
CONSULTING AND SYSTEMS INTEGRATION – MAKING SENSE OF A NEW WORLD

As we move toward the Networked Society, operators are facing growing challenges in meeting the demands of consumers who are fast becoming sophisticated users of a range of advanced communication services. With the uptake of mobile broadband and smartphone usage, consumers now want access to such services as Facebook, YouTube and IPTV, in combination with voice and data communication, and they expect that operators can provide them whenever, wherever and however they wish. On top of this, these services must be easy to get, use and pay for, regardless of which is used.

INCREASING COMPLEXITY AND PRESSURES

This shift toward increased consumer usage of advanced services, combined with market liberalization, is driving transformation in the world of communication.

There are a number of forces shaping this transformation. Service providers and operators are striving to become more competitive, efficient and attractive to consumers while they adapt to an increasingly diversified business environment.

Apart from more complex consumer demands, the major forces behind this transformation include:

- Industry consolidation of businesses and services to become more competitive.
- Shifting the focus of business models from networks to services and consumers.
- Operators want a deeper understanding of consumer needs and how to fulfill them so they can better attract and retain consumers.
- Next-generation networks and architectures are moving toward open systems that are more cost-efficient, as well as flexible and more adaptable.
- The evolution of the media market through digitization and broadband communication, making content accessible, attractive and easy to use.

As multivendor networks and the evolution toward the Networked Society create an increasingly complex service environment, there is also a growing need for more financial control.

Many service providers and operators do not yet have the business operations and support systems that can meet these new challenges as efficiently as possible.

In many cases, business processes and operations, management tools, networks and competence need to be transformed and modernized to support this new environment, ensuring business objectives and financial targets are met, and consumer experience expectations are fulfilled.

IMPROVING BUSINESS AND COMPETITIVENESS

Consulting and systems integration (CSI) services assist service providers and operators in driving business transformation and ensuring competitiveness while facing the challenges of this new environment.

Ericsson's CSI specialists focus on helping operators transform their business strategy, processes, operations, operations support systems (OSS), business support systems (BSS), IT, cloud solutions and networks. The basic idea is to improve efficiency, thereby creating a competitive advantage.

Consultants at Ericsson provide advice and guidelines for key decisions and solution implementations that ensure business development and continued business success.

Ericsson focuses on refining efficiencies in business processes, operational and competence development, end-user service strategies and go-to-market. There is also a strong focus on OSS/BSS transformation, technology strategies and performance optimization, as well as revenue assurance.

Ericsson's transformation programs combine operational consulting services and business process integration, including the three cornerstones of processes, people and tools, with end-to-end solution integration of applications and platforms.

Our technology consultants help operators with network performance optimization and the transition to an all-IP environment, including transformation of voice services to voice over IP (VoIP).

The systems integration part of an end-to-end solution integration normally includes:

- Solution analysis and scoping
- Integration design
- Product customizations and customer adaptations
- Solution integration
- Solution management
- Project management

The application development and maintenance (ADM) service takes advantage of Ericsson's experience in business models, value chains, business processes, service architecture,

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solutions and platforms to cost-efficiently develop and maintain business-critical applications such as OSS/BSS software.

Through Ericsson's ADM service, operators can safely evolve their solutions to match their changing business, technology and operational demands, and also ensure solution life-cycle management.

Competence development consulting assesses the level of current competencies and capabilities with an operator's organization and suggests what is needed to fill the gaps. The competence development is based on Ericsson's global experience in managing and operating telecom environments that serve more than 1 billion subscriptions worldwide as part of Ericsson's managed services.

Ericsson also delivers about 300,000 student days in a mix of standard courses and customized competence-development programs.

BROAD PARTNERSHIP MIX

Ericsson works with a mix of global business partners, application suppliers and local resource suppliers to provide the right mix of expertise that ensures defined business benefits in CSI customer engagements. When it comes to application suppliers, Ericsson works with all major software houses in the various domains of service layer and telecom management. Ericsson does not have any global agreements with any application supplier; it is decided on a project-by-project basis which solution and application base is recommended.

In Q1 2012, Ericsson finalized the acquisition of US firm Telcordia. This acquisition contributed to Ericsson having one of the most comprehensive OSS/BSS portfolios on the market, and strengthened its telecom management position in revenue management, service fulfillment, service assurance, and planning and engineering.

In Q2 2013, Ericsson completed the acquisition of France-based Devoteam Telecom & Media to strengthen its consulting and systems integration capabilities.

In Q3 2013, Ericsson acquired Thailand-based TeleOSS Consulting to strengthen its systems integration capabilities for OSS in South East Asia and Oceania. In the same quarter, Ericsson acquired TelcoCell to strengthen its systems integration capabilities for OSS in Canada.

In Q4 2014, Ericsson acquired GEOSS – an operations support systems consulting company based in Germany. GEOSS' core competencies include consultancy, systems development, systems integration and operational support.

In Q1 2015, Ericsson acquired the assets of TimelessMIND, a Canada-based consulting and systems integration company specializing in operations and business support systems.

Approximately 30 employees and consultants – based in Canada and India – joined Ericsson as a result. Ericsson also signed a definitive agreement to acquire the telecom business of Sunrise Technology, a provider of IT services in the operations and business support systems domain. The unit acquired by Ericsson has a strong track record of delivering complex IT solutions to leading operators in China. Approximately 900 employees – almost all of whom are based in Guangzhou – joined Ericsson.

In Q3 2015, Ericsson announced its intention to acquire the assets of Icon Americas, a Guatemala-based consulting and systems integration company. Icon Americas specializes in providing application development and maintenance (ADM) services – specifically in the area of billing and charging – to leading telecom operators. Approximately 250 employees and consultants are expected to join Ericsson.

DELIVERING ACROSS THE WORLD

Employing 18,000 CSI professionals across the world, Ericsson delivers more than 1,500 CSI projects every year.

CSI services are delivered by a mix of local and global capabilities. Ericsson's Global Service Centers, which hold software development and specific domain expertise, support the company's local and regional delivery organizations with remote service delivery capabilities.

To ensure the competence levels of CSI professionals, Ericsson has established a competence framework, including certification program, for the various roles. The certification program not only addresses the methods and key success factors for CSI projects, but also ensures that Ericsson's professionals have the correct, holistic understanding and attitudes when participating in CSI customer engagements.

CSI IN MANAGED SERVICES

CSI competencies are used in the customer analysis phase for managed services projects, in the setup and integration of customer operations in Ericsson's Network Operations Centers (NOCs), and in the integration of business processes.

Ericsson's OSS/BSS experts and solution architects have developed a specific operation process map called MS TOP that complements the Telecom Management Forum standard process map (e-TOM) and the Information Technology Infrastructure Library (ITIL) process map.

MS TOP is based on Ericsson's experience of transforming its own NOCs, which it uses to deliver managed services engagements worldwide.

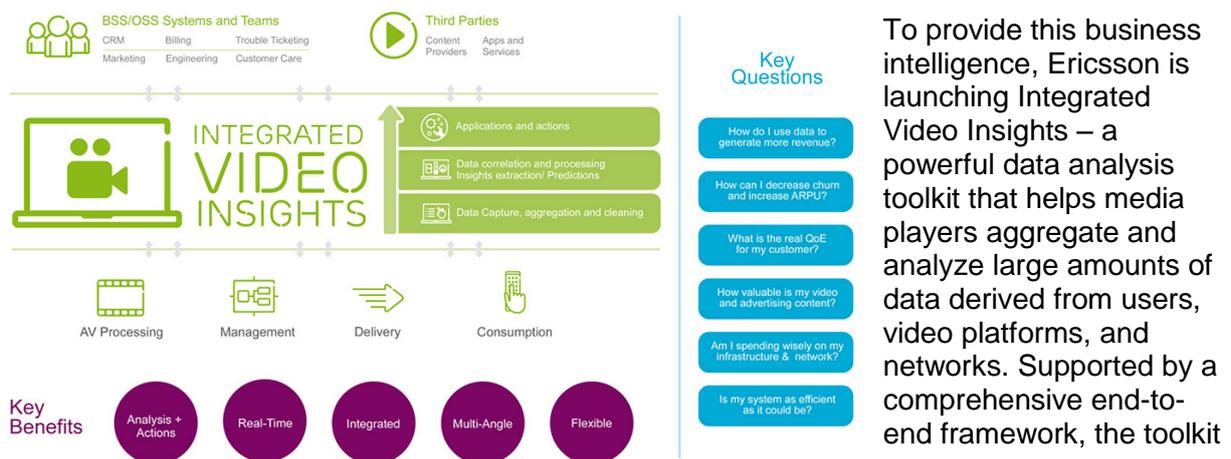
ICT AND CLOUD EXPERTISE

Through increased focus on the IT area, Ericsson is utilizing its telecom expertise to address the increasingly interdependent and complex crossroads of telecom and IT. Ericsson supports operator needs for the building, consolidation and optimizing of data centers. A dedicated team of cloud consultants and integration experts is available to help operators define their Telecom Cloud Transformation strategies and implement solutions across business, IT and network dimensions.

The Systems Integration and Managed Services IT offering means that Ericsson can design, integrate and manage the IT parts of a telecom operator's environment – including cloud services such as billing and content delivery.

INTEGRATED VIDEO INSIGHTS

According to Ericsson's [November 2015 Mobility Report](#), video accounted for around 50 percent of mobile data traffic in 2015 and is expected to account for almost 70 percent of mobile data traffic by 2021. In a world in which so much video is competing for viewers' attention – from traditional linear TV to both professional and user-generated content - media players such as content owners, broadcasters, and TV service providers require an analytics solution capable of delivering accurate business intelligence. To remain relevant, media players need to not only ensure their delivery channels are performing optimally, but also understand what their users want, what they value most, and what they don't need or appreciate.



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commercial, and customer care aspects of the media business.

To provide this business intelligence, Ericsson is launching Integrated Video Insights – a powerful data analysis toolkit that helps media players aggregate and analyze large amounts of data derived from users, video platforms, and networks. Supported by a comprehensive end-to-end framework, the toolkit meets the need for big-data processing that spans all operational,

Using Integrated Video Insights, media players can improve their content commercialization strategy, identify the investments required to increase average revenue per user, and ensure their content is consumed under optimal conditions.

In the video below, Guy Beverlin, Head of Ericsson's Global TV & Media Practice, discusses how video service providers can turn customer data into actionable insights.



For more information, read the [press release](#).

DIGITAL TELCO TRANSFORMATION

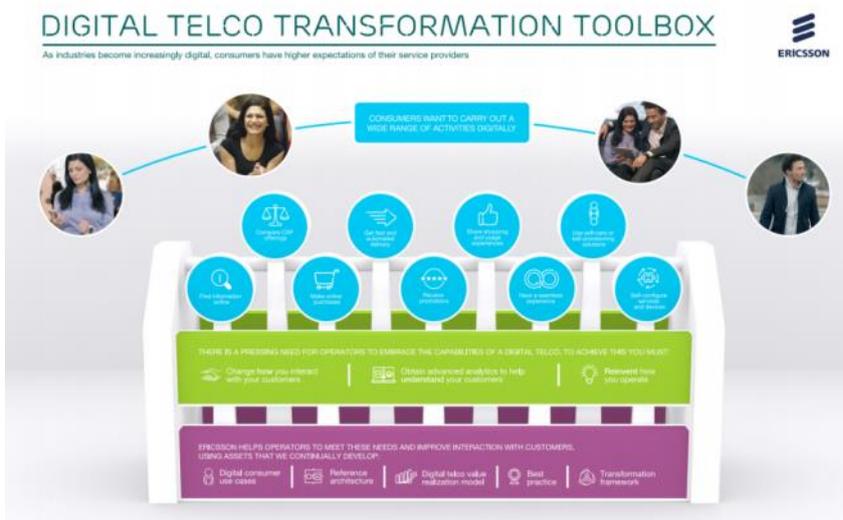
In order to introduce and monetize the digital information, entertainment, finance and health services that customers want, telecom operators need to adopt a new operating model. To ease the transition, Ericsson introduced Digital Telco Transformation at Mobile World Congress 2015 – an offering that combines consulting and systems integration services with the industry's most comprehensive OSS/BSS portfolio.

To be considered a digital telco, an operator must provide a consistent experience across all customer interaction channels – ranging from mall-based service centers to the internet. Digital telcos should also be capable of seamless sales, upselling and customer retention – and provide subscribers with the highest possible levels of self-care. Other prerequisites include near real-time service delivery and activation processes, effective and integrated management of data assets from both within the company and external channels, and the ability to deliver the highest levels of customer experience.

In the video below, Claudio Contini, CEO of Telecom Italia Digital Solutions, talks about Digital Telco Transformation:



For more information, read the [press release](#) and the [blog post](#).



[Click to view infographic](#)

Entel's full business and portfolio.

In October 2015, Ericsson announced that Entel, based in Santiago, Chile, will undergo a Digital Telco Transformation that will position the operator for speed, efficiency and success in the Networked Society. The transformation will be enabled with a broad range of OSS/BSS solutions from Ericsson and its partners, as well as consulting and systems integration services that support

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The multi-year deal represents a landmark digital transformation initiative in Latin America, and will help Entel to achieve high levels of operational agility and improved service delivery across its operations in Peru and Chile.

The Ericsson solution will help Entel subscribers to carry out a wide range of activities digitally. For example, they will be able to find information online, compare offerings, make online purchases, and get fast and automated deliveries. They will also be able to receive promotions, share shopping and usage experiences, enjoy a seamless experience, use self-care or self-provisioning solutions, and self-configure services and devices.

Entel saw the need for a Digital Telco Transformation following a period of sustained subscriber growth and the acquisition of Nextel Peru, which resulted in disparate network operations. Through the transformation, Entel expects to provide consumers with a consistent omnichannel experience - thereby helping to increase its Net Promoter Score® while reducing the cost of customer interactions.

For more information, read the [press release](#).

CAPABILITIES GROWTH

Ericsson currently has 18,000 CSI professionals worldwide. Out of these, nearly 2,000 software development and special domain experts are based in the Ericsson Global Service Center in India.

The total of 18,000 CSI professionals has been achieved through a mix of organic growth and acquisitions. Since 2004, Ericsson has acquired several CSI-related companies worldwide: Audilog, France, September 2004 (60 employees); TUSC, Australia, November 2005 (about 85 employees); Teleca OSS, Sweden, July 2005 (40 employees); HyC, Spain, December 2007 (about 110 employees); Bizitek, Turkey, May 2009 (about 115 employees); Pride S.p.A., Italy, January 2010 (about 1,000 employees); inCode, September 2010 (45 employees); Devoteam, April 2013 (400 employees); TeleOSS, Thailand, September 2013 (50 employees); and Telcocell, Canada, September 2013 (200 employees); GEOSS, Germany, Q4 2014, (30 employees); TimelessMIND, Canada, February 2015 (30 employees); Sunrise Technology's telecom business, China, August 2015 (900 employees); Icon Americas, August 2015 (250 employees); Ericpol, Poland, October 2015 (2,000 employees).

INDUSTRY LEADER IN CONSULTING AND SYSTEMS INTEGRATION

- Ericsson offers a full consulting services portfolio that is divided into four consulting disciplines: strategy consulting, operational consulting, competence consulting and technology consulting.
- Our comprehensive offering in learning services ranges from training programs and learning solutions to managed learning.

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- Ericsson's systems integration expertise covers multimedia services and service networks, core network and technology transformation, IP Multimedia Subsystem (IMS), telecom management, and satellite communications.
 - We deliver more than 1,500 consulting, systems integration and learning services projects in multivendor and multi-technology environments to operators, enterprises, and national security and public safety organizations every year.
 - Ericsson has world-class consultants with extensive competence and experience in supporting operator service launches, marketing strategy, pricing strategy and consumer services creation.
 - In Q1 2016, Ericsson signed 13 new significant contracts (of which five were for OSS/BSS).
 - In total in 2015, Ericsson signed 66 new significant contracts (of which 35 were for OSS/BSS).
 - In Q4 2015, Ericsson signed 21 new significant contracts (of which 13 were for OSS/BSS).
 - In Q3 2015, Ericsson signed 16 new significant contracts (of which eight were for OSS/BSS).
 - In Q2 2015, Ericsson signed 16 new significant contracts (of which six were for OSS/BSS).
 - In Q1 2015, Ericsson signed 13 new significant contracts (of which eight were for OSS/BSS).
 - In total in 2014, Ericsson signed 56 new significant contracts (of which 27 were for OSS/BSS).
 - In Q4 2014, Ericsson signed 22 new significant contracts (of which 13 were for OSS/BSS).
 - In Q3 2014, Ericsson signed 13 new significant contracts (of which six were for OSS/BSS).
 - In Q2 2014, Ericsson signed 12 new significant contracts (of which six were for OSS/BSS).
 - In Q1 2014, Ericsson signed nine new significant contracts (of which two were for OSS/BSS).
 - In total in 2013, Ericsson signed 31 new significant contracts (of which 15 were for OSS/BSS).
 - In Q4 2013, Ericsson signed nine new significant contracts (of which two were for OSS/BSS).

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- In Q3 2013, Ericsson signed six new significant contracts (of which three were for OSS/BSS).
 - In Q2 2013, Ericsson signed eight new significant contracts (of which four were for OSS/BSS).
 - In Q2 2013, leading industry analyst firm Gartner ranked Ericsson first worldwide for Telecom Operations Management Systems (BSS, OSS and SDP).
 - In Q1 2013, Ericsson signed eight new significant contracts (of which six were for OSS/BSS).
 - In total in 2012, Ericsson signed 24 new significant contracts (of which 20 were for OSS/BSS).
 - In total in 2011, Ericsson signed 34 new significant contracts (of which 26 were for OSS/BSS).

CSI MILESTONES – PRESS RELEASE HIGHLIGHTS

- [VimpelCom and Ericsson enter software partnership worth over USD 1 billion](#)
June 13, 2016
- [Ericsson Revenue Manager selected by T-Mobile Czech Republic](#)
May 9, 2016, Press release
- [Pakistan's underbanked get evolved mobile money services from Easypaisa and Ericsson](#)
May 3, 2016
- [Tririple and Ericsson to provide mobile wallet solutions in the UAE](#)
April 28, 2016
- [Ericsson completes acquisition of software developer Ericpol](#)
April 20, 2016
- [Bhutan Telecom selects Ericsson as BSS transformation partner](#)
Mar 22, 2016
- [Ericsson chosen by Airtel Zambia for network transformation](#)
Mar 21, 2016
- [Ericsson cloud platform enables successful launch of multi-vendor NFV for NTT DOCOMO](#)
Mar 14, 2016
- [Ericsson and Vodafone deploy first cloud-based VoLTE and Wi-Fi calling in the Netherlands](#)
Mar 11, 2016

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- [Ericsson transforms network capabilities for Telenor Asia](#)
Feb 25, 2016
 - [Ericsson and Cisco partner to transform Vodafone Portugal IP Mobile Backhaul](#)
Feb 24, 2016
 - [Ericsson and Cisco partner to create next-generation network for 3 Italia](#)
Feb 23, 2016
 - [Ericsson and Cisco establish agreement with Aster in Dominican Republic](#)
Feb 22, 2016
 - [AT&T Digital Life explores expanding reach of smart home platform with Ericsson](#)
Feb 22, 2016
 - [IoT Transformation moves operators up the value chain](#)
Feb 22, 2016
 - [Ericsson and ASBANC launch connected mobile money service in Peru](#)
Feb 16, 2016
 - [Ericsson and Telefónica deploy first cloud-based VoLTE in Colombia](#)
Feb 15
 - [Ericsson launches powerful business intelligence toolkit for TV and media players](#)
Jan 21, 2016
 - [Telstra, Ericsson and Ciena demonstrate world-first secure encryption solution](#)
Jan 20, 2016
 - [Ericsson maintains leadership positions in OSS and IRCM Gartner Magic Quadrants](#)
Nov 12, 2015
 - [Ericsson in strategic partnership with Cisco to generate sales and synergies](#)
Nov 9, 2015
 - [Ericsson and Cisco partner to create the networks of the future](#)
Nov 9, 2015
 - [Ericsson strengthens Entel's technology leadership](#)
Oct 9, 2015
 - [Ericsson launches Wi-Fi calling for multi-device](#)
Sep 17, 2015
 - [Ericsson strengthens IT services capabilities in Latin America](#)
Aug 6, 2015
 - [Ericsson establishes collaborative cloud lab in Germany](#)
Jul 14, 2015
 - [MTN Swaziland offers mobile financial services with Ericsson](#)
Jun 30, 2015
 - [Ericsson and Pegasystems partner to enable Digital Telco Transformation](#)
Jun 1, 2015

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- [Ericsson to highlight agile operator strategies at TM Forum Live! 2015](#)
May 28, 2015
 - [Ericsson opens a cloud lab in Italy for faster co-creation and innovation](#)
May 26, 2015
 - [Ericsson to transform OSS for Orange Polska](#)
Apr 13, 2015
 - [Ericsson acquires telecom IT services business in China](#)
Mar 16, 2015
 - [Ericsson and Telefonica extend successful co-operation for Network Virtualization](#)
Mar 4, 2015
 - [Zain Kuwait selects Ericsson for transformation project to improve customer experience](#)
Mar 3, 2015
 - [Ericsson powers Telkomsel's OSS transformation](#)
Mar 2, 2015
 - [BASE selects Ericsson for charging and billing solution](#)
Mar 2, 2015
 - [Ericsson expands systems integration capabilities for OSS/BSS in North America](#)
Feb 20, 2015
 - [Ericsson debuts industry-first analytics suite to predict & improve user satisfaction](#)
Feb 19, 2015
 - [Digital Telco Transformation accelerates digitalization](#)
Feb 19, 2015
 - [Telekom Srbija selects Ericsson billing solutions](#)
Feb 11, 2015
 - [Ericsson supports China Mobile Hong Kong's LTE/EPC enhancement](#)
Dec 29, 2014
 - [Ericsson named a leader in Integrated Revenue and Customer Management Magic Quadrant](#)
Dec 11, 2014
 - [Ericsson maintains a leadership position in Gartner's Operations Support Systems Magic Quadrant](#)
Dec 2, 2014
 - [Ericsson powers Spark New Zealand's IT transformation](#)
Oct 30, 2014
 - [Ericsson launches OPNFV certification program](#)
Oct 30, 2014
 - [TIBCO and Ericsson form global OSS/BSS partnership](#)
Oct 29, 2014

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- [Algeria Telecom selects Ericsson for broadband network transformation](#)
Oct 27, 2014
 - [Telefónica Germany selects Ericsson for Voice over LTE](#)
Oct 21, 2014
 - [Facebook, Ericsson and XL Axiata innovate to improve network performance for better app coverage and experience in Indonesia](#)
Oct 13, 2014
 - [Ericsson announces intention to acquire GEOSS consulting firm](#)
Sep 26, 2014
 - [Ericsson's LTE-Advanced helps T-Mobile continue to expand LTE Network coverage and capacity](#)
Sep 23, 2014
 - [AT&T Drive Studio and Ericsson release global study on Connected Car buyer](#)
Sep 10, 2014
 - [Vodafone Australia selects Ericsson for network evolution](#)
Aug 20, 2014
 - [Ericsson chosen by ASBANC to develop a new channel to enable financial inclusion in Peru](#)
Aug 18, 2014
 - [Vodafone India selects Ericsson to transform prepaid charging system for over 75 million subscribers](#)
Aug 12, 2014
 - [Ericsson Connected Vehicle Cloud wins 2014 Mobile Innovation Award](#)
Aug 4, 2014
 - [Ericsson chosen as sole supplier of Claro's LTE network in Costa Rica](#)
Jul 18, 2014
 - [Ericsson ranked first in Communications Service Provider Operational Technology Market Share](#)
Jun 30, 2014
 - [Ericsson introduces Expert Analytics](#)
Jun 2, 2014
 - [Ericsson enhances Cloud Manager to support operator virtualization strategies](#)
Jun 2, 2014
 - [T-Mobile selects Ericsson for billing solution and new customer experience](#)
Jun 2, 2014
 - [Ericsson to unveil latest strategies for the agile operator at TM Forum Live 2014](#)
May 28, 2014
 - [Telefónica Vivo selects Ericsson for Brazilian digital city project](#)
May 13, 2014

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- [TV Connect Award for Ericsson's LTE Broadcast solution](#)
Mar 24, 2014
 - [Italgas selects Ericsson smart metering solution](#)
Feb 26, 2014
 - [Etisalat group and Ericsson collaborate to power the Networked Society initiatives](#)
Feb 25, 2014
 - [TeliaSonera selects Ericsson for enhanced customer experience](#)
Feb 24, 2014
 - [Ericsson and Facebook create Innovation Lab for Internet.org](#)
Feb 24, 2014
 - [Ericsson Device Care resolves technical problems for users](#)
Feb 21, 2014
 - [Ericsson launches plug-in media delivery ecosystem](#)
Feb 20, 2014
 - [Chunghwa boosts customer experience with real-time charging and policy control](#)
Feb 18, 2014
 - [Launch: Telecom Cloud Transformation consulting services](#)
Feb 12, 2014
 - [WIND Hellas and Ericsson complete Mobile Packet Core network evolution](#)
Feb 10, 2014
 - [Ericsson Launches lab for OpenDaylight Community](#)
Feb 4, 2014
 - [Telstra and Ericsson conduct live stadium trial of LTE broadcast](#)
Jan 31, 2014
 - [Dialog to launch enterprise m2m self-service solution with Ericsson in Sri Lanka 2014-01-21](#)
Jan 21, 2014
 - [AT&T and Ericsson announce agreement for the connected car](#)
Jan 6, 2014

GLOBAL SERVICES

Our 66,000 services professionals work in 180 countries (approximately 25,000 in our Global Service Centers in China, Romania, Mexico and India) and speak more than 100 languages. In addition, we have access to more than 20,000 sourced resources. Ericsson provides managed services for networks that serve more than 1 billion subscriptions worldwide.

NOTES TO EDITORS

For media kits, backgrounders and high-resolution photos, please visit
www.ericsson.com/press

Ericsson is the driving force behind the Networked Society – a world leader in communications technology and services. Our long-term relationships with every major telecom operator in the world allow people, business and society to fulfill their potential and create a more sustainable future.

Our services, software and infrastructure – especially in mobility, broadband and the cloud – are enabling the telecom industry and other sectors to do better business, increase efficiency, improve the user experience and capture new opportunities.

With approximately 115,000 professionals and customers in 180 countries, we combine global scale with technology and services leadership. We support networks that connect more than 2.5 billion subscribers. Forty percent of the world's mobile traffic is carried over Ericsson networks. And our investments in research and development ensure that our solutions – and our customers – stay in front.

Founded in 1876, Ericsson has its headquarters in Stockholm, Sweden. Net sales in 2015 were SEK 246.9 billion (USD 29.4 billion). Ericsson is listed on NASDAQ OMX stock exchange in Stockholm and the NASDAQ in New York.

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