

# Navigating Resilience

## Key Insights for the Communications C-suite

### The current situation for Communications companies

Communications companies are no longer just managing tariff exposure, they’re navigating a broader wave of geo-economic fragmentation. From tech sovereignty and supply chain restructuring to shifting capital markets, the sector faces rising costs, shifting consumer expectations, and pressure to modernize networks while protecting margin. To stay competitive, telcos must pivot from reaction to reinvention.

<b>\$2,200–\$4,900</b> potential annual cost increase per US household	<b>0.8–3.0%</b> expected increase in US inflation under new scenarios	<b>0.3–3.9%</b> projected GDP contraction across escalation paths	<b>3-5%</b> additional increase in network deployment costs
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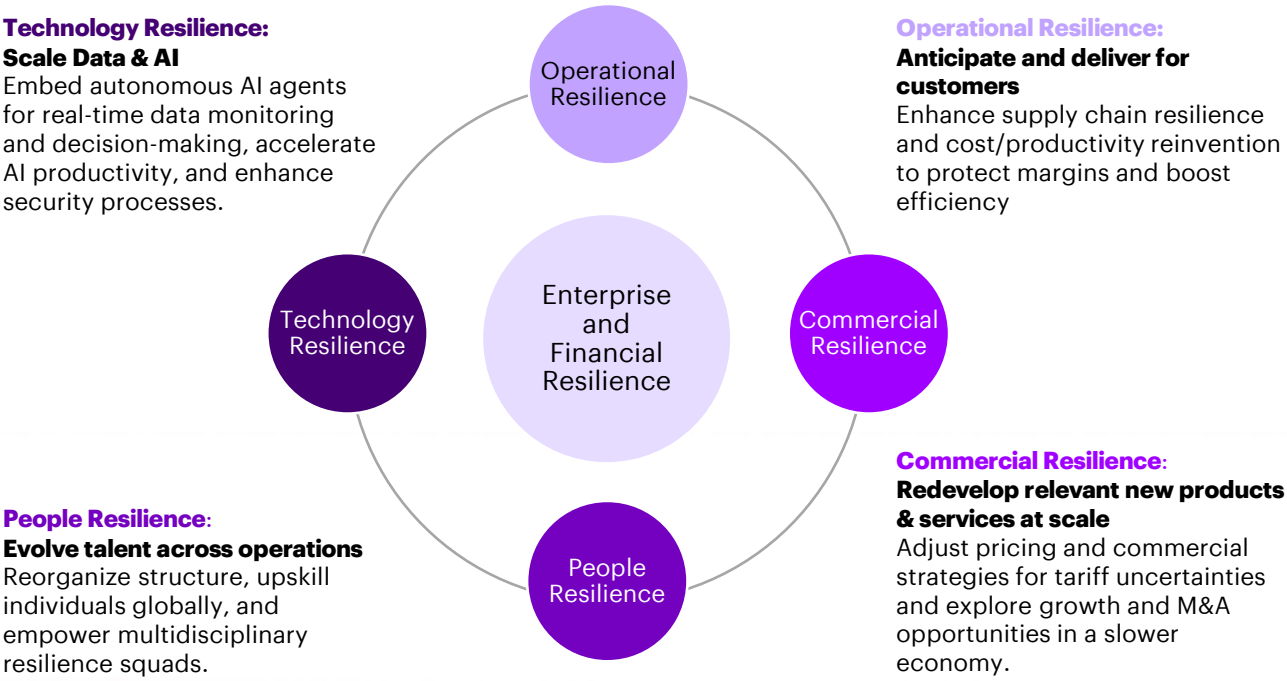
Sources: Accenture Ready for resilience: how to navigate the new tariff landscape, April 2025

### Top CEO concerns

- Network costs** – Network construction costs are forecasted to rise by over 10% in 2025, particularly affecting companies in aggressive build cycles like fiber companies, leading to slower builds and re-evaluation of economically tight projects.
- Device costs** – U.S. wireless companies face a risk of upgrade slowdowns, though mitigated by phone tariff exemptions. Fiber and Cable companies may see slight CPE cost increases (2-3%), affecting installation economics, while Europe remains largely shielded.
- Macroeconomic impacts** – Tariff increases on devices, with average subsidies around \$1,000, could raise the cost of acquisition (COA) and long-term debt (LTD), potentially impacting credit ratings, interest rates, and shareholder dividends.

### What makes a resilient enterprise?

Resiliency will be the key differentiator for companies who can navigate this uncertain economic and policy environment – this covers commercials, operations, people, and technology. Scenario planning is a critical to building enterprise and financial resilience.



### Resilience for competitive advantage today and tomorrow

Resilience across these dimensions is the key to responding to the uncertain economic and policy environment ahead. Consider no regret moves that will yield value regardless of how the tariff environment evolves.

	What to do Now	What to do Next
Enterprise & Financial Resilience	Assess tariff impacts on device costs, promotional bundles, and network expansion; focus on customer experience and underpenetrated segments	Shift to refurbished devices, reduce network capital spend, and drive higher ROI
Operational Resilience	Enhance supply chain visibility and modeling, reevaluate sourcing strategy to include tariff impacts	Evaluate network strategy, accelerate open access and SDN, explore alternative sourcing models
Commercial Resilience	Monitor consumer sentiment and elasticity, update promotions, and target acquisition campaigns	Use GenAI for data insights, develop elasticity solutions to improve service revenues
People Resilience	Leverage ecosystem for workforce capacity, drive productivity with automation and reskilling, build AI capabilities	Ongoing strategic workforce planning to optimize work/roles for an agentic organization
Technology Resilience	Build end-to-end visibility, AI-enabled next-best-action, and sovereign technology choices	Revise platforms and architecture for flexibility, absorb market volatility, and focus on scalable, dynamic technology sourcing