: Deploy AI/ML for Network & CX (STRATEGIC)

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

Priority 6: Evaluate Open RAN Transition (STRATEGIC)

Aspect	Detail
Addressable market	N/A
Approach	Technology trend: Open RAN for vendor diversification and cost reduction

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 eir_ie

5. What NOT to Do

Equally important — strategic traps to avoid:

Trap	Why It's Tempting	Why It's Wrong
Delay core transformation	Current performance is adequate	Key weakness: Price Competitiveness: score 68 (market avg 74); delay compounds disadvantage

6. Timeline & Sequencing

IMMEDIATE (Now)

- Accelerate Mobile Growth
- Accelerate B2B Growth

SHORT-TERM (6-18 months)

- Close Price Competitiveness Gap

MEDIUM-TERM (2-3 years)

- Deploy 5G SA & Network Slicing
- Deploy AI/ML for Network & CX
- Evaluate Open RAN Transition
- Capitalize on Spectrum Renewal

7. Risk/Reward Summary

7.1 If Executed Well (Bull Case)

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 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 7 priorities; moderate improvement

Revenue impact: +3-6% over 5 years

7.4 Net Assessment

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

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

8. Success Metrics Dashboard

KPI	Current	12-Month	3-Year	5-Year
Mobile revenue	€96M	—	—	Growth
Fixed Broadband revenue	€178M	—	—	Growth
B2B revenue	€48M	—	—	Growth

Ireland Telecom Macro Trends — PEST Deep Analysis (CQ4_2025)

Data basis: PEST framework | 10 macro factors | CQ4_2025 market data | Regulatory/event intelligence | Industry lifecycle assessment

1. Industry Landscape Snapshot

1.1 Market Fundamentals

Metric	Value	Assessment
Market size	EUR 0.8B (quarterly, CQ4_2025)	Market scale
YoY growth	+3.4% YoY (CQ2_2025 -> CQ4_2025)	
Profit trend	Improving (industry EBITDA margin 32.2%, up from 30.9%)	
Concentration	CR4 = 100% (eir: 45.2%, Vodafone Ireland: 34.0%, Three Ireland: 20.8%)	Market structure
Lifecycle stage	Late_Growth	

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

1.2 Industry Lifecycle — Implications

Being in the **late_growth** phase means:

- Network quality and coverage breadth
- Convergent (FMC) bundling strategy
- B2B/ICT capabilities for enterprise growth
- Operational efficiency (OPEX/revenue ratio)

2. PEST Analysis — Full Assessment

2.1 Overall PEST Weather

Dimension	# Factors	Opportunities	Threats	Net Assessment
Political	3	2	1	Favorable
Economic	3	1	0	Strongly favorable
Social	2	2	1	Favorable
Technology	2	2	1	Favorable
Total	10	7	3	Net favorable (7 opps vs 3 threats)

Overall weather: Sunny — Mostly favorable: 7/10 factors present opportunities

3. Political Factors — Regulatory & Policy

3.1 Regulatory Environment

Factor	Detail
Severity	High
Trend	Stable
Impact type	Both
Time horizon	Medium Term

Current status: ComReg pro-competition; MBSA2 spectrum auction Dec 2022 (EUR 448M total). Wholesale access mandated on eir. 5G deployed by all three MNOs. National Broadband Plan (EUR 2.7B) via NBI.

Industry impact: Regulatory framework shapes competitive dynamics and investment requirements

Company impact: Compliance requirements and spectrum policies directly affect Eir le

- Macro data: ComReg pro-competition; MBSA2 spectrum auction Dec 2022 (EUR 448M total). Wholesale access mandated on eir. 5G deployed by all three MNOs. National Broadband Plan (EUR 2.7B) via NBI.

3.2 National Digital Strategy

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

Current status: NBP targeting 100% broadband by 2027. FTTP 74% premises availability (Q4 2024). Gigabit 85% availability. Ireland as EU tech hub (Apple, Google, Meta HQs). Population 5.4M (CSO Apr 2024).

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

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

- Digital strategy: NBP targeting 100% broadband by 2027. FTTP 74% premises availability (Q4 2024). Gigabit 85% availability. Ireland as EU tech hub (Apple, Google, Meta HQs). Population 5.4M (CSO Apr 2024).

3.3 NBP exceeds 2024 target — 300K+ premises passed by NBI

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

Current status: National Broadband Ireland surpassed 300K premises passed target. On track for 420K+ by end 2025. EUR 2.7B state-funded rural broadband program targeting 100% coverage by end 2026.

Company impact: NBP exceeds 2024 target — 300K+ premises passed by NBI: requires Eir le to monitor and adapt strategy

4. Economic Factors — Macro Headwinds

4.1 GDP Growth

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

Current status: GDP growth at 2.6%

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

Company impact: Supported revenue growth for Eir le

- GDP growth: 2.6%

4.2 Inflation

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

Current status: Inflation at 1.0%

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

Company impact: Manageable cost environment for Eir le

- Inflation: 1.0%

4.3 Unemployment

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

Current status: Unemployment at 4.2%

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

Company impact: Consumer segment sensitivity for Eir le

- Unemployment: 4.2%

5. Social Factors — Consumer Behavior Shifts

5.1 5G Adoption Rate

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

Current status: 5G adoption at 25.0% 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 Eir le

- 5G adoption: 25.0%

5.2 Fiber Broadband Penetration

Factor	Detail
Severity	High
Trend	Stable
Impact type	Both
Time horizon	Medium Term

Current status: Fiber penetration at 51.0%

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 Eir le

- Fiber penetration: 51.0%

6. Technology Factors – The Transformation Agenda

6.1 5G Network Evolution

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

Current status: 5G in early adoption phase (25.0% adoption)

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

Company impact: 5G network capabilities are key competitive differentiator for Eir le

- 5G adoption: 25.0%

6.2 Fiber/FTTH Deployment

Factor	Detail
Severity	High
Trend	Improving
Impact type	Both
Time horizon	Long Term

Current status: Fiber penetration at 51.0%, 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 Eir le

- Fiber penetration: 51.0%

Value Transfer & Emerging Models

Value Migration Map

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

New Business Models

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

Technology Revolution

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

Key message: Macro environment: Favorable. Key opportunities: Regulatory Environment, National Digital Strategy. Key risks: Regulatory Environment, Fiber Broadband Penetration Industry is in late growth phase. (+3.4% YoY (CQ2_2025 -> CQ4_2025))

Net assessment: Favorable macro environment in a late_growth market (+3.4% YoY (CQ2_2025 -> CQ4_2025) YoY). 2 policy opportunities vs 1 policy threats.

Policy Opportunities

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

Policy Threats

- Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le
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Market & Customer Analysis — \$APPEALS Framework (CQ4_2025)

Protagonist: Eir le

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

1. Market Snapshot

Metric	Value
Calendar Quarter	CQ4_2025
Total Revenue	€764M
Total Mobile Subscribers K	6,039K
Total Broadband Subscribers K	887K
Market Shares	eir: 45.2%; Vodafone Ireland: 34.0%; Three Ireland: 20.8%
Penetration Rates	Mobile Penetration Pct: 117.3; Broadband Penetration Pct: 17.2
Operator Count	3

Market outlook: Mixed

2. Market Events & Competitive Intelligence

Type	Description	Impact	Severity	Source
Merger	Liberty Global in talks to acquire Three Ireland for EUR 1.5B	Both	High	Peer Driven

3. Customer Segmentation

Segment	Type	Size	Growth	Our Share
Consumer Premium Convergent	Consumer		Stable	
Consumer Value-Seeking	Consumer		Stable	
Consumer Digital-First / Young	Consumer		Stable	
Enterprise & Public Sector	Enterprise		Stable	

Segment: Consumer Premium Convergent

- **Unmet needs:** Reliable high-speed fiber across all of Ireland (rural gap); Seamless fixed-mobile convergent bundles
- **Pain points:** Rural broadband still patchy despite National Broadband Plan; Limited convergent offerings vs UK/continental markets
- **Decision factors:** Network reliability and speed; Bundle value (fixed + mobile + TV); Brand trust

Segment: Consumer Value-Seeking

- **Unmet needs:** Affordable unlimited mobile data plans; Transparent pricing without bill shock
- **Pain points:** Three's dominance limits pricing competition; Confusing tariff structures across operators
- **Decision factors:** Monthly cost; Data allowance; Network coverage (especially rural Ireland)

Segment: Consumer Digital-First / Young

- **Unmet needs:** eSIM and digital-first onboarding; Flexible SIM-only plans
- **Pain points:** Limited 5G coverage outside Dublin/Cork; Slow eSIM adoption by Irish operators
- **Decision factors:** Price per GB; 5G access; Digital experience

Segment: Enterprise & Public Sector

- **Unmet needs:** Reliable connectivity for multinational HQs (Ireland is EU tech hub); Private 5G for pharmaceutical manufacturing; Cloud and cybersecurity managed services
- **Pain points:** Enterprise fiber limited outside Dublin business districts; Lack of scale in managed services vs UK/EU providers
- **Decision factors:** Reliability and SLAs; National coverage; Managed services capability

4. \$APPEALS Assessment

Dimension	Eir ie	Three ie	Vodafone ie	Priority
Price	0.0	—	—	Critical
Availability	4.8	4.5	4.2	Critical
Packaging	0.0	—	—	Important
Performance	4.1	4.4	4.1	Critical
Ease of Use	3.5	3.2	3.9	Important
Assurances	4.2	2.8	4.1	Important
Lifecycle Cost	0.0	—	—	Important
Social/Brand	4.1	4.0	4.2	Nice_To_Have

Gap Analysis

Dimension	Eir ie	Leader	Gap	Status	Analysis
Price	0.0	0.0	+0.0	Parity	No competitor data available for Price
Availability	4.8	4.5	+0.3	Leading	Market leader in Availability (score 4.8/5.0)
Packaging	0.0	0.0	+0.0	Parity	No competitor data available for Packaging
Performance	4.1	4.4	-0.3	Lagging	Below market average in Performance by 0.2 points. Leader: three_ie (4.4/5.0)
Ease of Use	3.5	3.9	-0.4	Lagging	Below market average in Ease of Use by 0.0 points. Leader: vodafone_ie (3.9/5.0)
Assurances	4.2	4.1	+0.1	Leading	Market leader in Assurances (score 4.2/5.0)
Lifecycle Cost	0.0	0.0	+0.0	Parity	No competitor data available for Lifecycle Cost
Social/Brand	4.1	4.2	-0.1	Lagging	Above average in Social/Brand but 0.1 points behind leader (vodafone_ie: 4.2/5.0)

5. Customer Value Migration

Limited data to assess value migration trends

Tariff Deep Analysis (CQ4_2025)

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

Protagonist: Eir le

Framework: Porter's Five Forces + Individual Competitor Profiles

1. Market Structure Overview

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

The market comprises 3 active operators: Vodafone Ireland, eir, Three Ireland. Overall competition intensity is assessed as medium. Revenue ranking: eir (345.0M), Vodafone Ireland (260.0M), Three Ireland (159.0M). Five Forces: Existing Competitors: medium; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: medium.

2. Five Forces Analysis

Force	Level	Key Drivers
Existing Competitors	Medium	Number of competitors; Market concentration; Growth rate disparity
Threat of New Entrants	Low	Entry barriers
Threat of Substitutes	High	OTT messaging replaces SMS/voice; Streaming replaces linear TV/IPTV; Wi-Fi offload reduces cellular dependency
Supplier Bargaining Power	Medium	Network equipment vendor concentration; Semiconductor supply chain; Tower infrastructure
Buyer Bargaining Power	Medium	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 45% of market revenue (total: EUR 764.0M)	high	stable
Growth rate disparity	Service revenue growth ranges from +2.1% to +4.9% (spread: 2.8pp)	medium	stable
Margin pressure	Average EBITDA margin: 29.9%	medium	stable

Implications:

- Market is concentrated with top player at 45% 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: 1.17%/month. Highest: 1.30% indicating moderate willingness to switch.	medium	stable
Postpaid contract mix	Average postpaid ratio: 69%. 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

Vodafone Ie

Financial & Subscriber Profile

Metric	Value
Revenue	€260M
Service Revenue	€230M
Service Revenue Growth Pct	3.6%
Ebitda	€45M
Ebitda Margin Pct	17.3%
Ebitda Growth Pct	7.1%
Capex	€34M
Capex To Revenue Pct	13.1%
Mobile Total K	2,130K
Mobile Postpaid K	1,436K
Mobile Net Adds K	10K
Mobile Churn Pct	1.1%
Mobile Arpu	€27.00
Broadband Total K	346K
Broadband Fiber K	170K
Broadband Net Adds K	0K
Tv Total K	138K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

Momentum Indicators

Metric	CAGR	Phase	Momentum Score
Revenue	+3.5%	Accelerating Growth	51/100
Margin	+6.5%	Stabilizing	38/100

Growth strategy: Revenue-led profitable growth; subscriber acquisition focus; strong B2B/enterprise push

Business model: Mobile-centric with fixed complement; service-revenue dominant; low-margin / scale-focused

Network Status

- **Status:** data_available
- **Five G Coverage Pct:** 65.0%
- **Four G Coverage Pct:** 99.0%
- **Fiber Homepass K:** 620K
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson/Nokia; Spectrum Mhz: 360; Siro Jv Homepass K: 620; 3G Shutdown: Nov 2024

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

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

Ecosystem partners: Network vendor: Ericsson/Nokia

Organization: CEO: Sabrina Casalta (Replaced Amanda Nelson (2022-2025); Vodafone Group appointment)

Key problems:

- Competitive gap in Network Coverage
- Competitive gap in Price Competitiveness

Strengths & Weaknesses

Strengths	Weaknesses
Customer Service: score 78 (market avg 71)	Network Coverage: score 85 (market avg 90)
Enterprise Solutions: score 82 (market avg 74)	Price Competitiveness: score 68 (market avg 74)

Implications for Eir le

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

Likely future actions:

- Vodafone Ireland is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.

Three le

Financial & Subscriber Profile

Metric	Value
Revenue	€159M
Service Revenue	€147M
Service Revenue Growth Pct	2.1%
Ebitda	€42M
Ebitda Margin Pct	26.4%
Ebitda Growth Pct	5.0%
Capex	€28M
Capex To Revenue Pct	17.6%
Mobile Total K	2,400K
Mobile Postpaid K	1,440K
Mobile Net Adds K	10K
Mobile Churn Pct	1.3%
Mobile Arpu	€18.50
Broadband Total K	68K
Broadband Fiber K	68K
Broadband Net Adds K	3K
Tv Total K	0K
Mobile Trend	growing
Broadband Trend	growing
Arpu Trend	growing

Momentum Indicators

Metric	CAGR	Phase	Momentum Score
Revenue	+2.2%	Decelerating Growth	50/100
Margin	+3.6%	Flat	49/100

Growth strategy: Revenue-led profitable growth; 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:** 90.0%
- **Four G Coverage Pct:** 99.0%
- **Fiber Homepass K:** OK
- **Cable Homepass K:** N/A
- **Cable Docsis31 Pct:** N/A
- **Technology Mix:** Mobile Vendor: Ericsson; Spectrum Mhz: 350; 5G Sites: 1497; 5G Sa Status: Deployed

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

Product pipeline: FY2024 revenue EUR 630.4M (+2.5%). Operating profit EUR 36M (+50%). Net loss narrowed to EUR 31.2M. 5G sites upgraded to

Core control points: Market leadership in Network Coverage; Market leadership in Network Quality; Market leadership in Price Competitiveness; Market leadership in Brand Strength; Market leadership in Distribution

Ecosystem partners: Network vendor: Ericsson

M&A activity: Liberty Global in talks to acquire Three Ireland for EUR 1.5B

Organization: CEO: Elaine Carey (Replaced Robert Finnegan Q2 2024; new leadership under CK Hutchison review)

Key problems:

- Competitive gap in Customer Service
- Competitive gap in Enterprise Solutions

Strengths & Weaknesses

Strengths	Weaknesses
Price Competitiveness: score 85 (market avg 74)	Customer Service: score 65 (market avg 71)
	Enterprise Solutions: score 55 (market avg 74)

Implications for Eir le

- **Threat:** Three Ireland's growing revenue indicates competitive pressure; they are capturing market value.
- **Action:** Monitor pricing and go-to-market strategies.
- **Opportunity:** Three Ireland is weak in: Customer Service, Enterprise Solutions. Target can differentiate in these dimensions.

- Action: Invest in Customer Service, Enterprise Solutions to capture customers dissatisfied with Three Ireland.
- **Learning:** Three Ireland excels in: Price Competitiveness. Study their approach for best practices.
- Action: Benchmark Three Ireland's practices in Price Competitiveness.

Likely future actions:

- Three Ireland is likely to continue aggressive network expansion (capex/revenue at 18% with growing revenue).
- Three Ireland is likely to continue market share expansion in mobile, leveraging positive subscriber momentum.
- Three Ireland with 90% 5G coverage is positioned to push 5G monetization through premium tiers and B2B use cases.

4. Cross-Operator Comparison Dashboard

Metric	Eir le	Three le	Vodafone le
Revenue	€345M	€159M	€260M
Revenue Growth	+4.9%	+2.1%	+3.6%
Ebitda Margin	46.1%	26.4%	17.3%
Subscribers	1,509K	2,400K	2,130K
Arpu	€26.00	€18.50	€27.00
Churn	1.1%	1.3%	1.1%
5G Coverage	74.0%	90.0%	65.0%
Revenue Share %	45.2% ▲	20.8% ▼	34.0%
Mobile Share %	25.0% ▲	39.7%	35.3% ▼

5. Competitive Dynamics

The market comprises 3 active operators: Vodafone Ireland, eir, Three Ireland. Overall competition intensity is assessed as medium. Revenue ranking: eir (345.0M), Vodafone Ireland (260.0M), Three Ireland (159.0M). Five Forces: Existing Competitors: medium; New Entrants: low; Substitutes: high; Supplier Power: medium; Buyer Power: medium.

Key message: In a 3-player market with medium competition intensity, eir leads with 45% revenue share. Target operator holds 45% share. Strongest competitive force: Substitutes.

Net assessment: #1 of 3 operators in a medium-intensity market. Strongest force: existing competitors. Key differentiators: Distribution: score 88 (market avg 83), Enterprise Solutions: score 85 (market avg 74).

6. Competitive Risk Register

Source	Risk	Suggested Action
Vodafone Ie	Vodafone Ireland's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.
Three Ie	Three Ireland's growing revenue indicates competitive pressure; they are capturing market value.	Monitor pricing and go-to-market strategies.

Self Analysis — Eir Ie (CQ4_2025)

Framework: Business Model Canvas (BMC) + Capability Assessment

Health rating: **Stable**

1. Financial Health Dashboard

KPI	Value
Total Revenue	€345M
Service Revenue	€322M
Ebitda	€159M
Ebitda Margin Pct	46.1%
Net Income	N/A
Capex	€76M
Capex To Revenue Pct	22.0%
Opex	N/A
Employees	3,170
Revenue Qoq Pct	3.9%
Revenue Yoy Pct	4.5%
Ebitda Qoq Pct	2.6%
Ebitda Growth Pct	4.6%
Service Revenue Growth Pct	4.9%

Revenue Trends (Recent Quarters)



Financial Trend Metrics

Metric	CAGR	Momentum Phase	Slope (/Q)	Volatility
Revenue	+4.8%	Accelerating Growth	+2.8/Q	0.020
EBITDA	+5.4%	Accelerating Growth	+1.6/Q	0.030
Margin	+0.6%	Stabilizing	+0.1/Q	0.010

Market Share Evolution

Revenue Share Trend (8 Quarters)

Quarter	eir	Vodafone Ireland	Three Ireland
CQ1_2024	44.4%	34.2%	21.4%
CQ1_2025	44.2%	34.6%	21.3%
CQ2_2024	44.4%	34.2%	21.4%
CQ2_2025	44.2%	34.5%	21.2%
CQ3_2024	44.4%	34.2%	21.4%
CQ3_2025	44.3%	34.4%	21.2%
CQ4_2024	44.7%	34.1%	21.2%
CQ4_2025	45.2%	34.0%	20.8%

Share Movement Summary

Operator	Latest	Change (pp)	Direction	Rank
eir	45.2%	+0.7	Gaining	#1
Vodafone Ireland	34.0%	-0.2	Stable	#2
Three Ireland	20.8%	-0.6	Losing	#3

Market Concentration: HHI 3,630 (Highly Concentrated), CR3 100.0%, trend: Stable

Mobile Subscriber Share Trend (8 Quarters)

Quarter	Three Ireland	Vodafone Ireland	eir
CQ1_2024	40.1%	35.8%	24.1%
CQ1_2025	40.1%	35.5%	24.4%
CQ2_2024	40.1%	35.6%	24.2%
CQ2_2025	40.0%	35.5%	24.5%
CQ3_2024	40.1%	35.6%	24.3%
CQ3_2025	39.9%	35.4%	24.7%
CQ4_2024	40.1%	35.7%	24.2%
CQ4_2025	39.7%	35.3%	25.0%

Share Movement Summary

Operator	Latest	Change (pp)	Direction	Rank
Three Ireland	39.7%	-0.4	Stable	#1
Vodafone Ireland	35.3%	-0.5	Losing	#2
eir	25.0%	+0.9	Gaining	#3

Market Concentration: HHI 3,448 (Highly Concentrated), CR3 100.0%, trend: Stable

Broadband Subscriber Share Trend (8 Quarters)

Quarter	eir	Vodafone Ireland	Three Ireland
CQ1_2024	54.8%	39.3%	6.0%
CQ1_2025	53.9%	39.2%	6.9%
CQ2_2024	54.5%	39.3%	6.1%
CQ2_2025	53.8%	39.2%	7.1%
CQ3_2024	54.3%	39.3%	6.4%
CQ3_2025	53.6%	39.1%	7.3%
CQ4_2024	54.0%	39.3%	6.7%
CQ4_2025	53.3%	39.0%	7.7%

Share Movement Summary

Operator	Latest	Change (pp)	Direction	Rank
eir	53.3%	-1.4	Losing	#1
Vodafone Ireland	39.0%	-0.3	Stable	#2
Three Ireland	7.7%	+1.7	Gaining	#3

Market Concentration: HHI 4,424 (Highly Concentrated), CR3 100.0%, trend: Fragmenting

2. Revenue Breakdown

Segment	Revenue	Share
Mobile Service Revenue	€96M	27.8%
Fixed Service Revenue	€178M	51.6%
B2B Revenue	€48M	13.9%
Other Revenue	€23M	6.7%
Total	€345M	100.0%

3. Business Segment Deep Dives

Segment	Revenue	Health	Action Required
Mobile	€96M	Strong	GROW: Strong momentum — invest to accelerate growth
Fixed Broadband	€178M	Stable	GROW: Improving trajectory — consider incremental investment
B2B	€48M	Strong	GROW: Strong momentum — invest to accelerate growth
TV/ Convergence	—	Stable	GROW: Improving trajectory — consider incremental investment
Wholesale	—	Stable	MAINTAIN: Stable performance — optimize current operations

Segment: Mobile [Strong]

Metric	Value
Mobile Service Revenue	€96M
Mobile Service Growth %	6.7%
Mobile Total (K)	1,509K
Mobile Postpaid (K)	1,203K
Mobile Prepaid (K)	306K
Mobile Net Adds (K)	29K
Mobile Churn %	1.1%
Mobile ARPU	€26.00
IoT Connections (K)	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	96.0	92.0	Improving	Moderate
subscribers	1509.0	1480.0	Improving	Minor
arpu	26.0	25.5	Improving	Minor

Why — Attribution Analysis

- **Management Explanation** (high): FY2024 revenue EUR 1,326M (+2%), EBITDA EUR 614M (+4%), margin 46.3%. Mobile subs 1,509K (+6% YoY). Fiber BB connections 886K (94% on fiber). NJJ ownership consolidated to >70%.
- **Product Change** (high): revenue increased 4.3% QoQ

Trend Analysis

Series	CAGR	Momentum Phase	Volatility	Slope (/Q)
Arpu	+4.7%	Stabilizing	0.020	+0.2/Q
Churn	-9.1%	Stabilizing	0.060	-0.0/Q
Revenue	+7.2%	Accelerating Growth	0.040	+1.3/Q
Subscribers	+5.2%	Accelerating Growth	0.030	+17.1/Q

Key message: Mobile service revenue at 96.0M; up 6.7% YoY; ARPU 26.0

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

Segment: Fixed Broadband [Stable]

Metric	Value
Fixed Service Revenue	€178M
Fixed Service Growth %	4.7%
Broadband Total (K)	473K
Broadband Net Adds (K)	-2K
Broadband Cable (K)	N/A
Broadband Fiber (K)	455K
Broadband Dsl (K)	N/A
Broadband ARPU	N/A

Changes

Metric	Current	Previous	Direction	Significance
revenue	178.0	172.0	Improving	Moderate
subscribers	473.0	475.0	Stable	Minor
arpu			Stable	Minor

Why — Attribution Analysis

- **Management Explanation** (high): FY2024 revenue EUR 1,326M (+2%), EBITDA EUR 614M (+4%), margin 46.3%. Mobile subs 1,509K (+6% YoY). Fiber BB connections 886K (94% on fiber). NJJ ownership consolidated to >70%.
- **Management Explanation** (high): EUR 1.7B invested since 2018. FTTH passing 1.3M premises (+17% YoY), targeting 1.9M by 2026 via InfraVia JV. Combined FTTH/FTTC 2.2M premises (95% of Ireland). TV +11% to 112K.
- **Product Change** (high): revenue increased 3.5% QoQ

Trend Analysis

Series	CAGR	Momentum Phase	Volatility	Slope (/Q)
Fiber	+4.7%	Decelerating Growth	0.030	+5.0/Q
Revenue	+4.4%	Accelerating Growth	0.020	+1.4/Q
Subscribers	+1.6%	Decelerating Growth	0.010	+2.1/Q

Key message: Fixed service revenue 178.0M; growth +4.7% YoY; Fiber subs 455K

Action required: GROW: Improving trajectory — consider incremental investment

Segment: B2B [Strong]

Metric	Value
B2B Revenue	€48M
B2B Growth %	N/A
B2B Customers (K)	38K
B2B Share Of Revenue %	13.9%

Changes

Metric	Current	Previous	Direction	Significance
revenue	48.0	46.0	Improving	Moderate
customers	38.0	38.0	Stable	Minor

Why — Attribution Analysis

- **Product Change** (high): revenue increased 4.3% QoQ

Trend Analysis

Series	CAGR	Momentum Phase	Volatility	Slope (/Q)
Customers	+4.8%	Stabilizing	0.030	+0.5/Q
Revenue	+3.8%	Accelerating Growth	0.030	+0.2/Q

Key message: B2B revenue 48.0M; 13.9% of total revenue

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

Segment: TV/Convergence [Stable]

Metric	Value
TV Revenue	N/A
TV Total (K)	112K
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	112.0	110.0	Improving	Minor
fmc_subscribers			Stable	Minor

Why — Attribution Analysis

- **Management Explanation** (high): EUR 1.7B invested since 2018. FTTH passing 1.3M premises (+17% YoY), targeting 1.9M by 2026 via InfraVia JV. Combined FTTH/FTTC 2.2M premises (95% of Ireland). TV +11% to 112K.

Trend Analysis

Series	CAGR	Momentum Phase	Volatility	Slope (/Q)
Tv Subscribers	+7.9%	Decelerating Growth	0.040	+2.0/Q

Key message: TV subscribers 112K

Action required: GROW: Improving trajectory — consider incremental investment

Segment: Wholesale [Stable]

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

Changes

Metric	Current	Previous	Direction	Significance
revenue			Stable	Minor

Key message: Insufficient data for wholesale assessment

Action required: MAINTAIN: Stable performance — optimize current operations

4. Network Assessment

Technology Mix

Technology	Detail
Mobile Vendor	Nokia
Spectrum Mhz	350
Fiber Technology	GPON/XGS-PON
Ftth Premises K	1300

Coverage

Technology	Coverage
5G	74.0%
4G	99.0%

Controlled vs. Resale

Type	Detail
Own Infrastructure	fiber, mobile
Summary	Fully owned mobile + fixed network. Ireland's national fixed-line incumbent. 2.2M premises passed with FTTH/FTTC (95% of Ireland). ~100% own-network across mobile and fixed.

Homepass vs. Connect

Metric	Value
Fiber Homepass K	2,200K
Fiber Connected K	455K
Fiber Penetration Pct	20.7%

Evolution Strategy

- **Data Signals:** Fiber-only fixed footprint
- **Summary:** FTTH expansion to near-universal coverage. 5G standalone rollout. Legacy copper retirement. Wholesale revenue growth as competitors use open eir. NJJ operational efficiency.

Investment direction: stable

Vs. competitors: 5G: ahead of Vodafone Ireland by 9pp; Fiber: 3.5x more homepass than Vodafone Ireland; 5G: behind Three Ireland by 16pp

Consumer impact: Expanding 5G coverage (74.0%); Fiber-dominant broadband mix

B2B impact: B2B revenue share: 14%

Cost impact: High capex intensity (22.0%)

5. Business Model Canvas

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

6. Strengths, Weaknesses & Exposure Points

Strengths

- Distribution: score 88 (market avg 83)
- Enterprise Solutions: score 85 (market avg 74)
- Network Coverage: score 95 (market avg 90)
- Strong EBITDA margin at 46.1%
- Revenue on growth trajectory
- Dominant market share at 45.2%
- Top 1 in revenue market ranking

Weaknesses

- Price Competitiveness: score 68 (market avg 74)

Exposure Points

Trigger	Side Effect	Attack Vector	Severity
Heavy capex burden from FTTH network rollout	Elevated investment constraining free cash flow	Three and Vodafone compete with lower capital intensity using eir wholesale	Medium
Wholesale obligation means competitors benefit from eir's fiber investment	eir builds the network but competitors can resell at regulated prices	Three and Vodafone offer fiber broadband without network build costs	High

7. Management & Organization

Leadership Team

Name	Title	Tenure
Oliver Loomes	CEO	4 years
Stephen Tighe	CFO	6 years

Organization & Culture

Stable leadership team (avg tenure >3 years); High-investment posture; Incumbent transforming under NJJ ownership. More agile since Niel took control. Investment-focused. Customer satisfaction improving.

Management Commentary (Earnings Calls)

Performance gap: No significant performance gaps identified from available data

Opportunity gap: No significant opportunity gaps identified from available data

Strategic review: Management outlook: FY2024 revenue EUR 1,326M (+2%), EBITDA EUR 614M (+4%), margin 46.3%. Mobile subs 1,509K (+6% YoY). Fiber BB connections 886K (94% on fiber). NJJ ownership consolidated to >70%.. Revenue trajectory growing, margins strong (46.1%). Execution momentum positive — strengths outweigh weaknesses. Primary risk: Price Competitiveness: score 68 (market avg 74)

8. Strategic Diagnosis Summary

Key message: Ranked #1 of 3 operators in market; revenue EUR 345.0M; EBITDA margin 46.1%; stable but facing challenges; key strength: Distribution; key challenge: Price Competitiveness; Management outlook: FY2024 revenue EUR 1,326M (+2%), EBITDA EUR 614M (+4%), margin 46.3%. Mobile subs 1,509K (+6% YoY). Fiber BB connections 886K (94% on fiber). NJJ ownership consolidated to >70%.

Net assessment: Overall stable operator. EBITDA margin 46.1%. 2 of 5 segments rated 'strong'. Key challenge: Price Competitiveness: score 68 (market avg 74).

SWOT Synthesis — Eir le (CQ4_2025)

Competitive stance: Offensive (SO-dominant)

1. SWOT Overview

Quadrant	Count	Key Items
Strengths	7	Distribution: score 88 (market avg 83), Enterprise Solutions: score 85 (market avg 74), Network Coverage: score 95 (market avg 90)
Weaknesses	3	Price Competitiveness: score 68 (market avg 74), Elevated investment constraining free cash flow, eir builds the network but competitors can rese...
Opportunities	2	Regulatory Environment: Compliance requirements..., National Digital Strategy: Fiber/5G coverage ma...
Threats	2	Regulatory Environment: Compliance requirements..., High substitutes pressure

Balance: S > W and O > T

Competitive stance: Offensive (SO-dominant)

Critical insight: SWOT analysis identifies 7 strengths, 3 weaknesses, 2 opportunities, and 2 threats. The recommended strategic posture is offensive (SO-dominant).

2. Strengths

1. Distribution: score 88 (market avg 83)
2. Enterprise Solutions: score 85 (market avg 74)

3. Network Coverage: score 95 (market avg 90)
 4. Strong EBITDA margin at 46.1%
 5. Revenue on growth trajectory
 6. Dominant market share at 45.2%
 7. Top 1 in revenue market ranking
-

3. Weaknesses

1. Price Competitiveness: score 68 (market avg 74)
2. Elevated investment constraining free cash flow
3. eir builds the network but competitors can resell at regulated prices

Weakness Interactions

Note: Weaknesses often compound. For example, 'Price Competitiveness: score 68 (market avg 74)' may exacerbate 'Elevated investment constraining free cash flow', creating a negative feedback loop.

4. Opportunities

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

5. Threats

1. Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le
2. High substitutes pressure

Compound Threat Effects

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

6. Strategy Matrix

SO Strategies (Strengths × Opportunities)

Use strengths to capture opportunities — Posture: Offensive

1. Leverage 'Distribution: score 88 (market avg 83)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.
2. Leverage 'Enterprise Solutions: score 85 (market avg 74)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Eir le investment but also enable subsidy access'.

WO Strategies (Weaknesses × Opportunities)

Fix weaknesses to capture opportunities — Posture: Developmental

1. Address weakness 'Price Competitiveness: score 68 (market avg 74)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.
2. Address weakness 'Elevated investment constraining free cash flow' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Eir le investment but also enable subsidy access'.

ST Strategies (Strengths × Threats)

Use strengths to counter threats — Posture: Defensive

1. Use strength 'Distribution: score 88 (market avg 83)' to counter the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.
2. Use strength 'Enterprise Solutions: score 85 (market avg 74)' to counter the threat of 'High substitutes pressure'.

WT Strategies (Weaknesses × Threats)

Minimize weaknesses and avoid threats — Posture: Survival

1. Mitigate weakness 'Price Competitiveness: score 68 (market avg 74)' and defend against the threat of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.
2. Mitigate weakness 'Elevated investment constraining free cash flow' and defend against the threat of 'High substitutes pressure'.

7. Strategic Synthesis

Key message: SWOT analysis identifies 7 strengths, 3 weaknesses, 2 opportunities, and 2 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:7/W:3/O:2/T:2 — Offensive (SO-dominant). Strengths outweigh weaknesses, opportunities outweigh threats.

Opportunities Analysis — SPAN Matrix (CQ4_2025)

Protagonist: Eir le

Framework: SPAN (Strategy Positioning and Action Navigation) Matrix

1. SPAN Matrix Overview

Quadrant	Count	Share	Action
Grow/Invest	11	65%	Execute aggressively — highest priority
Acquire Skills	2	12%	Build capabilities before competing
Harvest	2	12%	Extract value from declining positions
Avoid/Exit	2	12%	Do not invest — exit if possible

SPAN Position Details

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
SO-1	7.2	6.8	Grow Invest	Invest aggressively to grow market share and reven
SO-2	7.2	6.8	Grow Invest	Invest aggressively to grow market share and reven
5G SA enabling network slicing and enterprise services	6.9	5.4	Grow Invest	Invest aggressively to grow market share and reven
AI/ML for network optimization and customer experience	6.9	5.4	Grow Invest	Invest aggressively to grow market share and reven
Open RAN for vendor diversification and cost reduction	6.9	5.4	Grow Invest	Invest aggressively to grow market share and reven
Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le	7.0	6.2	Grow Invest	Invest aggressively to grow market share and reven
National Digital Strategy: Fiber/5G coverage mandates may require Eir le investment but also enable subsidy access	7.0	6.2	Grow Invest	Invest aggressively to grow market share and reven
Exploit Vodafone le weakness: Network Coverage: score 85 (market avg 90)	6.7	6.6	Grow Invest	Invest aggressively to grow market share and reven
Exploit Vodafone le weakness: Price Competitiveness: score 68 (market avg 74)	6.7	6.6	Grow Invest	Invest aggressively to grow market share and reven
Exploit Three le weakness: Customer Service: score 65 (market avg 71)	6.7	6.6	Grow Invest	Invest aggressively to grow market share and reven
	6.7	6.6		

Opportunity	Mkt Attractiveness	Comp Position	Quadrant	Strategy
Exploit Three le weakness: Enterprise Solutions: score 55 (market avg 74)			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
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
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.

2. Grow/Invest Opportunities

Execute aggressively — highest priority

1. Leverage Distribution → Regulatory Environment

Leverage 'Distribution: score 88 (market avg 83)' to capture the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

2. Leverage Enterprise Solutions → National Digital Strategy

Leverage 'Enterprise Solutions: score 85 (market avg 74)' to capture the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Eir le investment but also enable subsidy access'.

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: swot_so_strategy

3. 5G SA enabling network slicing and enterprise services

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

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_technology

4. AI/ML for network optimization and customer experience

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

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_technology

5. Open RAN for vendor diversification and cost reduction

Technology trend: Open RAN for vendor diversification and cost reduction

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_technology

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

Policy opportunity: Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

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

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

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: trend_policy_opportunity

8. Exploit Vodafone le weakness: Network Coverage: score 85 (market av...

Competitor Vodafone le is weak in: Network Coverage: score 85 (market avg 90)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Vodafone le

9. Exploit Vodafone le weakness: Price Competitiveness: score 68 (mark...

Competitor Vodafone le is weak in: Price Competitiveness: score 68 (market avg 74)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Vodafone le

10. Exploit Three le weakness: Customer Service: score 65 (market avg 71)

Competitor Three le is weak in: Customer Service: score 65 (market avg 71)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Three le

11. Exploit Three le weakness: Enterprise Solutions: score 55 (market a...

Competitor Three le is weak in: Enterprise Solutions: score 55 (market avg 74)

Aspect	Detail
Priority	P0
Rationale	Quadrant: grow_invest

Derived from: competitor_weakness, Three le

3. Acquire Skills Opportunities

Build capability before competing

1. Address Price Competitiveness → Regulatory Environment

Address weakness 'Price Competitiveness: score 68 (market avg 74)' to unlock the opportunity of 'Regulatory Environment: Compliance requirements and spectrum policies directly affect Eir le'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

2. Address Elevated investment constraining free cash flow → National Digital Strategy

Address weakness 'Elevated investment constraining free cash flow' to unlock the opportunity of 'National Digital Strategy: Fiber/5G coverage mandates may require Eir le investment but also enable subsidy access'.

Aspect	Detail
Priority	P1
Rationale	Quadrant: acquire_skills

Derived from: swot_wo_strategy

4. Harvest & Avoid/Exit

Harvest

Extract remaining value — do not invest for growth

- Defend Distribution → Regulatory Environment
- Defend Enterprise Solutions → High substitutes pressure

Avoid/Exit

No viable path — exit or do not enter

- Mitigate Price Competitiveness → Regulatory Environment
- Mitigate Elevated investment constraining free cash flow → 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 Distribution → Regulatory Environment	N/A		
Leverage Enterprise Solutions → National Digital Strategy	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		

P1 — Should Do (Strategic)

High-impact strategic initiatives

Opportunity	Addressable Market	Time Window	Capability
Regulatory Environment: Compliance requirements and spectrum polici...	N/A		
National Digital Strategy: Fiber/5G coverage mandates may require e...	N/A		
Exploit Vodafone le weakness: Network Coverage: score 85 (market av...	N/A		
Exploit Vodafone le weakness: Price Competitiveness: score 68 (mark...	N/A		
Exploit Three le weakness: Customer Service: score 65 (market avg 71)	N/A		
Exploit Three le weakness: Enterprise Solutions: score 55 (market a...	N/A		
Address Price Competitiveness → Regulatory Environment	N/A		
Address Elevated investment constraining free cash flow → National Digital Strategy	N/A		

P2 — Could Do (Opportunistic)

Worthwhile if resources allow

Opportunity	Addressable Market	Time Window	Capability
Defend Distribution → Regulatory Environment	N/A		
Defend Enterprise Solutions → High substitutes pressure	N/A		
Mitigate Price Competitiveness → Regulatory Environment	N/A		
Mitigate Elevated investment constraining free cash flow → High substitutes pressure	N/A		

6. Financial Impact Assessment

Opportunity	Priority	Addressable Market
Leverage Distribution → Regulatory Environment	P0	N/A
Leverage Enterprise Solutions → National Digital Strategy	P0	N/A
5G SA enabling network slicing and enterprise services	P0	N/A
AI/ML for network optimization and customer experience	P0	N/A
Open RAN for vendor diversification and cost reduction	P0	N/A
Regulatory Environment: Compliance requirements and spectrum polici...	P1	N/A
National Digital Strategy: Fiber/5G coverage mandates may require e...	P1	N/A
Exploit Vodafone le weakness: Network Coverage: score 85 (market av...	P1	N/A
Exploit Vodafone le weakness: Price Competitiveness: score 68 (mark...	P1	N/A
Exploit Three le weakness: Customer Service: score 65 (market avg 71)	P1	N/A

Bull case (full execution): +10-16% over 5 years

Bear case (no execution): -6-12% over 5 years

7. Strategic Recommendations

Key message: SPAN matrix positions 17 opportunities: 11 grow/invest, 2 acquire skills, 2 harvest, 2 avoid/exit. Focus resources on the 11 grow/invest items for maximum strategic impact.

Immediate Actions (Next Quarter)

- **Accelerate Mobile Growth:** Mobile showing strong momentum at €96M — invest to accelerate
- **Accelerate B2B Growth:** B2B showing strong momentum at €48M — invest to accelerate
- **Deploy 5G SA & Network Slicing:** Technology trend: 5G SA enabling network slicing and enterprise services

Medium-Term Initiatives (1-3 Years)

- **Close Price Competitiveness Gap:** Price Competitiveness: score 68 (market avg 74)

Net assessment: 17 opportunities mapped: 11 grow/invest, 2 acquire skills, 2 harvest, 2 avoid/exit. Focus resources on the 11 grow/invest items.

Three Decisions — Strategy & Execution

Diagnosis: The Dominant Leader

Posture: Offensive

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

Decision 1: Define Strategy

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

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

Decision 2: Define Key Tasks

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

Priority	Domain	Task	Description	KPIs
P0	Business	Accelerate Mobile Growth	Mobile at €96M showing strong momentum — invest to scale	Mobile revenue +10% YoY; Market share gain
P0	Business	Accelerate Fixed Broadband Growth	Fixed Broadband at €178M 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 competi	5G pop coverage target; 5G attach rate
P1	Business	Opportunity Portfolio Execution	11 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 46.1% — maintain through smart automation and	Process automation 30%+; Cost-to-serve reduction

Decision 3: Define Execution

Quarterly Roadmap

Q1: Foundation & Quick Wins (P0)

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

Q2: Scale & Build Capabilities (P0)

- Scale: Accelerate Mobile Growth
- Scale: Accelerate Fixed Broadband Growth
- Initiate: 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

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: Price Competitiveness: score 68 (market avg 74); delay compounds disadvantage

Key Risks & Mitigation

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

Strategic Narrative

As The Dominant Leader, the strategic posture is Offensive. As The Dominant Leader: defend leadership through innovation and ecosystem lock-in. Execution focuses on 2 P0-priority tasks out of 6 across Business, Customer, Efficiency, Network, with quarterly milestones and monthly governance checkpoints.

Data Provenance

Metric	Value
Total data points	20
High confidence	0
Medium confidence	0
Low/Estimated	20
Unique sources	0

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