



Ericsson in South Africa invests several million kronor each year in training for black people. All employees at the Ericsson-owned production company ASM are offered some form of training, from learning arithmetic and writing, to studies at university level.

Photo: Cathrine Andersson

South Africa pushes forth

The number of mobile telephone users is increasing rapidly in South Africa. Since Ericsson started operations there in 1993, South Africa has become Ericsson's largest and most important market on the African continent. Exports to other countries in Africa are increasing steadily. In order to cope with expansion, Ericsson South Africa is investing in a series of training programs.

12-14

Bluetooth premiere

Recently, Ericsson showed its first Bluetooth product at the Comdex trade fair in Las Vegas. The product is a wireless headset that communicates with a small plug that attaches to a mobile telephone. This smart little accessory is the world's first product to use Bluetooth technology.



4

NEWS

E-commerce goes mobile

Ericsson is pulling out all the stops to be biggest in the growing market for mobile e-commerce and is working on a broad range of different services and products in the area. For example, mobile users can already bet on horse-racing in Sweden.

10

Wireless Internet here and now

Sending time reports via WAP, saving messages via SMS, or regulating home heating via e-box. These are just a few of the many mobile data applications that will soon become reality through the Make IT Mobile project.

9

Truth is always the best option

The way a company communicates with the outside world is vitally important to its reputation. It should be straightforward and truthful, and never diffident.

This is Roland Klein's message, the new Head of Communications for Ericsson, who will commence work on March 1, 2000.

6

MTV EXTRAVAGANZA

Ericsson sponsored the MTV European Music Awards gala, which took place in Dublin last weekend.

16-17

COMIC STRIP

The smart home brings new challenges for the user.

21

Bell invented the telephone millions use it we improve it



In the fast world of communications, one thing is certain: change. A business climate where only the fleet footed and fast thinking survive. Where quality means exceeding expectations - again and again and again. We are world leaders in mobile phone antennas. In a business where success is measured in time to market. Allgon is there because we are willing to listen and qualified to understand.

Allgon Mobile Communications is a part of the Allgon Group, a global leader in the field of wave propagation, that designs a complete spectrum of RF solutions for all voice/data wireless communications standards.

Allgon works on a daily basis with Ericsson antenna projects across the world. For more information how we can help solve your antenna needs, please contact:

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Future on Demand.



Satellite Solutions From Ericsson

Make your IP, ATM, Frame Relay, ISDN, and SS7 traffic flow seamlessly between remote sites connected via Ericsson's LINKWAY satellite terminals

Unlike conventional VSAT systems, LINKWAY handles circuit-and-packet-switched traffic dynamically, utilising a unique multi-frequency TDMA architecture; combined with flexible bandwidth management the system offers efficient and effective enterprise satellite communications. Its Java-based network control and management software, with a browser interface, enables quick and flexible remote access from any PC.

Broadband Applications

- Local Area and Wide Area Networks
- Corporate Intranets and Virtual Private Networks
- Internet Networks
- Distance Learning and Tele-medicine
- Public Switched Telephone and Data Networks
- Private Telephony, Data, and Video conferencing Networks
- Cellular and Wireless Local Loop Connectivity
- Disaster Recovery

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United Kingdom is hub of datacom in Europe

Most of the ideas, thoughts and concepts for the Internet come from the U.S. When they reach Europe, they often travel through London. That is why the U.K. is a key market for datacom development in Europe. The more wireless Internet grows, the greater importance Europe will have as Europe is the lead market for mobility today.

"Ericsson now possesses the right skills and products for the evolution of the data market. The next step is to ensure that those facts become more widely known in the industry."

These are the words of Nils Grimsmo, head of Ericsson in the U.K. Ericsson is now holding a good position within wireline data communication. Ericsson is also leading the drive towards unlocking the value of wireless Internet services, based on an undoubted leadership in the mobile arena. Large sections of Ericsson's collective datacom expertise are concentrated in the U.K.

"We have chosen to create a critical mass. Many major operators and Internet providers have their European base in London and most business transactions have their roots there. We are then able to call on the huge international market expertise developed during Ericsson's long presence in 140 countries to optimise the fulfilment for the customer."

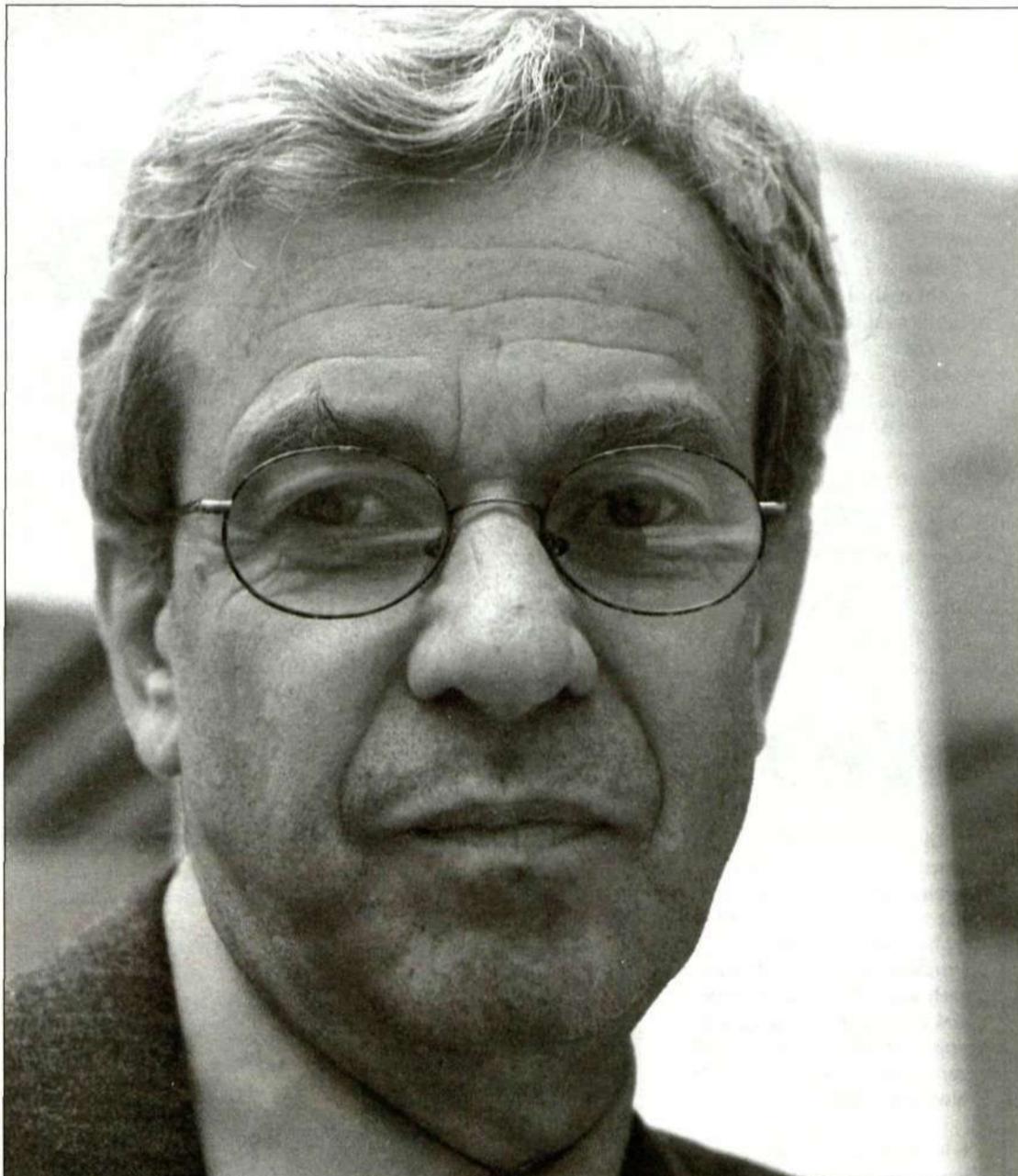
Global players

National boundaries are becoming increasingly irrelevant now that Ericsson's customers are, to an ever greater extent, global players.

"That doesn't mean that local presence is unimportant; quite the opposite. We should work openly for mutual benefit between Ericsson companies," says Nils Grimsmo.

Early deregulation in the U.K. led to the country taking the lead in Europe for datacom. Deregulation began 12-14 years ago and what is already a reality in the U.K. is now being established in the rest of Europe. Many U.S. companies placing their European headquarters there also helped the U.K.'s position.

There has been a big focus from Ericsson on developing the market for third-generation mobile systems. But in reality, Ericsson is also building the capability driving the service



Nils Grimsmo, head of Ericsson in the U.K., believes that GPRS is the major revolution for wireless Internet from the customers' point of view.

Photo: Patrik Lindén

revenue streams for customers across a broad spectrum of available technologies, in particular GPRS (General Packet Radio Services).

"The major revolution for datacom is taking place here and now with GPRS. Third-generation services will be the natural successor. Of course, the third-generation systems will be far superior, but the market is taking shape through GPRS. That is something we have learned by listening to our customers."

Listening to customers is a factor

at which Ericsson has become better, believes Nils Grimsmo, in addition to becoming a better overall business partner to its customers.

"Nowadays, customers stand or fall on their ability to market their services successfully in a very competitive world. Ericsson has grown from being a technology supplier into a player who can provide very tangible support at a business level for customers.

To be a good partner means providing a lot more than our technolo-

gy, although that is important. The ability to bring an overall solution together, including ideas, finance, marketing, brand image and the integration of products and services from other suppliers is paramount.

"That's why we have relationships with other suppliers and why we have made investments in our solution integration labs here in the U.K. We believe customers are more interested in partners who can be trusted to help them get to where they want to go, rather than players

who have a vested interest in keeping them where they are today."

"Our reputation with our customers is very important to us. This is the best advertising. We are world leaders in our field and that is not won easily. As we have understood the changing needs of our customers then so we have taken strategic steps to broaden the boundaries of our field to include new areas, such as carrier-class multi-service network. We have been gratified to have customers such as BT, Interoute and KPN endorse our strategy by awarding us contracts in this key area.

World-class portfolio

Ericsson now has one of the most well-focused world-class portfolios and know-how for reliable and stable carrier-class multi-service networks. This was achieved through a mixture of development, equity investment and acquisition. This adds such well-respected industry names as Juniper, Torrent, Mariposa, ACC, Teletbit to Ericsson's own world class data products such as the AXD 301 carrier core ATM switch and the IPT carrier IP telephony service suite. This credibility and competence in the data field balances Ericsson's long established leadership in telecoms and wireless mobility.

The future looks promising. The market forces pulling players towards convergence, globalisation and new services provide many opportunities that meet our capability profile. Nils Grimsmo believes that the changing way of life will generate many new services to provide people with the right kind of support tools or entertainment to meet their needs at that moment according to the roles they have.

"When you are working, wherever you are, you need the best tools and information you can get in order to be competitive. Companies thrive or wither, based on their ability to focus the right skills and knowledge at the right time on their business opportunity, whatever it is. This is universal. When you are not working, you want to be able to make the most of that time too, and that is also a big universal market. Increasingly these overlap, and the ability to make the services work for you in an easy way is key," says Nils Grimsmo.

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Printed at

Nerikes Allehanda Tryck,
Örebro, 1999

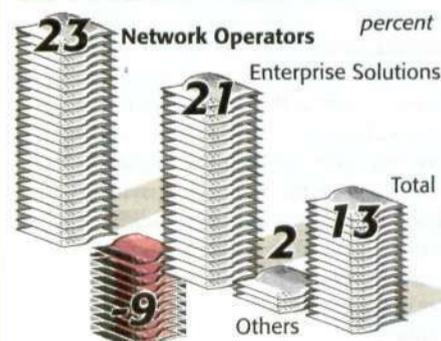
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DID YOU KNOW THAT...

earnings are increasing most rapidly at Network Operators

Change in earnings per business segment after the first nine months of 1999



IN BRIEF



Ericsson's T28 was shown at Simo 99, Spain's largest telecom and computer trade show. Photo: Thord Andersson

Focus on Ericsson at Spanish show

► Ericsson's new mobile phones were the center of attention at Simo 99, Spain's largest telecom and computer trade show, which attracted hundreds of thousands of visitors.

In a separate tent at the entrance to the permanent exhibition hall, Ericsson put on a multimedia show emphasizing its new line of mobile phones.

At a well-organized and well-attended press conference arranged by Patricia Losa Alvaro, head of consumer marketing, exciting new information was presented through images and sound. In just a short period, Spain has become a huge market for Ericsson's mobile phones.

Ericsson's T28 was unveiled in a dark, semi-circular room, with the atmosphere heightened by clouds of smoke, to the sounds of Richard Strauss's evocative tone poem, "Also sprach Zarathustra." Using special eyeglasses, visitors were able to experience a dramatic 3D presentation of the new phones, which seemed to be suspended in midair and come flying directly at them. Quite an experience!

Celtel Gabon chooses Ericsson

► Ericsson has signed its first contract in the West African nation of Gabon. The order, from the operator Celtel Gabon, is for a GSM system and is valued at USD 10 million. Also included in the contract are infrastructure expansion projects in two other African nations.

"Gabon is expanding its network at a rapid pace. Within three years, we expect there to be at least 100,000 subscribers in the country. Above all, this contract means that we're becoming strategic partners with MSI Cellular Investments, which owns the operator," says Martin Hägerdal, who oversees sales to Gabon.

Bluetooth mobile e-commerce deal

► Ericsson and payment giant, Visa International, have signed an agreement for e-commerce. The Memorandum of Understanding will allow secure payment for the purchase of goods and services over the Internet via a mobile terminal.

The system will use Ericsson's Bluetooth enabled wireless wallet. The wireless wallet, which can serve as a conventional wallet for bills and coins, contains multiple smart card readers. A smart card inserted into the wallet can communicate with a Bluetooth enabled mobile terminal. The mobile phone can be used for Internet shopping using the smart card in the wallet for payment. Bluetooth is a short-range radio frequency protocol that allows devices to interact remotely. It means the wallet can stay in the pocket of the user while interacting with the mobile phone.

Bluetooth makes you wireless

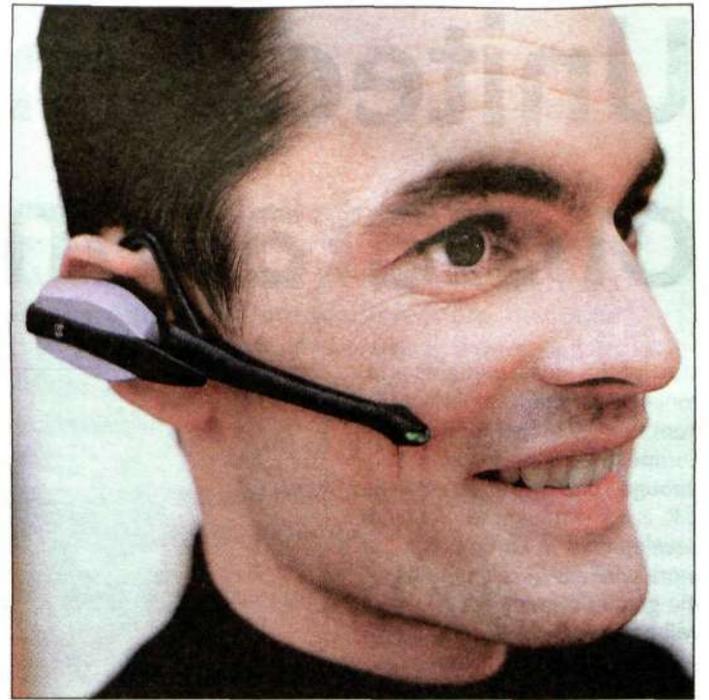
Ericsson presented the world's first Bluetooth product at the Comdex trade show in the U.S. recently. The product, a small headset, is able to communicate with mobile phones using Bluetooth's radio technology. No cords are needed. The headset is expected to be available in stores by the middle of next year.

Ericsson's new headset allows mobile phone users to talk on their phones even when they are not carrying the phone. You can leave your telephone in your purse, put it on the table or leave it in the charger. The headset makes con-

tact with the phone utilizing a radio link with a range of up to ten meters. Users can answer their phones by pushing a button on the headset, or place calls by pushing the button and using voice-activated dialing, saying for example, "Call Anna."

"In the initial phase, this product is aimed at the 'pioneers' consumer segment as defined by Ericsson consumer segmentation model. Design-intensive products appeal to consumers who want the very latest technology, and for whom price is not a key factor in their purchase," says Johan Sjö-dahl, business development manager for Bluetooth.

The headset weighs only 20 grams



At the recent Comdex trade fair in the U.S., Ericsson unveiled the first Bluetooth product - a small headset.

and works with the Ericsson T28, the T28 World and the R320. To enable it to communicate with these phones, a small Bluetooth plug needs to be installed on the phone.

It was in May of last year that Ericsson, IBM, Nokia, Intel, and Toshiba introduced Bluetooth, a short-range radio technology that interconnects devices such as mo-

bile phones, computers and handheld computers. Since its inception last year, over 1,100 companies, including Motorola, Sony, 3Com, Compaq, Hewlett-Packard and Lucent, have joined the Bluetooth interest group, SIG.

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Website wins top prize

With sensitivity as its watchword, Ericsson has once again come out on top. For the second time, the company has won the prize for "the Nordic region's best financial web site. The Swedish financial daily Dagens Industri and public relations bureau Hallvarsson & Halvarsson are behind the award.

Ericsson is accustomed to facing severe criticism from the media for providing inadequate information to market analysts and investors. But now, for the second time, Ericsson has won the prize for the best financial web site.

After ending up in 11th place last year, Ericsson has now regained first place. Helene Rickeby, of the Ericsson-wide Investor Relations function, is responsible for the web site. She was both surprised and pleased when she heard about the prize.

"The news was totally unexpected. We were in the middle of improvement work and had no thoughts of winning the prize. But naturally this success spurs us on to produce an even better site."

Simple and clear

Among the positive comments from the jury that selected the winner were: a simple and clear structure; easy to find information; frequent updates and an attractive design. After dipping to such a low placing last year, the people who work with the web site decided stringent measures were needed. Sensitivity became their watchword.

"The key factors are sensitivity, reliability, usability and user-friendliness," says Helene. "A user who finds out-of-date information



Prize-winning improvements to Ericsson's financial web site were made by a trio from the Investor Relations unit, comprising Karin Almqvist-Liwendahl, Gunilla Brunberg-Börtas and Helene Rickeby.

Photo: Ulf Berglund

on the web site is unlikely to return there. It is vital to cater to the needs of different target groups. We also surveyed other companies' web sites to see what their strong points were."

The most important target groups for the web site are analysts, investors, shareholders and employees.

Many improvements made

Many improvements have been made to the web site since last year. Now, for example, users are auto-

matically informed about changes in the site, recent financial events and press releases. It is also possible, to listen to presentations from corporate management.

Helene and her colleagues are not letting their pleasure at winning the prize be an excuse for resting on their laurels. Improvement efforts are continuing in cooperation with Ericsson Business Consulting, and the web site is to be tested and evaluated by focus groups during the next few weeks.

"There are many aspects we can

improve. We would like to have a Swedish version of the content and include even more good questions and answers in the Frequently Asked Questions section. We are also planning to show share prices going back several years, and we hope to be able to show the price trend in real time," concludes Helene Rickeby.

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Queensland Ambulance buys Mobitex system

Now it will be easier for Queensland Ambulance to coordinate its operations. Ericsson's Mobitex mobile data system makes communication between the ambulances simpler and more reliable.

A total of 350 ambulances in Queensland, Australia, are to be equipped with terminals for Ericsson's Mobitex mobile data system. The purchaser of the equipment is the Queensland Ambulance Service.

"Since the ambulances also serve as our offices, they need a flexible system," says Bill Delaney, project leader at Queensland Ambulance. "We chose the system from Ericsson and Technisyst because it is easily expandable, so that we can install more services in the network at a later date. Other emergency services, such as the police and fire department, have also expressed interest in the system."

Ericsson Mobile Data Design in Gothenburg, together with the Queensland-based company Technisyst Computing, won the Queensland Ambulance contract, which is worth a total of SEK 45 million.

Technisyst is the main contractor, with responsibility for the terminals and the application, while Ericsson is supplying a complete Mobitex system plus services. Australian operator United Wireless is handling the installation.

Total solution

"Cooperating with Technisyst will give us a highly competitive total solution," says Ingrid Wallgren, head of market communications at Ericsson Mobile Data in Gothenburg. "It is important to be able to offer both infrastructure and application solutions. Our system provides the most



Ambulance services are an ideal platform for Ericsson's Mobitex mobile data system. Other emergency services have also expressed an interest.

Photo: Scanpix

sophisticated technical solution, economizes on frequencies and is in the right price range, which is why the customer preferred us to either Motorola or Tetra."

Packet data

Mobitex is a mobile data system for packet data. Queensland Ambulance plans to use the system to locate ambulances accurately, to send queries – via e-mail for example – and to

transmit information about the condition of patients between the vehicles and the emergency dispatch center.

Each ambulance is equipped with a mobile data terminal (MDT). Positioning is handled by a GPS system using satellites. The network will initially be installed in Brisbane, but will later also include Queensland's Gold Coast and Sunshine Coast.

The Mobitex system is currently in use in 22 countries in Western Europe, the whole of North America and parts of Latin America.

"We see considerable potential for private Mobitex networks and interactive messaging in public networks, in Latin America and elsewhere," says Ingrid Wallgren.

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Roles and duties clarified

Ericsson's new organization, which went into effect on January 1 of this year, has finally settled into place. A new brochure clarifies roles within the organization.

The main goal of Ericsson's almost year-old organization has been to increase its focus on customers. At the same time, other goals have included speeding up the flow in the production chain, taking advantage of economies of scale, and increasing entrepreneurial spirit. This work has involved both marketing and production aspects.

Available on the web

The new brochure – Organizational Structure and Managerial Responsibilities – clarifies who has responsibility for what, both operationally and legally. The brochure is also available on the web.



Kurt Hellström

This information was recently sent out to managers at business units, product units, market units and various Ericsson companies.

Kurt Hellström, president, emphasizes in a letter to managers that this clarification was not intended to be yet another change in the organization, but rather to complete the current organizational structure.

Clarifying responsibilities

The brochure clarifies, among other things, the responsibility of product units in the development, manufacture and support of products and solutions.

Their more independent role does not, however, involve being a company within the company, with its own resources for marketing and sales. Such a move would negate any gains achieved through coordination.

The brochure clarifies divisions of responsibility between business units and their respective product units.

Local companies

Responsibility for activities hosted by local companies are also clarified. Local companies can, for reasons of available expertise for example, operate factories or development centers that cover a broader field than their own local market, for expertise reasons.

These activities are controlled by product units, business units or corporate functions.

More information is available on the Web.

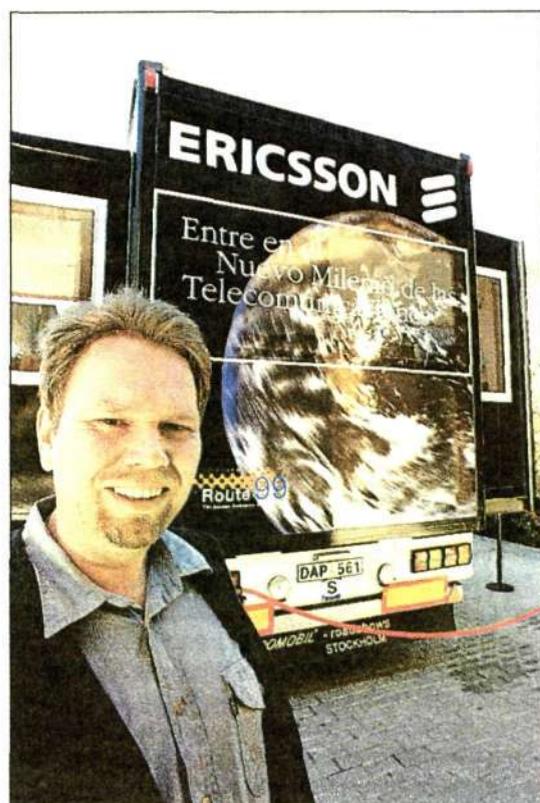
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<http://inside.ericsson.se/orgstructure>

Roadshow reaches new customers



From Hamburg in the north to Malaga in the south. From La Coruna in the west to Vienna in the east. The Ericsson Enterprise Roadshow, "Route 99," has covered more than 20,000 kilometers, through Austria, Switzerland, Germany and Spain in search of new customers.

The Roadshow was motivated by Enterprise Systems' wish to increase the proportion of indirect sales. Ericsson's range of products and services is now presented "on the road" to small and medium-sized companies. The primary aim is to establish contact with potential new distributors and retailers.

In practical terms, the show involves the use of an 18-meter long Scania tractor-trailer unit, accommodating a 60 square meters exhibition, which rolls along the highways throughout Europe. Enterprise Systems' unit at Ericsson Aus-

Björn Ragnarsson from Expomobil is the only person who has stayed with the roadshow during the entire journey through Europe. Handling the 18-meter long vehicle is no problem for this experienced bus driver.

Photo: Thord Andersson

tria in Vienna was responsible for designing and equipping the mobile exhibition.

The secret of success is thorough preparation. Personal invitations, advertisements in the trade press and information posted on the Internet are some of the methods used to attract the right audience. The mobile exhibition has attracted considerable attention, as well as being an image-enhancing venture for the whole of Ericsson.

"Everything has worked extremely well," says Michael Bicsik, who is the market representative for the four countries selected as test countries for the campaign. "We have averaged about one hundred visitors on each exhibition day."

The Route 99 tour started in Weinfelden, Switzerland, on August 23. The roadshow visited some 20 communities in Switzerland, finishing up in Geneva on September 11 before continuing to Germany, Austria and Spain.

At the time of writing, the show is in Barcelona, Spain. The tour concludes with a customer meeting in Madrid on November 18.

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Klein new info director

A company's reputation is defined by the media. That's why Roland Klein strongly believes that excellent media relations are essential. Achieving such relations requires that press information is delivered quickly and is of high quality, and that press relations are proactive, meaning that it is always necessary to try to see what is happening around the corner and to prevent surprises.

"This means being proactive in building the best possible relations with the media," asserts Roland Klein. He seems to have succeeded in this task. For five straight years, his press department has been recognized as Germany's best. As of March 1, he will become Ericsson's new Senior Vice President for Corporate Communications.

A light snowfall has turned the hills surrounding Stuttgart white this November morning. Roland Klein apologizes for the winter welcome when he meets us at the airport but quickly realizes that he is talking to Swedes. He's heard about Swedish winters, even though he has never experienced one first-hand, at least not yet. In fact, the man who will take responsibility for Ericsson's corporate communications has never set foot in Sweden! He's been to Denmark many times, but never further north.

Contact is in Stuttgart for a quick visit with Roland Klein just two days after his name has been announced as Ericsson's new Senior Vice President for Corporate Communications. It has been known for some time that the company was seeking a successor to Lars Stålberg, who will retire in December next year, and there has been considerable speculation, at least among the company's several hundred communicators, about who would get the job.

Communications, both internal and external towards the markets, are of vital importance to Ericsson's future development. This is why being in charge of Corporate Communications is one of the most important positions in executive management. Roland Klein is well aware of this.

"I'm very much looking forward to taking over after Lars Stålberg," says Roland. "Ericsson is a company with a very strong brand and active in an industry that is probably the world's most dynamic right now. There are so many exciting things happening in and around the company, particularly in the stock and other financial markets."

Avoid stock watcher

Roland Klein has always been deeply interested in the stock market and other financial matters. After studying economics and business administration, he was drawn to a job as an economic journalist. He has worked for such German newspapers as Frankfurter Allgemeine and Börsen Zeitung, for which he was the London correspondent. When Daimler Benz decided to list its shares on the London International Stock Exchange, this company turned to the London correspondent for German's most respected financial newspaper. Roland Klein provided



Roland Klein has been appointed Senior Vice President for Corporate Communications. "You have to face facts, not hide from reality. Operating under false pretenses is not an alternative. Only the truth will prevail in the end."

Photo: Lars Åström

sound advice and won the respect of the German automotive giant's financial executives.

"Some time later, the chief financial officer contacted me and offered me a job. Daimler was taking its shares across the Atlantic and needed to strengthen its communication with the financial markets," recalls Roland, who was forced to make the most difficult decision of his life so far — to leave the journalism that he loved so much and begin working with public relations instead.

Not a career man

"I've never really planned a career. Instead, I've been fortunate and received exciting offers, which I've more or less taken on-the-fly. I've always asked myself, 'Will this be fun?' because having fun and liking my job and seeing this as a logical step in the right direction are very important for me," says Roland.

Roland accepted Daimler's offer, which marked the beginning of a seven-year career in Daimler's corporate communications department. The new chairman Jürgen E. Schrempp, who was elected in 1995, quickly showed confidence in Roland's ability to handle external communications, even in difficult times.

When the subject turns to how corporate communicators should manage a crisis, Roland Klein's watchwords are "openness" and "honesty."

"You have to face facts, not hide from reality," he emphasizes. "And you have to handle the facts correctly and work proactively. Operating under false pretenses is not an alternative. Only the truth will prevail in the end."

A really skilled communicator has the ability to see what's waiting around the corner and to gather the

relevant information for dealing with the upcoming situation. This allows the company to quickly give the appropriate information to the market — after first informing the employees!

"We must make our employees ambassadors for the company," explains Roland. "Employees in a company like Daimler or Ericsson are often well-educated and intelligent people. They have a right to know what's happening in the company — before they read it in the newspaper or hear it on radio or see it on TV. Disseminating information and important news to all employees is therefore of central importance for us as communicators."

"Corporate information and marketing messages are often first produced for external communication," notes Roland. "But before they leave the company, it is important that those responsible for internal communications are integral

part of the process at an early stage, so that they have adequate time to prepare internal communications activities."

Multicultural

Roland Klein speaks perfect English and lacks the accent often associated with Germans in Hollywood films. With more than 460,000 employees, Daimler Chrysler is a multinational company to say the least, although Ericsson is actually active in a greater number of countries.

"I have learned to adapt my leadership style to the demands of the people around me," says Roland, who experienced a cultural revolution at Daimler under the leadership of Daimler's chairman Schrempp. Many call it the Anglosaxon way, but Roland believes more in the German style, which he prefers to call European. According to the European style, the boss is a source of ideas and inspiration and a good team leader

who usually lets his staff members find their own solutions.

Roland Klein will move to Ericsson's London office on March 1. This will be his new base of operations, but he will undoubtedly be making many trips to Stockholm in the future.

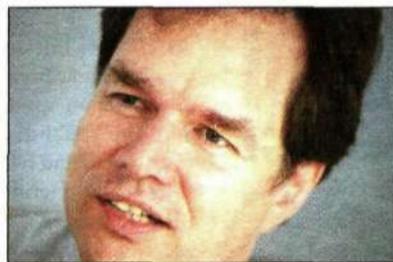
"I visited the London office a few weeks ago, and was very surprised that the atmosphere inside the somewhat traditional façade was so open and inviting. It made me all the more curious about Swedes and what it will be like to work with them," says Roland.

He has received many congratulatory phone calls since his new appointment was announced, but the comment he remembers best came from a British journalist who called to ask: "And how do you intend to deal with the funny Swedes?"

Lars-Göran Hedin

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ROLAND KLEIN



Roland Klein is 45 years old and lives in a semi-detached home with his wife Monica and their three children, aged 11 and 3. Yes, the two youngest are twins.

His leisure activities are focused on sports, such as mountain biking and tennis. Like many Germans, Roland is an enthusiastic football fan. He has tried to pursue an interest in golf but finds the sport too boring.

Faced with the prospect of trading his Mercedes for a Swedish company car, he prefers Saab to Volvo. "The

first brand new car that I bought in my life was a Saab 9000, and it was fantastic," he recalls.

Among his most prominent personal traits, Roland cites his ability to mediate in difficult situations. During the year that has passed since the merger of Chrysler and Daimler Benz, that ability has been put to the test. "I'm often the only one who can talk to people from both sides of the Atlantic without speaking with either a German or an American accent!" he says.

Joint New Year's vigil in Johannesburg

For Ericsson in South Africa, its client MTN will be the focus of attention during the final, nervous hours of this century. When the New Year's fireworks light up the African night sky, nothing can be permitted to go wrong.

"We'll be standing by, prepared to step in should some unforeseen event occur that night," says Göran Söderholm, head of Global Account MTN at Ericsson's headquarters in Johannesburg.

Together, he will be spending New Year's Eve at MTN's headquarters in central Johannesburg, along with their closest colleagues.

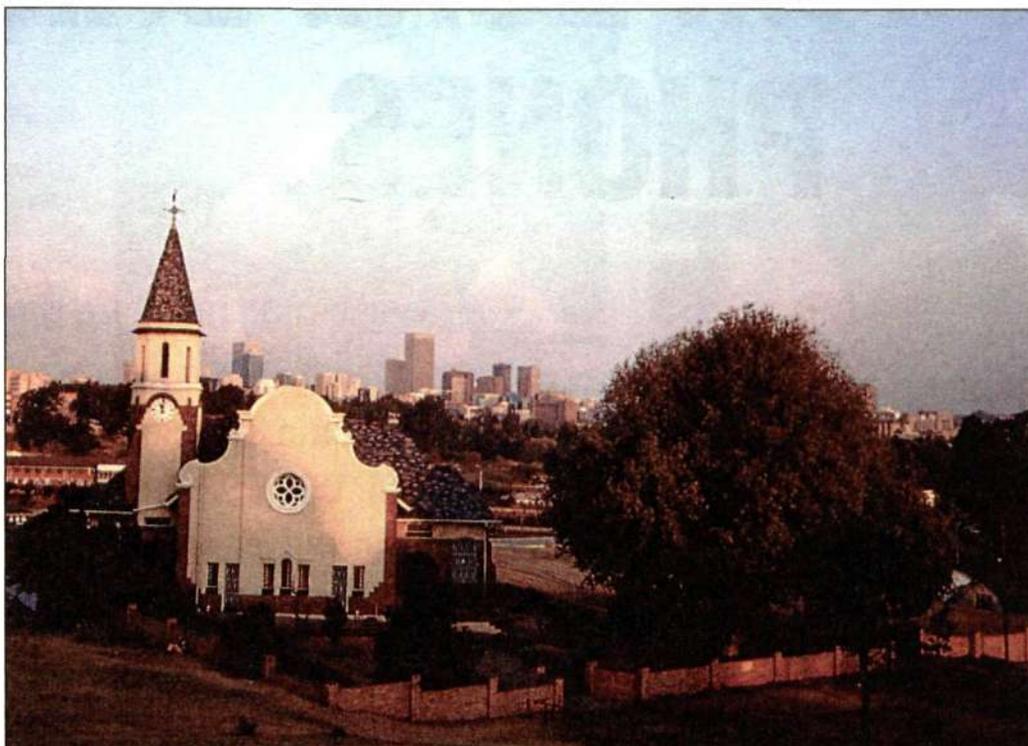
"By being on site with the customer, we want to demonstrate that we're always on hand and ready to take responsibility for our products and solutions in MTN's network."

Largest partner

MTN, or Mobile Telephone Networks, is Ericsson's largest partner in South Africa. This partnership began in 1993, when Ericsson in South Africa received a contract to deliver a mobile system network to the country's second largest mobile operator. The new GSM network was put into commercial operation in June of the following year. Today, MTN has over 40 percent of the mobile market, and is closing in on its competitor, Vodacom, the market leader



Göran Söderholm



In Johannesburg, Ericsson will be celebrating New Year's Eve with its client, MTN of Johannesburg, in order to be on hand should anything go wrong.

Photo: Scanpix

with 2.5 million mobile subscribers.

From eight o'clock in the evening on New Year's Eve until four in the morning, the Ericsson team will be waiting to act together with representatives from MTN.

"It will, no doubt, be a pleasant evening with good food and alcohol-free drinks," says Göran Söderholm, laughing. He thinks that the risk of the evening ending in chaos is minimal.

"For a long time, Ericsson has been spending millions all over the world, in order to review all of the company's products. Realistic simulations have also shown that the company can handle the situ-

ations that could be expected to occur during the millennium shift."

In order to be even more certain, MTN is planning to shut down nonessential functions in the network during New Year's Eve. These functions will be restored sequentially over a period of hours.

Team standing by

A ten-person support team, will be standing by at MTN and at Ericsson's headquarters, closely monitoring what happens when the clock strikes midnight on the Fiji Islands and the surround areas. "Should something happen there, we'll have ten hours before

it's time for South Africa to celebrate midnight. Thanks to Ericsson's Early Warning System, we have a fair amount of time available to fix any eventual problems that could arise."

Night at the office

Göran Söderholm is looking forward to the coming New Year's festivities, although it will involve an entire night at the office, rather than a pleasant celebration with family and friends.

"We'll have to celebrate New Year's Eve on New Year's Day instead. That's not entirely inappropriate either," he concludes.

Catherine Andersson

Helpful new web tools

Ericsson has developed two new web tools that should fix annoying shortcomings in product management.

One tool called ECHO, which stands for Ericsson Complaint Handling Operation, pertains to complaints from customers. The other is known as the PRI tool and involves document handling. Both tools are designed for use by the entire company.

Dealing with complaints

"In the past, it has been difficult to deal quickly with complaints from our customers," says Lars Lundgren, who ordered the tools. He has gathered customer comments and been the spokesperson for users during the development process.

ECHO enables not only Ericsson's local companies, but also its customers, to immediately sub-

mit complaints and have them dealt with quickly. Complaints can include anything from losing a radio base station during delivery, to reporting that components are missing or that equipment doesn't work.

"This is something that we would prefer not to deal with," jokes Lars Lundgren, but in reality, things can go wrong, and when they do, replacement deliveries can involve large sums of money.

The plan now is to distribute ECHO, which was developed in conjunction with a group of consultants, throughout the company as fast as possible. In some cases, it will be replacing systems that were not Y2K compliant as well as more primitive PC solutions. In most cases, ECHO will be replacing the old Memo system, which has functioned as the reporting route for as long as it has

been in existence. ECHO is a web/e-mail based tool that operates independent of any platform.

Faster PRI service

The PRI tool will affect several thousand people, including product owners and designers as well as production, since it provides a dramatically simplified method for documentation of changes to a product.

When a product, such as a base station, receives new functions, the documentation needs to be revised and stored in Ericsson's main databases, PRIM and GASK. Often, design changes affect multiple products and a PRI needs to be made for every product, sometimes numbering 20 or more. Until now, there has been no tool available to automatically update PRIM and GASK, something that the PRI tool is capable of doing.

"The tool will simplify things and save time," says Lars Lundgren. "People are often hunting down information, running through the corridors, trying to find the right data. Electronic approval of PRI will simplify the procedure."

Ready for use

Both ECHO and the PRI tool have been tested and are ready for use and available on the web.

In order to be able to use the tools, a RACF password is required, however. To use ECHO, one also needs to be registered to use the tool, which can be done by contacting the PICS helpdesk at <http://pics.ericsson.se>.

Lars Cederquist

lars.cederquist@lme.ericsson.se

<http://echo.ericsson.se>

<http://pri.ericsson.se>

COLUMN



Sten Fornell

End year with a clean desk

Next year, on January 28, we will be releasing a good year-end financial report that corresponds to the expectations of the market. The Y2K issue will affect this year-end report in two ways. On the one hand, we have to show growth, earnings and cash flow in accordance with the projections we have given to the market. On the other, it will be about getting all the work done to close the books for the year-end report.

IN REGARDS TO THE FIRST POINT, we have demonstrated to the market, through our comprehensive millennium program, that we are taking the Y2K problem seriously and that the millennium shift, thanks to our efforts, will not affect our business to any significant degree. This message is well known.

When it comes to the year-end report work, we are operating, as always, on a very tight timetable. This year, it is important that all our companies really get their local year-end statement preparations done in time and have a backup plan should something unexpected occur. Not everyone is perhaps aware that each year income statements and balance sheets from more than 200 companies are involved. The amount of information is huge, placing tough demands on all of the roughly 1,000 finance staff members involved around the world.

I KNOW THAT SO FAR very good work has been done at all levels. We have reviewed all the IT systems that affect financial matters, we have prepared contingency plans that deal with all aspects from local accounting and communication through business network to our group financial consolidation system.

Now we need to ensure that all information needed exists both in electronic and printed form, prior to New Year's Eve. We need to have the capability, should it become necessary, to manually assemble the year-end report using only paper, pens and stand-alone PCs – and still be ready by January 28. We must also have the ability to pay all of our bills that come due during the first half of January.

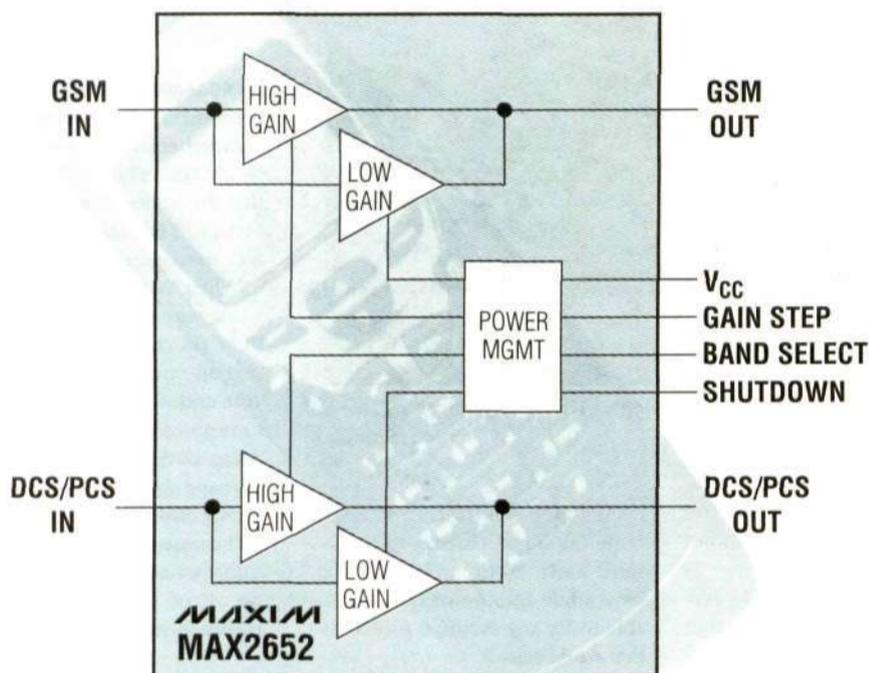
Consequently, this year we are requiring all internal company expense invoices to be issued and sent to recipients not later than December 17. The only exceptions will be invoices pertaining to deliveries where the goods or services will be invoiced to the end-customer. Of course, it would be even better if internal invoices could be prepared earlier than December 17, in order to avoid a flood of invoices during the last few days.

WE WILL ALL BENEFIT FROM doing our calculations early and making adjustments to them next year, should that be necessary, rather than waiting until the last minute. My hope is that people are able to end the year with a clean desk.

There are not many days left until the end of the millennium. Now is not the time to calmly sit back. Instead, we need to continue to take this matter seriously. We must ensure that the major efforts we have already made are crowned by success. The future is exciting, both from a short-term and a long-term perspective. Let us eliminate the "exciting" aspects of the millennium problem together, and ensure that it will be business as usual.

Sten Fornell, Chief Financial Officer

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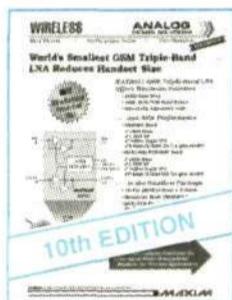
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Mobile Internet ready today

Tracking packages via SMS, submitting timecards via WAP, regulating indoor temperatures using e-box. Those are a few of the mobile data transmission applications that will soon become a reality, thanks to the Make IT Mobile program.

The program is being spearheaded by Ericsson in Sweden together with Telia Mobile.

"It began with a decision by Lars Klasson, head of development at Telia Mobile, and myself, to attempt to increase data traffic over GSM networks, since current levels are quite low," says Mats Granryd of Ericsson in Sweden. "Today, data only accounts for five percent of all traffic, the rest is voice."

One possible explanation of this is that Internet browsing over GSM networks is slow. Another is that it is not very user-friendly.

"There are numerous other possibilities," says Mats Granryd. "We could sit here all day dreaming up any number of interesting applications for GSM transmitted data."

Important to find solutions

Dreaming, however, is one thing – reality is quite another. What is important is that the Make IT Mobile program find solutions that are possible to implement here and now, using existing technology.

"It's so easy for us to become fixated on all the fantastic things we'll be able to do with the next generation of mobile telephony, and the generation after that and so forth. We shouldn't just sit back or focus on the future, however. It's also possible to make use of existing techniques. By starting now, we're helping businesses and individuals establish data routines that will make upgrading to new technologies that much easier in the future."

Ericsson in Sweden and Telia Mobile invited a number of key companies to a meeting to discuss and share their experiences. A group, consisting of 14 companies and approximately 30 individuals, quickly formed. The companies include system integrators, application developers along with ordinary end-users of the



"Many opportunities already exist to utilize wireless Internet," says Mats Granryd of Ericsson in Sweden.

Photo: Peter Nordahl

technology. Including Ericsson and the operator Telia Mobile, the project has representatives from all stages of the value chain.

The group is conducting a series of four meetings this autumn. Already after two meetings, eight different development projects have been initiated, all with the goal of rapid realization.

"There's an enormous amount of demand for more advanced mobile data services among companies," says Mats Granryd. "In addition to allowing companies to be involved in creating services, this project is giving them a slight

edge over their competitors. Although we're attempting to create the broadest, most universal solutions possible, project participants will be the first to utilize them."

"Daring" project

Helge Högetveit, project manager at Ericsson in Sweden, describes the organizational structure of the project as "daring."

"Normally companies of Ericsson's and Telia's size would maintain a high level of secrecy and conduct all development work themselves. Inviting customers to get involved

in such a close manner is a more relaxed method of working that requires a certain amount of courage on the part of us industry giants."

It is no coincidence that the project is being conducted in Sweden.

"Sweden, along with Finland, is the most mature mobile and datacom nation in the world," declares Mats Granryd. "We're able to find demanding customers who have exacting requirements."

Margareta Jonilsson

Timecards sent via WAP

Every Friday, Manpower's 6,000 employees in Sweden fill out their timecards and mail them back to the office. Once received, they are scanned by the administrative computer system for further processing.

"It's easy to calculate the savings that could be realized by doing this via WAP instead," says Pär Åkesson, head of IT@Manpower.

Submitting timecards via WAP to Manpower will be one of the first projects to be implemented in the Make IT Mobile program.

"The technology already exists. What needs to be developed is a routine that works for Manpower," says Pär Åkesson. "Telia is also looking at the possibility of creating a form of dual subscription that will allow our employees to use their mobile phones both at work and for private calls, with separate invoices for each."

No access to computers

Manpower is one of the world's largest temporary help companies and the biggest in Sweden.

"Many of our 6,000 employees are in workplaces where they do not have access to a computer," says Pär Åkesson. "That's why it's essential to find solutions that work with mobile phones."

DHL, the global logistics company, also has a need for mobile functionality.

"We're in the process of developing a service that will make it possible for our customers to track their packages via SMS," explains Tomas

Zetterqvist at DHL. "Say, for example, that you are an exhibitor at a trade show in Frankfurt and have to send your display materials in advance. In that situation, you're probably especially concerned about ensuring that your items have actually arrived. With this solution, it's possible to initiate a 'track and trace' inquiry using your mobile phone and get a reply in the form of an SMS message."

New opportunities available

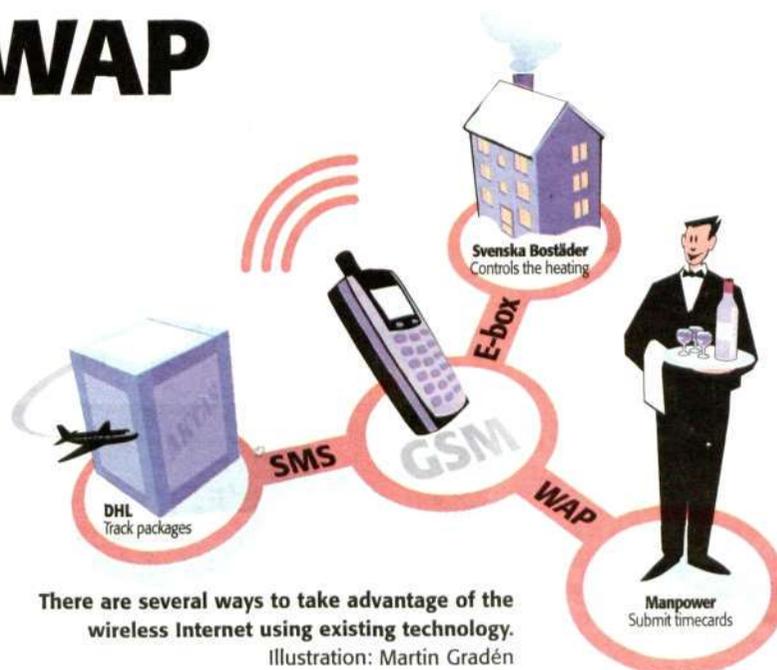
Svenska Bostäder, a Swedish property management company, can also benefit from mobile data transmission.

"We've worked with Ericsson since 1992 and see great opportunities in the technologies that are now starting to become available," says Gillis Edholm, president of the company.

Svenska Bostäder is investing in the e-box, a powerful information unit that can store vast amounts of digital information, and which can be accessed by mobile phones and other devices.

"E-box operates as a kind of information junction for the regulation of systems within the home," says Gillis Edholm. "For example, you can lower the temperature in your apartment when you go on vacation and raise it when you're on your way home."

Thanks to e-box, energy consumption can be measured individually in each apartment, allowing households to save money on their utility bills if they are content to maintain lower temperatures.



There are several ways to take advantage of the wireless Internet using existing technology. Illustration: Martin Graden

Another project area in the Make IT Mobile program involves micropayments using mobile phones. Small-scale tests of a service that pays parking fees via mobile phones have already been conducted.

"Another application is to buy services on the Internet, paying for them using your mobile phone," says Mats Granryd, Key Account Manager for Ericsson in Sweden. "If you're on-line from home, then your fixed line is already busy, making it convenient to conduct transactions via a mobile network. Furthermore, your phone's SIM card serves as an identification document."

Physician or lawyer consulting services are

examples of Internet services that could involve small purchases.

"Good advice could be sold for, say, seven dollars," says Mats Granryd. "You would type in your question, be directed to call a certain number on your mobile phone, identify yourself through your SIM card, triggering a SMS message that would say something like, 'Your mobile phone bill will be debited seven dollars – if this is OK, press Yes.' After doing so you would get a code that would allow you to access the personalized reply from the doctor."

Margareta Jonilsson



Leif G. Eriksson from Ericsson Business Consulting and Christian Testman from Ericsson Radio Systems will oversee Ericsson's efforts in mobile electronic commerce. Photo: Peter Nordahl

Ericsson races ahead in mobile e-commerce

Using the name **Mobile Electronic Commerce**, Ericsson is taking a concerted approach to mobile electronic trade, an area of increasing importance. This is representative of the many initiatives taking place within Ericsson.

Östen Frånberg of the Technology corporate executive function has been carrying out a coordination project in order to combine visions, strategies and testing of products and markets into a saleable package for mobile e-commerce.

"In a year's time, Ericsson aims to be number one in this field," says Östen Frånberg.

At Ericsson, there has been a series of positive initiatives within Mobile Electronic Commerce to create services and products, and to establish customer contacts. Östen Frånberg's coordination project has brought together all of these projects and discussed them from a total perspective. In order to achieve a more distinct business perspective of goals and strategies, four market units – Sweden, Norway, Denmark and Finland – have had a major role in analysis efforts.

Ericsson is now ready to take a larger step and go further with its work through focused line organizations.

"This is a market which is in the process of being established. Just as we have a leading position in mobile systems, we also want to attain a leading position in Mobile Electronic Commerce," explains Östen.

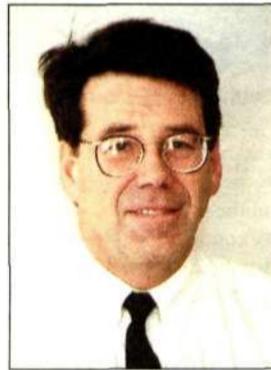
Total approach

Based on this objective, we are preparing solutions in various customer segments within the enterprise and operators market in order to be able to take a total approach to the new market. The solutions are now about to be introduced throughout the entire organization. And this is necessary, since Ericsson will encounter different types of customers compared to those the company is accustomed to.

"The difference, compared with



As a result of cooperation between Ericsson, Telia and the ATG gaming company, it will be possible to place bets on horses via a mobile phone.



Östen Frånberg has produced a platform for the way in which Ericsson will work with Mobile Electronic Commerce – an area in which Ericsson intends to be number one within a year. Photo: Patrik Lindén

Ericsson's traditional method of working, is that Mobile Electronic Commerce consists of a chain of new services and products, from the development of the phone itself all the way through to the customer's business system.

A practical example of this could be services for an airline's VIP customers who would be able to order and pay for tickets by phone, receive wireless information about flights or airport weather, and so on.

It might work like this: you might, for example, be booked on a departure to London. On the way to the airport, you discover that you are late

and are thus forced to ask the taxi driver to drive at an unhealthy speed. A buzz from your mobile phone indicates a message that your departure has been delayed and you are able to ask the taxi driver to slow down.

Airport weather might be a service you use by keying in the airport's three-letter code, such as ARN for Stockholm-Arlanda, to know whether you will need a raincoat or thick winter jacket for your journey.

Several subservices

One service of this type contains several products and subservices, from the mobile phone itself – for

example, a WAP phone – to connecting and adapting the content from the airline's business system and then constructing an interface for the way in which the information is presented to the final consumer, that is, the delayed passenger. In this manner, the airline will be able to communicate various types of messages directly to its VIP customers.

The idea is that Ericsson will manage as many elements of this process as possible and open the market for Mobile Electronic Commerce. It is believed that the future potential is considerable.

"Primarily, three segments are of

interest: banking and finance, travel and transport, and media and entertainment," says Östen Frånberg.

Most progress has been made in banking and finance. This includes an agreement between Ericsson and the Swedish bank Östgötabanken to make secure credit card payments over the Internet. Financial institutions have strict security requirements, which will be an advantage in the development of the other segments.

There are many examples of applications for mobile electronic commerce. Ordering and paying for tickets is an obvious example. Trials of this are being carried out today. There is also cooperation between Ericsson, Telia and the ATG gaming company to enable betting on horse racing via mobile phones.

Running a share portfolio by buying and selling shares with the help of the phone is another good example of the use of mobile e-commerce.

New training package

Since Ericsson will encounter new customers and assume responsibility for entirely new types of services and products, a new training package is being launched.

"We want to establish a hub of expertise in every region in the world as an engine for spreading know-how," says Östen Frånberg.

Two product lines have been created in order to meet the demand. Leif G. Eriksson at Ericsson Business Consulting and Christian Testman at Ericsson Radio Systems have operational responsibility.

This involves adapting to meet new customers in a new market, but Östen Frånberg believes that Ericsson's greatest advantage is the company's well-established organization for design, marketing, consulting and service.

"In Ericsson's traditional role, there is an established habit of maintaining 24-hour service. This will also be an important lynchpin for Mobile Electronic Commerce," he says.



Using mobile electronic commerce, you will be able to book and pay for air tickets direct from your mobile phone. You will also be able to receive messages about delays and the like.

Mats Lundström

Flextronics essential to Ericsson's production

Flextronics was the first contract-manufacturer with which Ericsson struck a deal. In 1997, Flextronics acquired Ericsson's manufacturing facilities in the Swedish town of Karlskrona. Since then, Ericsson's factory in Visby, Sweden, has also been acquired. In addition, Ericsson and Flextronics have recently signed a letter of intent stating that Flextronics shall take over the production at Katrinaholm, Sweden.

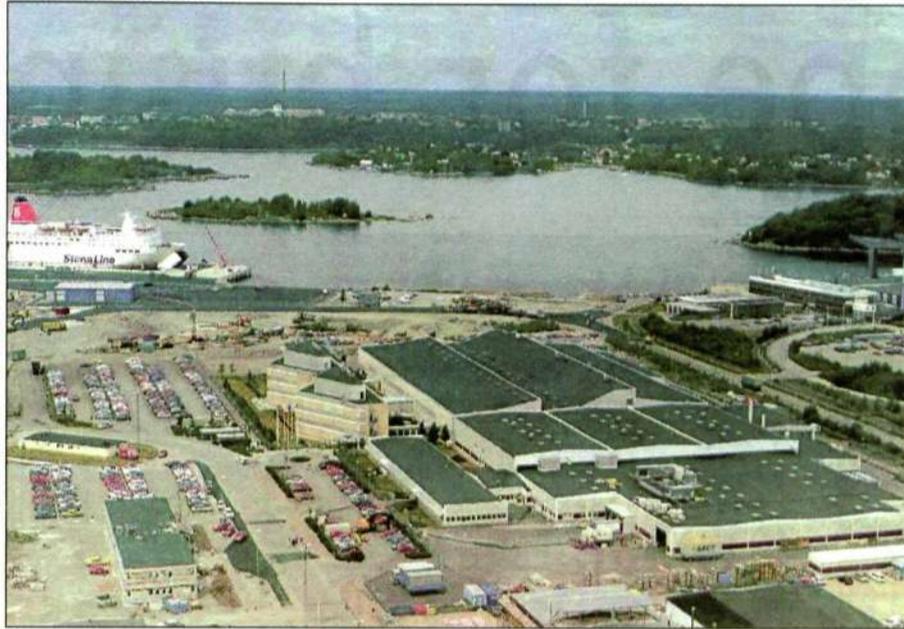
When the decision was made to re-vamp the large volume production of Ericsson's MD office switchboards and cordless phones in Karlskrona, Sweden, several contract electronic manufacturers (CEMs) were benchmarked. All met the criteria. All were supercontractors in electronic manufacturing, leading edge in their field and financially stable. All had a global presence and experience from acquisitions.

Since this particular deal involved the acquisition of a factory with more than 800 employees and a major leap up the value chain, company culture was decisive.

"Apart from our global reach - our extensive operations in China, which is an important market for Ericsson, and our strong presence in Silicon Valley where a lot of new ways of doing business flourish - I think Ericsson liked us. They liked our business reputation and the



Michael Marks



Flextronics' European office is in Karlskrona, Sweden, where Ericsson previously had a production unit for cordless telephones.

way we treat people," says Michael Marks, Chairman and CEO of Flextronics International.

"The feeling was mutual. Ericsson people are talented, hard-working and team-oriented. When we first began our discussions, we didn't have a strong European center. We promised to make Sweden that center and increase our European penetration. We have done this," Marks adds.

In addition to quickly achieving major cost reductions, Flextronics not only took on all 800 Ericsson employees in Karlskrona in 1997, but gradually added some 500 new employees to the payroll. Jobs have also been offered to all 900 former Ericsson employees in Visby where focus is on manufacturing for the GSM mobile systems infrastructure, primarily base stations.

"I think Ericsson employees are finding it just as exciting and secure to work for us as they did to work for Ericsson. Since their concerns are top priority for us, we haven't encountered any negative feedback or delays in production and delivery," says Ronny Nilsson, President of Flextronics Western Europe.



Ronny Nilsson

There have been discussions that are risky for Ericsson to outsource in production. Flextronics does not agree.

"Far from eroding a major Swedish industry, which is perhaps a common fear of contract manufacturing, I believe we're not only

strengthening Ericsson but several other major Swedish industries too," says Nilsson. "Because companies like Ericsson have a lot to do, they have a tendency to neglect production."

Electronics manufacturing requires heavy investments in employee training, new equipment and the latest technologies. One reason we can secure a good return on our investments is that we can operate more rationally, more than one product company can make use of our operations. During the past three years we have become a CEM for several major Scandinavian companies."

Flextronics was recently selected by Industry Week magazine as one of the world's "100 Best-managed companies." "We are of course proud to be recognized for our man-

FLEXTRONICS

Annual revenues: USD 2 billion, 85 percent growth

Employees: 26,000 worldwide

Services: Contract electronics manufacturing and advanced engineering services, including product test and design services, full system integration, cables assembly, circuitboard assembly, logistics and inventory, distribution and network installation services.

Locations: 26 sites on four continents and a global network of product introduction centers.

agement practices, resulting in a 70-percent compounded growth over the past six years, but we are equally proud to be recognized as a good corporate citizen ... for our efforts in employee training and development, environmental responsibility and market expansion," says Michael Marks.

Flextronics is the first CEM to enter a global supply and installation agreement with Ericsson and is currently involved in production development in the U.S. and China. More recently, Flextronics has also signed a letter of intent to acquire Ericsson network services in Norway and Sweden.

"Our relationship has become much more complex, geographically as well as across product lines. We're working hard to streamline production by managing supply chains, inventory, distribution and customer service," says Michael Marks.

"A successful alliance requires a willingness to strengthen internal teamwork and to establish closer connections with everyone involved in global supply-chain management," says Markus Gauffin, corporate program manager at Ericsson and responsible for the Flextronics alliance.

"We all need to make a commitment to self-analysis and improvement, we also need a more aggressive approach to pricing and technologies that can help turn our visionary strategies into more profitable realities," says Gauffin.

Sue Anne Moody

OPINIONS

Jan Herrlin, circuit board designer at Flextronics in Nacka and former Ericsson employee. "At first I was a bit sceptical about working for Flextronics, but I quickly changed my mind. Within a few weeks, we saw that long-awaited investments were being made, in equipment and people. I see customers more often now and working for several companies has broadened my perspective."



Jan Herrlin

Cathrine McNight, project manager at Flextronics in Nacka and former production technician for Ericsson.

"I felt like trying something new that made use of my previous work experience in manufacturing. It's great to be working for a company where manufacturing is a core operation and where I have direct customer contact."



Cathrine McNight

Sven-Åke Johansson, production technician at Flextronics in Karlskrona.

"Since I had never heard of Flextronics before I was rather anxious about the acquisition. Now I'm all for it. I have more to do and more variation in my workload. We are also getting directives and feedback from management much more quickly now."



Sven-Åke Johansson



i-mode - a success in Japan.

Mobile data service a success in Japan

The Japanese operator NTT DoCoMo has been very successful with its i-mode mobile data service. Since it became available in February of this year, 2.1 million subscribers have joined.

Utilizing packet data technology, i-mode offers a number of easy-to-use services via the Japanese mobile phone system.

With i-mode, mobile phone users can send e-mail, order flight and concert tickets, check their bank balances and conduct secure money

transfers. Moreover, i-mode allows users to receive tips about restaurants and entertainment such as karaoke and games, as well as make table reservations.

Currently, there are over 250 service providers offering specially adapted web sites for i-mode. In addition, there are over 2,000 voluntary service providers.

Interest in the service has been quite strong, and the rapid increase in subscriptions has continued all autumn, with about 15,000 new users every day. NTT DoCoMo has revised its estimates for the number

of users from three to four million, by March of next year. It is not inconceivable that the figure could surpass five million.

"I-mode is showing us how new packet-data-based services can make life easier and more fun," says Stefan O. Karlsson, head of marketing in Japan for Ericsson Radio Systems.

Currently, i-mode exists only in Japan on NTT DoCoMo's mobile phone network. The company is forcing changes in the market by offering i-mode telephones for the same price as ordinary phones. In order to take advantage of i-mode,

users need to have one of the new mobile phones.

"One explanation for its popularity is that it is simple to use. I've been able to read Swedish newspapers using the phone in Japan," says Stefan O. Karlsson. He believes that services similar to i-mode will become available outside of Japan during the next year.

I-mode users pay only for the data they transmit and for the usage of certain services; they are not billed for time connected.

Nils Sundström
Gunilla Tamm

Ever since Ericsson began operating in South Africa in 1993, the company has become increasingly strong. South Africa is Ericsson's biggest and most important market on the African continent.

Now, neighboring countries such as Botswana, Zimbabwe, Uganda, Kenya, and especially Nigeria are becoming more aggressive on mobile telephony issues. For Ericsson in South Africa, that means new expansion opportunities throughout a continent that is inhabited by over 700 million people.

Good hope for business in South Africa

Ericsson opened an office in South Africa when investment sanctions against the country were lifted in December 1993. The age of apartheid was over and South Africa had taken its first steps towards democracy. A comprehensive, long-term reconstruction and reform program had been initiated which included making improvements to the country's infrastructure and telecommunications.

The country's two mobile operators, Mobile Telephone Networks (MTN) and Vodacom, were each granted a GSM license in October 1993. MTN chose Ericsson as its partner to supply the mobile system network and, ever since, the two companies have been closely linked to each other.

Ericsson's contracts with MTN led to the formation of a local company in South Africa in 1995. That same year, in order to demonstrate that the company had long-term investment plans in the country, Ericsson acquired Automatic Systems Manufacturing (ASM), a company that manufactures telephony power supply equipment. The purchase proved to be a good decision, and today ASM employs about 200 people.

Outside Ericsson's main office, located in Hyde Park in central Johannesburg, the South African flag flies next to Ericsson's blue flag. The Swedish flag is intentionally absent, however.

Christer Hohenthal, President of Ericsson in South Africa, explains it this way: "It's not possible to obtain global market share by emphasizing our Swedishness. It helps a little, perhaps, but if we're going to be truly successful, we need to make a point of showing that we understand the traditions and culture of the country we're operating in."

Long industrial tradition

"There's a long and well-established tradition of industrialism in South Africa and a desire to develop this further in harmony with the rest of the world, despite the changes that the country has gone through. It would be wrong not to take that into consideration."

"In order to be successful doing business in this country, you need to be willing to create added value as a genuine South African company, through training, employment opportunities and technology development. That is precisely what Ericsson is doing in South Africa today, and has been doing since the company was established," says Christer Hohenthal.

The need for training and employment opportunities is great, despite the fact that it has been six years since apartheid was abolished. About 85 percent of the black population remains uneducated and illiteracy rates



At ASM, the company is focusing on internal training for its employees. Anah Lekwape took advantage of the opportunity, and today she is supervisor for ten people. "This is the best thing I've done," she concludes.

Photo: Cathrine Andersson

are high. The cause of this is 40 to 50 years of apartheid, the main purpose of which was to restrict anything that had to do with information. Since the ANC assumed control of the government in April 1994, much has been done to correct these injustices.

"Much has been achieved in the new South Africa, yet a great deal remains to be done," says Christer Hohenthal.

Economic and social injustices remain and violence is still dominant in major cities. Poverty is high among the black population which lives in shantytowns, with unemployment

rates in those areas of between 45 and 50 percent.

"At Ericsson in South Africa, we're trying our best to participate in the social development taking place in the country. This is a responsibility that we need to assume, both from the perspective of the company as well as individuals. At the same time, however, we have to be clear about the fact that we can't effect societal change without operating a profitable business.

"Sensitivity, flexibility, as well as the reliability of our deliveries are what count within the company."

The rapid growth that Ericsson in South Africa has experienced in recent years is based largely on its successful partnership with MTN, which today has approximately 2 million mobile phone subscribers. Slowly, but surely, they are gaining on Vodacom, which has around 2.5 million mobile subscribers in their network.

The reason that the number of mobile phone users has increased so dramatically in just the last two years has been largely due to the introduction of the prepaid service, which MTN has so successfully introduced in South

Successful collaboration with MTN

Mobile Telephone Networks (MTN), Ericsson's largest partner in South Africa, has built up a world-class operation in only a few years. Slowly but surely, they are taking market share from the country's leading mobile phone operator, Vodacom.

For Ericsson in South Africa, its contract with MTN back in 1993 for delivery of a mobile phone system network, signaled the start of cooperation that has continued to grow stronger. Following the presentation and approval of a test system, MTN was able to put a new GSM network into commercial operation by June 1994.

"That was the fastest rollout of a GSM network in the world to date," explains Göran Söderholm, head of Global Account MTN at Ericsson in South Africa.

"There was even talk of it being a record for the Guinness Book of Records."

Rewarding teamwork

Close and rewarding teamwork between MTN's personnel and employees at Ericsson formed the basis for the successful results. A great deal has happened since then, however. Since the formation of the company in 1992, MTN has expanded its operations to a point where, today, it employs approximately 2,500 people. In total, the company holds slightly more than 40 percent of the mobile telephony market. Its competitor, Vodacom, is the market leader with 2.5 million mobile subscribers.

"Vodacom has more subscribers, but MTN, which isn't far behind with its 2 million subscribers, is focusing on quality. For us at Ericsson in South Africa, MTN is number one."

Optimistic estimates

When mobile telephony was introduced to the South African market six years ago, the two operators were convinced that the number of subscribers within a five-year period would be around 250,000. Optimistic estimates put that number at around 750,000 subscribers within a three-year period.

"Both we and the customer were wrong," says Thomas Nilsson, head of marketing and sales at Ericsson in South Africa.

More than anything else, it was MTN's focus on prepaid service that increased the number of new mobile phone users. MTN was also the first operator in the world to install 10,000 GSM telephone booths around the country, so that people in rural areas and in shantytowns could have telecommunications access.

Prepaid cards have been selling in large numbers and have now started to become sought after as collectibles.

Global player

According to Göran Söderholm, MTN should be viewed as a global player, with both the skills and the ambition to operate at an international level.

"MTN is seeking new licenses all over Africa. This is an activity that we at Ericsson are actively participating in. We're involved in setting up new systems, assisting in cell planning and contributing with expert advice for new customers."

MTN now holds strong hopes that Nigeria will decide to issue new licenses, with reasonable requirements, as soon as possible. MTN had already received the go-ahead for a license there. However, six months ago the country found itself with a new government and decided that all older bids and licenses should be reviewed again, in an effort to prevent corruption in the country.

If MTN wins a license, everything points towards Ericsson in South Africa being the supplier for the infrastructure in a deal that would be worth, "several hundred million Swedish kronor," according to Göran Söderholm.

Another big challenge, on which MTN and Ericsson are now pinning their hopes, is the launch of the world's first GSM Pro system. The telephone, which is two products in one, operates both as a PMR (private mobile radio) and as an ordinary GSM phone.

Tlale Setimela, a marketer for Mobile Networks, has worked at Ericsson in Johannesburg since 1997. Following internal training, including several training days in Sweden, her duties now include preparing contracts between the company and MTN.

"The work is both stimulating and fun and I really enjoy it when I have a lot to do. Also, there is an open and inviting atmosphere here in this department, which makes it easier to find time for everything that needs to be done," she says.

If everything goes according to plan, Göran Söderholm and his colleagues at Ericsson in Johannesburg will have a busy start to the new millennium.

Africa. Ericsson has been able to ride on that wave.

Ericsson has also been able to tag along behind MTN as it has expanded into other countries in Africa. Ericsson in South Africa has landed GSM contracts in countries including Rwanda and Uganda. Moreover, the company is the main supplier for Econet, a mobile operator in Zimbabwe, and has delivered mobile systems to Botswana and Swaziland.

Rapid expansion

"Our main focus continues to be ensuring our growth opportunities with MTN," says Christer Hohenthal. "Year after year, MTN's growth has significantly exceeded our expectations, as well as their own."

"That is a development we are happy about, especially considering the otherwise stagnant market for wireline telephony."

For the past three years, the company has been waiting for the approval of a third mobile telephony license, but for various reasons that has not happened. Now, however, indications are that the license will be issued at the beginning of next year. Christer Hohenthal has high hopes that Ericsson in South Africa will be the supplier to the country's third operator as well.

"We intend maintaining a 50-percent market share in the mobile sector in the future as well," he says.

For the past few years, Ericsson has also been supplying transmission links to the South African state telephone operator, Telkom, which in turn has transmission responsibility for both MTN and Vodacom. Both of these operators currently have an acute need for link equipment, but due to a number of organizational problems within the state-run telecom giant, the company has ceased purchases from all of its suppliers. As a result, Ericsson Microwave Systems, which has been manufacturing and supplying MINI-LINK to Telkom for several years, has not had a single order during 1999.

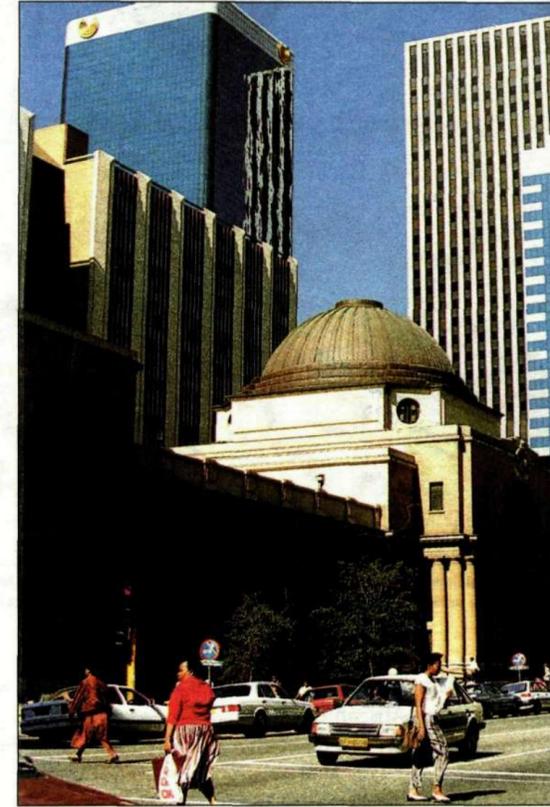
"Telkom has acquired an inventory that it can't get rid of for various reasons."

New ideas needed

"The company is now doing what it can to back out of this crisis. We hope that Telkom will come up with some new ideas regarding new technology and that they will deal with the demands being placed on telecommunications to introduce telephony for people in rural areas and in the shantytowns.

"It's no longer cost-effective to bury cable. If they can't understand that it makes more sense to put technology in the air, then they'll go out of business," says Christer Hohenthal.

For the 200 employees at Ericsson in



Ericsson opened its South African office in 1993, once apartheid was abolished.

Johannesburg, the past year has involved a great deal of work. The company's personnel cutbacks have also affected the local company in South Africa.

"We have really maximized the usage of our resources, which has led to a few kinks in the system. We're trying to work those out now. Not being able to continue to expand and hire the people we need for our growing operations has slowed us down."

"If we had had all the resources we needed, we could have done an even better job for MTN. Moreover, we

have several business opportunities in southern Africa that we need to deal with promptly, but this has been impossible since we haven't had the personnel."

"Restrictions are now starting to ease up, however, and we're very confident about the future. By gaining the confidence of our customers, we'll continue to be competitive in a market, which is very tough, but which I'm convinced will experience major growth in the future."

Cathrine Andersson



Ericsson in South Africa works very closely with MTN, its largest customer.



Christer Hohenthal, President of Ericsson in South Africa, believes that strong growth will continue in South Africa.

Cathrine Andersson

Figures are looking up

"South Africa is not a market like Europe, where one can count on a reliable growth rate factor year after year. South Africa is a part of Africa, and a lot can happen here tomorrow, next week or next year," says Pär Lövgren, financial manager at Ericsson in Johannesburg.

Ericsson in South Africa has, during the past year, been able to compensate for a lack of radio link sales in the systems sector to South Africa's state-run telecom company, Telkom, with increased orders from MTN. Sales last year amounted to over USD 141 million, and this year's sales will meet expectations, that is, about a 15-percent increase in total sales.

"We've increased GSM sales by 120 percent compared with last year, and that is mostly infrastructure equipment, which will require a considerable amount of support.

"Moreover, exports to other African countries are going well. If everything goes according to plan, there will be a significant increase in exports from South Africa to neighboring countries in southern Africa. That is good for many reasons, but above all, it will mean more job opportunities at our local office in Johannesburg. Overall, the company has been developing favorably," says Pär Lövgren.

For some time now, Ericsson in South Africa has been working within a new organizational model, using Key Account Managers to strengthen its focus on customers. A unit for total solutions has also been created to take advantage of the synergies between various product lines.

"We have to show our customers that Ericsson is not a company that only supplies 'cans' and equipment for telecommunications. We also need to talk about our skills in data communication."

Ericsson has made a good deal of progress when it comes to employee and resource planning, according to Pär Lövgren.

"But you can always seek to do more. If we look at how much we're growing, we can see that we really need to have more experienced people in place now. As it is, we always have a handful of people who are off on product training at various Ericsson sites around the world.

"The shortage of trained and experienced workers locally has forced us to do more and become even better at training, for example."

The lack of local skills within the telecom field is a problem in the new South Africa. In order to improve future access to local telecom expertise, Ericsson in South Africa is participating in a number of programs designed to support higher education. In cooperation with Telkom, Ericsson started up a competence development center for telecommunications at the university in rural Durban-Westville and at ML Sultan Technikon.

At the center, students are trained to become experts in the access network for telecommunications in rural areas. Collaboration has now also been initiated with a number of other technical colleges in South Africa, in order to develop training programs in telecommunications. In order to further increase local expertise, and over the long term become less dependent on outside consultants, the company has developed an employee education program that includes traineeships.

Greater efforts are also being made to train subcontractors so that they can handle various kinds of installations themselves. The subcontractors, all of whom are black, receive training and assistance in acquiring the essential equipment needed to operate their companies. When they are not working for Ericsson, they are free to work for other employers.

Altogether, Ericsson in South Africa has trained more than ten contracting companies that are currently helping the company handle its commitments when it comes to deliveries and installations of microwave links for Telkom.

The goal is for 60 percent of Ericsson's installation work to be handled by companies that are owned and operated by those from South Africa's black population.



Ericsson in South Africa invests millions every year to train its employees. That means everything from the ground up, from reading and writing to advanced studies at the university level. At ASM, about 140 of the 200 employees are coloured. All of them are offered some form of education.

Photo: Cathrine Andersson

Automatic Systems Manufacturing (ASM) received a boost when Ericsson assumed ownership the South African company.

"We've developed both in terms of knowledge and personnel since Ericsson got involved with the company," says ASM's President Margaret Wells.

Re-education benefits all

ASM manufactures and develops energy supply products for telecommunications applications. Its primary market is in South Africa, but the company has also started to produce power equipment, which it has designed for export, mostly to other countries in Africa.

Sales last year amounted to approximately USD 7.6 million, and this year's earnings are expected to be even better.

One of the main reasons that Ericsson acquired ASM from Kopp Electronics in 1995, one of the nation's largest electronics companies, was that Ericsson wanted to show that its investments in South Africa were both serious and long-term.

"Moreover, ASM had quite a bit of technology that we were interested in gaining access to," explains Harald Timm, head of Ericsson's energy systems unit in Johannesburg.

"Among other things, the company was using a building block technique that was both cost-effective and provided positive solutions from a purely logistical point of view."

Today, four years later, ASM has gone from employing 70 people to almost 200, and the company has built up its own development



Ericsson-owned ASM, of Johannesburg, recently received an order worth USD 3.5 million for manufacturing MINI-LINK housings. Here, three employees pack MINI-LINK housings at ASM.

unit with technical expertise. Today, ASM, along with five other volume companies and Ericsson in Sweden, oversees the assembly of all energy systems delivered by Ericsson in South Africa.

The company has its headquarters and production facilities in central Johannesburg, in an area called Booyens. Over two-thirds of the employees are black, the majority of them

women. Since Ericsson has entered the scene, the company has focused heavily on internal training of its employees. For some, this means starting at the very bottom – learning to read and write. However, employees are also offered the opportunity to participate in external opportunities in higher education. The possibilities for advancement within the company are great for those that are interested.

Anah Lekwape, 42, has worked at ASM for a number of years. For the past two years, she has been taking internal training with the company, and today she works as a supervisor for ten people.

"That's the best thing that has happened to me for a long time," states Anah. "To know that you've developed both as a person and in one's work is a fantastic feeling."

"For me, this is only the beginning. Who knows, perhaps I'll be sitting in company management in a few years," she says, laughing, and although she says this mostly in jest, one detects a certain amount of seriousness in her words.

Cathrine Andersson

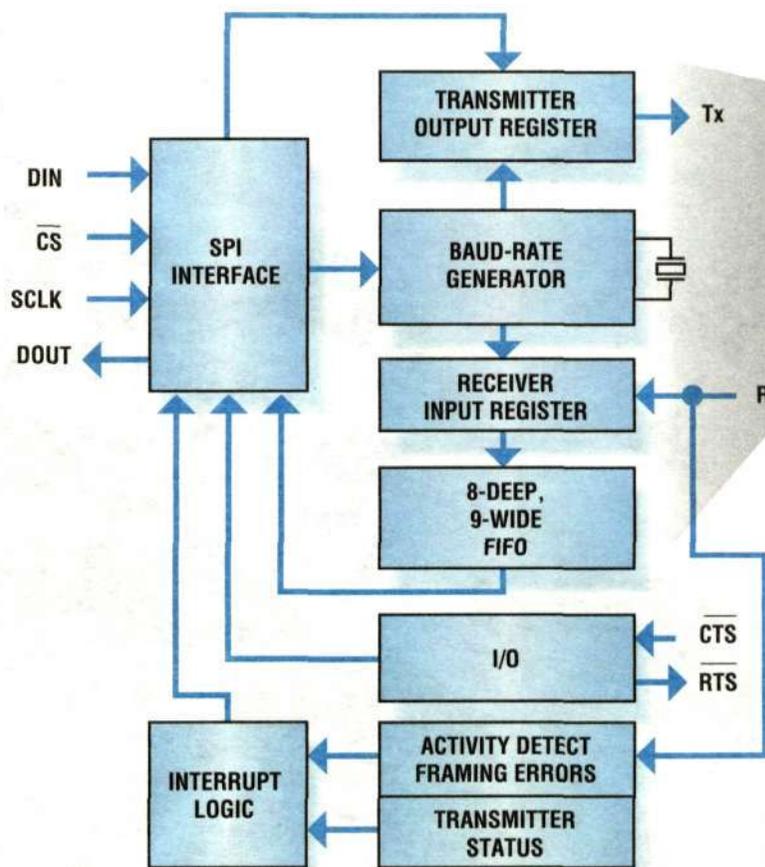
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The sponsorship of the MTV Awards is an important step for Ericsson in reaching out to the young – a growing and increasingly important target group.

Music tunes up Ericsson's personality

We have been studying the young target group for several years now and were looking for a good opportunity to approach it," said Bo Albertson, the Consumer Products PR and information officer, at a press conference in Dublin prior to the MTV European Music Awards.

"In order to do this in a credible manner, we must fulfill young people's expectations. We have now made the products available – the Chatboard, the FM-Radio and the mp3 player," he said.

Ericsson was looking for a suitable medium through which to reach young people and found that music was a key channel for this purpose:

"Music is a strong identification factor for young people and it crosses boundaries – national, ethnic, social, and so on. In addition, music suits Ericsson's brand personality, which is in a sentence 'Make Yourself Heard,'" says Bo Albertson.

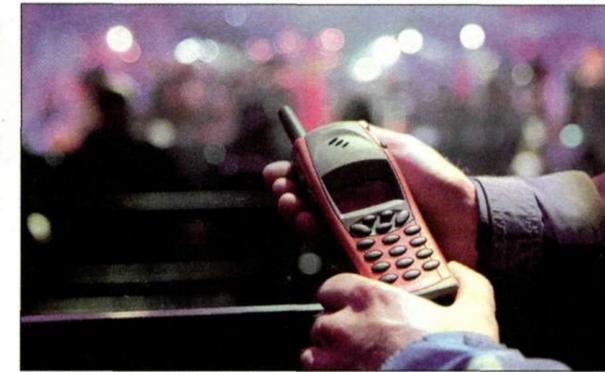
MTV is the largest global youth channel and its European Music Awards is one of the main highlights of the music world's calendar. Becoming one of the four main sponsors is an important step for Ericsson, a step which has not escaped the attention of the industry, according to Jonathan Parking, who is general sales director at MTV in London. Parking is satisfied with this cooperation:

"Ericsson has shown an impressive level of commitment. As soon as we began our talks, I was fascinated by the clear picture Ericsson had of its objectives. Together, we will learn from the experience of this year, and I believe that we will be able to create even greater values in the future," says Jonathan Parking.

Henrika Lavonius-Norén

MTV EUROPEAN MUSIC AWARDS

- Took place for the first time in 1994. The ceremony rotates between European cities. Milan, Berlin and Rotterdam are some of the cities which have hosted the gala earlier – it is rumored that next year will be Stockholm's turn.
- The prizewinners are chosen by around 2 million music-loving voters throughout Europe. Voting methods include via the Internet. The winner of the Free Your Mind Award is chosen by MTV.



Ericsson organized the communications during the gala. This included lending the R250 Pro to MTV's stage workers.



"Big Night Out" – Fun Lovin' Criminals get the red-carpet treatment at The Point. Photos: Ronnie Norton

Large-scale music extravaganza

The gathering of artists for the MTV European Music Awards in Dublin was phenomenal. Teenage idol Britney Spears took the most prizes and rock giant Bono of U2 received the prestigious Free Your Mind Award for his work in the Third World.

Excitement was at a peak in Dublin before the sixth MTV Awards gala. Hundreds of artists had flown in from around the world and the security operation was massive. Outside every self-respecting hotel, clusters of fans hung around with autograph books and cameras. The music venue, The Point, was decorated to the teeth – including communications equipment contributed by Ericsson – in order to receive the approximately 4,000 guests.

Up to one billion viewers

"Hello Dublin. Hello The Point. Hello Iggy." These were the words with which Boyzone's Ro-

nan Keating opened the gala, which was seen by as many as a billion viewers worldwide. There followed an awards and music show, which included live performances by Iggy Pop, the Cardigans, Puff Daddy, Jamiroquai and Marilyn Manson.

If it was Madonna who dominated last year, this year was the turn of teenage queen Britney Spears. She won no fewer than four awards, including best female artist and best track – Baby One More Time.

Star-studded ceremony

The Awards ceremony was truly star-studded, with the presenters competing with the winners in the glitter stakes, and statements like "I want to thank God and my manager" were heard on more than one occasion. It was perhaps against this background that The Point almost exploded with joy when Mick Jagger awarded MTV's Free Your Mind to Bono for his involvement in peace and environmental issues.

Throughout the years, Bono and his band U2 have used their musical success as a platform for their involvement in issues in which they hold a special interest – such as protests against the Sellafield nuclear waste reprocessing plant in cooperation with Greenpeace, or working for tolerance in the Balkans. Bono did not miss the chance to "make himself heard" during the MTV gala, when he replied to a question about weapons legislation in the U.S. in front of a huge press gathering: "I think the U.S. needs to get their gun lobby out of their country."

Henrika Lavonius-Norén

Nineteen-year-old Lene Marlin from Norway watched the MTV Awards from her bedroom in Norway last year. This year, she won the award for Best Nordic Act.



THE MTV-WINNERS

Who won what at the MTV European Music Awards? Britney Spears received most, with four awards. Here is a list of the award-winners:

- **Best male artist:** Will Smith
- **Best female artist:** Britney Spears
- **Best dance artist:** Fatboy Slim
- **Best hip-hop artist:** Eminem
- **Best rock artist:** The Offspring
- **Best R&B artist:** Whitney Houston
- **Best group:** The Backstreet Boys
- **Best pop artist:** Britney Spears
- **Best album:** Boyzone's By Request
- **Best newcomer:** Britney Spears
- **Best video:** Blur's Coffee & TV
- **Best track:** Britney Spears' Baby One More Time
- **Best Nordic artist:** Lene Marlin
- **Best German artist:** Xavier Naidoo
- **Best Italian artist:** Elle e le Storie Tese
- **Best artist from the U.K. and Ireland:** Boyzone
- **Free Your Mind Award:** Bono of U2

Read more about the MTV European Music Awards at: www.mtv.co.uk

Funky happenings behind the scenes

Club parties, city tours with a music theme, journalists' gatherings and animated films were just some of the features of Ericsson's presence at the Awards ceremony in Dublin.

In addition to the important exposure to young music lovers the world over, via commercials and web advertisements, Ericsson uses events to speak directly and personally to various groups. That is why the company took the opportunity to invite customers, journalists and young prize-winners from Ericsson's web competition to the celebrations in Dublin.

It was an intensive program, including an Irish gala dinner composed by the celebrity chef Conrad Gallagher, a unique showing of the new James Bond film "The World is not Enough," a guest appearance by Mad Matz – one of Sweden's most prominent DJs – and a guided tour of Dublin with a music theme. The program was designed to convey a message about Ericsson, over and above the gala itself.



Green for Erwin Foppen from the Dutch distributor MCC.

"We wanted our guests to experience the Ericsson brand. In addition, they were to have fun and get a feeling for Dublin," says Bo Albertson, PR and information officer at Consumer Products.

Some of the participants confirm that these efforts made an impression.

"I was very happy when I found out that I would be coming here. My enthusiasm was infec-

tious – my customers noticed it when I talked to them," says Erwin Foppen of the Dutch distributors MCC, who had dyed his hair green in honor of the event to match the "funky" dress code.

Erwin's view is supported by Harold de Kort from Ericsson's office in Ryen in the southern Netherlands.

"It is very positive to see at first hand that Ericsson is committed to the young generation. We have heard about the plans to target young people, but it is a different matter to experience it 'live.' It appears they have understood what it takes to communicate with the young," says Harold de Kort.

Ericsson's presence was, of course, also apparent at the venue for the gala, The Point. Specially created Ericsson animations were projected in time to the music above the dance floor at the funky VIP party after the show. It was hard to keep still.

Henrika Lavonius-Norén

Mentors improve teaching skills

"A good instructor is essential in determining whether a customer is satisfied with a course, and the sign of a good instructor is good pedagogical skills," says Torbjörn Jonsson at the Customer Training Center in Kista. "That's why we're really focusing on improving the pedagogical skills of our instructors."

The new system has been built around mentors, who serve as advisors for teachers in their pedagogical development. Currently, there are three handpicked mentors at the training center in Kista, two men and one woman, with plans for a couple more. Their task is to provide continuous support for a selected group of instructors – roughly ten per mentor.

"The mentors will have completed their training by the end of November," according to Mikael Möller, who is responsible for this part. "They will then be assigned instructors to work with, both new ones as well as experienced teachers."

Line managers – that is, the instructors' managers – will have personal responsibility, while mentors will support pedagogical development. The line manager sets standards that instructors are to solve together with their mentor. Cooperation between parties is conducted in the form of a contract.

"It's becoming increasingly important to promote the development of our instructors into skilled teachers who can provide our customers with effective courses," says Mikael Möller.

Dissertation study

Ericsson's new focus on providing mentors for instructors is being studied in a dissertation by Stellan Arvidsson of the University of Stockholm. He says, among other things, that there is quite a difference between an organization focusing on education through traditional coursework or emphasizing learning on the job.

"Real learning is so much more than simply attending a course. Learning is a long-term process that requires time and planning and where both reflection and experimentation are essential elements. Adults also learn in somewhat different ways than children. They have more experience to which they would like to relate their new knowledge. Adults seek connections and prefer to use



Stellan Arvidsson



Mikael Möller at the Customer Training Center in Kista, reviews a few important questions with the new mentors – Leif Sjöberg, Britt-Mari Eriksson and Mikael Hammarlund – who will improve pedagogy among the instructors. Photo: Kurt Johansson

knowledge immediately to solve problems. Human mentors can become important supports in this process."

Managers also have an important role to play by creating conditions conducive to learning. In addition, managers should be role models by always developing themselves as people and within their profession.

Learning task

The task of mentors is to help instructors learn from their work, to support reflection on their own experiences and to encourage them to try unconventional ways of solving problems. It will become increasingly common in the workplace to require the assistance of an advisor in order to integrate learning with work. It can be the manager or some other person who has an understanding of how learning is to take place.

Finally, Stellan Arvidsson believes that mentors can make considerable contributions within Ericsson, and that they don't have to limit themselves to simply supporting teachers; they can also become pedagogical mentors for managers and colleagues as well.

Another special thing about the current mentorship effort is that it is not simply managers who get mentors, but all employees are included in the program.

Lars Cederquist

lars.cederquist@lme.ericsson.se

CUSTOMER TRAINING CENTER

The Customer Training Center in Kista, near Stockholm, is one of eight regional training centers around the world within the Network Operations business segment. Others are located in Dallas, Dublin, Kuala Lumpur, Beijing, Melbourne, San Jose dos Campos and Mexico City.

This operation is aimed primarily at Ericsson's western European customers, but also includes training of Ericsson personnel. In addition to classroom teaching, on-the-job

training is offered, frequently on site with the client. Instruction involving the GSM, GPRS, WCDMA and WAP systems is focused primarily on operation and maintenance, network monitoring and network planning.

Today there are almost 45 full-time employees at the training center in Kista, plus some 30 consultants. Approximately one-third of the instructors have formal teaching degrees. All of them are certified, however, and have attended a basic course in education.

Turkish delight from customer success

"Watching Turkcell – our customer – grow and feeling our involvement in its success, is one of the most fun things about this job in my opinion," says Esra Tan at Ericsson in Turkey, where she is Global Account Manager with responsibility for the GSM operator Turkcell.

Esra, who has a degree from the Technical University of Istanbul, joined Ericsson four years ago. After graduation, her first job was at Siemens, where she worked in the field of telecommunications for four years, before she moved on to work with the telecom operator Telsim where she spent one year.

Close cooperation

"The year at Telsim was rewarding because they had just started their GSM system. I was involved from the start and learned a lot," she says.

There is extremely close cooperation between Ericsson and Turkcell, which is Turkey's largest and most rapidly expanding GSM operator. Esra visits the customer about every

other day and participating in Turkcell's strategy work is a task she particularly enjoys. Turkcell is a well-organized company and stimulating to work with, according to Esra. At the same time, she adds that it is also fun to have the possibility to work with the latest technology and that is exactly what she does at Ericsson.

"When the customer started to ask about datacom, we were already prepared. Several employees from here had been to Ericsson in Sweden and acquired the knowledge," says Esra. She visits Sweden quite often herself and



Esra Tan

finds it a beautiful but cold country. As a result of Ericsson's new organization, she now has increasing contact with the product units.

Esra regards it as highly positive that Ericsson is such an international company, since this provides the opportunity to work in different countries.

"And to have a career," she adds. "My experience of Ericsson here in Turkey is that men and women have the same opportunities to advance. In Turkey, it is not unusual to have women in leading positions in business life and this also applies to Turkcell."

Family important

Esra is expecting her first child in January and will then have six weeks of maternity leave. That is the amount of maternity leave given in Turkey. After those six weeks, she will return to work and has no plans to work part-time. In Turkey, the family is very important and Esra

takes it for granted that her mother and mother-in-law will be available as full-time babysitters.

Esra's working day is often long and it takes her about one-and-a-half hours to drive to Ericsson because of the traffic.

At the weekends, she does the shopping and then she and her husband meet the rest of the family. Often, they all go out to eat together. Esra spends her holidays in her native land and one of her favorite destinations is the ancient town of Bodrum.

"I am very happy at Ericsson and feel that there are opportunities to progress there. My husband, who works at Siemens, supports me in my professional ambitions. I believe that if you really want something and don't give up, you will achieve your goals and it doesn't matter whether you are male or female," she says with a smile.

Gunilla Tamm

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Switch package is client's value meal

Product package is a key word when it comes to handling client demands for faster deliveries and easier installations. Product packages were first introduced in the base station field. For the past couple years, they have also been used for GSM network switches.

Switches are more complex than base stations, which is the reason why it was more natural to develop product packages for base stations first.

"In order to create product packages, standard products are required. The first product packages on the switch side were developed just over a year ago. Last autumn, we were able to present the first genuine product package for GSM switches. Shortly thereafter, we received an order for a hundred switches, and since then demand has remained strong," explains Henrik Hassler, head of the Product Package Development unit at the GSM Systems business unit.



Henrik Hassler

Test projects

Several test projects for switch packages have been conducted through the TTC Global program, showing how to proceed.

Mannesmann Mobilfunk in Germany, Telefónica in Spain and Turkcell in Turkey are three major GSM customers who buy stan-

dardized products where switch packages play an important role.

There are 30 different basic packages of standard switches, divided into three main categories. Henrik Hassler makes a comparison to McDonald's value meals, where certain elements are already included.

Heavy workload

Lars Friman works on product management and, together with his colleagues, plays an important role in product package development. In order for a product package to be successful, it is essential that all changes be registered in PRIM, Ericsson's product database, and PCAT, GSM Systems' product catalogue, and that this data be maintained by product handlers.

Lars Friman came to work for Ericsson Radio Systems a year and a half ago, having previously worked on product administration of circuit board assemblies for Ericsson Telecom.



Lars Friman



Product packages for GSM switches have existed for a couple of years. These switch packages are similar to McDonald's value meals in that they already include certain elements.

"I like my work, even though the work load has been heavy sometimes," says Lars Friman. "My area of responsibility is greater than before; we have a positive work environment, with scope to take the initiative in our work and we feel as though we're a part of something that is developing."

Humble beginnings

"My commute to work is longer than it was before, since I live south of Stockholm, but it goes smoothly thanks to the commuter train," he adds.

When the unit started up in autumn 1997,

there was just one employee. Today there are 25.

"And we need still more people," says Henrik Hassler, who would like to expand the group to include a few people who have marketing experience from outside Sweden, as well as more product handlers.

Work to develop a product package on the switch side is also taking place at the TDMA Systems and Wireline Systems business units. Both of these units are working together with GSM Systems to develop joint solutions.

Gunilla Tamm

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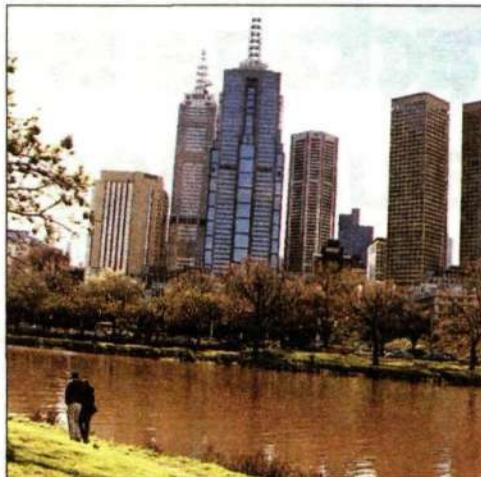
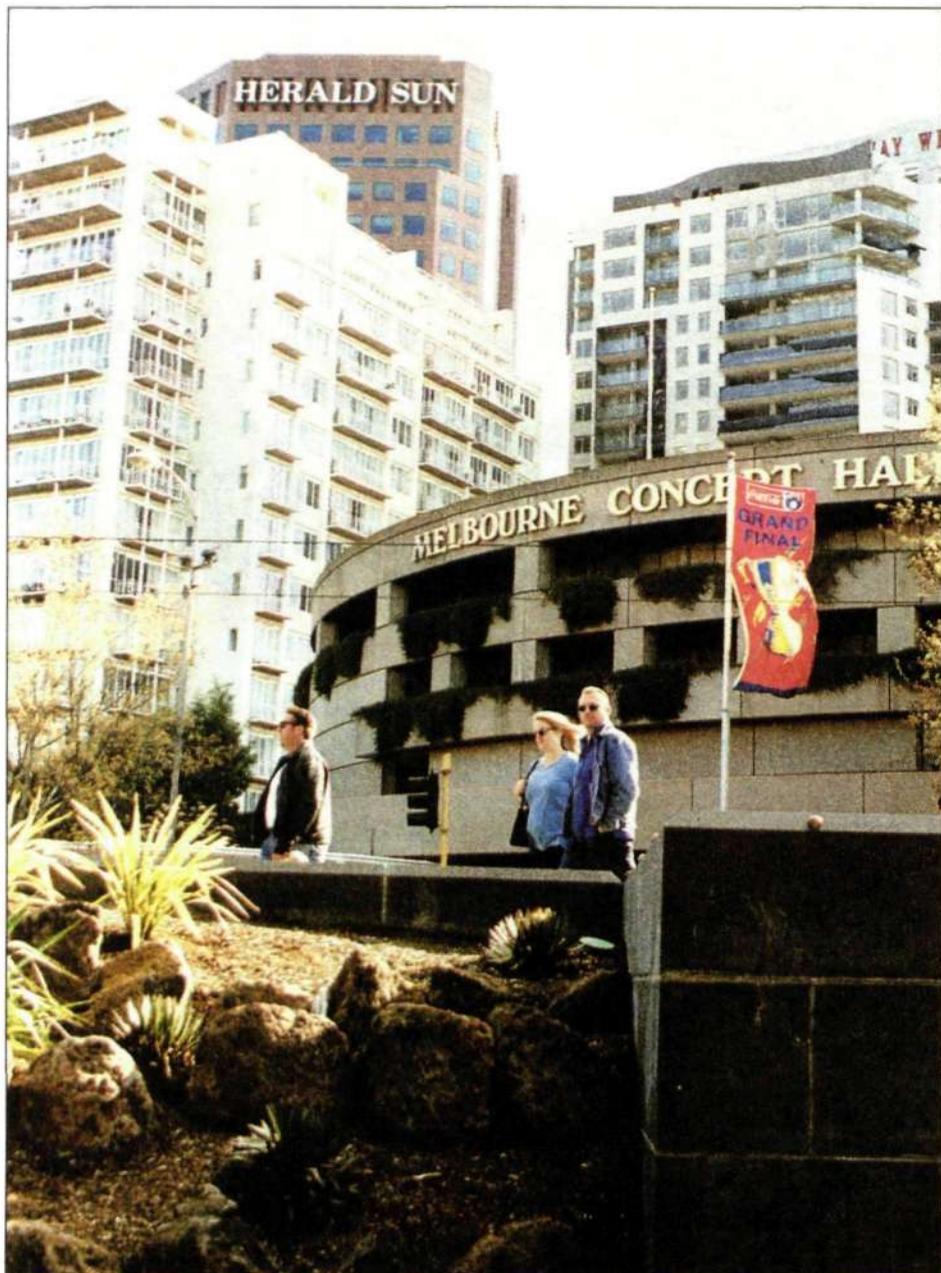
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unifying software teams



Working for a time for the Inside Partners' internal staffing unit at Ericsson in Australia gives valuable professional experience.
Photo: Ulrika Nybäck

Inside Partners solves staffing problems

You don't have to work with the same tasks year after year. Not if you work at Ericsson in Australia. At Inside Partners you can apply for a new position every six or twelve months. Ericsson's experience indicates that this can mean a long-term career with the company, once the employee decides to settle down.

This internal staffing unit is based at Ericsson Australia's Head Office in Melbourne. It commenced operations in February 1998 and currently has 35 employees working on assignments across the majority of business units in Australia. The Inside Partners concept is also being considered for a large outsourcing opportunity that Ericsson is currently tendering for. People who enjoy working at Inside Partners tend to be flexible and self-motivated with strong personal drive. They enjoy solving problems and they can readily adapt to working within new teams.

Greg Campbell has worked for Inside Partners since it was founded and likes this flexible way of working. At the moment, he is a project manager.

"I get a lot of satisfaction from working in different units," he says. "I have learnt a great deal about the company and have developed a very wide contact network."

Like a traineeship

In many ways, working for Inside Partners is like a traineeship, but Inside Partners is not primarily designed for management candidates, even if there are obvious advantages in working in a flexible workforce for a time. The associates in the pool do, however benefit in the same way as those in a traineeship as they are constantly developed both through training opportunities and each assignment they are involved in.

"Working for us for a year or so can certainly open up career prospects," says Robert Hanna, Inside Partners' recruitment manager. "By working across the organization on assignments, associates can gain new skills, experiences and personal networks which otherwise may have taken a long time to establish."

A flexible pool of high-calibre employees facilitates the company in expanding the labor force during peak periods, wherever the need is greatest. It is clear that, throughout the life of a project, there are various peak periods when there is need for additional staff. Inside Partners allows managers to bring in supplementary expertise when it is required. Careful long-term planning is required to

meet staffing needs. When associates are assigned to a particular unit or project they make a commitment to stay for the length of the contract and it is not appropriate for them to break this commitment.

Flexible force

Inside Partners was formed to meet the need for a more flexible labor force. The idea was pioneered by AT&T, the American telecom giant. During the 1980s, there was a financial crisis at AT&T, and the company was obliged to make several thousand employees redundant. In order to retain as many people as possible, a personnel pool was established in which employees could apply for vacancies for a limited time-period. Ultimately, AT&T listed all its vacancies in a data base, enabling employees to look for jobs on a web site. Inside Partners has not developed to this extent yet. It is currently working in different way from the AT&T flexible pool and it is possible that, over time, opportunities may be advertised on the web in a similar way. At the moment, the unit's recruitment staff commence sourcing new assignments for associates approximately a month before their current agreements expire. There have been no problems in matching associates with assignments vacancies so far.

"Our associates are in considerable demand," Robert Hanna says. "So far they haven't missed a day from one contract to the next."

Because they are working across the company, do Inside Partners' employees run a greater risk of burning out than other staff in core roles?

"We haven't seen any sign of this," says Robert Hanna. "They integrate very well into the teams within their hiring units, and they are selected on the basis of their preference for working in a flexible manner."

Greg Campbell agrees. "This way of working doesn't suit everyone. You have to take one day at a time, and you mustn't worry too much about your next assignment."

Inside Partner has a good reputation within the company. It is expanding, and other Ericsson companies in other countries have expressed considerable interest in this new way of working.

Ulrika Nybäck

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Contributing to your success

ERICSSON 

Phone masterpieces – a labour of love

A collection of more than 40 models of antique telephones – tracing the development of the telephone from its invention up to the 1930s – is now on display at Casa de Cultura in Fuengirola, a well-known seaside resort on the Spanish coast near Malaga.

The imaginative, finely handcrafted models are based on real telephones once used in Spain. The man behind these creations is Francisco Cueva Rios, a former employee of the operator Telefónica.

It is evident that Ericsson meant a great deal to the development of the telephone in Spain. In fact, most of the brand name models are LM Ericsson telephones. A few early wall phones are interspersed with an Ericsson table phone from 1893, the so-called "coffee mill."

Czar phone

Francisco Cueva has also recreated the most famous LM Ericsson table phone from the early epoch, the "taxen" [the dachshund] from 1892, which was one of the special telephones made in gold and ivory that were delivered to Czar Nicholas II in Russia in 1903.

During his thirty-five years at Telefónica, which included being a telephone repairman, Francisco Cueva became familiar with various telephone models. For the past few years, he has been operating the Hostal Paco Cueva in Fuengirola. During his free time, he makes model phones out of every available material.

Love of telephones

"It's my love of old telephones that has inspired me," says Francisco Cueva. "Much of it is stored in my memory, but sometimes I use photos to help me remember."

Every telephone takes about two months to make. Francisco mainly works at night when it is quiet and peaceful. "I don't need much sleep," he explains.

Thord Andersson

thord.andersson@lme.ericsson.se

IT BEGAN IN BARCELONA

Barcelona was the pioneer city for telephony in Spain. On December 16, 1877, a telephone connection was made between two units at an industrial school. Official telephone tests were started in Madrid on January 2, 1878. They continued, sending traffic between places at increasing distances from the city.

In 1884, the government made its first attempt to assume control of telephone operations in the country, but allowed some private networks. In 1908, there were over 60 private and 11 government telephone networks. They had haphazard or non-existent connections with each other.

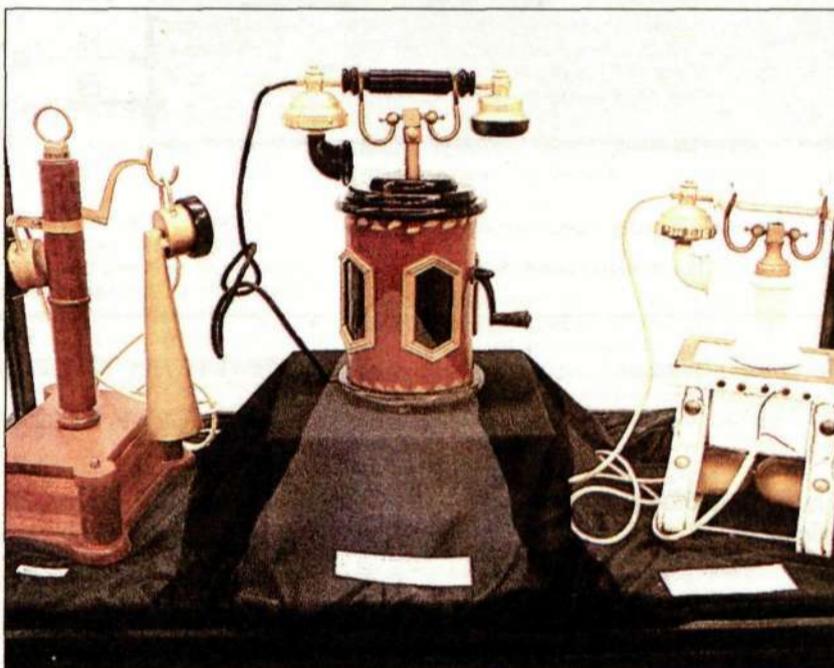
At the beginning of the 1920s, telephone chaos had become such a problem that the government, under the leadership of M. Primo de Rivera, decided to nationalize all telephone operations. Telefónica Nacional de España was formed.



One of the elegant wall telephones manufactured between 1907 and 1912. The dial was added at a later date.



A telephone from the 1910s designed for internal communication, imaginatively painted by Francisco himself.



A few of Francisco Queva Rios' Ericsson models in Fuengirola, including the "coffee mill" from 1893 (middle), and a special model of the gold and ivory phone (right) that was delivered to Czar Nicholas II in Russia in 1903. Photo: Thord Andersson

NOTEWORTHY



It's not that far away...

Find your way with the intranet

► On Friday, November 19, a new web site called In & Around Ericsson will be opening on Ericsson's intranet. The site will contain useful information for people visiting other Ericsson facilities for the first time.

How do I get there? Where can you eat lunch? How far from the station/airport is the office? Where can I rent a car? Which taxi company should I use? What is the phone number for a taxi? These are some examples of questions that could be answered using the new web site.

Initially, the site will contain information about the Telefonplan office in Stockholm as well as the London office, and regional offices in Miami, Dallas and Hong Kong. In time, information will be expanded and more locations will be added. Possibly, parts of the information will also be made available on the Internet in order to aid outside visitors. Eventually, the information may also be provided in an SMS message form or as a WAP page, to allow access whenever needed.

"We hope that many locations will be included. Every office is responsible for creating and updating the local information on their portion of In & Around, and to appoint a person to be responsible for that," says Monica Sandgren, of Corporate Communications, which has managed the project.

"We asked employees what they wanted more of on the intranet, and it was just this sort of information that they were looking for," she says.

It can be easy to feel lost at a big company like Ericsson, but with In & Around Ericsson, things should get easier. If you have questions about In & Around Ericsson, send an e-mail to: new.intranet@lme.ericsson.se.

http://around.ericsson.se

A family-friendly company

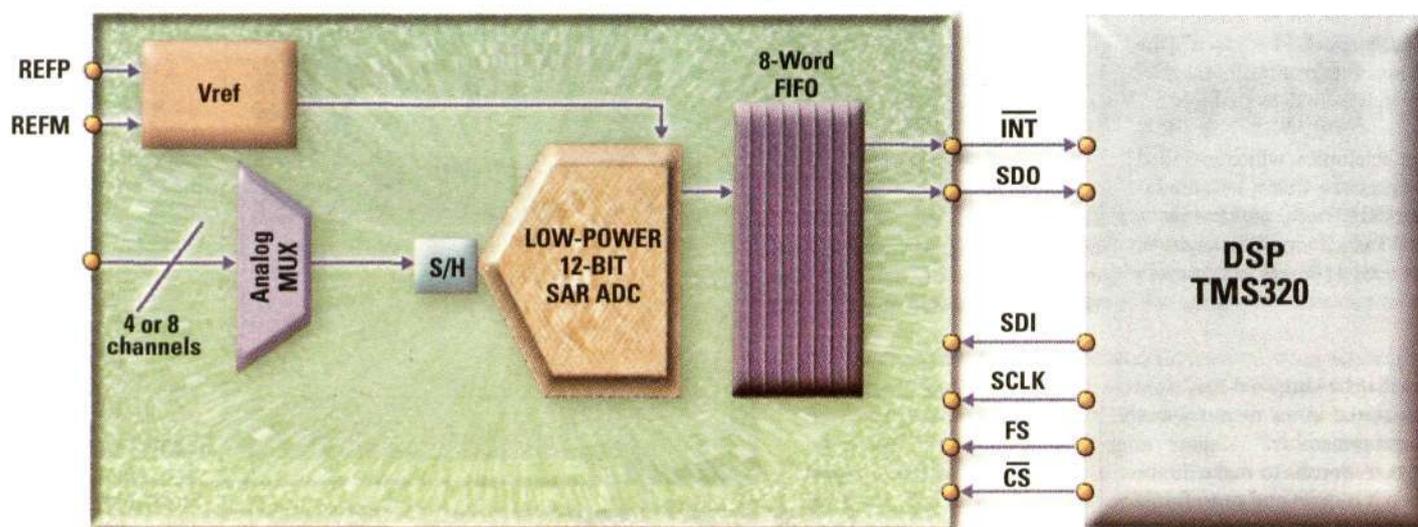
► Ericsson has been named one of the most family-friendly companies in the Dallas/Fort Worth area by the Dallas Child Magazine. This is mainly the result of Ericsson's Work/life program to help employees find a balance between work and free time. General advice is provided, as well as more general information about the opportunities that Ericsson offers.

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TLC2554	4	400 kSPS	5 V	±1	\$5.16
TLC2558	8	400 kSPS	5 V	±1	\$5.26

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Updated November 15

ERICSSON LTD, UK

ONE2ONE / MOBILE MULTIMEDIA COMMUNICATIONS

The One2One FSC plays a crucial role in providing post sales support to One2One, including trouble shooting and fault investigation; implementing hardware and software upgrades on the customer's network; working and testing software corrections, etc.

We are based in Guildford, UK, and are currently seeking 2 Senior Support Engineers to join the team.

Senior Support Engineer : BSS

● We are seeking an experienced Senior Support Engineer with a good knowledge of BSS to join the One2One FSC. One2One is a fast-growing experienced customer with a good knowledge of AXE. We wish to recruit a support engineer in the team to increase and strengthen our ability to support the BSC's and BTS's in their network.

The successful applicant will have previously worked in BSC design or have been working within a support organisation either on first or second line. You will have good troubleshooting skills, PLEX/ASA TR-handling and a good command of both written and spoken English.

Senior Support Engineer : GPRS

● We are also wishing to recruit an experienced Senior Support Engineer that has been working with GPRS. This is to be able to help our customer One2One to take a step into the New World of IP-communication.

You are from either GPRS design or have been working within a support organisation either on first or second line. You have good knowledge in the new nodes as well as in SUN/Unix, Windows NT and good command of both written and spoken English.

Contact: Peter Gustafsson, FSC Manager, +44 1483 305474, peter.b.gustafsson@etl.ericsson.se

AS SPECIFICATION ENGINEER

● The AS Specification position is within the Ericsson MSO Supply Department in Guildford, Surrey. The department's main objective is to supply the UK mobile operators with new CME20 software releases from the product line.

The role involves being responsible for both the creation, co-ordination and maintenance of Application system documentation/ libraries and the initial setting and maintenance of permanent and AXE parameters in a controlled manner and following company procedures.

The role also involves working closely with Local Product Management and liaisons with the product line to maintain knowledge of current and future developments.

This role is to specify the products to be produced, verified and delivered based on the function list, hardware and software products corresponding to the required functions and characteristics required. The role is also responsible for the specification of parameter listings for the Application product. The function provides the first stages in delivery mechanism for new software releases toward the UK Mobile markets.

KEY RESPONSIBILITIES: Work with package leader to achieve project objectives and targets. Conversant with AS Specification, AS Design and Customer Product Information methods. Specification of parameter list for the Application Product.

Desirable: Write test specifications/instructions for new functions, with some level of guidance. Modify existing test scripts. Test functions according to the relevant test implementations. Be able to transfer parameter and market corrections with some guidance. Be able to test

corrections and implement correction packages. Be able to perform function change. Be familiar with MHS database.

QUALIFICATIONS: Essential: HNC in telecommunications or equivalent. Desirable: Technical Degree or equivalent.

SKILLS/COMPETENCE: Essential: Two years AXE 10 experience and a thorough knowledge of the AXE structure and components. Familiar with Ericsson mainframe administration systems for product handling. Creation of product lists for MAS (Market Application System) from the GAS (Global Application System) for creation of customer libraries, CN-A handling etc. Knowledge/understanding of permanent/AXE parameter handling with required changes due to product updates, new customer requirements and faults reported.

Desirable: Knowledge of GSM and CME20 (One years experience with CME20). Usage of UNIX and familiarity with Perl scripts. Usage of Ericsson tools: Plexview, MHS, PRIM, Pltool. Software delivery knowledge. Customer care skills. Positive learning and development – proactive skill and knowledge acquisition. Flexible approach to change, Customer focus, Influencing, Team working, Communication, Analysis and problem solving, Drive to deliver results, Positive learning and quality focus. Be process oriented, have the ability to pay attention to detail and work on different projects at the same time.

SUPPLY ENGINEER

● The Supply Engineer position is within the Ericsson MSO Supply Department in Guildford, Surrey.

ROLE DESCRIPTION: This role is to demonstrate the ASR and develop testing procedures for new products through investigation, research and discussion with designers. The testing and upgrade procedures are documented in the MAS software delivery process. The function provides the delivery mechanism for new software releases toward the UK Mobile markets.

KEY RESPONSIBILITIES: Work with package leader to achieve project objectives and targets. Write test specifications/instructions for new functions, with some level of guidance. Modify existing test scripts. Test functions according to the relevant test implementations. Be able to transfer parameter and market corrections with some guidance. Be able to test corrections and implement correction packages. Be able to perform function change. Be familiar with MHS database.

QUALIFICATIONS: Essential: HNC in telecommunication or equivalent. Desirable: Technical Degree or equivalent.

SKILLS/COMPETENCE: Two years AXE 10 experience. One years experience with CME20. Software delivery knowledge. Customer care skills. Positive learning and development – proactive skill and knowledge acquisition. Flexible approach to change, Customer focus, Influencing, Team working, Communication, Analysis and problem solving, Drive to deliver results, Positive learning and quality focus.

If you are interested in taking a local contract for either position in the UK please contact:

Contact: Steven Whitten, AXE Software Supply and Support Manager, steven.whitten@etl.ericsson.se.

Application: Mary-Anne Morgan-DeGray, HR Advisor, HR Solutions, Ericsson Ltd, Telecommunications Centre, Ericsson Way, Burgess Hill, West Sussex, RH15 9UB. mary-anne.morgan-degray@etl.ericsson.se.

ERICSSON CANADA, TECHNOLOGY AND SOLUTIONS, MISSISSAUGA, ONTARIO, CANADA

Product Manager, Switching Network Products

● Job Requirements: Degree in engineering or related discipline, or equivalent work experi-

ence. Five years in telecommunications environment, ideally in Product Management role. Analytical ability. Excellent communication skills. Ericsson knowledge.

Job Description: Translates customer needs and wants into technical specifications. Interfaces with customer on all technical issues related to new switching products and switching features introductions. Makes customer presentations on technical aspects and features of products. Follows and understands Canadian market trends, opportunities, market developments, regulatory and standardization activities. Provides technical expertise on products from global Ericsson portfolio; assists the business manager to assess market fit of new products coming from product units and provides technical feedback to product units. Sources products from Ericsson product units or third party supplier.

Assists Business Manager to determine products to discontinue. Manages the product lifecycle through the evolution of technology. Manages the technical aspects of new product launches or additions of features to ensure their effectiveness. Gathers information and/or conducts technical studies in order to facilitate the introduction of new products with minimal impacts to existing systems. Keeps contact with the market by participating or attending technical presentations, discussions, tradeshow, seminars etc. Participates in RFI/RFP work. Manages technical solutions with Core 3.

Contact: Jasbinder Dhindsa, Jasbinder.Dhindsa@emc.ericsson.se, Manager, Cellular Network Solutions

ERICSSON COMMUNICATIONS LTD., INDIA

Ericsson's involvement with India and Indian telecommunications goes way back to 1902; working closely with local companies, installing and implementing new telecommunications technologies. 1995 witnessed Ericsson once again playing a lead role in launching India's cellular revolution.

India has leap-frogged directly into digital cellular services and the AXE-the most widely used digital switching system on earth (it is used in 117 countries), handling over 50% of all the world's international calls (and 99% of all India's) – switching system forms the basis for mobile switching centres now in use here. We are looking for professionals for the following positions:

SOLUTIONS EXPERT

● The Indian telecom market is entering a phase of high growth with GSM rollouts around the country gathering speed, with new players starting mobile services, with PTT accelerating the deployment of basic telephony services, with competition being introduced in basic services, with the long distance telephony market being opened for competition and with numerous ISPs starting services.

In the next phase of growth, it is anticipated that there will be a lot of interest in converged solutions (fixed mobile), next generation networks (IP/ATM in backbone) and introduction of 3G services. Ericsson India invites applications for the position of Solutions Expert to handle the challenge of Ericsson taking and sustaining a leadership position in this market.

The candidate shall work closely with the Product Management and Network Solutions team in India, as well as Marketing, and bring solutions to the market that are targeted and tailored for the needs of the market. The candidate shall also maintain good networking with several Product Units belonging to various Business Units.

The responsibilities for this position will be: Working with various bid teams to facilitate the creation of the most effective solutions for different tenders and major proposals. Working with the different Customers that Ericsson works with in the market to identify revenue gen-

erating business opportunities. Guiding the customer in leveraging the deployed network to maximise the utilisation of the same. Supporting the local management team in setting the strategic direction of the local Ericsson company. Participating in lobbying activities at various forums to ensure that Ericsson's business interests are well protected. Facilitate the build up of competence in the local staff, in various area of expertise.

Competence in GSM Systems is required and competence in one or more of the following areas is desirable: Datacom (IP/ATM) Wireline and Access Systems. Value Added Services – especially IN/Prepaid, Wireless Data. 3G/UMTS. Transmission Products (SDH, WDM). Possess excellent leadership qualities, communication and interpersonal skills. Should be degree/diploma holder with minimum ten years of experience, out of which at least 5 years should be in Product Management or Solutions management.

The initial contract will be for one year.

SS CME 20 SYSTEM SUPPORT EXPERT

● The main responsibilities for this position will be to manage, co-ordinate and participate in network investigations and problems at highest technical level and to address customers expectations/ needs. Provide technical competence for resolving complex problems in the networks. Provide technical advice and assistance to support engineers and Managers. Transfer trouble shooting skills and competence to system support staff. Also participate in emergency services.

The competence requirement are: Minimum of 5-8 years working experience on AXE 10 Digital Switching application Systems, of which at least 3-4 years experience should be on CME20/CMS40 SS Systems in Verification and/or Support environment. Experience on IN is desirable.

Candidates with excellent trouble shooting skills and experience on other application systems/product line can be considered for this position. Candidates should also have good English Communication skills.

Qualification: Degree in Computer Science or Electronics or Telecom Engg.

The initial contract will be for 1 year.

Contact: ECI/HRM Samir Prakash, +91 11 6180808, hrc.eci@eci.ericsson.se.

Application: Ericsson Communications Ltd. The Great Eastern Plaza, 2-A, Bhikaji Cama Place, New Delhi 110 066, India.

ERICSSON AS, GRIMSTAD, NORWAY

Maintenance engineer and Technical Co-ordinator within Circuit Switched Datacom

Today a total of 49 persons are involved in the work within Circuit Switched Datacom (CSD) for GSM and UMTS in Grimstad. Traditionally we have worked with DP/RP design for AXE-10, but will in the future focus more on stand-alone platforms such as e.g. Cello.

Since the GIWU was first introduced in 1993, Ericsson has made good profit on the traditional products within CSD (GIWU and DTI). In 1998 Ericsson had a sale of these products of 1.3 billion NOK. The activities within CSD includes: system studies, system management, design, product management and maintenance.

ETO/S has reached CMM level 3 and we are continuously focusing on improvements and aiming towards our goals regarding time to market and quality. It is also very important that it shall be fun to work within CSD and that we all feel part of the same team.

CSD will in the future play a key-role regarding Ericsson's investments and customer relations when UMTS is to be introduced. It is important for Ericsson that we succeed in a migration from GSM to UMTS.

We are working within a CAPC product-area (PA) called Circuit Switched Data (<http://www.eto.ericsson.se/product/csd/>). The PA is managed here in Grimstad, and has in addition to Grimstad also design units in Dallas and Billingstad. Today a total of 129 persons are working within PA CSD and we have a lot of international activities. If you enjoy travelling and are dreaming of a contract in other parts of Ericsson after some time, the possibilities are good.

We have several vacant positions within CSD.

● We need people with GSM system competence, good knowledge of mobile datacom (GSM), and experience from design or marked. Both people with a lot of experience from Eric-

son and those with less can apply. The most important for us is your attitude. It is important that you wish to do a good job for Ericsson within the CSD area. Contractors are also welcome to apply. We need people to fill the following roles:

Technical Co-ordinator, Maintenance

Maintenance Engineer, Maintenance

Contact: Sverre Hansen, PAM CSD/ Department Manager, +47 372 93788, etosha@eto.ericsson.se. Tone Strømseng, Technical Manager, +47 372 93598, etotst@eto.er-

icsson.se, Jan Leif Sakariassen, Section Manager, +47 372 93728, etojls@eto.ericsson.se, Beryl Nordhus, Section Manager, +47 372 93071, etobeno@eto.ericsson.se.

Application latest 991226 marked Circuit Switched Data: Human Resource Department, Posttuttak 4898 Grimstad, Norway

ERICSSON PHILIPPINES

Network Performance Improvement Project Manager

● Start date and duration: January 2000. The duration of the assignment is at least one year.

Location: The main office will be located in Cebu City in the Cebu Island, Philippines but the work will require travelling in other islands as well.

Ericsson is going to provide Network Performance Improvement Services within a frame agreement to our GSM operator in Philippines. The objective of the NPI frame agreement is to achieve and maintain a high quality GSM network.

The NPI project manager will be responsible to lead the NPI team (4-6 Engineers) throughout the project. The person has to assure that Ericsson's commitments in terms of network quality targets and other project activities are obtained. Transfer of knowledge to the local Ericsson staff and customer is also one of the objectives.

Requested Profile: The requested resource

has got a great deal of experience of both radio network design and performance improvement services for CME20 networks. Hands-on experience in BSS radio features, parameters and statistics analysis is a MUST.

A Previous experience of leading a team is a big advantage. Fluent in English. Open to share his/her experience. Are you interested?

Contact: Mehrzad Nabavieh, NPI Manager, Asia Pacific, Mobile: +60 19 3281045, Network Design Centre, Ericsson Malaysia, +60 3 708 7353, mehrzad.nabavieh@esm.ericsson.se, Fax: +60 3 708 7369 or Pacita Rubiales, Department Manager, Network Design & Engineering, Mobile: +63 917 5302502, Ericsson Telecommunications, Inc. +63 2 635 1823, pacita.rubiales@enp.ericsson.se, Fax: +63 2 637 8852.

UMTS/IMT-2000 & CMS 30 Support/Network Design Opportunities in Japan

In order to meet the challenges presented by the future deployment of a 3rd Generation UMTS/IMT-2000 Network in Japan the Customer Support Division within Nippon Ericsson is looking for a number of experienced engineers, network designers and troubleshooters. These personnel will participate in the support and implementation of the UMTS and CMS30 networks. There may also be a requirement for some engineers to available at times on an emergency support/on call roster.

All positions require a strong customer focus and the successful candidate should be able to work well within a team environment and be able to work with people from a large range of cultural backgrounds. English fluency is essential with proficiency in the Japanese language being highly desirable.

Senior System Support Engineers (Core Network/Radio Network and Applications)

The successful candidates will be responsible for providing implementation support during the installation of the UMTS network either in the CMS 30 and/or UMTS system areas. The applicant is required to have at least 5 years experience in a system support or verification role in CMS 30 or GSM with a background in UMTS design or development being highly desirable. We are looking for AXE/HLR, RBS/BSS engineers as well as engineers with experience in the support/development of Unix and Cello based products. These personnel may also be required to act as team leaders and be involved in some aspects of the deployment planning.

O&M Engineers

In order to provide the highest level of support a UMTS system support help desk is being

established and will operate 24 hours a day/365 days a year. Therefore a number of positions exist for engineers with system support experience who are able to deal with support problems/questions from the customer across a wide range of UMTS platforms. Previous experience in working in an O&M environment in either CMS30, GSM or with an operator is highly desirable. These positions may involve shift work.

System Support Engineers (Core Network/Radio Network and Applications)

Numerous positions are available within the support organization in this area. These engineers will be involved in a wide range of support tasks in either the UMTS or CMS30 areas and should have at least 2-3 years experience in the support of CMS 30 or GSM networks. The vacancies for these positions exist in the Core and Radio Network Areas as well as in the support for value added products using a wide range of Unix/Cello based products. Again, previous exposure to UMTS in a design or development role is highly desirable.

W-CDMA

Network Design Engineers

We need Core, Transmission and Radio Network Design Engineers. We will work together with the customer in working groups, designing the Core, Transmission and Radio Networks. You must have thorough skills in Network Design and experiences in working with customers. The high tempo will require a lot of flexibility and ability to adapt.

Your tasks include building the networks, designing procedures and processes. You must have a good contact network for getting information, and also have a sense of

documenting your work. It is also vital that you have some IP and ATM knowledge, since these will play a key role in the Network. You should have been working with Network Design for at least 5 years, any Wideband and CDMA experience is a bonus.

Training as required will be provided and some overseas and domestic travel may be necessary.

For further information or to apply contact (please clearly state what position you are interested in):

Greg Atkinson
(IMT-2000 Support Manager)
Customer Support Division
Nippon Ericsson
E-Mail: greg.atkinson@nrj.ericsson.se
Phone: + 81 45 477 5712
Fax: + 81 45 477 5730
<http://www.nrj.ericsson.se>



Make yourself heard.

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ERICSSON SINGAPORE

Ericsson Singapore urgently requires the following Engineers for an aggressive rollout of new processors and functionality to be performed next year. All of the below positions being offered as short term 6 month contracts.

APZ Upgrade team leader

● You will lead a team of engineers performing the upgrade of APZ 212 11/IOG11 to APZ 212 20/IOG20C (BSC) and the upgrade from APZ 212 20/IOG11 to APZ 212 30/IO20C (MSC,HLR and SCP)

You have a very strong background in GSM systems to enable you to work on both SS and BSS systems as well as a thorough knowledge of APZ/IOG changeouts and AS conversions. You should be able to handle system stoppage situations and make the right decisions under pressure.

APZ Upgrade test engineers

● You will work as part of a team performing APZ and IOG upgrades. Your tasks will include start up and test of APZ 212 20 and APZ 212 30, start up and test of IOG 20C. Conversion of IOG20B-P to IOG20B. You will be responsible for the transfer of data from the IOG11 to the new IOG20C ensuring that all files and data are created correctly in the new systems. You will under guidance from the team leader perform the upgrade on the above mentioned processor and IOG types.

You have a good background in GSM systems, you have performed APZ and AS upgrades previously.

APZ Upgrade DT engineer

● You will support the APZ upgrade teams with the necessary DT for the changeout of the IOG11 to IOG20. You will print all data from the IOG11's and transfer to command files for the IOG20. You will be responsible to ensure that the data is correct and mirrored.

You have prior experience of working with IOG11 and IOG20 DT. Experience of DTSS or COMREG is a big advantage as the development of scripts for the above would help to ensure the quality.

AXE Testing and Integration

● You will perform live system expansion on both ByB 501 and ByB 202 exchanges. You will be responsible to integrate the new hardware into the existing network.

You should have a good experience of the GSM system and prior AXE testing experience working in a live environment. The ability to lead a team is a great advantage as well as experience of working closely together with customer engineers.

Application Internal candidates ONLY: Kye Prigg, Project Manager Ericsson Singapore, +65 9786 8890, kye.prigg@eno.ericsson.se

ERICSSON AS, GRIMSTAD, NORWAY

Customer Services in Grimstad works within the Network Operator Segment with focus on network management systems (TMOS), wireline AXE and wireless GSM. Recently we have started skills upgrading to face the next generation of mobil systems, such as GPRS/UMTS/WAP, and IP-solutions within wireline systems. First of all we work with support and consultancy services for the Norwegian market. In addition we participate in a process to be included in the nordic co-operation within Customer Services (SSU).

Support personnel

● to our department for Customer Services. Work Description: Communicate with customers about operation and maintenance related inquiries. Test and implementation of system update packages. Work with problem solving using remote connection to systems in service. Work out solutions to SW problems. - Participate in 24h emergency service. Consultant services. Responsibility for certain customers.

Technical Qualifications: Engineer or similar. Experience from SW problem solving. Experience from working with AXE, TMOS/UNIX and GSM systems.

Personal qualifications: Experience in working with demanding customers. Experience in co-operation with others as well as working in teams. Open minded with a positive personality. Fluent in English, and preferably fluent in Norwegian or similar.

We can offer: Challenging tasks in an international environment, with a high degree of co-operation with other Ericsson units. High possibilities for personal development in a highly competent technical environment. Competence building through internal and external training centers as well as participation in projects. Competitive economical compensation. Working location is our brand new office building in Grimstad, Norway.

Contact: Bjarne Trovåg, +47 37293724, Bjarne.Trovag@eto.ericsson.se or Gunnar Sjølander, +47 37293711, Gunnar.Sjolander@eto.ericsson.se.

Application latest 991126 marked Customer Services: Human Resource Department, Televeien 1, 4879 Grimstad, Norway.

ERICSSON CHINA COMPANY LTD.

Ericsson (China) Company Ltd. together with the China Academy of Telecommunication Technology has established a joint Research and Development Center.

The main task is to establish local R & D in China within the 3rd generation mobile system development.

R & D Project Manager

● We are looking for an experienced project manager that combines technical skills with good leadership. This position holder will lead-

We are Experts at Helping Others. Now We Need Your Help.

Here at the Maintenance and Customer Support department at Ericsson Infotech we are responsible for products that support all of Ericsson in the Modification Handling and Customer Service processes. We are even responsible for the process descriptions.

Our product portfolio includes a number of products that communicate with each other in different ways. We are the product owners for the greater part of our product portfolio.

Our customers are found throughout Ericsson and number around 20 000 users.

The department is responsible for products within the product area, for the most part as product owner, but also on assignment from external product owners. Some of the products are: Mhweb, MSS, GPMS, Trtool, MHS, SRHtool, and MHADtool.

Our commitment includes everything from project management, investigations, pre-studies, and development to installation, introduction, training, maintenance, and support.

Now we need to reinforce our team with more:

Support Engineer

As a Support Engineer you will be working with the following:

- Analysis, testing, and handling of incoming support requests
- Installation and implementation of products
- Planning and participation in testing

A great part of our work is in direct contact with our customers and users alone or together with project groups within the product area. Initiative and customer-orientation are important parts of the job.

You must have experience from system administration, installation, and trouble-shooting in the UNIX or Windows NT environment and SQL databases.

Experience from support, testing, Web, or e-mail systems is valued highly. Knowledge of Modification handling, Customer Support, or AXE is a plus.

As a person you are outgoing, analytical, and calm. You can handle multiple tasks, are service-minded, and independent. You are even structured in your work and documentation. You are competent in English, both spoken and written.

Contacts:

Rolf Medina, phone +46 54 29 43 40
(ECN 863-4340)

E-mail: rolf.medina@ein.ericsson.se

Project Managers

As a Project Manager you will be working with small to medium-sized projects. You will lead the project from pre-study to implementation and testing. Projects involve both new and existing products. We use PROPS and CMM.

We use are database techniques, C, C++, Java, Centura, and web development on UNIX and Windows NT. Rational products including Rational Pro and Rational Rose are used during the analysis phases.

We presume that you have an academic degree and experience from project management within Ericsson.

Systems Designer

As a Systems Designer you will be working with analysis, design, implementation, and verification of software in small and medium-sized projects. You will be working with further development and maintenance of existing products as well as new products.

We use are database techniques, C, C++, Java, Centura, and web development on UNIX and Windows NT. Rational products including Rational Pro and Rational Rose are used during the analysis phases.

We presume that you have an academic degree. Experience from our product area is considered an advantage.

Contacts:

Anna Carli, phone +46 54 19 36 50
(ECN 863-3650)

E-mail: anna.carli@ein.ericsson.se

Karin Samuelsson, phone +46 54 19 36 09
(ECN 863-3609)

E-mail: karin.samuelsson@ein.ericsson.se

Union Representatives:

CF – Lars Persson, phone +46 54 29 43 82
(ECN 863-4382)

SIF – Lars Börjesson, phone +46 54 29 43 95
(ECN 863-4394)

Send your application by e-mail or post marked EIN/I no later than 10 December, 1999 to:

sabina.persson@ein.ericsson.se

or

Ericsson Infotech AB

Attn: Sabina persson

Box 1038, SE-655 15 Karlstad



Make yourself heard.

ERICSSON 

research and development projects within a brand new organization.

Requirement: Master degree in Engineering. Earlier experience within Ericsson product development and methodology. Earlier experience in WCDMA radio development is a plus. Fluent in spoken and written English.

Contact: Hans Mahler, Mobile: +86 13 7012 169 82 or Ken Zhang, Mobile: +86 13 9011 087 65.

Application: Ms. Yingtao Kang, yingtao.kang@etc.ericsson.se

ERICSSON D.O.O. LJUBLJANA, SLOVENIA

FIELD SUPPORT ENGINEER

Ericsson is the sole supplier and we will support 15 AXE nodes by the end of the year. All nodes have been upgraded to the highest functionality level. They are all located in Ljubljana, 10 min. walking distance from the office.

● The field support Engineer will take pride in maintaining Mobitel Slovenija's GSM 900 system at the present high quality level. Mobitel is very successful operator, implementing all high-tech features, such as GSM Pro, VPN, VASP etc. They have signed UMTS letter of intent with Ericsson, first such letter ever. The customer's technical staff is both very professional and friendly. You will be a part of the FSO located in Ljubljana. The work includes classical FSO tasks and requires deep knowledge on MSC and BSC.

Your skilled group of colleagues will be a few other expatriates, and several Slovenian support engineers. An important mission is to teach your local colleagues to quickly become full-fledged world class support engineers. To support you Ericsson Slovenia has modern premises and tools.

To be successful you need to be a quality oriented, analytical, and teamworking person. You have several years of similar working experience and appropriate Ericsson training behind you.

Contact: Peter Veber, EVN/TC, +386 61 17 404 26, peter.veber@evn.ericsson.se.

Application: Marija Kajba, HR Manager, +386 61 17 404 20, marija.kajba@evn.ericsson.se.

ERICSSON AUSTRALIA PTY

JOIN THE SOFTWARE SUPPLY & INTEGRATION TEAM IN THE NEW TELECOMS WORLD.

Software Supply & Integration Centre are looking for Technical Consultants from Senior to Master Engineer level. The SS&I based in Melbourne is one of six SS&I's around the globe. SS&I provides both product and service related deliverables to Ericsson Market Units globally from full Network Implementation, Software Supply through to Integration.

Today the SS&I works with AXE and non AXE products including Data Networks & Internet Protocols (DNIP) and Network Intelligence (NI) products. With Integration becoming increasingly important SS&I is a key player in the New Telecoms world.

Software Supply & Integration Centre Technical Consultants

● As a Technical Consultant you will work across a variety of software supply, integration and technical improvement projects. Your experience will be used during the early phases of the project from feasibility through to conclusion. During the feasibility you will work with the Customer Engineer and Test Leader to ensure that all technical components are considered. During execution you will analyse, troubleshoot, write and implement corrections to complex faults. You will audit SS&I processes and projects to ensure quality standards are being maintained. Your experience will also be used to explore future opportunities and perform strategic competence planning.

Key Requirements: Experience (5+ years) working with AXE products in a design or support role. Experience working with Network Integration. Experience working with ATM and IP not essential but highly regarded. Good general industry knowledge (non-Ericsson). Self motivated. Ability to transfer knowledge. Strong documentation skills. Previous training/teaching experience. Excellent communication, team and customer skills. Willingness to travel. Experience with other cultures.

Software Supply & Integration Centre are looking for Test Leaders from Senior to Master Engineer level. The SS&I based in Melbourne is one of six SS&I's around the globe. SS&I provides both product and service related deliverables to Eric-

son Market Units globally from full Network Implementation, Software Supply through to Integration. Today the SS&I works with AXE and non AXE products including Data Networks & Internet Protocols (DNIP) and Network Intelligence (NI) products. With Integration becoming increasingly important SS&I is a key player in the New Telecoms world.

Software Supply & Integration Centre Test Leaders

● As a Test Leader you will be responsible for System Engineering and Integration activities in a technical coordination role, working across AXE and non AXE products. In conjunction with the Customer Engineer you will perform test planning activities. You will lead and participate in test execution and on site implementation, including demonstration and integration.

Key Requirements: Experience (3+ years) working with AXE. Experience with ATM, NI and IP not essential but highly regarded. Experience working (3+ years) in one or more of the following streams. ASR/ASM, ASV, DT, SDH and Integration. Experience in test analysis and test planning. Excellent communication, team and customer skills. Demonstrated leadership skills. Previous test leading experience. Experience in dealing directly with the customer during on site implementation activities. Willingness to travel. Experience with other cultures. Understanding of GAS, MAS and RAS concepts.

Software Supply & Integration Centre Testers

Software Supply & Integration Centre are looking for Testers from Experienced to Senior Engineer level. The SS&I based in Melbourne is one of six SS&I's around the globe. SS&I provides both product and service related deliverables to Ericsson Market Units globally from full Network Implementation, Software Supply through to Integration.

Today the SS&I works with AXE and non AXE products including Data Networks & Internet Protocols (DNIP) and Network Intelligence (NI) products. With Integration becoming increasingly important SS&I is a key player in the New Telecoms world.

● As a Tester you will be involved in market verification projects in one or more of the following streams: Application System Replacement/Modification, Application System Verification, Data Transcript, System Dump Handling or Integration.

Key Requirements: Experience working with AXE products. Experience with ATM and IP not essential but highly regarded. Experience working in one or more of the following streams ASR/ASM, ASV, DT, SDH and Integration. Excellent communication, team and customer skills. Experience in dealing directly with the customer during on site implementation activities. Willingness to travel. Experience with other cultures. Positive and flexible attitude.

A number of the available positions must be filled immediately, others can be filled over the proceeding six months. Positions are based in Melbourne, Broadmeadows.

Contact: Frank Bellomario, +61 3 930 11455 or Joanne Valastro, +61 3 930 11163.

Application: Hadjer Kerber Hadjer.Kerber@ericsson.com.au. Visit us on the web at: <http://www.epa.ericsson.se/ss&i/>.

NIPPON ERICSSON K.K.

Senior Project Manager Japan

We are looking for a Project Manager to work in Japan which is one of the largest and fastest growing wireless markets in the world and which is now quickly moving into IP based technologies.

● The work involve actively driving part of major product introductions into the Japanese market, support the local project office in developing efficient project management for product introductions in Japan and coaching of local staff. The job offers good opportunities to develop in a quickly growing market with large important customers and a Market Unit with growing responsibilities.

Good human skills and a broad Ericsson network are important factors and the candidate should be a good and experienced communicator who can effectively work with all levels internally and towards the customer. Previous experiences from market introduction of new products and/or SW Development/ Verification is also required.

Project Manager Japan

● The work involve project management of the introduction of APZ 212 30, and other new products from UAB, into the Japanese market. The candidate should have previous experience from APZ introduction/replacement projects or good experience from development or testing projects for APZ.

This assignment is short term until May 2000, but for a suitable candidate further openings may be possible in this quickly growing market.

Contact: NRJ/RJC Ulf Sundberg, Project Office Manager, +81 45 477 5400, Fax: +81 45 477 5450, ulf.sundberg@nrj.ericsson.se

SYSTEM SUPPORT ENGINEER

We have now a vacant position for an experienced System Support Engineer to work with CMS30 (PDC standard). Your work location will be at our regional office in Fukuoka, south Japan.

● The candidate shall have at least 3 years experience in the support area and must be fully competent in the areas of trouble shooting (both software & hardware), system upgrades and updates, trouble report handling (MSS & MHS) and technical customer support. The candidate will also be expected to participate in emergency support procedures. Previous experience with CMS30 and OSS is a plus.

Presently, the customer network consists of 6 MSCs and 1 HLR. Expansion plans are ongoing in order to increase this to 8 MSCs and 2 HLRs.

We presume that you are open-minded, outgoing and that you can easily adapt to a culturally diverse working environment and also be fluent in spoken as well as in written English.

We are ready to offer a long-term contract to the right person. The starting date is early 2000 and the length of the contract is negotiable.

Application: Patrik Eriksson, NRJ/DQ/VC, Network Center Manager, +81 6 6468 3406, until 991130, Fax +81 6 6468 3071 until 991130, +81 92 611 3155, from 991201, Fax +81 92 611 3172, from 991201, patrik.eriksson@nrj.ericsson.se.

ERICSSON AS, GRIMSTAD, NORWAY

ETO System house GPRS&UMTS. ETO System house develops solutions for tomorrow's Mobile Data communication and Internet.

Packet switched Mobile Data communication GPRS (General Packet Radio Service) and UMTS (Universal Mobile Telephony) need competent co-workers within our development-area to work with future challenges.

Would you like to develop the future mobile datacom? We are now looking for:

Design and system personnel

Team coach

Project Quality Co-ordinator

Method Co-ordinator

● If you have qualifications / interest within data communication, TCP/IP, Internet, CORBA, JAVA, C & C++, SDL/UML, leadership, quality or methods, then this is a great opportunity.

You are ambitious and know that the best results are achieved through creative teamwork. You take responsibility and initiative towards our mutual aim. You control the English language and have interests in working within an international environment. Working location is our brand new building in Grimstad, Norway.

Contact: Björn Tellefsen, +47 37293456, etob-jkt@eto.ericsson.se.

Application marked ETO/S/G: Human Resource Department, Postuttak, 4898 Grimstad, Norway

ERICSSON WIRELESS SYSTEMS, PLEASANTON, CA, USA

Technical Solutions Manager

● We have a vacant position for a Technical Solutions Manager to work with a major TDMA operator in the San Francisco Bay Area. You will act as the technical member of the sales team (core 3). You need to be familiar with wireless technology and its impact on our customer's business.

You will work with both the customer and other Ericsson organizations to find innovative solutions to the customer's business challenges.

You will act as the technical lead for all proposals and quotes. You must be extremely customer-focused, provide timely and quality responses to the customer's technical queries. You will be required to develop and communicate presentations covering technical solutions and products.

Required competence: BSc in Engineering or other related field. Minimum 7 years experience in telecommunications. Knowledge of TDMA technology preferred. Previous sales experience is an asset. Customer-oriented. Highly developed social skills. Excellent communications and presentation skills. Customer seeks golfer.

Contact: Joe Compton, +1 925 737 5850, joe.compton@ericsson.com, fax +1 925 737 5957

ERICSSON TELECOMMUNICATIONS GREECE

The company is engaged in the prime activities involving distribution and supply of GSM terminals, accessories and various consumer products via dealer's networks. The activities also involve consultancy, supply, installation and maintenance of advanced wired and mobile, voice and data telecommunication networks, PABXs and Business Phones for both private and public sector.

The three GSM Mobile Telephony Operators in Greece, PANAFON, STET HELLAS and COSMOTE base their networks on products from Ericsson. Network Operations supplies the companies with switches base station controllers (BSS units) and nodes, in addition to managing maintenance operations and deliveries to the country's three large operators.

ETG is currently looking for key individuals to fill the position of Senior Product Engineer in the area of one of our Customer Accounts.

Senior Product Engineer

(Ref SPE2)

● The position occupant will report to the Department Manager of Product Management and will undertake the responsibility to present to our customer network solutions in the area of GSM Radio & Transmission.

He/she will have direct contacts with the customer as well as within the global Ericsson organization. He/she will participate in offer preparation in his/her area of responsibility. In addition, he/she will monitor new product releases and new technological developments and assess its strategic impacts to both the account and the customer.

Moreover, he/she will build and maintain an excellent knowledge of the customer's installed base to aid in strategic product management. Last but not least, he/she will also investigate and present solutions that satisfy the customer's communicated needs.

The candidate should be a holder of a University degree in Engineering or similar studies in Telecommunications, Electronics and Computer science. In order to carry out the above tasks and responsibilities, he/she should be familiar with the GSM Radio Network products (Radio Base Stations, Base Stations Controllers), Digital Cross Connect, Transmission Systems, Radio Network Planning and Internet Protocol and related technologies.

He/she should have minimum 2-3 years professional experience in a Telecommunications or Information Technology Company. Knowledge of Data Network protocols (e.g. Frame Relay, ATM, and IP) will be considered as an asset. The candidate should be result oriented, adaptive to change, open-minded and have the ability to work under pressure. Excellent interpersonal, communication and advanced teamwork skills along with high commitment and professionalism are also required.

Finally, the candidate should be prepared for a permanent employment in Greece.

We offer a competitive remuneration package, appreciable working environment and excellent career prospects couples with continuous training and development.

Contact: dora.economou@etg.ericsson.se.

Application: Ericsson Hellas S.A. 33, Zeppou Str. & Vouliagmenis Av. 166 75 Glyfada, Athens, Attention: Human Resources Department.

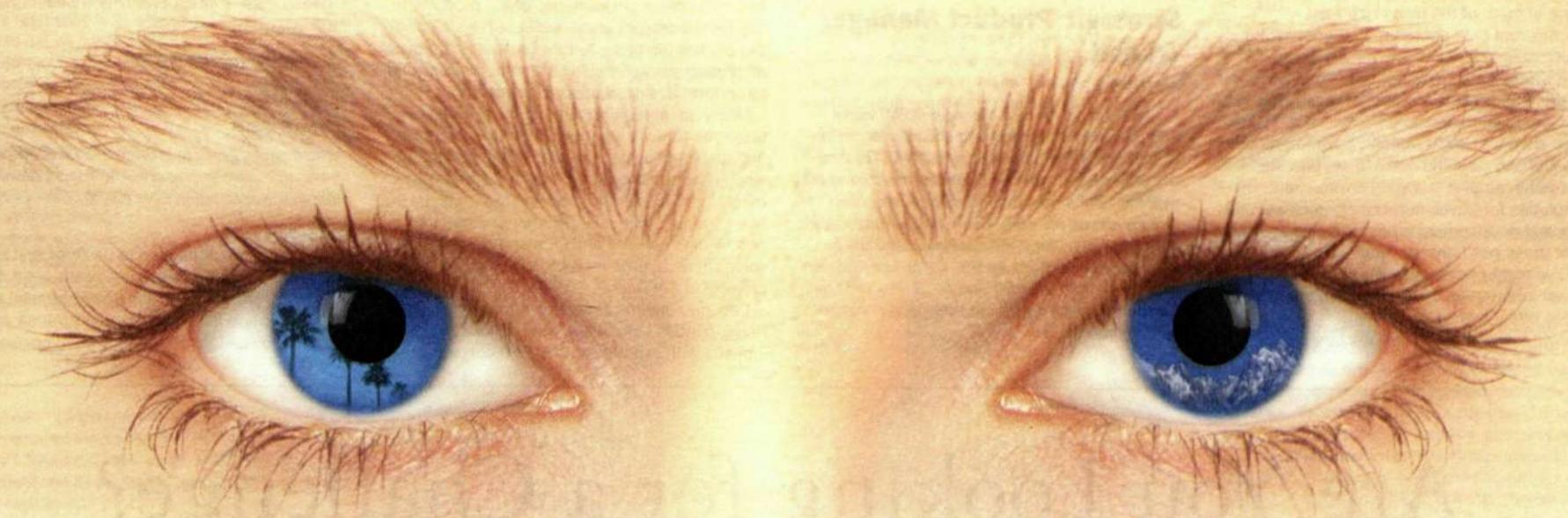
ERICSSON EUROLAB (EED) AACHEN, GERMANY

System Engineers - Migrating from GSM to the Future

We are working in the area of GSM 900, 1800, 1900 and UMTS systems.

SURF AND SAND?

SNOW AND SUN?



THE CHOICE IS YOURS!

EWU, the CDMA Center of Excellence, is looking for several engineers to join our team over the next two years. These engineers will design and develop CDMAOne and CDMA2000 BSS product lines. If you possess the skills we're looking for, we invite you to join our fast growing technology group as we prepare to develop the wireless systems of tomorrow.

Not only do these positions offer excellent growth potential, they also offer a choice of locations! Whether you prefer the sun and surf of our San Diego facility, or the majestic Rocky Mountains of Boulder, we have the opportunities you've been looking for.

Consider the following positions available at both facilities:

Software Engineers

We have opportunities for several engineers to fill all levels of design and development for base station controller and operational support systems for our 2nd and 3rd generation wireless telecommunications systems. The successful applicants will need a thorough understanding of the full system and software life cycle development for a medium to large commercial product. Must have strong systems skills, software engineering abilities, and knowledge of various programming languages (C, C++, TCL, Perl, Java), tools (ClearCase, Rational Rose), Databases (OODB preferred). Knowledge of CDMA2000, CDMAOne, WCDMA, 3G, IXRTT, CELLO, CORBA and experience in wireless telecom and networking desirable. Positions require 3-20+ years of related experience with a BSCS/EE (or equivalent) or higher related degree. Lead positions are available.

Software Build Engineers

The successful applicants will work in a team-oriented atmosphere to develop a software development process and procedures for a large software development, involving multiple department groups. As a team, you will work to understand existing processes/procedures, evaluate what works and what doesn't, apply industry practices and create unified development policies/procedures. Applicants must have a BSCS/EE (or equivalent), 3-7+ years of related experience and a thorough knowledge of industry standard software development practices. A background in development, software configuration management and full software life cycle for a large software team is essential. Must have experience with PC/Windows NT, Sun Workstation/Solaris, C/C++, compilers and build files. Knowledge of ClearCase, Rational products, Livelink, TCL, OOA/OOD, CM, Defect Tracking, CDMA, 3G, CELLO, CORBA and experience in wireless telecom and networking is desired. Lead positions are available.

Software Subsystem Test Engineers

Qualified Software Subsystem Integration and Test Engineers are being sought to integrate and unit test subsystem modules associated with the BSC (Base Station Controller), BST (Base Station Transceiver) and BSM (Base Station Manager) subsystems of a CDMA based wireless network. Applicants should have experience setting up, documenting, integrating and performing subsystem or system testing for commercial based systems. Requirements include a BSCS/EE (or equivalent), 2-7+ years of related experience and knowledge of UNIX, Perl, C/C++, NT, Cello and web servers. Java, OSS, BSC/BSS, OOA/OOD, TCL, TestExpert and telephony experience is an asset. Lead positions are available.

System Integration Engineers

The successful applicants will integrate hardware and software of multiple subsystems to verify compliance between different subsystems and external interfaces. Positions involve working with system engineering, project management, development and system test to develop tests, accept releases, integrate HW & SW, perform integration test and track issues. Will also work with developer, systems and systems test teams to define tests, entrance/exit criteria, write test plans/procedures, unit testing, system integration, problem isolation, defect reporting/tracking and integration certification. Work with the team to improve I&T process, including test processes/strategies, regression testing, test automation and subsystem testing. Track and coordinate defect tracking/resolution, and provide release documentation and support for integration of subsystem into system test. Requires a BSCS/EE (or equivalent); 2-7+ years of related experience in setting up, documenting, integrating and performing subsystem or system testing for commercial based systems; and excellent communication skills. Knowledge of web servers, C/C++, TCL, Per, embedded systems, test drivers, hardware test equipment, OA&M/Network Management and wireless telephony experience is an asset. Lead positions are available.

System OA&M Engineers

The successful applicants will be responsible for providing strong system design for the Network Management/OA&M aspects of a base station subsystem in a wireless telephony system. Duties include the development of network management requirements and architecture for the Network Management aspects of current and next generation wireless base station telephony system. Requirements include a BSCS/EE (or equivalent), 3-7+ years of experience in telephony network management design experience utilizing network management methods/tools, excellent analytical skills and a strong understanding of system performance and subsystem interdependencies. Must be able to support implementation, integration and system test phases of product development. Technical knowledge in the following areas is desired: Information Modeling, MIB Data Management, UML modeling, Agent standards and Cellular or PCS telecommunications systems. Field operations experience/exposure with wireless telecommunications systems is a plus. Lead positions are available.

Systems Standards Engineers

We have several openings for Systems Standards Engineers to represent Ericsson CDMA Wireless Center in a number of standards activities at TIA standards meetings and CDMA Development Group (CDG) meetings. Duties include working with base station, switch development, customer representatives and other system hardware suppliers to drive the development efforts. Requirements include a BSEE/CS (or equivalent), 6-8+ years experience developing and testing wireless products, 3 years experience in cellular development and 2+ years experience in TIA or other standards requirements. Must be a strong communicator with excellent analytical, teamwork, business networking and written skills. Must also understand the standards development process and be able to provide guidance to management and development engineers. These positions require 30-40% domestic travel and 5-10% international travel to various TIA meetings, interoperability tests sites, and customer headquarters for requirements analysis and specification development. Master's degree preferred.

Wireless Network System Engineers

We have openings for engineers and team leads who know how to design and implement network features in our Wireless Infrastructure. We need engineers to work on data and multimedia network design for medium and high data rate features to be incorporated in 3G systems design and engineers to work on design and definition of interface protocol enhancements for open interfaces to standard networks. Successful candidates must be able to take customer requirements and results of standards developments and perform system designs for next generation applications of wireless data services. Technical knowledge in several of the following areas is necessary: data networks, system interface protocols, wireless data networks, and implementation of standards based protocols. Required experience: 3 or more years in data networks and/or wireless data applications and/or network protocol design.

Why not let your career take you to some new territory? Join us in San Diego or Boulder, and take advantage of all the opportunities we have to offer for both personal and professional growth. Interested applicants are invited to e-mail a resume to sdhr@ericsson.com or fax to: 858.332.7240. EOE.

ERICSSON 

We are looking for people that want to become system architect, technical coordinator or take a leading role in the forefront of mobile telecomevolution. You directly control the next version of Ericsson's products in the mobile world market.

● Suitable candidates have proven experience in one or more of the following areas: telecom/real time operating systems, ATM and IP protocols, O&M, CORBA, network management systems and middleware. In addition you are team and result oriented, take initiative and have good self motivation.

You should enjoy to work on an entrepreneurial basis and have the ability to set priorities right within an ever changing environment. Opportunities for travel, networking, personal and technical development are outstanding.

For these positions we require that you have 5-10 years of relevant industry experience. For further information about the department's activities <http://www.eed.ericsson.se/services/eed-x-d/Welcome.html>.

Contact: Per Ljungberg, +49 2407 575 609, eedplj@eed.ericsson.se, Frank Hundscheidt, +49 2407 575 223, eedfrh@eed.ericsson.se, Simon Seebass, +49 2407 575 163, eed-sims@eed.ericsson.se.

Strategic Product Manager Transit

Proj.No 80/399

The Strategic Product Manager (SPM) works with the competitiveness and economical performance of the Transit products in CAPC. For this the SPM requires on one hand extensive contacts with the SPM's from our internal Ericsson customers and on the other hand with the ongoing CAPC projects. The CAPC customers are the mobile applications GSM, UMTS, TDMA and PDC and the mobile systems NMT and TACS. The SPM has a good cooperation with the wireline applications for common areas.

● The main tasks are to represent Transit area in the CAPC Product Management Network, to identify trends in product development in cooperation with our customers, to propose long term development strategies for the Transit product areas, to see to that competitiveness and economical performance of the products in the Transit product areas are best possible over the product life-cycle, to have an up-to-date overall product plan of the Transit product areas and to perform business opportunity tracing.

In the area of requirement handling your main tasks are to evaluate incoming requirements and to initiate system studies or pre-studies when needed, to evaluate and act upon assignments received for the product area, to issue Transit requirement specifications, if required and to validate RS's and FS's and being involved in requirements issues in running Transit projects in CAPC.

Required qualifications are a strong technical background in technology, telecom or database industry with experience in AXE10 development

and/or system design. Good knowledge of mobile telephone systems. Able to take initiatives and work in a dynamic environment. Excellent communication and interpersonal skills. Competence in one or more of the following areas is essential: AM System development, Signalling and Protocols, Traffic Control, (Wireless) Charging or ATM.

System Manager Transit

Proj.No 81/399

The main target is to provide technical and system competence to preserve the Transit development in the Application Core (CAPC).

● Your main tasks would be to perform system studies or design in before or in early project phases, to provide technical expertise related to pre-study and feasibility study on Transit products, to provide technical and system compe-

Are You Looking for a Challenge? We Have a Few to Choose from.

Are you interested in fantastic opportunities for personal and technical development and in working in one of Ericsson's most successful Product Units?

Ericsson Infotech's unit for base station design makes up a central part of PU RNP's organisation when it comes to development of base station products for the Japanese and American markets. We work with software design for transmission, traffic control, and signal handling as well as some hardware design.

We are looking for people who want to take part in the development of current and future base stations. We work at the forefront of technology with EDGE development for the Third Generation Mobile System in cooperation with Ericsson Research.

We are looking for people to strengthen our team in the following roles:

- Software Designer
- Signal Processing Engineer
- Test Engineer
- Function Tester
- Project Leader
- Systems Engineer
- Configuration Manager
- Hardware Designer

Product Area Base Station SW

Here at product area Base Station SW we design and verify the software for the parts of the base station that deal with transmission, synchronisation, and radio network control.

Currently our design environment is based on UNIX/C, but we see a move towards object-oriented design environments and methods. You will be developing software for key components of the next generation of base stations and you will have the opportunity to work in close contact with our end customers during introduction and maintenance of our systems.

Contacts:

Anders Wallin, phone +46 54 19 31 98
(ECN 863-3198)
E-mail: anders.wallin@ein.ericsson.se
Gunnel Andersson, phone +46 54 29 43 25
(ECN 863-4325)
E-mail: gunnel.andersson@ein.ericsson.se

Product Area Transceiver SW

At product area Transceiver SW we work with advanced digital signal handling and we possess both a deep and wide competence base. The job, which can be characterised as high tempo, high tech, and demanding a high level of personal involvement, contains various and stimulating tasks, such as:

- DSP design with real-time OS
- DSP implementation (C/Assembler)
- Simulation work (Matlab, SysSim, ObjecTime)
- Algorithm development

Our unit possesses unique competence containing the entire chain from world-class theoretic signal handling competence to implementation in the target environment.

We are responsible for signal handling software and traffic control for Ericsson's PDC system, CMS30. We are also highly involved in the development and implementation of signal handling algorithms for the third generation mobile system EDGE/EGPRS in close cooperation with Ericsson Research.

To ensure and develop our ability to cover the entire spectrum from theory to implementation, we are looking for people with experience and competence, but with a common interest in radio communications as well as a desire to develop their competence and ability to complete within this important core area.

Contacts:

Lennart Hellberg, phone +46 54 19 31 22
(ECN 863-3122)
E-mail: lennart.hellberg@ein.ericsson.se
Ulf Svensson, phone +46 54 29 43 71
(ECN 863-4371)
E-mail: ulf.svensson@ein.ericsson.se

Product Area HW Design

At product area HW Design we work with digital design and FPGA design of hardware platforms for base stations in CMS30 and CMS88. For digital design we use Cadence design tools and for FPGA we use Mentors and Synplicity's tools for UNIX.

We are currently 15 co-workers with experience

ranging from one to over ten years. Our goal is to build a unit with a high level of competence within FPGA combined with digital design.

Contacts:

Jan-Erik Wallin, phone +46 54 29 48 41
(ECN 863-4841)
E-mail: jan-erik.wallin@ein.ericsson.se
Sten Widerström, phone +46 54 29 43 31
(ECN 863-4331)
E-mail: sten.widerstrom@ein.ericsson.se

Who are You?

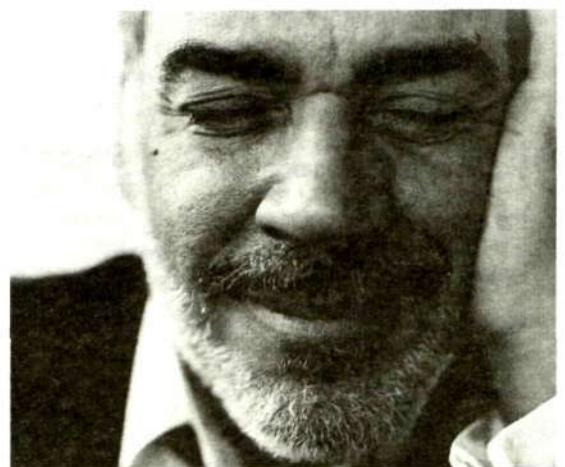
Presumably you have an academic degree in engineering, alternatively, signal handling or control theory. If you have a few years experience of work with radio communications and DSP implementation, it would be considered a plus.

Union Representatives:

CF - Lars Persson, phone +46 54 29 43 82
(ECN 863-4382)
SIF - Lars Börjesson, phone +46 54 29 43 95
(ECN 863-4394)

Send your application by e-mail or post marked EIN/RNP no later than 10 December, 1999 to:

agneta.agnemyr@ein.ericsson.se
or
Ericsson Infotech AB
Attn: Agneta Agnemyr
Box 1038, SE-655 15 Karlstad



Make yourself heard.

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tence to support the GSM, UMTS, TDMA and PDC product lines, to participate in prestudies and feasibility studies for the Transit projects in CAPC, to give support in the design activities in his/her area of competence, to give support to analyze trouble reports on system module level, to participate in RS and other technical inspections regarding his/her areas of competence, and to act as Technical Coordinator in Transit (sub)projects, coordinating technical issues involving several subprojects, involving the related mobile applications projects or involving associated projects.

Required qualifications are a strong technical background in technology, telecom or database industry with experience in AXE10 development and system design, good knowledge of mobile telephone systems. Able to take initiatives and work in a dynamic environment. Excellent communication and interpersonal skills.

Competence in one or more of the following areas is essential: AM System development, Signalling and Protocols, Traffic Control, (Wireless) Charging, ATM or SDL.

Contact: Human Resources, Simon Seebass, eedsims@eed.ericsson.se, +49 2407 575 163 or U/T System Group, EED/U/TG, Joe Wilke, eedjow@eed.ericsson.se, +49 2407 575 399, fax: +49 2407 575 767.

CORE PU APPLICATION CORE (CAPC)

Group Manager Wireless TCS Design

Proj.No 79/399

The Transit Development Department in EED is looking for a group manager to establish a new group for Traffic Control design in the Application Core (CAPC). Traffic Control products are part of the new Transit-AM (TRAM) that is introduced to the mobile product lines UMTS, GSM, TDMA and PDC. CAPC and Transit responsibility is located in EED/U.

● Tasks: The general responsibility of the group manager is to plan, lead and the operations of the design group in EED/U/T. He/she has to that the required goals are fulfilled, the needs of the company satisfied, the group is efficient and competitive.

Main authorities and tasks are to implement personnel policies and general rules, to assure that all communication is executed with highest integrity and quality, to perform appraisals and frequent personal development talks, to plan and ensure competence development of the staff, to participate in recruitment and introduce new personnel, to provide the department with resource plans and forecasts, to set-up and coach design teams, to ensure that planned quality assurance activities are implemented and to participate in the EED/U/T Management Team

As a suitable candidate, you are an Ericsson employee and should have a of 5 years AXE-10 software design knowledge. You should be familiar in working in projects. Managerial experience (e.g. as group manager, team leader or project) or experience in the traffic control area is a clear advantage.

Group Manager EED/U/T Project Office

Proj.No 29/399

The Transit Development Department in EED is looking for a group manager of the Project Office taking care of subprojects for Transit and Traffic Control development in the Application Core (CAPC). The new Transit-AM (TRAM) and the included Wireless Traffic Control products are part of the mobile product lines UMTS, GSM, TDMA and PDC. The CAPC and Transit responsibility is located in EED/U.

● The general responsibility of the group manager is to plan, lead and supervise the operations of his group in EED/U/T. He/she has to guarantee that the required goals are fulfilled, the needs of the company are satisfied, the group is efficient and competitive.

The main authorities and tasks are to supervise project leaders of Transit and Traffic Control subprojects, to participate in improvement of project management methodology, to assure that all communication is executed with highest integrity and quality, to implement personnel policies and general rules, to perform appraisals and frequent personal development talks, to participate in recruitment and introduce new personnel, to provide the department with resource plans and forecasts, to set-up and coach design teams and to participate in the EED/U/T Management Team.

As a suitable candidate, you are an Ericsson employee and should have a minimum of 5 years AXE-10 development experience and good background in project management according to PROPS and Incremental Design. Any managerial

experience (e.g. as group manager, team leader or project manager) or experience in the transit and/or traffic control area is a clear advantage.

The position requires initiative, good communication skills and a good ability to work under pressure.

Contact: Human Resources, Simon Seebass, +49 2407 575 163, Simon.Seebass@eed.ericsson.se or Transit Development Department, Norbert Floeren, +49 2407 575 228, Norbert.Floeren@eed.ericsson.se

The EED/X/S Test Department is responsible for the system test, support and industrialization activities at EED.

The EED/X/SG section takes the responsibility for the verification and support of the Global Packet Radio Switching (GPRS) system. The migration of telecommunication and data communication is placing new demands on our competence profile. Due to growing responsibilities we are currently looking for new team members.

GPRS System Tester, Datacom Engineer

Proj.No 78/399

The GPRS System Tester is mainly responsible for planning, designing and execution of test scenarios needed to integrate and verify the new functionality on network level.

● The main tasks in this position are to plan, implement and execute network verification activities with an emphasis on data communication issue and follow up requirements for test configuration and simulation tools. An additional task is to build and share competence in specialised areas of the GPRS network.

As a suitable candidate you have a vital interest in data communication with a strong focus on computer networking.

Key technical areas such as TCP/IP, Ethernet, ATM, FrameRelay, OSPF, X.25, IPsec, DNS, RADIUS, BGP, ISP are familiar to you. You contribute your previous experience in UNIX and C to the verification of a mobile data communication application.

For motivated team players with strong analytical and communication skills we offer a dynamic environment in a young team. You will be working with the latest development in mobile communication and build future proof competence. Start would be 1st of January or earlier.

Contact: H.R, Simon Seebass, +49 2407 575 163, simon.seebass@eed.ericsson.se or EED/X/SGC, Thomas Busch, +49 2407 575 178, thomas.busch@eed.ericsson.se.

PU CSS INTERNATIONAL OPERATIONS

Project Manager for Rapid Product Change (RPC) related projects

Proj.No 45/399

The CSS/GSM Operations has the overall responsibility for the Circuit Switching System (CSS) in all GSM based applications. This covers all classical GSM implementations for the different frequency bands: GSM 900, GSM 1800 and GSM 1900.

In addition CSS will play a key role in introducing the 3rd generation mobile systems, UMTS, on the world market.

● The main tasks and objectives will be to coordinate all RPC development within CSS, to have a very good understanding of all the evolution and business case of each and every RPC developed, to have the fully control of the RPC in both TTM and TTC, to establish and monitor an RPC project, to cover all the RPC activities, irrespective of the organisations involved and to update the RPC process.

In this position you will gain a lot of insight on how CSS plans, organises and runs projects. You will learn which organisations are involved in the decision making and how their roles and interfaces are defined. Thus acquiring valuable competence and knowledge for future career opportunities.

As a project manager you will need strong initiative, good planning, co-ordination, and communication skills and the nature to "never give up". Depending on your individual expertise we may consider an expatriate contract.

Contact: Human Resources, EED/H/R Simon Seebass, +49 2407 575 163, eedsims@eed.ericsson.se or CSS/GSM Project Office, EED/X/RJC Jan-Owe Johnsson, +49 2407 575 7872, eedjo@eed.ericsson.se.

Would You like to be in Charge, Drive and have tough Goals in an organization where a lot is de-

pending on You as the entrepreneur? Then You have a Top Challenge to meet in this position of CSS World Class Provisioning!

The payback is the satisfaction in results and Your own growth with a high degree of visibility, not to mention the Ericsson contact network You will develop!

The WCP organization at EED in Aachen is responsible together with the CSS organization to propose and implement activities vital to improve the CSS total operations significantly until 2001.

There are several strategic areas identified and focused on. One such area is the SW Engineering-AXE10 and Open platforms (e.g. TelOrb, Cello and Solaris). Several areas are now focusing on implementation in R9.0/UMTS.

We now need one strong Program manager driving the program of CSS WCP.

Total Program Manager CSS WCP Role

Proj.No 74/399

● The Program Manager is the sponsor of WCP program and is responsible to plan, drive, coordinate, steer, follow up all the WCP activities and to report to the CSS PU manager, CSS Operational manager, BMOG WCP-SC. The WCP Program Manager is a member of the CSS management fora(s), the CSS steering fora(s) and the WCP-CT.

The Program Manager is overall responsible for running the WCP Program and ensuring that we are striving to achieve a world class development environment for CSS organization and projects that give CSS and Ericsson a step ahead of the competitors. We see that you have a solid background in management and/or project management and Ericsson operations. Also flexibility and willingness to change is a must.

You will be able to set clear goals, define messages and strategies and see through the implementation of the strategic improvements. Experiences with improvement work and deployment of new technologies would be a clear advantage.

Contact: Human Resources, Simon Seebass, +49 2407 575 163, Simon.Seebass@eed.ericsson.se or EED/XLC, Johnny Aaroe, +49 2407 575 481, Johnny.Aaroe@eed.ericsson.se

ERICSSON RADIO SYSTEMS AB, KISTA

Vitame GSM in Czech Republic

Roll out of a new huge network. Ericsson is preparing to roll out the third GSM network (900/1800). The final decision will be taken before the end of September. The planning is based on a complete turn key solution, from site acquisition to operation & maintenance.

For its rapidly expanding operations, ECZ requires the following professionals:

RND engineers

ND engineers

Civil works specialists/experts

RBS supervisors/test Engineers

ML supervisors/test Engineers

BTS Design engineers

SS Support Engineers

BSS Support Engineers

O&M Engineers

Managerial positions:

Operations

Project Management

RND and TND

Logistics

Civil Engineering and Construction

NO&M

HR Basic

● Requirements for all positions: Long experience of AXE and GSM environment, as well as international experience. You should also have power of initiative, high motivation and a good ability to co-operate. For the managerial positions you must have earlier experience as a manager.

Contact: Solveig Vallentin, Human Resources, +46 70 374 85 23, solveig.vallentin@era.ericsson.se, ERA/LP/NO Lars Kristoffersson, Operations, +46 8 764 1268, lars.kristoffersson@era.ericsson.se.

Application: Vitame GSM in Czech Republic, Ericsson Radio Systems AB, Solveig Vallentin, solveig.vallentin@era.ericsson.se.

ERICSSON RADIO SYSTEMS AB, NACKA STRAND

Established in June 1999, Ericsson Services is the new name for service excellence within Ericsson, a Business Unit in the Network Operators & Service Providers segment. Ericsson Services combines the best elements of OS's service unit network to create a single focused organization. The result - a dynamic resource which aims to build on our impressive sales growth and maximize business opportunities well into the new millennium. To find out more about this new force in service solutions please visit our website at <http://ericssonservices.ericsson.se/>

The future is Data Communications and IP - and the Datacom Networks business unit is leading the way for Operators and Service Providers to transition to the Packet world.

Senior Project Leader

To BU Services working close with the Sales unit within BU Datacom & IP Telephony we are now looking for a Senior Project Leader, Asia Pacific Sales Support within Datacom Networks is presently discussing with one of the major operators in the Far East. The deal concerns front edge technology development and products, if Ericsson gets the order it will be a major breakthrough order in the Far East.

We will make some customer adaptation to our ATM switch AXD301 and if our tender is successful a large volume order is within reach. Customer discussions will prevail during the autumn. Tests will start late next summer and volume deliveries are scheduled for end of 2000.

● We are looking for a senior and very experienced project leader that can start to work within short and that will be prepared to move to Japan next spring- and to stay in Japan for about 1 year.

The successful applicant should have a long and verified experience as a supply project leader for major projects-orders. The applicant should also have verified experience from conducting business in the Far East. If you forward your application by e-mail, please send a copy to S. Flodberg and W. Röhr.

Contact: Stefan Flodberg, +46 8 4220 667, stefan.flodberg@etx.ericsson.se, Werner Röhr, +46 8 4222 029, werner.rohr@etx.ericsson.se, Jesper Smith, +46 8 422 17 98, Jesper.Smith@etx.ericsson.se.

Application: SENIOR PROJEKT LEADER, Ericsson Telecom AB, NA/ETX/D/H, Siw-Britt Johansson, 131 89 Stockholm, Siw-Britt.Johansson@etx.ericsson.se.

GUANGDONG ERICSSON TECHNOLOGY LTD. (GUC) IN CHINA

TAKE THE CHALLENGES IN CHINA

That is what we can promise you. "We" are Guangdong Ericsson Technology Ltd. (GUC) in China, and we are very busy. We are responsible for Network Support for the southern part of China, such as the tropical island of Hainan, "the Hawaii of China" Guangdong and Guangxi. Not to forget the big province of Sichuan, where you get the most wonderful food you can imagine. China is for the time being the most expanding market in the world of telecommunication. Right now we are looking for more employees with experience in the following area.

SENIOR BSC/BTS SUPPORT ENGINEER

● Responsible for customer support in China Southern region within BSC/BTS area. Have minimum of 5 years experience with Ericsson AXE and 3 years with BSC/BTS support. Able to handle CSR/TR handling and on emergency call. Fluent English and good interpersonal skills.

Expert of IN Support

● Fulfill our obligations in the Intelligent Network area. Work as an PSTN expert supporting all our customer. Act as a mentor for the local engi-

neers within the Network service division. Good communication skills.

SENIOR SUPPORT ENGINEER (GSM)

● Customer Support in the South China Region within GSM. Activities such as trouble-shooting and general trouble report handling. Several years of experience in the areas described within Ericsson. Good communication skills.

PSTN EXPERT

● To fulfill our obligations in the Fixed Network area towards our customer GPTA, NTB CTM Macau, Unicom and CET. To act as a mentor for the local engineers within the Network Service division.

SENIOR SUPPORT ENGINEER (TACS, AMPS/D-AMPS)

● Customer Support in the South China Region within TACS & AMPS/D-AMPS RBS 883,889, 882/D and 884/D, with issues as trouble-shooting, corrective actions and Customer training on RBS-equipment and Cell-data/planning. Familiar with issues as trouble-shooting, corrective actions and customer training on RBS-equipment and cell-data/planning. At least 3 years experience in Ericsson. Fluent English and good interpersonal skills.

System Integration Engineer

● Minimum 3 years GSM switch implementation experience. Good experience in handling of APZ 212 & IOG 11B. Have ASR, system upgrade experience. Good knowledge in GMSC, MSC, BSC or HLR. Good knowledge of DT. Committed to transfer knowledge and train local engineer. fluent English and good interpersonal skills.

Application: Guangdong Ericsson Technology Ltd. in China, GUC/H Jasmin Xu, jasmin.xu@guc.ericsson.se, Fax: +86 20 8553 6193, Tel: +86 20 8557 9796.

ERICSSON TELECOMMUNICATIONS, SINGAPORE

Datacom Product Manager in Singapore

The SingTel Key-account division in Singapore has an immediate placement for a Product Manager

who is experienced in the Datacom Area.

● Job Requirements: Degree in engineering or related discipline, or equivalent work experience. A minimum of five years experience in telecommunications environment, ideally in a Product Management role. Excellent communication and presentation skills. Ericsson knowledge.

Key Responsibilities: Interface with customer on all technical issues related to new datacom related products and features from Ericsson's Wireless E-solutions portfolio (e.g. Web on Air, USC-User Service Centre, WAP gateway, ISP Solutions) as well as the Datacom IP/ATM Networking products.

Skills/Competencies: The role requires a basic understanding of mobile telephony systems and a background in the UNIX/NT environment together. Further requirements are a high level of competence in the data communication area, including the principles of Internetworking, Bridging/Routing, LAN/WAN technologies, TCP/IP protocol suite and ATM.

The Product Management group is responsible to make technical customer presentations, to maintain strong contacts within individual PUs, and to support the Business Managers to create and market customised solutions as well as respond to tenders.

Contact: Urban Gillstrom, +65 350 1501, urban.gillstrom@eno.ericsson.se or Evelyn Phang, +65 350 4766, evelyn.phang@eno.ericsson.se

ERICSSON RADIO SYSTEMS AB, KISTA

Manager Internal Communications

TDMA Systems - BMOA is one of the fastest growing business units within Ericsson Radio Systems. We are the market leader for cellular telephone systems and services based on TDMA standards. Our main markets are in North and South America. Globally we are 9200 employees.

At TDMA Systems, we have an exciting future ahead of us. To make sure that all our co-workers, locally as well as globally, are aware of our business plan and buy into our strategies for future success, we have to increase focus on internal communications. We are now looking for a seasoned communications expert to help us take on this challenge.

● The task is both strategic and operational. The goal is to increase management communications awareness throughout the organization. Your challenge is to build up internal communi-

cations to ensure that all communications channels are used in an optimal way. This includes meetings, management development programs as well as printed and electronic media.

We believe that you have journalistic background or a relevant academic education. You have several years' experience of driving communications in a fast moving environment. Fluency in written and spoken English is a requirement as well as an excellent team spirit. It is a plus if you have experience of communications in an international context.

You will report directly to the head of Human Resources and Operational Development and work with a small competent team to build a global network. It is necessary to work closely with TDMA market communications and the Ericsson communications network in order to deliver the same messages externally and internally.

Contact: Elisabeth Fellbom, +46 8 757 3352, elisabeth.fellbom@era.ericsson.se.

Application: Manager Internal Communications, Ericsson Radio Systems AB, KI/ERA/AH/HC Inger Nyström, 164 80 STOCKHOLM, inger.nystrom@era.ericsson.se.

ERICSSON TELECOM AB, ÄLVSJÖ

Quality Assurance Manager

DN&IP-Operations Offers YOU a stimulating and challenging future! DN&IP Operations for EMEA and Asia Pacific is now in process to build up and prepare for a very challenging future with a product and customer product supply processes for one of the most interesting market you can think about: DATACOM NETWORKS and IP SERVICES.

We are located in Älvsjö Stockholm, and we are looking for persons how are service minded, find it stimulating to work within an international environment, and have a drive to win the customer.

● For our TTC Supply flows and our Process Development work we are looking for a Quality Manager with a broad experience from quality work and process development. You will be reporting to the EMEA Operations Director, and work within the total EMEA Operations.

We are looking for a candidate with experiences from Quality Assurances and or other Supply chain quality improvements and process development work.

The work will be in close co-operations with our internal functions as well as with our external suppliers, and some travelling is

needed. You must be fluent in English and have a good social and communication skill.

Contact: Kenneth Liljeström, +46 8 7195046, Jesper Smith, +46 8 422 17 98.

Application: Quality Assurance Manager, Ericsson Telecom AB, NA/ETX/D/H, Siw-Britt Johansson, 131 89 Stockholm,

ERICSSON RADIO SYSTEMS AB, KISTA

Marketing & Sales Support

Marketing and Sales Support is a unit within the Product Unit Circuit Switching Systems. We are responsible for product marketing and global market and sales support of the GSM Switching System and the Core Network of Third Generation Systems.

Our main task is to drive and actively support New Account Management and Key Account Management in the sales of core network products and solutions towards new and existing customers.

● We are looking for marketing and sales oriented persons with a good technical understanding of GSM Switching, ATM or Datacom. One part of the work is to develop product marketing material, e.g. marketing guides, business cases and presentation material and make it available to the markets. Another part is to work closely together with New/Key accounts in all phases of the sales process towards customers, e.g. customer presentations and actively take part in pre-tender, tender and negotiation work.

You should have a M. Sc. in Engineering, preferably including a degree in Industrial Marketing or similar, and at least two years experience in the area of marketing and sales in telecom/datacom or GSM Switching, ATM or Datacom. The position entails extensive contacts with Local Companies and customers and you must be prepared to do some travelling.

You are result oriented, creative and willing to take initiatives. Communications skills and fluency in English are important. The position is located in Kista.

Contact: Johan Dahlström, +46 8 757 2421, johan.dahlstrom@era.ericsson.se.

Application: IN176, Marketing & Sales Support, Ericsson Radio Systems AB, LX/HS Ann Beer, 164 80 STOCKHOLM, ann.beer@era.ericsson.se.

We are Curious. Who are you?

Here at the Test Support and Simulated Platforms department at Ericsson Infotech we specialise in developing products for simulating processors for Ericsson's Product- and Market Units. We work in close cooperation with platform developers and other development areas within Ericsson to develop simulators before the hardware is developed. Our products are state of the art computer simulators and we work with the world's leading companies within the simulation area.

We are now planning for the development of simulators for Ericsson's next generation of telecommunication platforms and we need to strengthen our team. We are therefore looking for some really driven and experienced –

System Designers

who want to take part in the development of the next generation of simulators. We want you to have a working knowledge of hardware-based programming and component-based design. Our design environment is primarily C, C++, Tcl/TK, Java, and UNIX.

We are looking for the following:

- You find advanced system design at a deep technical level exciting.
- You have interest and knowledge of computer architecture, virtual machines, operative systems, and programming languages.
- You are interested in working with international contacts within other Ericsson development units.
- You are responsible, self-starting, and driven.

Contacts:

Torsten Nordholm, phone +46 54 29 42 02 (ECN 863-4202)

E-mail: torsten.nordholm@ein.ericsson.se

Stefan Friberg, phone +46 54 29 31 15 (ECN 863-3115)

E-mail: stefan.friberg@ein.ericsson.se

Union Representatives:

CF – Lars Persson, phone +46 54 29 43 82 (ECN 863-4382)

SIF – Lars Börjesson, phone +46 54 29 43 95 (ECN 863-4394)

Send your application by e-mail or post marked EIN/T no later than 10 December, 1999 to:

anne-charlotte.runquist@ein.ericsson.se or

Ericsson Infotech AB

Attn: Anne-Charlotte Runquist

Box 1038, SE-655 15 Karlstad



Make yourself heard.

ERICSSON 

Do you want to take responsibility in the creation of 3G systems?

EED/X/R department at Ericsson Eurolab (EED Aachen, Germany) has the overall project responsibilities within PU CSS for the complete CSS node deliveries. We are about to embark on one of the most exciting and challenging projects within Ericsson.

GSM R9 project, and our first UMTS delivery, have been combined together in order to maintain our strong market presence and ensure that we are **FIRST-TO-MARKET** with the UMTS package.

We need strong and experienced individuals to support our project and department team. The following positions are now open:

"R9/UMTS Project" Methods Introduction Responsible

Accountable and responsible for introduction of all development and verification methodologies across the international organization of PU CSS and its sub-contracted partners.

"R9/UMTS Project" Tools Responsible

Accountable and responsible for introduction of all new and existing development and verification TOOLS required for the project, across the international organization of PU CSS. (eg: CLEARCASE.CMTOOL, SDL.. etc.) and its sub-contracted partners.

"R9/UMTS Project" IT Responsible

Accountable and responsible for coordination and introduction of the IT environment to support the project across the international organization of PU CSS.

"R9/UMTS Project" Total Configuration Manager

Accountable and responsible for configuration management within the R9 total project. This includes performing related activities such as establishment and maintenance of product, requirements and contractual base-lines for each relevant phase of the project. It also involves maintaining the integrity of the Clearcase implementation for the project and responsibility for change control during the life cycle of the project.

A sound and solid technical background in the GSM system is a **MUST**, and an understanding of the Clearcase product and Ericsson product structures.

"R9/UMTS Project" Assistant Project Managers

Accountable and responsible for the functional integrity and successful delivery of one of the specific phases of the overall product to the verification sub-project. The scope of these responsibilities will vary based on the experiences and capability of the individuals.

A sound background in running development projects within Ericsson is a **MUST**.

"R9/UMTS Project" Main MSC Development Project Manager

Accountable and responsible for managing the MSC development project. The deliverables within this project include CNCP, CAPC and GSM application developments and their deliveries to the TOTAL Project.

A solid project management background in running projects will be required for this position.

"R9/UMTS Project" Overall Function Test Leader

Accountable and responsible for all related activities to perform successful Function Test within the GSM and UMTS environment across the world. It should be noted that actual function test within the project will be performed by the teams which are developing (and function testing) the work packages, so there will not be a traditional function test sub-project. The function test leader is responsible to ensure that proper function testing activities are planned and performed within the work packages, and will also provide for common management and establishment of TCM and STP configurations.

Strong technical verification knowledge in the GSM would be advantageous.

"PU CSS" RPC Project Manager

Overall PU CSS responsible for managing all Rapid Product Change (RPC) projects and

their introduction and rollout in the different markets.

"PU CSS" Overall Resource Planning Responsible

Accountable and responsible to coordinate and manage all internal and external resource planning activities within PU CSS.

A great opportunity for a motivated individual with ADMIN background.

"PU CSS Project OFFICE" Contract Manager

Responsible to align development Roadmaps, Review suppliers budgets/investments and agree annual frame agreements with all internal and external suppliers for PU CSS.

Previous experiences in managing 3rd Party suppliers will be advantageous.

"PU CSS Project Office" WCP Responsible

Responsible for implementing all new concepts driven by WCP (World Class Provisioning) initiatives by BMOG in CSS projects.

Background in managing improvement programs in development environments would be advantageous.

Please contact:

Ericsson Eurolab Deutschland GmbH
Simon Seebass, Human Resources
eMail: simon.seebass@eed.ericsson.se



Make yourself heard.

ERICSSON

When the "Gold Mouse", a Swedish IT industry award, was presented recently, it marked yet another victory for WAP and Ericsson, as well as for the five Ericsson employees who earned it - Per Ocklind, Pär-Anders Aronsson, Anwar Chivi, Jonas Brandén and Joakim Nelson. A couple of years ago, they took the initiative to create what we now call WAP. At the Guldmusen gala in Stockholm, they received the IT People of the Year award from Swedish IT magazine "Dagens IT".



Opinions are divided as to whether or not the "Gold Mouse" is attractive. Nevertheless, it is a sought-after honor, awarded to the IT People of the Year.

WAP innovators receive IT award

We were almost moved to tears when we found out that we had won the Gold Mouse," said Per Ocklind in conjunction with the awards ceremony.

It all began back in the spring of 1997 when Ericsson wanted to develop an open standard for data transmission on mobile networks. Ericsson contacted Nokia and briefly explained what it had in mind, asking if Nokia had any plans of its own. No, nothing in particular, was the reply from Nokia.

Just a few months later, Nokia unveiled its solution, which they called Smart Messaging.

"We were slightly irritated," explains Jonas Brandén, laughing.

Simultaneously, Unwired Planet (now Phone.com), just a small company at the time, had been in contact with Ericsson on several occasions to see if there was interest in acquiring the company's web reader and to sell their solution known as HDML. The concept was not exactly what Ericsson had envisioned, however.

"Nevertheless, we initiated a dialogue about forming an alliance. Nokia was now interested in doing so. We called up Unwired Planet which also expressed an interest. We became a sort of middleman, initiator and guarantor that the others could lean on."

Alliance formed

Ericsson's idea was for the three companies to combine forces and solicit others to join them.



Joakim Nelson



Pär-Anders Aronsson, Per Ocklind and Anwar Chivi from Ericsson proudly accepted the IT People of the Year award from Dagens IT magazine at the Guldmusen gala, held recently. Joakim Nelson and Jonas Brandén were also included in the award, but were unable to attend the ceremony.

Photo: Martin Skoog

"My task was to convince Nokia. At a meeting in Munich, I presented our proposal to a Nokia representative. He thought about it for a few seconds and then gave the go-ahead to proceed. That's when it all started," explains Jonas Brandén.

The rest of the story is fairly well known. Several other companies jumped on board and WAP became a worldwide standard.

How did the name WAP come about? "Well, it evolved on my whiteboard," explains Jonas Brandén. "My manager, Joakim Nelson, came in one day and told

me that the name I had proposed was terrible. And it was: NBAP, Narrow Band Application Protocol. We thought for a while and came up with WAP, Wireless Application Protocol."

"Nerdy name"

"It's really kind of nerdy and technical, but it was only envisioned as a working name. However, it stuck in peoples' minds before we had a chance to come up with anything better," says Jonas Brandén.

Mia Widell Örnung
mia.widell@lme.ericsson.se

UPCOMING

October 25 - December 20 Ericsson's "Let's WAP" Internet campaign ongoing in seven European countries.

UPDATES

Ericsson's new Senior Vice President, Corporate Relations, has been appointed. Next March, **Roland Klein** will assume the position to be vacated by **Lars A Ståhlberg**, who will be retiring at the end of next year. Roland Klein, who is German, has most recently been working for DaimlerChrysler.

The MTV European Music Awards were held in Dublin last week. Ericsson was one of the main sponsors.

Ericsson recently unveiled its first Bluetooth product - a wireless mobile phone headset. It will be available in stores by the middle of next year.

Ericsson's research manager, **Bernt Ericson**, has been awarded an honorary doctorate from the University of Uppsala. His will be one of eleven honorary doctorates to be awarded next January.

Raimo Lindgren, the retiring head of Ericsson Spain, has been awarded by the Mediterranean Association of International Schools (MAIS) for his outstanding contributions to education during his more than 40 years of service within Ericsson.

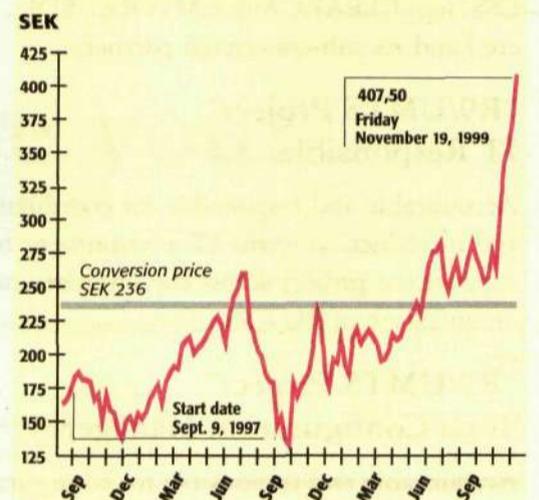
NEW ASSIGNMENTS

Michael Janérus has been named acting head of the Enterprise Customer Services product unit. He succeeds **Jawed Saadi** who becomes the head of strategic initiatives for Ericsson Services in the Network Operators business segment.

Ann-Charlott Haglund will assume the post of human resources manager for the New and Special Business Operations business unit on January 1.

Urban Fagerstedt will head up the new Edge organization within the TDMA Systems business unit.

THE ERICSSON B SHARE



An Extraordinary General Meeting of shareholders on September 9, 1997, approved a proposed convertible debenture program. The conversion period extends through May 30, 2003. For additional information, access the web site: <http://inside.ericsson.se/convertibles>

