


# contact

ERICSSON  PUBLICATION FOR EMPLOYEES WORLDWIDE

No.7 • 15 MAY 1997



Photo: THORD ANDERSSON

## Technivox facing Ericsson's customers

There are 350 independent telecom distributors in the field of Business Communications in France.

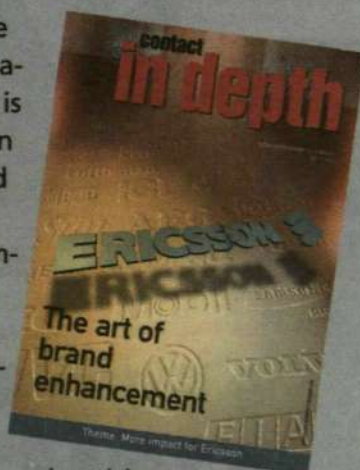
Competition is tough between the major players. Ericsson entered the French arena again a few years ago.

Technivox, Vincent Charpin's company, is one of 15 distributors in the Paris region.

**Pages 12-13**

### More impact for Ericsson

The theme issue with this publication of Contact is concentrated on the art of brand enhancement. We present common efforts to promote Ericsson's trademark, which represents much more than advertising.



### How to use the logo

The Ericsson logotype, the stylish E, was unofficially known as "Ericsson three sausages" when it was first introduced. Today it is an invaluable asset for Ericsson. To keep it that way there are rules for how to use the logo. These are specified in Ericsson's rules for Corporate Visual Identity (CVI). The logo is always used together with the word Ericsson. The exceptions are few and decided by the CVI Council.

**Page 6**

### Eripax development in Leicester

Nearly 50 people work at Ericsson Intracom in Leicester. Operations are concentrated on development of Ericsson products for transmission of IP and terminal traffic, marketed under the Eripax name. Ericsson Intracom started back in 1979 in a small garage and focused then on development and sales of equipment for computerized numeric control of industrial applications. Until 1996 the company name was Camtec.

**Pages 18-19**

**Ericsson worldwide, pages 15-17**

# TELECOM MANAGEMENT

Ericsson offers a range of telecom management solutions, products and services that support all the key areas of a public operator's business activities. Our solutions therefore not only cover the traditional area of operations support systems (OSS) but also embraces the business support systems

(BSS) for management of customers and services.. Ericsson offers solutions that are adapted to the operators needs in the areas of network monitoring, maintenance, service activation, service quality assurance, customer care and billing.

To contribute to the challenging expansion, we are seeking

## Account Managers:

You will be responsible for Marketing and Sales support to a market or customer, working closely together with Local Companies and Market Units, being the Telecom Management Ambassador and external interface.

You should have experience in International Marketing and /or sales, have good language and presentation skills - in writing as well as orally. You should be prepared to travel extensively and you must have a large portion of endurance.

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## Product Managers:

You will be responsible of building up and maintaining our product portfolio, containing products and solutions in the areas Network Operation, Service Provisioning and Customer Management and also Data Warehouse, IT & Systems Management and Customer Network Management.

You should preferably have a few years of experience within the area Telecom Management. If you also have experience of marketing, product- or system management, we see that as an advantage.

We are also seeking you who have good knowledge from Switching, Access and Intelligent Networks.

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Location in Stockholm or Mölndal (for the areas Network Operation and Service Provisioning)

## Secretary:


Our executive secretary is changing her role within Telecom Management therefore we are looking for a secretary who are highly motivated, independent person who wants to work in an expanding, exciting and international environment.

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ERICSSON 

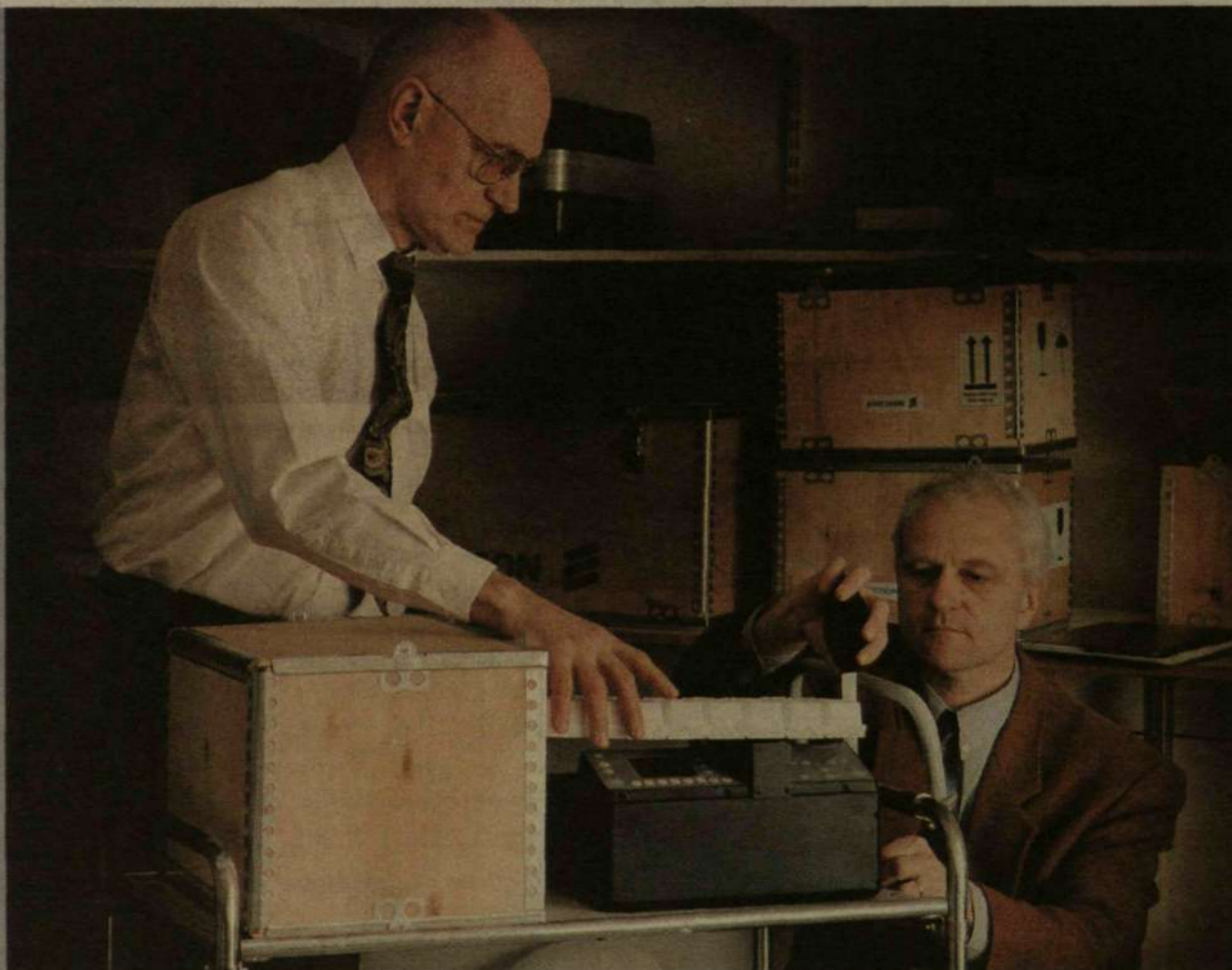
## SUCCESS that can be measured

Successful packaging design is not only measured in inches or millimetres.

Nefab's customers in the fast growing telecommunications industry depend on a supplier who can lead the development of reliable and cost effective packaging concepts. A partner that can provide full service starting at the drawing board.

At Nefab, we get involved at every stage from design through to testing and delivering complete solutions for export and reusable packaging.

Our measure of success is not only to secure safe deliveries but to reduce costs throughout the supply chain.



The packaging company Nefab, established in 1949 in Hälsingland, is market leader in Europe in the area of transport packaging from sheet material and steel. Nefab has subsidiaries in twelve countries of which six have production units.

As of 1997 Nefab has been appointed First Tier Supplier of hard packaging to Ericsson Telecom AB.

# NEFAB

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# One thousand shareholders at Annual General Meeting

Ericsson held its 121st Annual General Meeting at the Berwaldhallen in Stockholm on April 25, 1997. Every seat in the grand old concert hall was occupied. The Stockholm Symphony Orchestra normally performs at Berwaldhallen, but the tone on April 25 was completely different.

Ericsson's executive management reviewed the company's performance during 1996 for approximately 1,000 shareholders at the meeting. There is a total of about 300,000 shareholders in Ericsson. Lars Ramqvist began by congratulating the them all.

"You own the highest valued company in Sweden," he said.

The value of Ericsson on the day of the Annual General Meeting was approximately SEK 240 billion.

The proceedings that followed were along the lines of a more modern Annual General Meeting than shareholders were accustomed to in the past. Short film presentations produced specially for the AGM, accompanied by pulsating music in a fast tempo, showed the audience where Ericsson's current business operations are focused. Gone were the obligatory overhead projection presentations of past meetings.

Everything was presented this year directly via three large computer screens. The audience was also told the average age of Ericsson's more than 94,000 employees today is just over 30 years old. This, accordingly, is much younger than the average participant at the AGM, whose age probably was more than twice that of Ericsson's employees.

## Ericsson's significance

In addition to his review of Ericsson's business operations, Lars Ramqvist also discussed Ericsson's significance to Sweden in general. Among other points, Mr. Ramqvist explained that Ericsson accounts for a surprisingly substantial 13 percent of all Swedish exports today. An absolute record level!

Clearly addressing Swedish politicians and the total internationalization of Sweden, Mr. Ramqvist also declared:

"Sweden's politicians have to



Berwaldhallen was completely filled for Ericsson's Annual General Meeting on April 25th. The Stockholm Symphony Orchestra normally performs at Berwaldhallen, but the tone on April 25 was completely different.

Photo: THORD ANDERSSON

realize that politics are also exposed to competition."

C W Ros, senior executive vice president and chief financial officer, also addressed Swedish politicians by pointing out that Ericsson shareholders who are also subject to capital tax are obliged to pay nearly SEK 2.00 to own Ericsson shares. The tax effects cause the assessment, despite Ericsson's dividend of SEK 2.50 per share.

## Time for questions

Toward the close of the Annual General Meeting, shareholders were able to ask questions of management. Lars-Erik Fors-

gärth, a representative of the Swedish Shareholders Association, was impressed with Ericsson's income performance, but requested that income be reported for the company's various areas of operations.

He also noted that three members of Ericsson's Board of Directors do not own any shares in the company, and asked how they motivate their decision to refrain from investing in Ericsson. Mr. Forsgärth recommended to the three board members that they use their directors' fee to purchase Ericsson shares. He also said it would be a good investment.

Rolf Karlsson, a 40-year veteran of Ericsson's main factory at Telefonplan and a guest at the meeting, was clearly moved as he explained the feeling of bitterness that has overwhelmed his colleagues who, after working for Ericsson for 35 years, have now been "sold" to another company. He asked what had become of the once-famous Ericsson spirit.

Lars Ramqvist explained that he felt the greatest respect for the fate of individual Ericsson employees. "But what are we to do when we can purchase equipment much cheaper from other suppliers?" he asked. "If we don't take

advantage of such opportunities, Mr. Ramqvist said, we won't be here in a few more years."

Others present at the meeting asked about the total absence of women on Ericsson's Board of Directors and their relatively poor representation in higher management positions.

After slightly more than two hours, the Annual General Meeting was adjourned, and guests were served refreshments, while journalists swarmed around Lars Ramqvist for interviews.

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## Ericsson investigates moving headquarters

A lengthy interview in Swedish radio on Saturday, May 3, with Ericsson's president and CEO Lars Ramqvist received a great deal of attention.

The issue of possibly moving Ericsson's head office from Sweden was raised and Lars Ramqvist confirmed that the Board of Directors had assigned him the task of evaluating the placement of Ericsson's executive management and head office.

The main reason behind the Board's assignment is their uncertainty concerning the tax situation in Sweden and the difficulties it creates for Ericsson to recruit foreign executives in the long term. This question was also raised during the interview.

Lars Ramqvist explained that an evalua-

tion of where the head office and the executive management should be located will continue during the rest of this year. This type of an evaluation should be viewed as a normal part of the executive management's job.

Lars Ramqvist's answer to the question whether the head office should be moved from Sweden was:

*"It's no secret that the Board of Directors has asked us to evaluate where the head office should be located. This is in light of the fact that only three percent of our sales are in Sweden."*

*"The owners see the issue of how we will be able to recruit future leaders to Ericsson. Today, the situation is such that it is next to impossible to recruit a foreign employee to Sweden due to tax reasons. So naturally, the owners are saying that perhaps we should relocate outside Sweden, where we do most of our business."*

*"I don't feel that this is an unreasonable question."*

In answer to the question as to whether the plan to leave Sweden is an entirely realistic one, Lars Ramqvist answered that there is a chance this issue will arise and that an evaluation is in progress.

*"I don't in any way want to keep this a secret," said Lars Ramqvist.*

For the past year, a study has been underway at the Ministry of Finance. Conducted by the Minister for Taxation, Thomas Östros, the internal study concerns reduced income taxes for foreign specialists and executives working for in Sweden for a limited amount of time. Similar tax legislation can be found in several other European countries.

PATRIK LINDÉN

## hello there!



Photo: KURT JOHANSSON

Tommy Andersson and Gunnar Nyberg have each been awarded SEK 100,000 for a test mechanism used when developing and designing services for Intelligent Networks (IN). The tool is expected to save Ericsson approximately SEK 1 million per year.

### • Why did you decide to develop the tool?

"We saw the problems involved with the long time it took for trouble-shooting when the services were to be tested. In a worst-case scenario, it may take several days to identify a problem. The process is like looking for a needle in a haystack. The information is there, but the problem was that there was no common way of locating defects."

"By bringing the information up to a higher level and gathering it in a block, we devised a way to find defects faster. You could say that the testing mechanism has provided the technicians with a common language."

### • What are the main advantages?

"The greatest advantages with the tool is that it enables faster testing of IN services by easing the trouble-shooting process. It can be used regardless of platform and for testing of all IN services. It has been used in three projects at the design center for Intelligent Networks in the Netherlands."

"Another advantage is that no extensive knowledge of AXE construction is necessary in order to use it, since you don't have to go very deep into the processes in order to target the problem."

### • What are the direct benefits for Ericsson?

"Seen in a wider product development perspective, it gives shorter lead times and, as a result, faster delivery times to the customer, which of course is the most important benefit. It's estimated that it will save Ericsson at least SEK 1 million per year."

"The tool is in demand by several companies within Ericsson. It will be made into a product and industrialized for further distribution throughout Ericsson."

"It will also be put into Network Intelligence's design infrastructure. It should be fast and easy to access, essentially, no more difficult than accessing a word procession program on a PC."

### • What will you do with the money?

"There will always be a need to fill, but some Ericsson shares are definitely on the shopping list," agree both as they depart to their respective jobs: Tommy Andersson in the Netherlands and Gunnar Nyberg in the US.

LOTTA MUTH

## Broadband across national borders

A suggestion was made to move the Norrköping factory's production of transport networks and access products to England and Italy. This is the end result of the broadband study which was recently completed.

The investigation began in late March. It was initiated in order to obtain a more cost-effective broadband operation within the Infocom Systems business area.

The result of the study shows that there are alternative solutions for the production of transport networks and access products that are more rational than the existing structure in Norrköping.

The proposed changes mean that parts of the operation will be moved to England, where most of the Transport and Cable Networks business unit is located, and to Italy, where partner Marconi's head office is located. This new structure will create greater possi-

bilities of shortening production and delivery times and increase Ericsson's market share in the sector, according to the study commission.

### Assume the challenge

"We need to concentrate the business unit's operations in order to assume the challenges Ericsson is now facing," says Håkan Gustafsson, factory manager in Norrköping.

Approximately 400 employees work with transport networks and access products in Norrköping today. Most of them will be affected by the changes. The plan is to transfer the PDH and SDH products (which are used to increase flexibility of transport networks) abroad. The areas remaining in Norrköping for the time being will be a smaller portion of the broadband operations product assortment, including the cable TV solutions RVS and Loc. How many and which employees will be offered positions in England and Italy is not yet finalized. Co-determination ne-

gotiations between union representatives and management are in progress.

The 400 jobs are included in the 1,400 jobs within Ericsson in Norrköping announced on March 25 as being endangered.

### No surprise

Even though the results of the study came as no surprise to most of the workers in Norrköping, many felt great disappointment and concern when the measures were presented.

The business area's management is increasing its efforts to find acceptable solutions for the portion of the Norrköping factory which manufactures printed circuits and employs 300 (these employees are also included in the 1,400 jobs). The search is on for a partner that can take over the production of printed circuits under the conditions outlined by Ericsson. There are several interested parties and Ericsson's ambition is to sell before year-end.

LENA WIDEGREN

## news briefs

### Ericsson's RDS to Cetronic

Ericsson's operations for RDS products have been sold to the Sundsvall-based company Cetronic. RDS is an under-carrier technology used in ordinary broadcasting networks, including car radios to advise of traffic information.

### Bangladesh will be the 53rd GSM country

On March 26, Bangladesh became Ericsson's 53rd GSM country when the Norwegian-owned network Gameen Phone opened in the Dhaka area. The network had 3,000 subscribers when it opened and by year-end, the operator is expecting to have 25,000 subscribers.

### Number one among students

Among students of both business administration and engineering, Ericsson tops the list as the most popular employer.

This survey result was presented recently in the annual issue of the Corporate Barometer. Conducted by the research company Universum, the

survey asked a large number of students about their future plans and where they would like to work.

Ericsson has been among the top choices on this list for a long time, topping the list among business administrators and engineers last year as well.

### Telia's services on the same invoice

A general agreement has been signed between Ericsson and the Swedish operator Telia for an invoicing system for Telia's Scandinavian operations. Using this system, Telia can gather charges for both fixed and mobile telephone services, as well as data communication on one invoice.

The system will be operational by the end of June.



## Solectron may create new jobs in Norrköping

The American contract manufacturer Solectron, has plans to begin NPI operations in Sweden, which is the process of phasing new products into volume production.

Solectron is one of the two contract manufacturers that Ericsson wants to take over Infocom Systems' printed circuits manufacturing.

If everything goes as planned, there are strong indications that some of the employees in Norrköping will be offered jobs, although it is not possible to say how many at present.

LENA WIDEGREN

## GSM and TACS to China

Ericsson and the Chinese province Hebei's post and telephone administrations have signed an expansion agreement for GSM and TACS for a value of SEK 540 million.

After the expansion, which is the third in a row, the GSM network will cover 160,000 subscribers and the TACS network 370,000.

# Pioneering D-AMPS campaign

The American Standard business unit of Mobile Systems has put together a new international advertising campaign for the digital D-AMPS standard. The campaign differs from past advertising campaigns by focusing on the needs of customers and their customers.

It's also integrated with the same basic message in advertisements, the World Wide Web and printed matter.

The first advertising campaign for D-AMPS was conducted last year, with the objective of announcing development of the digital standard. Today, the company hopes people are aware of D-AMPS, and the current campaign is being conducted in all parts of the world to project

## Facts about D-AMPS

■ D-AMPS/AMPS has over 63 million subscribers. Over 5 million of them are already using D-AMPS, which is the digital standard. All analog AMPS systems can be migrated to D-AMPS.

D-AMPS/AMPS can be found in a total of 90 countries in North America, Latin America, Asia and Eastern Europe, thereby making it the world's most widespread standard.

the D-AMPS image in the marketplace. The campaign also represents something new for Ericsson.

"We are focusing partly on our customers and partly on their customers, which represents a completely new approach," says Lawrence Masle, the man behind the D-AMPS campaign.

The campaign includes four ads, all of which feature a picture and quotation by an operator an end-user.

"We have used this new approach to illustrate our partnerships with customers, while also extending ourselves farther into the marketplace," explains Lawrence Masle, who also emphasizes the importance of using several different information channels to gain maximum market coverage for the campaign.

Media space has been booked throughout the remainder of 1997, but the campaign may be continued into next year. The trade press and daily newspapers have been booked. A brochure has also been produced, "Personal Communications Services. The smart way," as part of the campaign, as well as a new web

site at <http://www.ericsson.se/systems/d-amps>.

In addition, fairs and conferences focused on D-AMPS are being arranged externally and internally with the objective of projecting the same message to all audiences.

"Instead of talking about technology, we are trying to market D-AMPS by talking about how customers can use the system to their advantage, not describing how it was developed and designed," Lawrence Masle concludes.

ANDERS CARLSON



The American Standard business unit of Mobile Systems has put together a new international advertising campaign for the digital D-AMPS standard.

## Media shows critical picture of Ericsson

Media publicity focused on Ericsson and its planned production cutbacks in Norrköping has been overwhelmingly negative. Initially, press and media coverage concentrated on ethics but, gradually, a greater understanding of Ericsson's position emerged. These are some of the findings of a media analysis commissioned by Ericsson between March 25 and April 12.

The analysis shows that publicity surrounding the Norrköping announcement reflected Ericsson in an overwhelmingly negative light. Newspapers and TV reports have consisted mainly of criticism focused primarily on three events: production cutbacks in Norrköping and demonstrations in Norrköping and Spain.

The media focused on the ethical aspects of Ericsson's announcement, with references to terms such as "a fatal blow" to the municipality of Norrköping and employees there, "betrayal" and general cynicism with references to Ericsson's lack of compassion and respect. About 40 percent of all publicity during the analysis period included ethical evaluations of Ericsson.

### Criticism gradually declining

As the publicity began to decline, press criticism of Ericsson also became less severe. On April 3, only a few newspapers wrote anything about the subject and the papers that published critical articles were in the minority. A few days later, several articles expressed understanding for Ericsson's plan of action.

The most intensive reporting came during the days immediately after Ericsson's announcement of cutbacks in Norrköping, March 26th and 27th. The absolute peak was reached on day two, the 27th, when widespread press coverage was devoted to Swedish Prime Minister Göran Persson's statement that he expected help from Ericsson. After the initial onslaught of critical coverage during the first few days, press reports declined drastically before being resumed on April 6th, the day after Norrköping residents staged a protest demonstration. A few days later, Ericsson announced cutbacks in Spain, where some media also mentioned Norrköping and jobs lost there. Some criticism was also directed toward Lars Ramqvist, Ericsson's President and CEO, for his behind-the-scenes role, with articles published on March 11th.



Media publicity surrounding Ericsson's announcement of production cutbacks in Norrköping was mainly negative. Initially, press coverage focused on ethical issues.

Photo: PRESSENS BILD

It's quite common for the press to draw comparisons with other events and companies. In most cases, correlations were made with Volvo's move from Arboga. Several editorials stated that the two events served as examples of a deeply rooted trend in society that reflects a reaction to government policies. Some newspapers, mainly on their editorial pages, blamed the government for what happened in Norrköping. They also held the government responsible for Sweden's unemployment.

Political party viewpoints

Of those people who took a stand in the media, including journalists, persons interviewed and others engaged in public debate, the general reaction was negative. The most unfavorable comments were attributable to employees, private persons and trade union representatives. The most

common players, however, were the journalists.

There was often a clearly discernible line between comments in social democratic and non-socialist newspapers. In the latter, blame was most often placed with government policies, rather than the company. The articles also concentrated on the need to accept new situations, emphasizing a greater need for the labor force to assume more mobility. Social democratic newspapers, conversely, contained highly critical material. They used such terms as betrayal and lack of social responsibility, also blaming Ericsson for breaking its contract with society.

### More coverage on TV

According to the analysis, Ericsson as a media player clearly received more coverage on TV than in daily newspapers, mainly because of TV's approach to news coverage. Representatives of the company were often confronted by players with views in direct contrast to Ericsson's. The trend in TV news features on Ericsson was clearly less favorable than press coverage of the story.

LENA WIDEGREN

## Industrial news

### Telefonica joins Concert

■ Telefonica, the Spanish telecom operator, has joined Concert, the consortium of BT, MCI of the U.S. and Portugal Telecom. Telefonica's new affiliation represents a serious blow to Unisource, the alliance of several European telecom operators, from which Telefonica has now withdrawn.

With its new cooperation, Concert will gain greater strength in the Asia/Oceania region. Its operations now cover 41 countries.

### Cable & Wireless defined more clearly

■ British Cable & Wireless is establishing a new subsidiary, Cable & Wireless Communications (CWC) that includes Nynex Cablecoms, Bell, CableMedia and Videotron.

The companies mentioned above have spent millions of British pounds in advertising campaigns to promote their respective names, but will now be joined under the umbrella of CWC. The new alliance will be the largest cable TV company in Great Britain and, with its 10-percent share of Britain's mobile telephone market, will try to challenge the British giant BT.

### NTT looks to France

■ Nippon Telegraph and Telephone (NTT), the Japanese telecom giant, is negotiating with Cie. Generale des Eaux (CGE) of France in a move designed to participate in a joint risk project in the French market. According to unconfirmed reports, NTT wants 10 percent of the shares in Cegetel, which plans to challenge France Telecom.

### New telephone from Motorola

■ Motorola is launching a new, simpler GSM telephone in Europe, the Middle East and Africa. The d470 telephone model is a sophisticated version of Motorola's older 460 model, with a folding receiver. The new model also offers 180-230 minutes of conversation time or 60-75 hours of answering time. The phone weighs 211 grams, which is much more than the little StarTAC.

### Nortel reports wireless growth

■ Toronto-based Nortel Telecom reported a 35-percent increase in profits during the first quarter of 1997, attributable primarily to success in the American mobile telephone market. Net income for the period totaled USD 112 million, and revenues rose 29 percent, compared with the first quarter of 1996, to USD 3.35 billion.

### Switzerland gets more mobile operators

■ Switzerland plans to open its mobile telephone market to two new operators. According to information released by the Swiss Department of Communications, the new licenses will be granted in conjunction with the enactment of Switzerland's new Telecom Act next year.



"Ericsson's three sausages" form a symbol that is an invaluable asset to the company. Seen here as cufflinks. Photo: PETER GUNNARS

## Ask the Council first!

Ericsson's logotype with its stylized "E," which was unofficially known as "Ericsson's three sausages" when first introduced, is an invaluable asset to the company. Everyone knows what it stands for. Or do they? In the Corporate Visual Identity (CVI) rules for the usage of logotypes and trademarks, the issue of indivisibility has been the cause of more than one transgression through the years.

It can be established once and for all that one of the few exceptions to the indivisibility rule is the lone "E" atop the tower on the head office building at Telefonplan, just south of Stockholm. At this particular spot, there is no doubt as to whether or not the E represents Ericsson. Everywhere else the official logotype consists of the E plus the Ericsson name. The reason is simple.

"The E without the Ericsson name is



The most famous exception, which shows the stylized 'E' behind Ericsson sign, is in fact completely according to the rules. In cases where the connection is crystal clear, such as at Ericsson's headquarters at Telefonplan, the stylized 'E' can appear on its own.

Photo: THORD ANDERSSON

### In cases where the connection is crystal clear, the stylized E can appear on its own

not protected by trademark law," explains Walo von Greyerz, the company's lawyer responsible for the legal aspects of trademarks, as well as chairman of Ericsson's CVI Council.

This Council, which comprises representatives from the business areas and certain corporate functions, oversees the usage of the logotype worldwide and provides advice and assistance when doubts arise.

#### Legal risks

"When the company logotype was first introduced, it was registered as a trademark worldwide, but the E alone could only obtain partial copyright protection, since it was seen as having a very general design," continues von Greyerz. "Therefore, its use contains legal risks. If we always use the E together with the Ericsson name, we can at least keep track of others' misuse of 'our' E."

Profiteers abound. There isn't much stopping counterfeiters who use the widely-recognized logotype for their own purposes. In China recently, consumers could buy a cellular phone bearing a misleading resemblance to one of Ericsson's NMT models, which was labeled "Elite" using a stylized Ericsson E. At this point in time, Ericsson possesses no effective counterfire against such infringements.

#### A symbol is needed

It is definitely a problem that after sixteen years of using the stylized E, it is so closely associated with the company, yet it is not legally protected. Having a symbol

like the Mercedes-Benz star would be extremely valuable, since the need arises often.

"We need a small symbol," says von Greyerz. "We use the E on microchips, since there isn't room for more, and the E is registered as a trademark on microchips in nine countries. We'll have to make do with this for the time being and otherwise refrain from using the E alone on other products and in marketing."

However, this can be difficult at times. There are many temptations built into the little E. For example, why not use it on the buttons on the web page, since there are no clear directives for this new medium?

By offering concise information, Walo von Greyerz and his colleagues in the CVI Council hope to enlighten others on why this type of usage is unsuitable, however tempting it may be. Rules for using the Ericsson logotype on the Web are among the new issues that will be addressed in the revised CVI directives.

#### Rare exceptions

In very rare instances, the CVI Council has actually granted exceptions to the indivisibility rule. But for the most part, they go by the book.

A recent large-scale advertising campaign in a large cellular phone market was recently stopped. In the campaign, words such as "elegance" and "efficiency" were spelled using Ericsson's stylized E, and the words were used as slogans on posters advertising the telephones nationwide.

"It doesn't seem very dangerous, but

### Exceptions allowed

■ There is a saying that to every rule, there is an exception. The observant Ericsson employee, customer or visitor to any of the company's offices has certainly seen a lone Ericsson "E" here and there. They can be found, for example, on the carpets. Use of the E by itself is actually acceptable on permanent fixtures found on Ericsson property, such as carpets, curtains and lamps. The reason is that these fixtures, like the tower at Telefonplan, can hardly be associated with anything other than Ericsson, since they are located on the premises of Ericsson's operations. The lone E may be used on certain promotional gift items, after committee approval.



Walo von Greyerz is the corporate lawyer responsible for trademark issues.

Photo: PATRIK LINDÉN

one wrong move can undermine many years' work and risk prior investments," emphasizes von Greyerz. "All of us in the CVI Council take our appointments seriously. Our directive to protect the company's trademark and the goodwill it stands for comes from the CEO himself, Lars Ramqvist."

An "Ericsson symbol" may not be too far off in the future. A great deal has happened since the logotype was new and unknown.

Many years of consistent and uniform usage has defined the connection between the Ericsson name and the E to the point where future registration of the E as a trademark is much more likely. This is why it is so essential to avoid any mistakes. Just one instance of incorrect usage could impede or delay this process.

"Ask us first! That is my advice to anyone who has an idea and suspects that it borders on the forbidden," says Walo von Greyerz. "Furthermore, no one can use the committee's infrequent meetings as an excuse for not obtaining our opinion. If necessary, we will simply call a meeting to discuss the matter."

KARI MALMSTRÖM

## Concrete improvements

There is a lot of talk in Ericsson nowadays about the changing market, about new customer demands and needs, and how Ericsson must adapt to new situations to ensure its survival. A concrete step in this direction is the series of courses on business economics now being conducted by the Public Networks unit of Infocom Systems.

Upon completion of the courses, all participants know how they can influence the company's profitability.

"The business economic course is like a vitamin injection," says Therese Stengård, who works on a daily basis with AXE product updates at Ericsson Telecom in Stockholm.

"It strengthened my beliefs in the importance of making conscious decisions through the entire life cycle of a product, from its introduction to its phase-out. A great deal can be done in product management alone to influence Ericsson's profitability in the right direction," she continues.

Since they were started more than a year ago, approximately 400 persons from extremely different backgrounds have attended the courses. A deliberate approach characterizes the course of instruction: to spread the main themes of the course to as broad a group of employees as possible.

This includes all professional groups that influence, or are influenced by, decisions regarding Ericsson products.

"The course is a tool we

### Business economic courses

Several different business economics courses are being conducted at Ericsson, including instruction focused on time flows required for products or services to reach customers, the operator's perspective as well as product management and product life cycle philosophies. The latter subject was focused in the most recent course. Approximately 400 persons representing all Ericsson business areas attended business economics courses during 1996, with participants from several subsidiaries outside Sweden, including Italy, England, Norway and Mexico. Several business economics seminars are planned this autumn. Persons interested in taking part should contact Mikael Thulin via memo: ETXT.ETXTNM.

use to give employees a sort of intuitive feeling of how things are connected with each other," explains Mikael Thulin, one of the persons behind the business economics courses now conducted by the Public Networks unit.

"Our roles of responsibility change constantly in parallel with new conditions, which increases the importance of knowing how we can make simple contributions to influence the company's costs, delivery times and quality," continues Mikael Thulin.

The course is based partly on a computer program that allows participants to manage a fictitious company exposed to realistic business conditions. By making various decisions, participants see the immediate consequences on the company. Computer simulation is used in tandem with follow-up work, theoretical instruction and practical applications back at the participants' own units.

### Improvements

Course participants are given assignments whereby they are asked to find examples in their regular jobs that would improve Ericsson's profitability.

Therese Stengård, for example, conducted an inventory of Prim, Ericsson's product database, and its connection with order volumes, to see if the plethora of AXE products could be streamlined. It proved to be a relevant project. Approximately 15,000 products were eventually phased out during different periods, comprising nearly half of the AXE product range.

"Most of the products phased out were system products such as circuit boards, magazines and cabinets that were outdated or out of demand. The fact that they were still registered without restriction codes means they could still be ordered," explains Therese.

### General review

Obviously, the course is not looking only for revolutionary proposals that may contribute to concrete improvements. Ann Teo and Kerstin Stenström, who work for the intelligent network product unit, conducted a fundamental economics course to provide a general review of economic flows in their unit and within Ericsson.

LENA WIDEGREN



Kerstin Stenström, Ann Teo and Therese Stengård have worked with limited resources to conduct projects at their respective departments, projects that have directly or indirectly had favorable effects on Ericsson's profitability. The business economics course was the source of inspiration for their initiatives.

Photo: LENA WIDEGREN

## diary

### Statistical merry-go-round takes a much-needed rest



Photo: ANDERS ANJOU

**Leif Hedenström, corporate controller, is responsible for making sure the correct statistics are printed in Ericsson's annual report. He also keeps track of the legal organization with questions related to company establishments and mergers, questions of who owns what and similar issues.**

**Monday:** Arrived at Ericsson's head office to pick up some material. I left for Kungälv at 8:30 a.m. to look for my cat Sissi that disappeared during the weekend; unfortunately, it's still missing. At 9:30 a.m. I attended a meeting of Navet at Ericsson Radio in Kista. Navet is an advance system for the Netting Center, in which participating companies draw significant advantages during reconciliation of invoices, for example, between various Ericsson companies.

The morning session was devoted to summaries of various situations, for example how many companies are participating, the number of transactions between different companies and similar issues. Two of our largest companies are still not represented (that's bad!), even though the project was started in 1994.

The afternoon was concentrated on discussions about what we can do about companies who still do not take part in Navet meetings. Threats, incentives, or both? Despite corporate directives signed by Weise and Almqvist (Senior Vice Presidents, Corporate Financial Control and Corporate Treasury, respectively) in the autumn of 1995 stating that all companies shall take part by the summer of 1996, some companies are still not represented.

Discussions ended around 5:00 p.m. and I had one hour to get to my soccer match. We won 2-0. When I arrived home, I received a call informing me that Sissi the cat had been found.

**Tuesday:** Difficult to get out of bed due to aches and pains from the soccer match. When I got to the office, I started compiling statistical information for a presentation at the Annual General Meeting on Friday. A new financial report adapted to meet EU regulations will be introduced for the first time, and our new organization will be presented with statistical material. Discussions focused on what should be included and how it should be presented most suitably have been conducted for a long time, but now it's time to make final decisions.

Met a few of the guys at 6:00 p.m. to pump some iron in the cellar. Then we headed for the nearby pool for some swimming.

**Wednesday:** I can definitely feel that my body had a workout. I struggled off to work, where galley proofs of statistical information and the financial report are being circulated in Swedish and English.

Our customary intellectual conversation resumed during lunch. Today, it was focused on which sport has the most participants, golf or boule, and which were the original hubcaps on Volvo's 2.5 GLT.

Finished the day by hitting two buckets of balls at Årsta Golf.

**Thursday:** New proofs and discussions with our contacts at Volvo, Electrolux, Astra and SKF concerning selections of tables for presentations of statistical information. Several emergency measures in preparation for Friday's Annual General Meeting prevented the completion of other jobs. After lunch, our new boss, Johan Fant, introduced himself to the various departments at a joint meeting. Gerhard Weise thanked us all for our hard work on the financial reports. He also welcomed Johan to the team.

The last pieces of the puzzle were put into place in Lars Ståhlberg's office, senior vice president of corporate relations. Tired of figures and numbers, I fell asleep before the sports news started on TV.

**Friday:** While we waited for the Board of Directors meeting to start, final checks were made of numbers and other information. Does the memo version match the paper that was sent out? Do the texts say the same thing in Swedish and English? Cake was served in the afternoon, since our secretary is transferring to another department on Monday. The interim report was released half an hour later - no material errors had been reported.

During the day, several memos and telephone calls were received concerning my article in Contact 6/97, which was released yesterday. Among other topics, I wrote about abbreviations for various Ericsson companies. For those of you who may be interested, I would like to mention that the "trigrams" (three-letter abbreviations) are back on the web under the following address:

<http://www.lme.ericsson.se/> Click on the DC line (Corporate Financial Control's home page) and look for the ECB lists which can be downloaded to any address.

# "Exciting new opportunities in the fastest growing Latin American market. Brazil."

Ericsson do Brazil, EDB, is rapidly expanding its Cellular operations as a result of its leading position in the explosive Brazilian telecommunication market. With more than 22 customers in the D-AMPS/AMPS A-band alone, and new opportunities evolving from the upcoming B-band license process, EDB requires the support of motivated telecommunication professionals. EDB's headquarter is based in Sao Paulo and there are regional sales and support offices across the country.

The general requirement for all positions is fluency in English. Fluency in Portuguese and Spanish is preferred. Both short- and long term contracts will be offered.

Take the opportunity to increase your professional skills while working under demanding, exciting and challenging conditions by applying for the open positions in the following areas:

## **EDB/RM – TECHNICAL SALES SUPPORT & PRODUCT MANAGEMENT**

### **Product Managers for OSS (CMOS) and WIN**

As Product Manager you are expected to perform activities related to the products i.e., execute actions required to make the product available to the rest of the organization, prepare product market plans, hold presentations both internally and for customers, handle market requirements, answer SOC's and develop strategic partnership with our customers.

You should have a B.Sc. or M.Sc. in Electrical Engineering with a major in Telecommunications and should have 3 years experience in a similar position.

## **EDB/ROM – CUSTOMER SUPPORT**

### **System Support Engineers**

As a system support engineer you will provide emergency support (on call), operational support, trouble shooting and software implementation.

You should be Electrical or Telecommunication engineer with 5 years experience in AXE. Strong knowledge in CMS88, PLEX, ASA, RBS, IOG11. You should be able to transfer knowledge to local organization (FSC), deal with customers, work and solve complex software problems. It's important that you are proactive and take initiative without supervision.

### **System Engineers (MSC) for Network Operation & Maintenance**

As a systems support engineer you operate and maintain MSC's, keep track and execute schedule routines. Other tasks are customer care support, network surveillance, dispatch and co-ordination.

You should have a technical education in telecommunication, information technology, electronics or equivalent, 2 to 3 years experience with IT or telecommunication, documented experience in radio communication, experience within maintenance of telecommunication or computer system, good knowledge of general telecommunication and mobile telephone systems especially within installation and NO&M. Experience within Network Operation & Maintenance may replace the formal education requirement.

### **System Engineers (RBS) for Network Operation & Maintenance**

You will work with Operation and Maintenance (preventive and corrective) of RBS, keep track and execute scheduled routines.

You should have a technical education in telecommunication information technology, electronics or equivalent, 2 to 3 years experience with IT or telecommunication. Documented experience in Radio communication. Experience within maintenance of telecommunication or computer system.

Good knowledge of general telecommunication and Mobile telephone systems especially within installation and NO&M. Experience within Network Operation & Maintenance may replace the formal education requirement.

## **System Support Engineers for Customer Support & Implementation (CMOS/OSS/SMAS)**

As a system support engineer you will develop procedures in field support, investigate and solve complex problems both hardware and software. You will provide expert technical support to Ericsson's customers and transfer knowledge within the OSS Field Support Center.

You should have a degree in Electrical Engineering/Telecommunication or equivalent. A minimum of 5 years working in telecommunications/computer industry. Minimum 3 years experience working with Ericsson. Customer Support for CMOS/TMOS/SMAS. Good knowledge of CMS88, data communication protocols and some knowledge in cell planning statistics.

## **EDB/ROP – RF ENGINEERING & RF OPTIMIZING**

### **RF Engineers**

#### **RADIO NETWORK PLANNING**

You will work with radio network planning of Ericsson's CMS88 system, both 800 and 1900 MHz bands. This will include traffic and coverage dimensioning, frequency planning, coverage and interference predicting with Ericsson Engineering Tools. The radio network planning will be addressing both new systems and expansions in existing systems, as well as digital migration planning.

#### **RADIO NETWORK OPTIMIZATION**

You will work with radio network optimization of Ericsson's CMS88 system, both 800 and 1900 MHz bands. This will include analysis of the system's performance through switch statistical data, analysis of the cell plan, drive testing, data post-processing and analysis, search of non-optimized parts, suggestions of improvements and implementation.

We see the unit as a whole and expect to work as a team of dedicated but flexible resources, that will enhance and promote communication and exchanges between the groups. You are therefore specialized in one of the fields mentioned, but see the opportunity to broaden your knowledge and experience.

For both of the positions mentioned above we require at least 3 years experience, in either Cell-planning or Tuning/Optimizing of Cellular systems (preferably D-AMPS/AMPS). You have a B.Sc. or M.Sc. in Electrical Engineering, Telecommunications or equivalent. A broad international experience is an asset.

## **EDB/RI – IMPLEMENTATION SYSTEM**

### **Switch Test Engineers**

A switch test engineer provides high-quality testing of AXE switch equipment to include integrating mobile cell sites to the switch background performing data transcription implementation.

You should have two years experience of testing AXE hardware/software, ability to travel extensively and have knowledge of D-AMPS/IS 136 technology.

### **Switch/RBS Installation Engineers**

As a switch/RBS installation engineer you make plans, implement and supervise the installation of the switch (AXE) and RBS equipment in customer facilities. You must be able to work with quality standards and provide quality control check and

progress reports. You must be able to read and understand Ericsson AXE documentation.

You should have two years of experience in telecommunication and installation of the AXE and have the ability to travel extensively. A valid Driver's license required.

## **RBS Test Engineers**

You shall be able to test and commission radio base stations. This includes performing system/acceptance testing of digital interfaces, microwave and auxiliary Systems. You shall also be able to use TEMS for coverage and hand off verification.

You should have one year of experience in RBS 884 testing, an ability to travel, valid driver's license and knowledge of D-AMPS/IS 136 Technology.

## **Transmission Engineers**

As a transmission engineer you plan, implement and supervise the installation and test of all types of transmission equipment, e.g. Mini-link, HDLSL, cross-connection SDH and etc. You shall also be able to test the Access Network.

You should have 3 years experience in transmission equipment and an ability to travel.

## **DT Engineers**

Provide engineering with support of the switch integration and create I-Modules.

You should have 3 years experience in DT environment for D-AMPS/AMPS system. Knowledge of DT tool such as PC-Comreg, C3fast, Compose and DTSS. A valid drivers license required.

## **RBS Site Engineers**

As RBS site engineer you shall be able to perform site investigation, quantify and allocate the indoor and outdoor equipment, interconnection and produce RBS installation manual (C-Module).

You should have 3 years experience in D-AMPS/AMPS RBS and/or transmission equipment such as SDH, HDLSL, DXC, Mini-Link, etc. Knowledge of Word, Excel and ability to travel. Drivers license mandatory.

## **Switch Engineers (MSC)**

As a switch engineer you do the planning and implementation of switch installation projects, mechanical installation of switching, transmission, power, necessary cable ways, cable manufacturing and produce MSC installation manual (C-Module).

You should have 3 years experience in MSC site engineering concerning D-AMPS/AMPS systems. Knowledge of Word, Excel and Please. Driver's license required.

## **Please send your application to:**

Ericsson Radio Systems AB  
KI/ERA/AHS Kerstin Malmgren  
164 80 Stockholm

or to the mailbox at EDB, Brazil:  
BRA.EDBEXPA

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Ericsson's 90,000 employees are active in more than 130 countries. Their combined expertise in fixed and mobile networks, mobile phones and infocom systems makes Ericsson the world-leading supplier in telecommunications. You can get more information about us on our homepage [www.ericsson.se/SE/](http://www.ericsson.se/SE/)

**ERICSSON** 



Roland Bröms may be born and raised up in Arvidsjaur in the Swedish north, but that doesn't mean he enjoys the rather frigid Swedish climate. He had already decided back in 1963 that he and his wife Margot would quit Sweden for warmer climes. Roland is a man who relishes responsibility and authority, and who knows how to carry out successful projects. Since 1984, Roland carries out project management assignments for Ericsson.

## Overseas project management: a way of life

**E**ricsson's second-largest project ever, the now almost legendary Malaysian network-construction project – this was Roland Bröms' first Ericsson assignment. Since then, he has had many more. Nowadays he says he wants to take it easy and wind down a little – so, the family has settled down in Greece, and Roland works from there. The idea is that he'll work on some current Ericsson projects there, and make the knowledge he has accumulated through long experience available wherever it may be needed.

"I've never had as much to do as I have now," says Roland, apparently not the slightest bit displeased about it. "There are several projects going on in Greece. I recently had a look at a fiber project under way in a number of Arab countries."

### Caught on the fly

In a few hours, he'll be on a plane back to Greece. It is something of a miracle that Contact managed to get ahold of Roland Bröms on home turf in Sweden at all. It's cold and windy on the day we meet. Roland's suntan contrasts sharply with the sluggishness of the early Swedish springtime.

"This job is a way of life," he says. "Before Ericsson, I was working for the UN, for NCC, VBB and LAMCO. During that period, we lived for several years in the Middle East and Africa."

Roland has worked mainly in English,



Sweden served up rugged April weather during Roland Bröms' whirlwind visit to Ericsson Business Networks in Sundbyberg (Stockholm), where he was temporarily stationed for a few days. Photo: ANDERS ANJOU

but at times he has also had to use German, French, Spanish and Swahili.

"I have met a lot of Ericsson people over the years, and I was contacted in late 1984 about the Malaysia project. I am basically a construction engineer, and I knew practically nothing about telecom. However, I knew how to run projects."

It was that skill that Ericsson was after. The Malaysia project – worth at the time about SEK 2.5 billion – was a textbook example of how to carry out a large-scale turnkey project," Roland relates.

In 1992, finally everything was ready in Malaysia. However, by then, Roland was already in Thailand, fully occupied with new assignments.

### Coming in to the cold

In the middle of the Thailand period, Ericsson landed an important and interesting project in eastern Germany. The pot contained DEM 100 million. The assignment was to expand the telephone network, and it had to be done quickly. Roland was sent on loan from Thailand and landed in Dresden.

"It was cold!" he recalls, shivering at the memory. "The ground was deeply frozen, which delayed the project a month. But it was an important deal for Ericsson and I was given solid support by the organization in Sweden and the business-area manager at the time, Lars Berg, when I had to get ahold of qualified personnel to get the job done."

And apropos of "business area:" back then, it was called Business Networks. Previously, Network Engineering had merged with Cable; before that, it had been a separate business area. A lot of organizational water has passed under the Ericsson bridge since then.

### Still the same job

Today, Roland's business area is called Infocom Systems. However, those working in the field, in network construction, view reality from another angle, so to speak. The job is the same and the challenges are the same, regardless of any organizational changes.

"It's a matter of construction work," says Roland. "You still have to dig, you still have to mix cement and use machines. It's possible to rationalize certain aspects of the work, but not all. IT development has speeded up the flow of information however, and given us better support systems."

Back to Thailand, Roland simultaneously heading a World Bank funded project



Warm countries are Roland's true element. Here in Thailand, many new telephone subscriptions have been added under his supervision. Photo: TOIVO STEEN

in Laos for a certain period, and subsequently being engaged by the Ericsson Business Networks project section of the home organization.

He calls himself a problem-solver – someone who looks at things in a new light and can provide assistance where it's needed, without a lot of preconceived ideas.

Naturally, it takes more than wanderlust and curiosity about other cultures to be a successful project manager. So, what are the essential characteristics?

"You have to be good at handling people, creating a pleasant atmosphere. You have to be able to get others to work according to your own plan of action. I have always been careful to inform people thoroughly and not forget to think in economic terms. A well-done project is also one that is profitable," says Roland Bröms. Then, he suddenly changes tack:

"Actually, it's often a pretty thankless job. Lots of problems, and sometimes it's not easy to get understanding for them. You sometimes ask yourself: Why do you do it? For the element of surprise, maybe. You never know what's going to happen – every day is different. I have also felt appreciated by Ericsson, which has made it easy and fun to keep at it."

Having a family that is as open and willing to travel as he is, has of course been a plus. His daughters Sandra and Paula are now grown up and living in

Sweden and the U.S., respectively. Having grown up in many countries and gone to international schools has been a great advantage. As a matter of fact, today, the family runs a small business, providing help with translations and other cross-cultural activities.

"We have always tried to make friends with the locals. My wife Margot is very outgoing and good at making friends. In our free time, we play bridge, golf and tennis," Roland relates. At the same time, we have one foot left in Sweden. Margot is from the province of Blekinge in Sweden, and we have a cottage there where we stay off and on during the summer. But, for sure, our having been away for a long time shows – for example, in conversations and arguments with relatives and old friends."

The brief visit to Sweden is drawing to a close. Back home in Greece, Roland has as project waiting for him involving the placement of fiber cables alongside a railroad, another project involving a new airport in Spata, outside Athens, and an MD110 project for the Greek defense forces. Roland Bröms is ready to dig in.

KARI MALMSTRÖM

# A monopoly on its way to extinction

Following in the footsteps of the United Kingdom ten years ago, France is headed toward deregulation of its telecommunications sector. As of January 1, 1998 the historical monopoly enjoyed by France Telecom will come to an end. But even a year before complete exposure to competition, there already exists several breaches in its monopoly, especially in cellular networks which has seen the rise of SFR (second largest French mobile network after Itinérís, France Telecom's cellular network) and, more recently, Bouygues Telecom. There are also the so called "alternative" networks that have been open to the competition since July, 1996.

Over the past several months MET, the French subsidiary of Matra and Ericsson, has been responding to numerous calls to tender coming from new operators seeking to position themselves in France Telecom's market. From this vantage point, MET has an opportunity to scan the market horizon and to evaluate tomorrow's players.

The term 'alternative infrastructures' refers to infrastructures owned by enterprises other than the historical operator, i.e., France Telecom. The liberalization of alternative infrastructures has meant the opening up of transmission service to competition. Prior to July, 1996, France Telecom alone was allowed to deploy and offer transmission facilities (leased lines). Naturally, the first to be interested in this liberalization were the network owners who included the SNCF (French National Rail System), the RATP (Parisian Metropolitan Transit Authority) and Paris Airport Authority (the ADP was granted an operator license this



The new salesteam, from the left: R. Samper, A.M Persoud Di Marzo, L. Vauclin, F. Coneau, M. Marciguy, N. Rey and A.Perez.

summer to put it on the information highway).

Added to this exclusive club are the toll-road companies (Sanef, Cofiroute...) and the EDF (French Electric Power), who is a key player in this new market. With a network of almost 30,000 km of telephone lines of which over 6,000 km are optical fiber, the SNCF is forecasting a FRF 10 billion turnover in the telecom sector within six years. The SNCF is already offering some interesting solutions of its own. In the north of France, for instance, it is providing SFR with transmission paths.

#### Not an isolated case

This is not an isolated case and, moreover, should become a trend. Identical situations are found already in Europe. For example, in Germany in July 1996 Deutsche Bahn (German National Railway) signed an important agreement with Mannesmann Industry who manages a consortium that includes the American company AT&T and the European company Unisource. The terms of the agreement give the latter 40,000 km of telephone cable running alongside the railways. The new entity - DBKom - plans to invest FRF 10 billion over the next five years. The objective: a DEM 4 billion turnover by the year 2000.

On its side, the French SNCF recently created a telecom subsidiary (Telecom Développement) that inherits some extensive know-how thanks to AFT (Railway Telecom Authority) which manages over 300 PBX's for SNCF's internal needs. Two types of activity are being targeted by the national company:

- 1) providing transmission facilities to new operators (leased lines at competitive prices compared to those of France Telecom).
- 2) services to enterprises (PBX connections) or to residential areas (long distance services).

The doubling of its fiber optic network within the next three years is also part of the plan. "Any new operator needs to link his switching nodes together" points out Laurent Vauclin, manager of MET's New Operators Service. But the current regulations prohibit any operator (except for France Telecom and a few specific isolated cases) from running their own cable. The new operators find themselves constrained and, consequently, must lease lines from France Telecom to overcome the limitation.

The SNCF and CGE (French Water Company) reveal their ambitions

Those who are now authorized to rent out their transmission networks, besides France Telecom, are those who already have deployed networks for their own use. This is precisely the case for the SNCF who possesses a cable network along its railways to its stations. "Here lies the true value of the SNCF network," states Laurent Vauclin, "since the rail corridors belong to them, they are free to install their own cable there. In fact the

munication and is currently testing cable telephony services in Nice.

CGE formed an international alliance with BT. According to Laurent Vauclin, "Today, CGE's strategy involves aggregating its telecom activities so as to give a coherence to the investments already made. CGE's ambition is to become the second largest operator of fixed networks in France. This will necessitate heavy investment that can benefit all the subsidiaries."

On the foreign side, MFS (Metropolitan Fiber System) stands out among the non-French operators. MFS is an American company from Nebraska created in 1987 and established in France in 1994. The company has been rebaptized MFS Worldcom since its merger with Worldcom, the fourth largest American long distance operator. In June 1996, MET installed its first switching unit provided by

## 1998 the historical monopoly enjoyed by France Telecom will come to an end

SNCF's goal is to create a network of long distance services through its telecom subsidiary. Its development plan spans from 1997 to 2003, with, of course, 1998 a key date."

#### Schematic different

For CGE (French Water Company), the schematic is a little different since, strictly speaking, there is actually no new operator. Through several of its subsidiaries CGE has regrouped all its telecom activities in CEGETEL. CGE has already acquired thorough experience. It is also present in video cable networks where its subsidiary is the second largest cable operator in France after Lyonnaise Com-

Ericsson to MFS who, according to Laurent Vauclin, "is particularly interested in a niche market, for instance, financial institutions, banks, stock exchanges, etc. In Paris they deployed their own cable network between La Defense and the city center, having obtained authorization from the city of Paris to run cables in the sewers and along the RATP metro railways."

#### Golden Triangle of Paris

In May 1996, MFS actually opened the first alternative telecommunications network within the Golden Triangle of Paris' financial district (Etoile, Opera, Bourse). Twenty kilometers of fiber optic

cable has been installed linking nearly a hundred office buildings. Presently French regulation does not allow the American operator to sell its services outside restricted groups of users. At the moment MFS contents itself with linking different branches of the same company as well as those companies that have shared a common activity with the company for several years.

In the short term the operator plans to expand its network to 25 financial districts in Europe and 75 in the world by 1998. Its network consists of fiber optic local loops operating with ATM (Asynchronous Transfer Mode) equipment and frame relays. The proposed services are mainly high volume local network interconnections.

Besides MFS there are other foreign operators such as BT, Italy's TMI (Tele Media International), Cable & Wireless, Graphnet, RSL (Ronald S. Lauder) and Colt. The latter two have already started implementing in France.

#### Increased calls to tender

Throughout 1996, MET has responded to several calls to tender which involve simple RFI's (Request for Information), a technical answer attached to a budget evaluation without financial engagement, and RFQ's (Request for Quotation) which consist, simply, in establishing a very detailed quotation engaging the Company.

Among these calls to tender coming from the various operators (SNCF, RSL, MFS, etc.), one is still on-going for MET, which is particularly important: that of Cégétel, the telecommunications center of CGE. "Our trumps are real," states Laurent Vauclin, "BT has chosen Ericsson solutions within its own network in The United Kingdom and, at a world wide level with Concert". The proposed MET solution guarantees a complete compatibility of services that presently BT/Concert offers to the European region. Moreover, the regular inclusion of MET at meetings at Cégétel has created a privileged relationship."

"Our local capabilities (manufacturing, installation, etc.) as well as all our customer support services in planning, operating, and maintaining customer networks constitutes an additional trump card. Our technical expertise in French specifications is also important, especially regarding interfaces with the France Telecom network and access interfaces."

"Overall, we can rely on Ericsson's experience worldwide and on our references in the area of intelligent networks, Centrex, or more generally, AXE. This is essential, for we possess the experience, through Ericsson, in deregulation obtained in The United Kingdom, Sweden, United States, and Australia. We frequently have Ericsson experts come from different countries to explain the solutions set up to answer problems created by deregulation (number portability, equal access, etc.). This assistance has been greatly appreciated by the new operators and especially by CGE."

As of mid-November, MET has been retained on the "short list" by Cégétel for the on-going call to tender and, more recently, by Telecom Development (the subsidiary of the SNCF, specialized in telecommunications). To ensure its success with new operators, MET has developed a product specific strategy for its customers. This strategy is based on a standard AXE platform (thus benefiting from all of Ericsson's services), on which are integrated the French specifications necessary to any operator desiring to develop activities in France.

LAURENT ROULLOT



Photo: PRESSENS BILD

It is early in the morning. The Paris traffic races around the Place de la Bastille. A few blocks away, at number 16 in the narrow rue Claude Tillier, we find

Technivox, one of the 350 independent French telecom distributors in the business communications field. In France, competition is cut-throat between the mar-

ket's major players – Alcatel, Matra, Siemens and now again, as of the past few years, Ericsson, which has rejoined the battle with vim and vigor.

# Technivox in the battle for the market

**P**aris: the most densely populated region in Europe. In this region alone, Ericsson is represented by some fifteen distributors.

"There are terrific business opportunities here," says Vincent Charpin, 31-year-old president of the 25-man-strong Technivox organization. "But economically speaking, it's hard times in this country. You've got to use your imagination and come up with new approaches, if you want to hold on to your market share and possibly expand it."

Like most of the competitors, Technivox represents two trademarks. Apart from Ericsson, the company also sells Alcatel. The positions of the two trademarks varies by a hair. Generally, they're about even. Price pressure on service is currently very heavy. The company has rationalized its routines as much as possible, to be able to offer customers attractive deals.

## Ericsson in the office

For its own office, Technivox uses the new, French-designed, little MD32 Ericsson exchange. The white Ericsson telephones are the first thing the visitor sees on entering



Vincent Charpin, head of Technivox, poses readily with the latest Ericsson telephones and a collection of older French models for business communications.

the sparsely furnished reception area. Valerie Leger, the company's anchor – combining the roles of receptionist, president's secretary and quality controller – welcomes visitors.

Technivox is primarily orientated toward the smaller companies in Paris and its surrounding areas. The great majority of them are privately owned companies, mainly in the financial, industrial and media sectors. The well-known Elle magazine is a typical customer.

For a small, independent distributor, it is next to impossible to break into the public sector.

Most of the systems sold include between twenty and sixty extensions. A hundred lines means a good deal and two hundred means a large deal. Most of the company's sales are in the BusinessPhone area, which offers systems including up to two hundred extensions. It is not unusual for Technivox to carry out business deals involving up to six hundred lines, sometimes even more. Here, the new MD90 fits in perfectly.

## DECT on the move

Vincent Charpin and a few colleagues were in Stockholm recently, in conjunction with the presentation of this advanced PBX which offers most of the services required by demanding customers in compact form. France is the first market for this product.

"The advent of a powerful alternative is long-awaited event," he says. "The MD90 is a highly competitive addition to the product line-up."

Recently, Technivox sold an extensive DECT system. The customer's operations involved a large logistics center – more than forty thousand square meters. Thanks to Technivox and Ericsson, that customer can now manage their telephony needs by wireless equipment. The demand for wireless telephony is increasing constantly. Here, Ericsson has a clear head start in the market.

## Staff-members few but capable

"We may be small but that doesn't mean we see ourselves as some kind of run-of-the-mill computer salesman. We listen to what the customer needs. Then, it may be appropriate to suggest a solution involving either Alcatel or Ericsson. This enhances our credibility. We let the customer's needs determine what kind of product we offer. Regarding Ericsson, the Company's strong

## Independent distributors in France

■ S.A. Ericsson is the Ericsson Company's main business-communications channel in France. A major proportion of Ericsson's sales are conducted through independent distributors like Technivox. Ericsson has contracts with 75 companies throughout the country. It is the only way to achieve large sales volumes cost-effectively.

The local company focuses on larger customers, such as Renault and Nestlé, to which it offers customized communications systems within the Consono framework.

position in mobile telephones gives us more wind in our sails."

How do they manage to run such a sophisticated operation with only twenty-five people? Vincent Charpin's secretary Valerie Leger is his right hand. The sales team consists of six people, of whom four are salespeople, one is a secretary and the sixth, a new recruit, Nageate Sanqih, carries out telemarketing.

On the telephone, Nageate, from Morocco, uses the pseudonym Carole Leroy. She is highly skilled in conversing with potential customers. Together with her supervisor, she designs strategy – who should be contacted and what should be emphasized. First, she books appointments for the four salespeople. This lightens their load so they can concentrate on their primary task, that is, maintaining customer relations – not knocking on doors.

The model seems to be working out well. Carole dispatches about sixty calls a day. They result in about three serious meetings a day. Of these, about a half eventually develop into offers, of which one out of three turns into a deal. Last year, Technivox had sales of FRF 15 million. With the new sales technique, they're already aiming at slightly more than FRF 20 million within the current year. But, the economic situation is hard to manage, as is the competition situation.



One person is in charge of inventory and spare parts, and one handles technical inquiries. Four people take care of administration and financial aspects. Five people are on installation and service. Under the leadership of Technology and Service Manager Jean-Marc Olekhovitch, a complex schedule has been established, enabling the company to serve customers round the

clock if needed. Mobile phones are naturally an essential tool here. The president has to divide his time between all of the areas.

"My goal is to have one customer meeting per day. Roughly speaking, a quarter of my working time is spent on selling, an equal amount on technical issues and an equal amount again on administration. The remaining part is taken up by my more offi-

cial commitments as company president – for example, representing the company in the ETSI telecom organization."

## Long working days

Vincent Charpin lives with his family just outside Paris. It takes him slightly less than an hour to get to work by car, and he arrives just after eight in the morning.



Valerie Leger greets visitors at the modest entrance to Technivox in the rue Claude Tillier in central Paris.



Jean-Marc Olekhovitch, Technical and Service Manager, is available round the clock to help customers.

On the particular morning when Contact had made an appointment to meet him, he got caught in traffic after having delivered his one-year-old daughter to her grandmother, and was delayed.

The terms for the small businessman are tough. Vincent is rarely home before nine in the evening; however, he makes a point of seeing his children as much as he can, and makes sure he doesn't work on the weekend.

During his previous career with Alcatel sales organization in the U.S., he got to know the American culture.

Why did Vincent Charpin make the move from Alcatel to Technivox? Until two years ago, the then fourteen-year-old company was led by Charpin's father, Alain Charpin. When the father died unexpectedly in March, Vincent was on a business trip to the U.S.

"I decided then and there to turn over a new leaf, take over responsibility for our twenty-five employees and lead the company," says Vincent. "I have never regretted that decision. However, I'm not sure I'd do it again if I knew what was involved. The toughest period is now behind us, and we can set our sights on the future."

TEXT AND PHOTO: THORD ANDERSSON



Carole Leroy, tracking potential customers by telephone.

# Simpler information processing

After four years in the making, Futurum is finally ready. The new system that processes product information much more effectively is already in use at Ericsson Microwave's factory in Borås, and response is positive.

Magnus Koldemar at Ericsson Microwave in Mölndal has been working to develop Futurum for the past five years. He had some help in the early stages, but he has driven the major portion of the project, which is intended to simplify processing of product information in Prim, entirely on his own.

"It has been an intensive project," says Magnus Koldemar. "I have been on my own most of the time, having the roles of both brainstormer and chairman at the same time. Of course I've been able to test my ideas against others in the company, but knowing what I do now, I would have preferred working under a more formal control group."

Prim stands for Product Information Management and could be described as the core of Ericsson's operations. The system contains specifications of all the products Ericsson handles, from the smallest screw to an

entire AXE switchboard. When an engineering department has developed a new product, all data on the product is fed into Prim. The parts are listed in a product specification that is used as a platform for both purchasing and manufacturing.

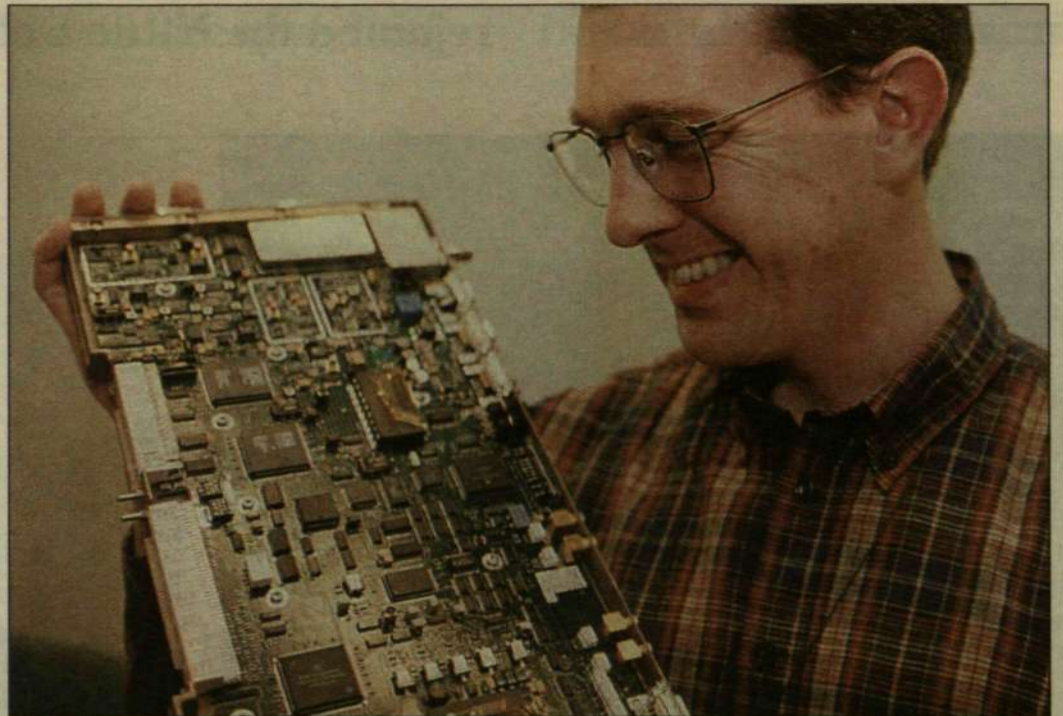
## Eagerly awaited tool

Futurum simplifies the processing of the structures in Prim. Using the new UNIX-based Primatool, engineers are relieved of the tedious job of inputting data on their new de-

## Futurum – a tool that eases information processing

signs by hand and, most importantly, they no longer have to consider the order in which information is fed into Prim.

"Engineers have previously been limited by the production technicians' wishes when developing product specifications," explains Magnus Koldemar. "Futurum allows Prim to work more like a database. Engineers can input information without having to sort it first, and the production technicians in the factories can, in turn, specify how they would like it presented."



Magnus Koldemar has spent four years developing Futurum and can now proudly display favorable end results. The reactions have been positive at Ericsson Microwave's plant in Borås, where the new product handling system is in use.

Photo ANNA REHNBERG/KAMERAREPORTAGE

Tord Swedberg is a production technician at Ericsson Microwave's factory in Borås, where Futurum has been in use for the past two months. He is very pleased with the new system.

"Futurum has several advantages. For example, we can choose to divide the product

specification into sections for some of the of the printed circuits we manufacture. We can also produce longer series of semi-manufactured items, thereby minimizing the cost of retooling the machines," says Swedberg.

The Mobile Systems business area is in the process of imple-

menting the Futurum concept. Parts of the system are already in use at Ericsson Raynet in California and at Microwave Systems in the Netherlands. Several company units outside Sweden have expressed interest in the System.

NICLAS HENNINGSSON

We definitely agree.



## SMALL SIZE AND EASE-OF-USE ARE ASSETS IN EVERY BUSINESS.



The NetHawk GSM Analyser is the easiest analyser in communications. The lightest weight, clear real-time analyses on screen, powerful filtering and triggering capabilities, and the MS Windows®-based user interface are some of the unbeatable benefits of the NetHawk Analysers.

Anyhow, small size and powerful performance aren't the only features NetHawk and Ericsson have in common. NetHawk GSM Analysers support the Ericsson O&M Abis protocol. On the other hand, several units of Ericsson in Sweden, Norway and Finland are using NetHawk Analysers and Simulators, even at this very moment.

Contact us! Let's talk more about small but powerful things that can make your work much easier.



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## "I want to change my world"

For the past four years, Ericsson has cooperated with the Royal Institute of Technology (KTH) in Haninge, near Stockholm. One ob-

**haninge** jective of the cooperation program has been to secure future supplies of skills and expertise.

Among other ventures, Ericsson sponsors a one-year AXE course at KTH. Every year, about 10-12 "AXE experts" from the school join Ericsson.

The company also takes an active part in job recruitment days organized by the school.

At the end of March, KTH hosted one of its recruitment fairs at a so-called "Marketing Event." Approximately 1,000 future engineering graduates were on hand to establish contacts and get to know some of



The lucky winner was Ulrika Ziverts, a 22-year old computer engineering student at KTH.

"the companies of the future." Ericsson Telecom Sweden was represented by an exhibition and staff personnel. Throughout the evening, inquisitive students streamed through the exhibition stand to learn more about Ericsson. Personnel from Ericsson Telecom Sweden, in turn, seized the opportunity to ask what the students look for in a future employer.

Gert Svensson, a 29-year old telecom student at KTH, described his aspirations as follows:

"My dream job is to design customer-oriented communications solutions. A good employer should guide its employees in the right direction."

So what are your opinions of Ericsson?

"I have worked for Ericsson Radar Electronics in Kista in the division for export line systems. It was great job. That's the type

of unit I'd like to work for when I graduate!"

A contest announced by Ericsson also attracted a large number of students. The first prize was Ericsson's latest mobile telephone model, the GF 788. About 100 students crowded into the exhibition stand to fill in questionnaires and answer the question: Why do you want to communicate via Ericsson telephones? The lucky winner was Ulrika Ziverts, a 22-year old computer engineering student at KTH. Her answer to the question: "Because I want to change my world." An extremely happy Ulrika continued:

"Is it really true, can I keep this? I can't believe it," she said, proudly showing her prize to friends and colleagues.

"It's so small, absolutely fantastic! Thank you very much."

JOSEPHINE EDWALL  
-BJÖRKLUND



About 1,000 future engineering graduates were on hand to establish contacts and learn more about the "the companies of the future."

## New method for technical information

Documentation is an important part of a technical procurement. Ericsson Hewlett-Packard Telecommunications, a joint risk **the intranet** company, has developed a new method designed to achieve improved and more uniform technical information. A method they are happy to share with all of Ericsson.

The quality and structure of documentation became an important issue in Ericsson during the late 1980s, when the company made its breakthrough in the American market with AXE, and customers in Bell companies placed stringent demands on technical information. Stefan Dyfvermark, manager of a unit for technical documentation in Mölndal, was assigned the task of devel-

oping documentation methodology that would meet the American demands.

The task has been a tough challenge for Stefan Dyfvermark and his staff for the past several years. He has been assisted by several other Ericsson employees, including Lennart Söderberg, Peter Estelius and Ernie Harper.

### Two products

Their efforts have now resulted in two products that are available throughout all of Ericsson - a manual and a method package. The manual, entitled "User Documentation Guidelines," describes how a department should proceed with work involving technical information. The method package, "TMOS Docware," contains instructions and frameworks that can simplify the lives of technical information personnel in Ericsson and, not least of

all, reduce lead-times. In addition to the obvious advantages for information personnel, the method also offers considerable benefits in the form of higher product quality.

Throughout the project, all persons involved eventually realized the importance of implementing technical information at an early stage of development work, as well as the significance of work performed by technical information personnel. Technical writers comprise a professional category that should ideally combine writing and computer technology skills with sound knowledge of the world in which end-users live and work.

GÖRAN HOLTZBERG

Footnote: You can access the method on the intranet at the following address: <http://www-ehs.aom.ericsson.se/>; then select TMOS Docware under the heading TMOS.



Since we received the TickIT certification, we maintain even higher standards in our software design," says Mikael Svensson, quality manager at Ericsson Software.

## Ericsson Software certified by TickIT

Ericsson Software in Karlskrona recently became the third Ericsson **karlskrona** company to be certified in accordance with TickIT, a statement of very high quality by a narrower standard designated for software companies.

"During an audit by Det Norske Veritas in December 1996, we received several less-than-favorable comments," explains Mikael Svensson, quality manager at Ericsson Software. "They concerned our methods for protocol documentation. We also received comments about the contents of specifications for projects, as well as criticism about the way we wrote agreements with our subcontracted consultants."

Ericsson Software, a company with about 700 employees, quickly corrected the situation, however, and turned it into something positive.

"At the end of March, we reported our corrective measures, of which all received im-

mediate approval," continues Mikael Svensson.

TickIT is an "interpretation" of ISO 9001, which actually does not represent a higher standard. Its demands, however, are adapted to software companies and the auditors have special skills in this particular area.

### New demands

The approval of Ericsson Software will be noticeable in the company's new method for writing protocols.

"We have also assumed new demands in terms of tracking design and test documents back to the demands we receive from our customers."

Erlang Systems in Kista, which has been part of Ericsson Software for the past year and a half, also met all TickIT requirements, even though the company was not ISO-certified.

"Erlang Systems came under pressure immediately, but emerged with flying colors," concludes Mikael Svensson.

SUSANNA ENGSTRÖM

## MiniLink in 90 countries

It's full-speed ahead at the MiniLink factory in Borås. Ericsson Microwave Systems will produce 20,000 MiniLink models in Borås during

**the world** 1997. Production of various

outdoor and indoor units for radio links is now conducted in an assembly line procedure, but also in complete accordance with special demands and wishes of individual customers.

Volume growth for MiniLink parallels the rapid development of mobile telephony in all parts of the world. More than three million new mobile subscriptions are added every

year. Ericsson's MiniLink is now installed in 90 countries.

Since 1995, when the company manufactured 6,400 links, annual production has increased by more than 230 percent. Forecasts for this year indicate production of approximately 25,000 MiniLinks.

### Working like never before

Employees at the Borås factory have worked at a sort of construction site for the past several years, as the factory has been expanded continuously in parallel with the growth of MiniLink sales.

After a few tough years, however, a calm has descended over the plant and its personnel, and radio links are now being produced like never before.



# Festival of the Sciences

The International Festival of the Sciences was held in Gothenburg, Sweden during the last week in April.

**gothenburg** The festival was arranged to illustrate the connection between science and everyday life through popular science activities. Several companies, museums, universities and institutions conducted open houses and other activities throughout the city.

Ericsson Microwave Systems invited high school students and teachers during three days of the seven-day festival. The theme was based on microwaves, and the program was conducted for 2-3 hours daily. In addition to conventional pre-

## Link between the sciences and everyday life

sentations and an exhibition, high school guests were also introduced to representatives of management and afforded opportunities to "work" with authentic equipment.

"We brought along some production equipment, which hopefully will make our work more concrete and comprehensible for young people," said project leader Magnus Nordell.

Ericsson Microwave Systems, one of the festival sponsors, also had a stand in the Gothenburg City Museum and another in the Östra Nordstan commercial center, in addition to several presentations.

The Edinburgh Science Festival has served as a model for the festival, with the exception that Gothenburg also opens its doors to industry. The overall objective of the festival is to increase interest in technology



Ericsson put on a show during the Festival of the Sciences, including several panel exhibitions to attract visitors.

Photo: CICCIO JONSON

and technical educational pursuits among the public in general and young people in particular, and to project an image of Gothenburg as a university city in a region characterized by many knowledge-intensive industrial companies. Researchers and university students are important target groups, but the organizers emphasized that other visitors and guests can also enjoy the activities without any

advanced technical knowledge. The organizing committee includes the University of Gothenburg, Chalmers Institute of Technology, the Municipality of Gothenburg and the Chamber of Commerce of Western Sweden. In addition to Ericsson, other major companies in the festival included Volvo, SKF, Astra, Telia and several local companies.

BRITT-MARIE WIHDÉN

## A small campaign for Ericsson...

■ Harald Näslund, who works at Ericsson's factory for integrated circuit boards, the submicronfab in Kista, has started his own small Ericsson campaign. Its origins are found in what was purely an impulsive action.

"My wife has always cut my hair with a scissors and comb and, over the Easter holiday, we went to the movies with the children and took a walk through Hötorget in central Stockholm. We saw a hair cutting machine there and bought it."

"My wife tested the machine on me when we got home and, by pure coincidence, Contact was lying nearby. I had seen examples of "scalp artwork" before, whereby words and designs are clipped into a hairstyle and, considering my bald spot and the fact that I work for Ericsson, I thought why not?"

"Cut three sausage marks, I told my wife. Ericsson needs a little encouragement. Our children aged 7, 10 and 15, thought I was very cool."



If you want to look sharp....

The news of Harald's haircut spread like wildfire at the factory in Kista. "Did you really shave three sausages (or Ericsson's logo) on your head?" my colleagues asked when they met me in the changing room. I really created a sensation in the cafeteria."

INGER BJÖRKLIND  
BENGTSSON

## One person one number

■ One person and one number. That's the idea behind a new telecom service developed by Telstra, an Australian operator. The concept is based on Ericsson's intelligent network solutions. The one person - one number concept is marketed by Telstra under the name Telepath Number Service. After a successful test period last autumn, the service is now available in all parts of the country. Customers with Telepath need only one telephone number for both mobile telephone and wired telephone subscription services. In its advertising cam-

paigns, Telstra promises customers they can keep the number for the rest of their lives. The new technique makes it possible for subscribers to control who can contact them and when.

"Telstra's management of the services under the UTP standard (Universal Personal Telecommunications) is one of the most useful and advanced concepts in the world. The Australian operator's customers also have the opportunity to take advantage of Ericsson's vast experience in developing and providing intelligent network services," says Kjell Sörme, President of Ericsson in Australia.

## International electrical power fair in Gothenburg

■ Some visitors said it was the best stand at the fair, a flattering review considering 400 companies exhibited their products and systems at the International Electrical Power Fair in Gothenburg from April 7-11. Comments by visitors to Ericsson's stand, naturally, were gratifying to the stand personnel.

The stand measured 165 square meters and was situated in a good location in the A-Hall. Among other products, Power Cable from Falun University's cable concept was on display under the product name Excel/Axces, as well as cable for industry, generator cable and installation activities. The stand also included the TeleCable Division from Hudiksvall, which displayed its optical cable, and Erifocas from Danderyd with its fiberoptic cables. Personnel from electrical power companies, purchasers, planning and assembly personnel and representatives of management met and talked at the stand. Private industry, wholesalers and distributors were represented, the "right" target group for the products on display.

The Swedish Fair, organizer for "Elfack/Elkraft," had worked hard this year to market the exhibition, as reflected by the results in Gothenburg. This year, the fair was visited by many more foreign visitors than past years.

LENA WINGQVIST

## Ericsson at GSM conference in Beijing

■ Ericsson was the main sponsor of a three-day GSM China conference held in Beijing April 8-10. The conference was the first of its kind in China, and Ericsson hopes to make it a regularly scheduled event. Participation was limited to 300 important customers and industrial representatives. Speakers included Jan Malm, Vice President of Ericsson China, who talked about Ericsson's view of future GSM development in China.

Among other subjects, Jan Malm talked about the importance of a hierarchic cell structure to increase capacity, improve frequency utilization through Multiple Reuse Pattern (MRP) and develop various Internet and multimedia applications.

At the Company's exhibition stand, Ericsson had several mobile telephones on display, as well as Mini-Link, the 2301 **beijing** microbase station, GSM multi-slot and IPN applications.

GSM was introduced in China in 1994, and the rapidly growing Chinese market is now one of the largest markets in the world for mobile telephony. According to estimates by Ericsson, China might have 30 million mobile telephone subscribers by the year 2000.

Ericsson was the primary sponsor for the GSM China conference in Beijing. Visitors and guests showed keen interest in the Ericsson products on display at the adjacent exhibition stand.

■ Last year, in March 1996, 58,098 mobile telephones were sold in Sweden. In March 1997, sales reached

**sweden** 133,317 mobile tele-

phones - an increase of 130 percent. According to information released by MobilTeleLeveran-

törerna (MTL), a Swedish telecom trade organization that maintains various statistics, sales were distributed between 130,529 GSM system telephones and 2,788 NMT tele-

phones. GSM telephones, accordingly, accounted for 97.9 percent of total sales.

## Many sold...



## Campaign attracts marketing people

■ A little more than three months ago, the Public Networks business unit of Infocom Systems recruited 18 new marketing people. The unit wanted new and supplementary skills in its operations. After completion of an introductory course, the recruits are now looking at a few weeks of practical training at Ericsson companies in various parts of the world.

"The market situation and conditions have changed radically during recent years, which has also affected skills demands on our marketing personnel. We needed to strengthen our high level of expertise and business skills," says Ann Jinglev, who is in charge of personnel at one of the Public Networks unit's marketing departments.

To find the right people with

the desired experience, the unit conducted a recruitment campaign through advertisements in Sweden, Norway and Finland. It also commissioned headhunters to seek out persons with interesting backgrounds and qualifications.

Charlotte Ahlquist was one of the "headhunted." She worked previously as a financial market sales manager for an IT consulting firm when she was contacted. We asked why she left her former job to accept new employment with Ericsson.

"Ericsson offered me an opportunity I simply could not refuse. The telecommunications market is growing in leaps and bounds, approaching a new transformation, which presents an enormous challenge for Ericsson in general and the Infocom Systems business area in particu-



Charlotte Ahlquist is one of 18 talented new marketing recruits to the Public Network business unit of Infocom Systems.

lar. The chance to be involved and influence development is extremely interesting," Charlotte Ahlquist replied.

Charlotte and her 17 colleagues have undergone a three-month introduction course that offered a broad range of infor-

mation, from Ericsson in general, its product portfolio, markets, customers and competition, capped by a final study visit in the U.S., where the main theme focused on the future of the information society.

LENA WIDEGREN

## False myth about profits on expensive trips

■ For a company working in a global market, it's important to remain close to customers. Ericsson employees travel often to various parts of the world. Many people believe travel agencies that serve Ericsson make more money by selling unnecessarily expensive tickets. This is simply not true! Instead, travel agencies receive a commission on the savings they offer. In the past, however, it was possible for travel agencies to make more money by selling expensive tickets. During 1996, personnel working for the former Radio Communications business area traveled the world for a grand total of SEK 700 million. Airlines used most often were SAS and American Airlines, followed by Lufthansa and Malmö Aviation.



The Söderhamn factory started to take form in 1948.

## Söderhamn factory 50 years old

"LM Ericsson's factory is an embellishment to our community with its clean lines and bright colors," wrote the Söderhamn Newspaper in 1947 about Ericsson's new plant in Söderhamn, which employed 400 persons, half of whom were women.

Ericsson expanded quickly during the ensuing years. Before construction of the plant was completed, provisional production operations were started in the city's Stugsund School.

Production of the 500-switch was transferred to Söderhamn on March 14, 1955 after having been concentrated in Stockholm since 1923. The switch was an important component in Ericsson's automatic telephone exchanges. The last 500-switch was assembled in Söderhamn on February 5, 1982.

During the 1960s, the plant took over production of rare gas tubes, terminal blocks, splicing tubes, fuse boxes, network material, fuse strips, time clocks, calculation clocks, impulse motors, signal materials and jack strips. A total of 4,000 different products and components have been manufactured in Söderhamn through the years.

The first power systems were produced in 1964, starting with transformers and followed soon by rectifiers.

In 1984, the plant began producing high-frequency radio base stations,

which marked the beginning of equipment produced for mobile telephony power supplies.

The golden jubilee document produced in recognition of Ericsson's 50 years in Söderhamn is filled with old photographs and interesting historical information. Copies may be ordered from Jeanette Svensson. Memoid: EKA.EKAJESV.



Half of all employees at the Söderhamn plant in 1947 were women.

## Praise for mobile telephone stand at CeBIT

■ The overwhelming reaction among visitors to Ericsson's mobile telephone stand at the CeBIT Fair was characterized by praise and approval. Particularly high marks were given to the reception visitors received from Ericsson's stand personnel and the stand's design.

The review summarized above was the general evaluation based on interviews with 400 visitors to Ericsson's mobile telephone stand. The visitors were asked to answer a number of questions about what they liked about the stand and what they thought should be improved.

"The overall results are better than last year," says Dusyant Patel, a market analyst at Ericsson Mobile Communications and in charge of the evaluation.

Based on the opinions received, stand personnel and its design received high marks. On a scale of 1-5, in which 1 is the

highest mark, the statement that stand personnel were highly professional received a 1.7 agreement rating. Their helpful attitude was rated at 1.46. The stand's welcoming design received a 2.61 rating, with a particularly high mark for the music.

Negative points - which may also be considered positive, since the stand attracted a large number of visitors - included statements that the stand was overcrowded at times. Several visitors said it was especially difficult to see the demonstrations because of the number of visitors.

The interviewed persons were also asked to reply to several statements about Ericsson. In addition to one statement that maintained Ericsson is a highly creative company, with products characterized by extremely high quality, most visitors agreed that Ericsson is the world's leading company in mobile telephony.

GISELA ZEIME

■ "Understanding Telecommunications" Part 1 is now also available in English.

The book was written both for technicians and laymen and provides general basic information about today's world

### Understanding Telecom

of communications, the broad range of services offered and, foremost, terminology used in the telecom industry. The book offers useful reading for anybody interested in learning more about telecommunications.

"Understanding Telecommunications" is the first of two volumes on public telecommunications. It was produced by Ericsson's internal training unit in Marievik, in cooperation with Telia, the largest telecom operator in Sweden.

Part 2 is scheduled for release this autumn. It covers more advanced subjects such as ISDN, C7 and the Internet.

Part 1 of "Understanding Telecommunications" has been assigned product number EN/LZT 101 124 and may be ordered via the intranet at web site <http://freja.ericsson.se>. The book can also be ordered via internal mail. Send your order to MV/ETX/PN/CSTC.

For more information, contact Customer Services, Internal Training Dept., Marievik; Tel: +46 8 719 92 22.



World Class Supply people were: Christer Jungsand, head of the WCS Program; Manuel Delgado, in charge of customer contacts with Airtel; Ingemar Naevae, President of the Ericsson Radio S.A. and Miguel Angel Rojas, sales manager of Telefonica; Anders Aradszky, logistics manager; Mirjana Bohlin, subproject leader for measurements and Pedro Martinez, system support.

## Unified front in Madrid

■ The World Class Supporter (WCS) program is being pursued vigorously by the European Mobile Telephone System (including GSM and other systems). At a communications meeting held in Madrid, a unified front was present, comprising management personnel from the Spanish company. The WCS program is intended to introduce radical simplification of the entire supply chain, based chiefly on 100-percent delivery precision, drastically reduced lead-times and other major changes. Tools to achieve the goals of WCS include simple and clearly defined sales and order objects as well as order booking routines linked directly with factories.



Like a medieval castle, the stately red brick building that is St. Pancras Rail Station in London rises before us. St. Pancras is the London departure point for our trip to Ericsson Intracom Ltd., known as Camtec until very recently. After a two-hour ride, the trains pull into Leicester, our destination. Leicester

# High-tech the norm at Ericsson Intracom



# U

nder the guidance of their charismatic leader, John Pragnell, nearly 50 people work at Ericsson Intracom in Leicester, about 30 of whom are highly qualified technical engineers.

Operations are concentrated on development of Ericsson products for transmissions of IP and terminal traffic, marketed under the Eripax name and PFA designation. The products achieved substantial success during the Internet Year of 1996.

IP transmissions today are relatively uncomplicated, compared with years ago. When X25 achieved market penetration as a transport protocol in computer networks, there were 40 different versions, explains John Pragnell. Ericsson and Camtec, both independent companies in those days, were among the first companies to offer flexible and cost-efficient computer network products.

## Connecting everything

"Camtec made a major breakthrough when it introduced a solution to handle all variations of X25. Since then, we have continued in the same tradition. Today's PFA products are able to connect everything related to terminals and IP. In the future, PFA will also include voice," says John Pragnell, who also believes the amount of

computer traffic will increase dramatically during the next few years.

"There is an overlapping effect between our PFA and larger FA 700 Eripax nodes, but they basically complement each other," John Pragnell continues. PFA is positioned as a cost-efficient and highly flexible product for computer networks. We constructed it with an open interface with the express purpose of facilitating easy integration with software products marketed by other companies. We don't want to do everything ourselves, but rather prefer to take advantage of the innovations of others in applications for our products."

## Entrepreneurial spirit

There is a true entrepreneurial spirit in Ericsson Intracom. No directives are issued from higher management echelons – everybody works together, pulling in the same direction. Employees are familiar with each other's job responsibilities, offering support when needed and supplementary ideas.

John Pragnell admits that he feels a stronger sense of

bureaucracy when he visits Ericsson in Sweden.

"There are lots of large meetings and small office rooms," he says. "When I took over as Managing Director of Camtec in 1990, the first thing I did was take down the walls and create a more open flow of communications. Our engineers are the source of many development concepts. I get frustrated by strict hierarchical structures. If I want to know what's going on, I want to be able to ask the engineer in charge, not a director or member of executive management."

The hottest project at Ericsson Intracom today is focused on efforts to develop PFA products to work with ATM. Only a handful of engineers are involved in the

Ericsson Intracom Ltd. calls itself a "cellar company" and is proud of it. Operations are housed in a small, weathered building on the outskirts of Leicester. Inside in Intracom's premises, however, the standard is high-tech.

Ericsson Intracom, known as Camtec until the summer of 1996, started operations in a small garage in 1979. Original activities were focused on development and sales of equipment for computerized numeric control of industrial applications. The university in Leicester, which was expanding its joint computer network at the time, was attracted by development efforts conducted by the new company.

It began to use the completely new X25 and needed products that could control its transmission traffic.

## It all started in a garage

Products included in Camtec's original product range were only slightly removed from what we now refer to as nodes in data communications, although they had only been used in factories at that time.

### Flourished

The company flourished and, after a period of further development, Camtec delivered 4,000 nodes to more than 70 universities in all parts of Great Britain. The network is still in operation today, managing an impressive mass of IP traffic.

Additional highly prestigious orders were booked by Camtec, including supplies to Britain's civil aviation administration.

Camtec's rapid expansion had its downside, however, stretching the small company's resources. Camtec needed more customers, primarily industrial customers, and infusions of risk capital.

In 1988, three consultants were commissioned to propose future business pursuits. One of the consultants was John Pragnell. He's still there.

Ericsson entered the picture in 1990,

eventually acquiring the company in October 1990. At the time, Ericsson was the European market leader for X25. The company needed a stronghold in England. A period of ups and downs ensued. Up until only a few years, Ericsson was giving serious thought to abandoning its efforts in data communications, but it retained Camtec and streamlined operations in Sweden.

When the Internet made its definitive breakthrough, Camtec quickly established a strategic key role in Ericsson. The English company's PFA range of products proved to be tailor-made access nodes for Internet Service Providers and others.

is a medium-sized English city, perhaps slightly humbled today, but still rich in pride from its former textile traditions and home for a staff of enthusiastic and successful innovators.



John Pragnell mingles often with his Ericsson Intracom employees to follow progress on-site and help solve problems. He is pictured above with Jerry Gath who is working with an important component in a new ATM board.

Photo: THORD ANDERSSON

project, and that's enough. It's also fortunate, since the pressure has been enormous in recent years, especially in production. Not long ago, the staff worked seven days a week and the entire company was shut down every third Sunday so that employees were "forced" to stay home and take a break. John Pragnell also points out that Ericsson Intracom has made a fine art of flexible working hours. Employees, he says, start late and finish even later.

#### Taking the initiative

Ericsson Intracom has always produced everything in-house, but times are changing and the Company realizes it cannot continue along the same path as demand constantly increases. Plans are now being made to outsource some production to subcontract manufacturers. The company will retain product development operations as well as prototype and test series production. Expansion

potential is strong, but if Ericsson Intracom wants to stay abreast of new developments in the computer world, there is no room for delays.

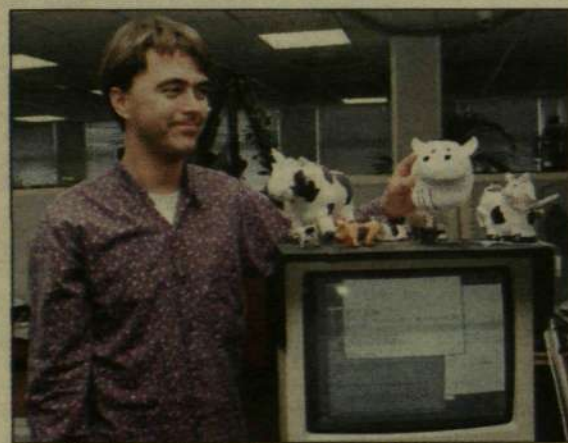
#### Rule of thumb

John Pragnell has his own philosophy on the subject:

"There's a general rule of thumb that says 80 percent of all basic information needed in the decision-making is accessible almost immediately, but it can take a long time to produce the remaining 20 percent. Our strategy is focused on developing new products quickly, getting them on the market and, with customer reactions as basic documentation, making fine-tuned adjustments in the next phase.

"We must make decisions based on documentation and materials that are immediately accessible. It's sort of a game. Sometimes you lose, sometimes you win!"

THORD ANDERSSON



Everybody at Ericsson Intracom has his/her own territory on the computer. In the picture above, Paul Isaacs proudly shows his favorite cow.



John Pragnell spends most of his leisure time working with his true passion, motorcycles. This picture was taken last season, when "The Boss" won several prizes at various bike shows throughout England.

Photo: PAUL NOWKINS

## Eripax links units together

At the same time as Camtec established operations in England, Ericsson initiated activities in Sweden focused on package switching computer networks.

The early 1980s comprised the mainframe era, and Ericsson's primary objective in those days was to capture market shares, mainly at IBM's expense. Products developed in the 80s were called Eripax, and the name lives on today.

The breakthrough of X25 transmission protocol triggered the start for all activity in this area. The X25 had a robust design with comprehensive, built-in error correction features, but it required powerful processor resources. Today, physical connections are more reliable, facilitating such efficient and modern transport protocols as Frame Relay and ATM. IP traffic is "encapsulated" in the new protocols during transmissions over the Internet.

#### 300 networks

Eripax was developed with a view toward companies and organizations that need to link many geographically dispersed units in a unified, reliable and secure computer network. About 300 networks with more than 8,000 nodes have been installed in all parts of the world. Major reference customers include Sweden's National Social Insurance Board, AB Trav och Galopp, several power companies such as ENEL of Italy, banks and stock exchanges. The list also includes several public telecom operators that chose Eripax as the infrastructure of their computer transmission networks even before the explosive development of the Internet. In parallel with new success on the private market, Eripax is also making significant headway in the public sector.

The Infocom Systems Business Area has a huge customer base with more than 100 million installed AXE lines. There is a strong market need, accordingly, for solutions based on Ericsson Eripax products.

#### Independent players

The mounting wave of Internet subscribers has magnified the challenge facing today's telecom operators. Threats from

independent players are forcing established operators to remain abreast of new development and provide Internet services, while also improving their own infrastructures, to cope with growing traffic from all users, not only their own. The Internet as a factor in computer households is contingent upon efforts by operators to expand their computer transmission networks in a converging trend that is approaching the local stations of telecom networks, thereby allowing computer traffic to establish its own access routes.

#### Complete range

Ericsson's range of Eripax products includes everything needed for rapid construction of flexible and cost-efficient computer networks that are relatively easy to expand and adapt to new changes. Ericsson Intracom's PFA (Packet Frame Access) products include FS 700, the core node developed by Ericsson Business Networks, and the APEX ATM exchange supplied by General Data Comm, a business partner. Ireland's Post Gem is an Internet provider that has invested strongly in Eripax. The company is a subsidiary of the Irish Postal Service, a long-standing Eripax customer. A growing number of networks supplied by Ericsson provides the Postal Service's data communications and a large number Internet services for the general public.

Deutsche Telecom of Germany is another major Eripax customer. The German telecom operator has made strong additions to its computer network to accommodate the steadily growing stream of Internet subscribers.

KARI MALMSTRÖM

# vacancies

## AT ERICSSON

■ This is a selection of vacancies within the Ericsson corporation. They are published in the electronic News system, which is being updated once a week.

For further information about advertising here, send a memo to LME.LMEJOB.

Contact no. 7 1997

Updated May 5

### In Sweden

Ericsson Radio Systems AB, Kista, Kista

#### SECRETARY, MARKETING COMMUNICATIONS

Business Unit Cellular Systems - American Standards is looking for a Secretary for Marketing Communications, a dynamic and international team of 9 people.

You work with external and internal communications; advertising & PR, sales promotion, internal and external conferences, exhibitions and other events.

● You will have daily secretarial tasks such as answering phones, making travel arrangements, handling correspondence, distribution, writing minutes etc. You will also assist in a variety of projects connected to marketing communications.

You should be a team player and able to work independently, possess initiative and have the ability to work in a fast-paced environment.

Fluency in English is required, both spoken and written. You should have good knowledge of Ericsson and previous experience from working within a sales or marketing function. Required PC-skills: word, excel, power point and Internet.

Contact: Mia Bengtsson, phone 08-404 48 47, e-mail mia.bengtsson@era.ericsson.se. Application: Ericsson Radio Systems AB, AH Göte Hedblom, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

#### SECRETARY, OPERATIONAL DEVELOPMENT

The department Operational Development within Sales and Marketing of the Business Unit Cellular Systems American Standards is looking for a competent secretary to work with a young and dynamic team.

● We are looking for a person who is capable of working in a well structured way, takes own initiatives and works independently. You should also be well experienced with the MS-Office Package.

Your tasks include preparation of presentation material and documentation. You will also handle travel arrangements, prepare meetings, arrange conference and give support to the department manager.

We are working towards other units both in Sweden and abroad so we need a person who has good knowledge in English, both spoken and written and with the ability to create good relations.

Contact: Göran Sköldberg, phone 404 7340. Application: Ericsson Radio System AB Göte Hedblom AH, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Sundbyberg

#### REGIONAL MARKET OPERATIONS MANAGER CENTRAL EUROPE - MOBILE TELEPHONE SYSTEMS

We are working with the mobile telephone systems NMT and GSM in Central Europe and we have a very strong position in our markets.

The market operations unit includes marketing and sales, technical management, project management, logistics, economy and administration. The unit has a consolidated profit and loss responsibility for the business activities in a number of countries in Central Europe and includes about 15 persons.

● A very good experience in mobile telephony is required as well as management and leadership experience.

You are business oriented person and you like working in an international environment. You have an M.Sc degree, possibly combined with an MBA.

Contact: Ulf Borison, phone +46 8 757 1580, memoid ERAC.ERAUBOR or Liljana Sunberg, Human Resources, phone +46 8 757 2459, memoid ERAC.ERALISU. Application: Ericsson Radio Systems AB, LP/H Liljana Sundberg, 164 80 STOCKHOLM

Ericsson Business Networks AB, Sundbyberg  
Public Networks, Radio Access, DRA 1900

#### MANAGER, SYSTEM INTEGRATION & VERIFICATION

Product line DRA 1900 has in a short period of time become a worldleader within Wireless Local Loop systems. Since product launch, end 1995 it has been sold in more than 20 countries. It is based upon the DECT Radio Standard.

● You will be responsible for the recently formed Integration & Verification unit within Product Provisioning. The unit is responsible for overall integration and verification process of DRA 1900 which also includes our LDC in Holland and other cooperating partners. To build-up necessary competence and introduce an integration driven way of working will be your first challenge. Our working situation is characterized by dynamics, fast decisions and good atmosphere.

A suitable candidate have experience as line or project manager. Furthermore you have a solid background in development, preferably from system integration and verification. You interact effectively with people, have an interest to lead & develop others and are result oriented.

Contact: Glenn Nordqvist 08/764 0128. Application: ERICSSON BUSINESS NETWORKS AB, Jeanette Strömdahl Kaiser, 172 87 SUNDBYBERG

ANx Product Company, Kungens Kurva

#### CONTROLLER

The ANx is run as a small company with responsibility for the products as well as the business result. We are part of Product Line Unit Multi-Service Access within Public Networks. We work with Ericsson's future main stream products today.

ANx is an access system with ADSL for telecom operators as well as Cable-TV operators: With ANx we introduce new high speed services to the home: High speed Internet, home working, video services and other future types of services possible to transfer over a network.

● Your main tasks would include working to secure our financial objectives by making for example life cycle and contribution models, establishment and follow up of budgets and estimates, assignment structure as well as handling the general financial matters. You would work in close relation to our ANx-manager.

You enjoy working to improve our profitability awareness and result in a "small company" environment. In return we offer you a challenging and stimulating position with large potential for personal development.

Contact: ANx manager Per-Olof Sjöberg, phone 90491 memo ETX.ETXPOSS or Human Resources Catarina Larson Åstrand, phone 90836 memo ETX.ETXLCAT

Ericsson Radio Systems AB, Kista

#### MARKET AREA CONTROLLER - USA

to Business Unit Cellular Systems American Standard (RMOA) The Market Area Controllers within RMOA gives financial support to our marketing organisations and are the link between the financial organisations in field and the mother unit ERA/IA.

● A new opportunity has arisen - We need a Kista based Controller to work with our Sales and Marketing organisation U.S. You will be monitoring financial information on behalf of both the marketing and the financial organisations.

We are offering: The opportunity to within an international organisation work with one of our largest markets, the U.S., where you will get to know to its players and the financials.

It entails: Establishing information flows between ERA/IA and the U.S To be involved in and initiate improvement activities both in Kista and in the U.S Ad hoc investigations of issues such as customer pricing etc Prepare profitability analysis when required. To produce forecasts, estimates and actual reports Co-ordination of subsidiary reporting to ERA/IA Be a member in one of the customer order flow process improvement teams.

Qualifications: University Degree in Business Administration. Fluency in English. Excellent communication skills. 3-5 years of qualified working experience, preferably within the Ericsson group. Knowledge of FIRE will be an advantage.

We offer a demanding position with development opportunities for the right candidate, needless to say, you will also be travelling frequently to the U.S.

Contact: Lennart Ekroth tel : 08/404 7310. Application: Ericsson Radio System AB, Att: KI/ERA/AH Britt Bosrup, 164 80 Stockholm

Ericsson Radio Systems AB

#### MARKETING MANAGER

LJ is a Market Operations unit within RMOG responsible for the marketing, sales and implementation of GSM mobile telephone systems in the U.S., Canada and Latin America.

● As Marketing Manager you will liaise with internal and external contacts. Internally, with product management, operational and project-oriented organizations, and pricing and market communications units. Externally, with local affiliated companies and customers.

Qualifications: at least 10 year's professional experience of international marketing within the telecommunications/radiofield. Fluency in English is essential.

This position requires a result-oriented, independent entrepreneurial, who is used to working in a "matrix" organization. It is important that you are prepared to make frequent trips to the U.S. and that you are able to adjust your working hours according to the customer's needs.

Contact: Henrik Högborg, phone 08-757 11 48, memoid ERAC.ERAHKHG, Göran Stendahl, phone 08-404 81 88, memoid ERAC.ERAGNSL or Solveig Vallentin, Human resources, phone 08-404 56 19, memoid ERAC.ERASOLO. Application: Ericsson Radio Systems AB, LJ/HA Maria Nygren, 164 80 Stockholm

Ericsson Mobile Communications AB, Kista

#### INTERNAL COMMUNICATIONS OFFICER

Ericsson Mobile Phones and Terminals is a new Business Area within the Ericsson company. It is now the responsibility of the Global Marketing Department to handle all internal communications activities. We are therefore looking to fill a new position in this role.

● As an internal communications officer for the Business Area BT you will together with the internal communications manager be responsible for all internal communications activities. Apart from working with traditional channels of communications (magazines, memo, printed material, presentations etc.) you will also develop and be responsible for the BT Intranet structure and site. You will manage and co-ordinate visits by our Local Companies to Stockholm and Kista. You will define the need for and produce material for internal presentations and information.

It is important that you are a well organised person. Ideally you have experience from Ericsson. Preferably you have acquired excellent writing skills from earlier work with communications and information activities. Not only is it essential that you have a great skill in written English but also that you control spoken communication. You will be doing presentations to many different cultures and functions. Formally you probably have a degree from university (marketing, communications, journalism) or other comparable level.

You are at the same time independent as a team player. Ideally you have some experience from marketing consumer goods. You will report directly to the PR & Information Manager

Contact: Bo Albertson, tel +46 8 76 41388 Application: Ericsson Mobile Communications AB, Christina Weisner, 164 80 Stockholm

Ericsson Telecom AB

#### INDUSTRY ANALYSIS

In times of rapid changes, as unquestionably the Telecom industry, it is definitely a competitive advantage to be on top of things. We are a group of people within Global Marketing working with Industry Analysis.

We assemble information, analyse, communicate and recommend actions on issues that can have an affect on Public Networks competitive position. A close co-operation with all product and marketing units and local companies is a must to be successful in our mission. Our customers are within both general, marketing and product management world-wide.

● In this environment we have a position open for an industry analyst. The ideal candidate must have a sound university degree, some 5-8 years adequate working experience, and possess proven analytical skills. He/she already knows the telecom industry, or parts of it, and is interested in broaden the scope. Applicants must be fluent in English, both verbal and written.

Contact: Stefan Erlandsson +46 8 719 0709, MEMO: ETX.ETXBASE or Barbro Söderberg +46 8 719 5775, MEMO: ETX.ETXBASO

Ericsson Radio Systems, Kista

#### BUSINESS CONSULTANT

Business Development Services, one of Ericsson's most unique service concepts, extends the Customer Service portfolio of Ericsson through the provision of Management Consulting to our customers, mobile operators all over the world. The goal of Business Development Services is to assist our customers increase their competitiveness.

● To help us reach this goal, we are now seeking to add a Business Consultant to our team.

The Business Consultant is responsible for co-ordinating the supply of management consultants for customer projects, managing the project finances profitably, and, most importantly, ensuring that there is a perceived project value for the top management of all involved parties, such as the local Ericsson company and especially the customer.

Our supply projects are staffed by our Partner, a world class consultant group, and different competencies needed from Ericsson depending on project type, customer situation ...

Your background is from the Management Consulting industry. Confidence in communicating directly and comfortably with top management is crucial. Additionally, you have a good command of English and an understanding for cultural diversity.

Contact: Lennart Neujd, tel. +46-70-556 51 62, Lars-Gunnar Wallin, tel. +46-70-514 03 98 or Joel Ähdel, tel. +46-70-594 09 96. Application: Ericsson Radio Systems AB, KI/ERA/LY/HA, Karolina Borg, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

#### PRODUCT MANAGER - RMOA TECHNICAL SALES SUPPORT

The success of CMS88 Wireless Intelligent Network (WIN) has been overwhelming for RMOA in the international markets outside of US. With this, demand for market support from ERA is increasing every day. We are currently looking for product managers to help us making this a continued success.

● The people in these positions will be involved in: Responding to RFQs/RFPs from customers on CMS88 WIN. Making customer presentations on CMS88 WIN products. Supporting the customer and the LC/MLSs on technical and marketing issues related to WIN products. Generating market requirement descriptions on CMS88 WIN as requested by the customers. Making proposals for product improvements.

The required experience and skills for these positions is: At least two years of experience with Ericsson (preferably in cellular). Good knowledge of telecommunications (IN, Cellular). Adequate knowledge of AXE-10 and TMOS products (SMAS). Strong communication and presentation skills. Knowledge of Spanish, Portuguese or Chinese is an asset. These positions will also require extensive international travel.

Contact: Vu Nguyen, phone +46-8-4044624, memoid ERA.ERAVUNG Application: Ericsson Radio Systems AB AH Göte Hedblom, 164 80 Stockholm

## Ericsson Radio Systems AB, Kista

**PRODUCT MANAGER - PRODUCT PLANNING FOR INTERNATIONAL MARKETS**

We are in the process of expanding the product planning function, within the RMOA Technical Sales Support department at ERA, for international markets outside of US (i.e. Canada, Asia, Latin-America, Russia and Africa). In this organization, you will be responsible for:

- Making customer presentations on product proposals. Evaluation, planning and consolidation of new market requirements. Consolidated business case analysis. Participation in Package Definition exercises for new development projects. Market support on new products.

You will also be working closely with RMOA SPM and other local product management organizations on various planning and strategic activities.

We are looking for product managers for the following areas: Switching Network Products (HLR, MSC). Radio Network Products (RBS). Network Management (OSS products, Business Operations). System Applications (Data, Messaging, WIN).

The required experience and skills for these positions are: At least 3-4 years of experience with Ericsson (preferably with Product Management or System Designs for cellular systems). Technical expertise in the areas of interest. Strong communication and presentation skills. Knowledge of Spanish, Portuguese or Chinese is an asset. These positions will involve international travel and contacts.

**Contact:** Vu Nguyen, phone +46-8-4044624, memoid ERA.ERAVUNG. Application: Ericsson Radio Systems AB AH Göte Hedblom, 164 80 Stockholm

## Ericsson Radio Systems AB, Kista

**SENIOR AREA MANAGER - MAJOR ACCOUNTS US**

Cellular Systems - American Standards is one of the fastest growing business units within Ericsson Radio Systems. We have a very strong position in the US through our customers. The US market takes a leading role in the development of new and future products.

- You will be responsible along with our local company for marketing and sales activities towards one or more of our major customer accounts in the US. The responsibility includes consolidated sales and order intake and establishment of a long-term customer partnership. The task will include both technical and strategic commercial activities. The goal is to ensure excellent customer satisfaction and long term profitability.

We offer you a stimulating working environment in a small team with the potential for good personal development. This position requires both commercial and technical competence with regards to switching and radio products. You have a B. Sc. or M. Sc. or similar. Experience from the US or other international markets are desirable.

**Contact:** Mikael Nilsson, phone +46 8 404 7349. Application: Ericsson Radio Systems AB, AH Birgitta Stavenow, 164 80 STOCKHOLM

## Ericsson Radio Systems AB, Kista

**PRODUCT MANAGER - NETWORK ENGINEERING**

Our department is responsible for development, maintenance and implementation of services for the Japanese PDC market.

- One of our four product service areas is Network Engineering. This area presently encompasses System Performance Evaluation, which includes management of RNI, SSR and RVT; and Network Planning and Expansion, which includes Radio Network Planning, RNPT, BS re-routing and Radio Frequency change.

We are seeking a person to take product responsibility for these services. We believe that you have experience within some of the listed areas.

Your duties will include: the profitability of products and setting development priorities for those, developing product plans related to CMS30 product functionality, gathering and managing market demand information and initiating development of existing and new services, contacts with Japan and securing support, contacts with CMS30 product management, customer presentations.

You should have: experience of cellular telephony or stationary nets, experience within some of the above mentioned product areas, experience as a product manager (not an absolute requirement).

**Contact:** Jan-Olav Bengtsson, phone 08-40 44656, memoid ERA.ERAJABN, Sverker Oldebäck, phone 08-75 71490, memoid ERA.ERAOLDE

**PRODUCT MANAGER - SYSTEM & HARDWARE SERVICES**

Our department is responsible for development, maintenance and implementation of services for

the Japanese PDC market. One of our four product service areas is System and Hardware Services, presently including TR management, CNA management and hardware repair flow. Our role is to improve lead times and processes; and to reduce expenses for these products.

- We are seeking a person to take the product responsibility for these services. We believe that you have experience within some of the listed areas.

Your duties will include: the profitability of products and setting development priorities for those, developing product plans related to CMS30 product functionality, gathering and managing market demand information and initiating development of existing and new services, contacts with Japan and securing support, contacts with CMS30 product management, customer presentations.

You should have: experience of cellular telephony or stationary nets, experience within some of the above mentioned product areas, experience as a product manager (not an absolute requirement).

**Contact:** Jan-Olav Bengtsson, phone 08-40 44656, memoid ERA.ERAJABN, Magdalena Rost-Axland, phone 08-40 45934, memoid ERA.ERAROAX Application: Ericsson Radio Systems AB, JHS Ann Beer, 164 80 STOCKHOLM

## Ericsson Radio Systems AB, Kista

**PRODUCT MANAGER - SYSTEMS INTEGRATION SERVICES**

- At the department for Product Management of Customer Service Solutions, we are creating a new position in order to secure development of service solutions for our customers. These services range from consultancy to integration verification. The services shall be provided for both multivendor networks (i.e. integration of other vendors equipment) as well as integration of Ericsson's network components.

The focus on this function is to secure that solutions to our customers needs are developed with regards to availability, consistency and profitability.

As Product Manager for this service area, we are looking for a person that posses product management skills, are people oriented and have good communication skills, with some customer interactions. It is an advantage if the applicant has experience from Mobile networks, systems integration and test and verification.

**Contact:** Håkan Rösth, phone +46 8 404 2645, memoid ERA.ERAHROS or Neil Urquhart, phone +46 8 757 0475, memoid ERA.ERANLUT. Application: Ericsson Radio Systems AB, AH Anette Spångberg, 164 80 Stockholm

## Ericsson Radio Systems AB, Kista

**PROJECT MANAGEMENT, PRODUCT DEPLOYMENT**

- You have experience with project management and modern quality work! WE NEED YOU! WE HAVE THINGS TO OFFER YOU!!

As a project manager, your responsibility will be to improve, implement and monitor the product deployment operations taking place in RMOA worldwide.

We are offering you the opportunity to combine project management and operational development while working in an international environment.

Qualifications: Experience with telecommunications. Good spoken and written English. Good communication skills. Natural abilities for team work. B.Sc. or equivalent.

Assets: Knowledge of Ericsson S/W upgrade methods. Knowledge of Spanish. International work experience.

Please submit your CV in English.

**Contact:** Marie-Josée Leblond, phone +46 8 757 21 63. Application: Ericsson Radio System AB, AH Marianne Molin, 164 80 STOCKHOLM

## Ericsson Infocom, Public Networks, Switching, Systems Integration, TN

**PROJECT MANAGER / SIRIUS Core Upgrade Project**

SYSTEM UPGRADES, FUTURE BUSINESS. Do you want to work in an area that is considered to be a major part of BUX's future business? System upgrades will be a considerable part of our sales in the coming years. Systems Integration at Public Networks, Switching, is responsible for the upgrade to and verification of AXE Local 6 in the SIRIUS project.

We will ensure that the upgrades allow our customers a smooth and fast roll-out of AXE Local 6 in their networks. This will lower the cost both for Ericsson and our customers and thus increase revenues and business opportunities.

- In the SIRIUS project we need a capable person to manage the Upgrade Project. You will be re-

sponsible for the development of three upgrade paths, one of which will be developed at EME in Spain.

What we need is a person with experience from project management of upgrades or other test/design projects. You will have a lot of contacts with the design projects, associated projects and FOA markets around the world on memo/email/telephone and in person, so you have to have a persistent and outgoing personality. Don't hesitate, just give us a call!

**Contact:** Susanne Borg, Human Resources tel.08-719 6575, email:etx.etxsubo@memo.ericsson.se or Bengt Bivrin, Line Manager tel.08-719 5187, email:etx.etxnb@memo.ericsson.se Application: Ericsson Infocom AB, Att: Ulla Karlsson, PN/XXY, Tellusborgsv. 83-87, S-126 25 STOCKHOLM.

## Ericsson Radio Systems AB, Kista

**PROJECT MANAGER**

- We are looking for a Project Manager to our unit for customer projects within Business Unit Cellular Systems - American Standards.

The Project Management Unit is responsible for executing Customer Projects to all ERA/A Direct Markets, Start-up markets and Demo systems, mainly in CIS, Asia, Latin America and Africa. The unit is also involved in sales and marketing activities according to the core-3 concept.

The Project Management Unit is also overall responsible for processes, methods & tools and competence development programs for Project Management within the global organization for Cellular Systems, D-AMPS/AMPS, and is also responsible for maintaining a network among Project Managers and conduct regular conferences.

The successful candidate has preferably an academic education and has experience from work in customer projects or other related activities within Ericsson. Fluency in written and spoken English is required, Spanish is an asset. Ability to establish good relations with customers and Local Companies is also required.

**Contact:** Ulf Malmerberg, +46-8-757 2949, ERA.ERAUMG or Marianne Molin, +46-8-404 4778, ERA.ERAMM. Application: Ericsson Radio Systems AB, Marianne Molin AH, 164 80 STOCKHOLM

## Ericsson Radio Systems AB, Kista

**SUPPLY MANAGEMENT**

Our unit Network Operation & Maintenance Services is a Competence Centre for Ericsson Radio Systems worldwide. We are developing Network Operation and Maintenance Services and we are also supporting the Business Units in marketing and supplying the services.

- We are now looking for a supply manager who is responsible to ensure that skilled, trained and certified personnel is available for performing the services.

The task is to define supply centres internally and externally and to ensure that the engineers who will conduct the services have the appropriate skills. The function within the organisation is also responsible to schedule the implementation based on the customer contracts and on the available resources.

You will work closely with Ericsson units worldwide. You will also set up agreements with external subcontractors.

The suitable applicant shall: have experience of managing resources, have a good understanding of Services within telecommunication, know the Ericsson world wide organisation, have good negotiations skills, be result-oriented, be people-oriented.

**Contact:** Endre Fabo, phone +46 8 404 2402, or endre.fabo@era.ericsson.se or Bo Carlgren, phone +46 8 757 1260, or bo.carlgren@era.ericsson.se Application: Ericsson Radio Systems AB, JHS Ann Beer, 164 80 STOCKHOLM

## Ericsson Radio Systems AB, Kista

**PROJECT MANAGERS PRICING**

WOULD YOU LIKE TO HAVE A CHALLENGING ROLE IN OUR GLOBAL PRICING?

Ericsson Radio Systems AB in Kista (Stockholm) is looking for Project Managers Pricing.

Business Unit Cellular Systems - American Standards (RMOA) is responsible for cellular systems based on the D-AMPS and AMPS standards, which today serve more than 50% of the world's subscribers. Our mobile telephone system, CMS8800, is the most sold system in the world, and our markets around the world are growing rapidly.

The Pricing Group - which is part of the marketing organization - is responsible for RMOA's overall pricing strategy and supports the sales organization with pricing matters. Among other things, the group is involved in defining pricing strategies, pricing of new products, deployment of pricing strategies and supporting the sales organization

with pricing argumentation, business cases and price comparisons. We now need to strengthen our resources and are therefore looking for two new members:

**PROJECT MANAGER PRICING (pricing strategies and coordination)**

- In this position you will build up a clear understanding of our customer's business and the effects our products and services will have on our customers. Based on this understanding you will be held responsible for defining pricing strategies, coordinating pricing activities within the Business Unit, deploying the pricing strategies and supporting the Business Unit with pricing argumentation's and sales tools (business cases). If you are service minded, like to work with people and to get things done, this position might be something for you.

We are looking for a person with a good business sense, excellent analytical skills and an affinity for high tech products and services. Experience in an business environment, an university degree and fluency in English is required. A high tech or financial background is an advantage.

**PROJECT MANAGER PRICING (sales support)**

- In this position you will build up an in-depth knowledge about worldwide pricing structures and price levels as well as the underlying technological differences in mobile networks. You will use this knowledge to support the sales organization in their tender process and to support the management and the pricing group with pricing information. You will work intensely with computer based models to create price and other comparison models. You will also work in close cooperation with sales representatives and the rest of the pricing group.

We are looking for a person with excellent analytical skills, a good business sense and an affinity for high tech products and services. An university degree, fluency in English and a service minded attitude are required.

**Contact:** Thomas van Bunningen, phone: +46 8 4049407 or Christer Bergmark, phone: +46 8 4048314. Application: Ericsson Radio Systems AB, AH Birgitta Stavenow, 164 80 STOCKHOLM

## Ericsson Radio Systems AB, Kista

**CMS8800 CHARACTERISTICS**

The characteristics of a system, i.e. capacity, real time performance, in Service Performance etc is becoming more and more important as we approach the mass market for cellular services. Our customers are offering lower rates to the end users, and are pushing us to deliver systems with higher total performance and capacity, at a lower cost.

ERA/ARISY is working with CMS8800 characteristics in close cooperation with the characteristics groups in Montreal, Dallas, Mexico and Dublin. The job involves defining relevant metrics, write requirement specifications, provide estimates, define and analyze measurements, identify system limits etc. Since our customers are very interested in what we are doing there is a fair amount of market support and we also collect statistics from real systems.

There are currently 2 openings at ERA/ARISY:

**1. AIR INTERFACE CHARACTERISTICS**

- The job involves analysing the capacity and performance of the IS-136 air interface, with focus on the two control channels (ACC and DCCH). The job involves specification of measurements, analysis of data, and to build models and tools to study the performance in various situations. This area has high attention from our customers, who need this information to get the most of their system. We believe simulation is a useful way of gaining more information in this area.

We think that you have a solid radio knowledge, and has worked in design, verification, field support or cell planning for a few years.

**2. AXE10 PERFORMANCE**

- You will work with central processor load from the CMS8800 application, overload control, recovery, link load, control part of the base station etc. The information that we get from measurements, calculations and simulation will be used to build tools to study performance and capacity of large cellular networks or critical parts of the system. Our reports on capacity are part of every major release.

You have a good overall knowledge of the AXE10 system, radio network and RBS knowledge is a merit. You are also able to design and use tools (PERL scripts, spreadsheets etc) to extract useful information out of large amounts of data. And you have some hands-on experience, that you gained from testing, design or support of an AXE10 based system.



## EDB/ROM - CUSTOMER SUPPORT

## SYSTEM SUPPORT ENGINEER

● As a system support engineer you will provide emergency support (on call), operational support, trouble shooting and software implementation.

You should be Electrical or Telecommunication engineer with 5 years experience in AXE. Strong knowledge in CMS88, PLEX, ASA, RBS, IOG11. You should be able to transfer knowledge to local organization (FSC), deal with customers, work and solve complex software problems. It's important that you are proactive and take initiative without supervision.

## SYSTEM ENGINEER (MSC) NETWORK OPERATION &amp; MAINTENANCE

● As a systems support engineer you operate and maintain MSC's, keep track and execute schedule routines. Other tasks are customer care support, network surveillance, dispatch and co-ordination.

You should have a technical education in telecommunication, information technology, electronics or equivalent, 2 to 3 years experience with IT or telecommunication, documented experience in radio communication, experience within maintenance of telecommunication or computer system, good knowledge of general telecommunication and mobile telephone systems especially within installation and NO&M. Experience within Network Operation & Maintenance may replace the formal education requirement.

## SYSTEM ENGINEER (RBS) NETWORK OPERATION &amp; MAINTENANCE

● You will work with Operation and Maintenance (preventive and corrective) of RBS, keep track and execute scheduled routines.

You should have a technical education in telecommunication information technology, electronics or equivalent, 2 to 3 years experience with IT or telecommunication. Documented experience in Radio communication. Experience within maintenance of telecommunication or computer system. Good knowledge of general telecommunication and Mobile telephone systems especially within installation and NO&M. Experience within Network Operation & Maintenance may replace the formal education requirement.

## SYSTEM SUPPORT ENGINEER CUSTOMER SUPPORT &amp; IMPLEMENTATION (CMOS/OSS/SMAS)

● As a system support engineer you will develop procedures in field support, investigate and solve complex problems both hardware and software. Provide expert technical support to Ericsson's customers and transfer knowledge within the OSS Field Support Center.

You should have a degree in Electrical Engineering/ Telecommunication or equivalent. A minimum of 5 years working in telecommunication/computer industry. Minimum 3 years experience working with Ericsson. Customer Support for CMOS/TMOS/SMAS. Good knowledge of CMS88, data communication protocols and some knowledge in cell planning statistics.

## EDB/ROP RF ENGINEERING &amp; RF OPTIMIZING

## RF ENGINEERS

## RADIO NETWORK PLANNING

● You will work with radio network planning of Ericsson's CMS88 system, both 800 and 1900 MHz bands. This will include traffic and coverage dimensioning, frequency planning, coverage and interference predicting with Ericsson Engineering Tools. The radio network planning will be addressing both new systems and expansions in existing systems, as well as digital migration planning.

## RADIO NETWORK OPTIMIZATION

● You will work with radio network optimization of Ericsson's CMS88 system, both 800 and 1900 MHz bands. This will include analysis of the system's performance through switch statistical data, analysis of the cell plan, drive testing, data post-processing and analysis, search of non-optimized parts, suggestions of improvements and implementation.

We see the unit as a whole and expect to work as a team of dedicated but flexible resources, that will enhance and promote communication and exchanges between the groups. You are therefore specialized in one of the fields mentioned, but see the opportunity to broaden your knowledge and experience.

For both of the positions mentioned above we require at least 3 years experience, in either Cell-planning or Tuning/Optimizing of Cellular systems (preferably D-AMPS/AMPS). You have a B.Sc. or M.Sc. in Electrical Engineering, Telecommunications or equivalent. A broad international experience is an asset.

## EDB/RI - IMPLEMENTATION SYSTEM

## SWITCH TEST ENGINEERS

● A switch test engineer provides high-quality testing of AXE switch equipment to include integrating mobile cell sites to the switch background performing data transcription implementation. You should have two years experience of testing AXE hardware/ software, ability to travel extensively and have knowledge of D-AMPS/IS 136 technology.

## SWITCH/RBS INSTALLATION ENGINEER

● As a switch/RBS installation engineer you make plans, implement and supervise the installation of the switch (AXE) and RBS equipment in customer facilities. You must be able to work with quality standards and provide quality control check and progress reports.

You must be able to read and understand Ericsson AXE documentation.

You should have two years of experience in telecommunication and installation of the AXE and have the ability to travel extensively. A valid Driver's license required.

## RBS TEST ENGINEER

● You shall be able to test and commission radio base stations. This includes performing system/acceptance testing of digital interfaces, microwave and auxiliary Systems. You shall also be able to use TEMS for coverage and hand off verification.

You should have one year of experience in RBS 884 testing, an ability to travel, valid driver's license and knowledge of D-AMPS/IS 136 Technology.

## TRANSMISSION ENGINEER

● As a transmission engineer you plan, implement and supervise the installation and test of all types of transmission equipment, e.g. Mini-link, HDSL, cross-connection SDH and etc. You shall also be able to test the Access Network.

You should have 3 years experience in transmission equipment and an ability to travel.

## DT ENGINEER

● Provide engineering with support of the switch integration and create I-Modules.

You should have 3 years experience in DT environment for D-AMPS/AMPS system. Knowledge of DT tool such as PC-Comreg, C3fast, Compose and DTSS. A valid drivers license required.

## RBS SITE ENGINEER

● As RBS site engineer you shall be able to perform site investigation, quantify and allocate the indoor and outdoor equipment, interconnection and produce RBS installation manual (C-Module).

You should have 3 years experience in D-AMPS/AMPS RBS and/or transmission equipment such as SDH, HDSL, DXC, Mini-Link, etc. Knowledge of Word, Excel and ability to travel. Drivers license mandatory.

## SWITCH ENGINEERS (MSC)

● As a switch engineer you do the planning and implementation of switch installation projects, mechanical installation of switching, transmission, power, necessary cable ways, cable manufacturing and produce MSC installation manual (C-Module).

You should have 3 years experience in MSC site engineering concerning D-AMPS/AMPS systems. Knowledge of Word, Excel and Please. Driver's license required.

Contact persons EDB, Brazil: phone +55 11 681-2000. Operations; Eduardo Baptista, (Engineering; Gerson Freitas, Customer Support; Alexandre Setteval) Implementation System; Luis Bernardo, Technical Sales Support; Renato Fantoni, Human Resources EDB; Jacira Rita F. Gomes. Contact persons ERA/A, Stockholm: phone +46 8 7570000, ERA/AH Marianne Molin or Göte Hedblom. Application: Ericsson Radio Systems AB, KI/ERA/AHS Kerstin Malmgren, 164 80 STOCKHOLM, mailbox at EDB, Brazil: BRA.EDBEXPA

Manager Competence-management Ericsson Telecommunicatie B.V. (ETM), Rijen

## PROFESSIONALS

Within ETM a Regional Center for Global Operators will be established. This center will focus on the delivery of IN based total network solutions for Ericsson customers in Europe and Asia. We will cooperate closely with the other regional centers, located in Sweden and the USA and with the Global Response Center.

● We need professionals who will take up the challenge to participate in the establishment of this center. Keywords for the work are: pioneering, fast changing, international, high profile, team-

work, close customer relations, IN network thinking, transfer of knowledge and learning new methods and new technology.

You will be located at ETM in the Netherlands, a stimulating environment with high growth, international activities and both during and after working hours.

Competencies we are looking for are AXE software, DT, XM, IN, SMAS and BMX. A broad interest in other and new products, e.g. UNIX environments, is welcomed. Your activities will include: participate in the provisioning of the network solution, participate in the network roll-outs in Europe and Asia, transfer of knowledge to colleagues, learn and have fun. Within this center a dedicated competence manager will be responsible for your personal development.

Contact: Ton Reesink, Phone: +31 161 242105, Memo: ETM.ETMTORE.

Ericsson Eurolab Deutschland GmbH, Aachen, Germany

## PROJECT MANAGERS

Due to organizational changes within our Test & Support Department we are looking for two Project Managers "Test Configuration Management"

The main responsibility is the TCM Project Leadership for one of two GSM Switching System Development Projects.

## Project CME20 SS R7 INDUS -TCM

## Project CME20 SS R8

● The individual taking the CME20 SS R8 Project will have the opportunity to take interim responsibility for the HLR Redundancy and Hardware Modernization Projects.

The TCM organisation is responsible for the integration of products that are designed within three related design projects executed by the AMC, PAX and PA-SC organisation.

You will work within the Product Line Configuration Management Section - a section comprised of 30 people responsible for all activities required to execute TCM projects.

The main tasks are planning, execution and control of TCM activities in accordance with existing EED and AMC/CME20 SS project directives from MS8 until GA for the R7 project and from prior to TG2 until the start of Function Test for the R8 project.

As a suitable candidate you are an Ericsson employee with broad AXE competence in the area of AXE design or AXE testing. Previous experience in line or project management would be beneficial.

The ideal candidate has technical experience in at least one of the activities coordinated by the TCM project manager such as program production, AS specification, test bed integration or modification handling.

In this position you will need a methodical approach to your work. You should be hard working, cooperative, able to work under time pressure and able to communicate your ideas and solutions effectively.

If you have questions and/or are interested in this task please refer to your colleagues until 10.05.1997

Contact: EED/H/R Doerte Kaulard, Memo-id: EED.EEDDKA, Tel.: +49-2407-575-163 or EED/X/SOC Dan Grinstead, Memo-id: EED.EEDCGR, Tel.: +49-2407-575-341

Ericsson Telecommunicacoes S.A., Brazil - EDB-RA

## RADIO NETWORK PLANNING MANAGER

The Regional Network Planning Centre for Latin-America, based at EDB in Sao Paulo, supports all Radio Network Planning activities in Latin-America. The region is one of the world's fastest growing markets. We are strongly increasing our activities, and are therefore recruiting a Radio Network Planning Manager.

● You will be in charge of recruiting, training and managing a group of RF engineers. Your ambition shall be to develop the team from start, and to communicate and spread your enthusiasm and motivation.

We are looking for you that: hold a B.Sc. or M.Sc. in electrical engineering, telecommunications or equivalent experience, have a broad international experience, have a few years experience of cell planning or cellular operations, preferably on D-AMPS/AMPS markets, have at least a few years experience management in the cellular world, know that you are the one that will make it interesting.

English fluency is required, Portuguese and/or Spanish are a strong advantage. The assignment will be of one year minimum.

Contact: EDB/RAC Frédéric Aron, phone +55 11 681 02 98, Memoid ERA.ERAFAR, fax +55 11 681 20 70.

## Cia Ericsson de Chile S.A &amp; Ericsson Taiwan Ltd

## LOCAL PRODUCT MANAGER TO CHILE AND TAIWAN

Cellular Systems - American Standards is one of the fastest growing business units within Ericsson Radio Systems. We are expanding rapidly in the world over, and many challenges and opportunities are awaiting for us.

● Are you a person motivated in translating your technical knowledge into business results? - If so, you are a potential LPM.

Now we have two Local Product Management (LPM) positions vacant: one in Chile and the other one in Taiwan. (and new requirements will come shortly)

In the Local Company (LC), the main position responsibility is to provide customers with optimal technical support for our CMS 8800 Cellular products, during Sales to Order Process. Network design and Third Party Products are under the LPM responsibility as well.

He/She will be in close relation with customers, acting in a co-ordinated way with Marketing and Sales people as well as with others LC groups.

The LPM will be appointed to perform tasks like:

- to promote CMS 8800 products by presenting the clients their characteristics, and the advantages they provide.

- to elaborate customised selling proposals based on the Ericsson products.

- to answer technical Statement of Compliance. to make Product Planning, in close relation with the customers.

- to keep the LC staff technically updated.

The ideal candidate has an Engineering degree and two or more years experience in technical support in the cellular industry, the better if with AMPS-DAMPS standards. AXE experience is a must, as well as English fluency. Spanish is required for the position in Chile.

The persons we are looking for are self-motivated, ambitious, outgoing and interested in taking the challenge of being a key person in the LC and a valuable adviser for the customers. Hard working is a normal attitude for these persons.

As on developing their tasks the LPM's will be daily using both technical knowledge and human skills, their professional and personal competence will be exceptionally developed.

Contact: Oscar Casetta, phone +46 8 757 5719, memoid ERA.ERAOCAS. Application: Ericsson Radio Systems AB AH Göte Hedblom, 164 80 STOCKHOLM

Ericsson (China) Company Ltd., Region Central & East

## PROJECT MANAGER - MOBILE TELEPHONE SYSTEM

We are rapidly expanding our market shares in Region Central & East in GSM and DCS 1800. We are therefore in an urgent need of an experienced Project Manager.

The job opportunity is located in one of our provincial offices in the region. The employment contract is for one year.

● REQUIREMENTS: Bachelor of Science degree in electrical engineering with specialization in telecommunications, or equivalent. Four years work experience in the technical aspects of telecommunications.

Three years proven experience in management of customer projects. Good knowledge of PROPS, project planning, budgeting and management methods.

Good technical knowledge of mobile telephone systems. Good knowledge of Ericsson's business practices, supply organization and standards.

Result orientation, flexibility and patience are important personal qualities. Traveling is a natural part of the job. Previous experience from Asian business culture is an advantage.

MAIN TASKS: Lead a large mobile telephone system project with full responsibility for fulfillment of Ericsson's commitments to our customer. In your team, you will have experienced sub-project managers in the areas of logistics, switch, radio and system integration. You have financial responsibility for the project within the scope of the project budget. Our project method is a PROPS based application tailored for our needs in China.

Take active part in negotiations for new contracts in close co-operation with our marketing and technical sales department.

Train and coach new staff in assistant project management positions to become skilled and professional project managers.

Contact: Project Management and Logistics, Manager: Peter Holmertz (ETC.ETCPETZ), Project Management Mobile Systems, Manager: Enneth Frohman (ETC.ETCENFR) or Human Resources, Manager: Huang Yanyan (ETC.ETCSHY) Telephone: +86-21-6375 3399, Fax: +86-21-6350 9140 Application not later than 970515: ERA/LDH Hans Falk (fax +46 8 404 5311).

# contact

Ericsson, HF/LME/I, Room 811023, S-126 25 Stockholm

"Now people can get hold of me at any time, wherever I happen to be," says Anna Bell Kartberg, section supervisor of Central Operations at Östra Hospital in Gothenburg. She raises her cordless Ericsson DECT telephone to her ear and exchanges a few words with Kerstin Hallberg, the hospital's purchasing manager, who was responsible for ordering the recently delivered system.



It's time for the first call on the DECT cordless telephone. Anna Bell Kartberg is assisted by Ericsson's Hans Silander. Beside them are purchasing manager Kerstin Hallberg and Telia sales executive Esbjörn Holmén. Photo: THORD ANDERSSON

## Breakthrough for DECT at hospital

**a** small ceremony was held on April 16 in the hospital's switchboard room to inaugurate the new system.

Telia is responsible for the installation, dimensioned for 1,800 users, connected to the existing MD110 switchboard via six radio exchanges and three Mobility Server units.

"Full radio coverage is provided by 170 base stations distributed through-

### DECT does not disturb the sensitive hospital equipment

out all the hospital buildings as well as the outdoor areas," explains Esbjörn Holmén of Telia PubliCom, who is the salesman responsible for the system.

"This represents breakthrough for DECT telephones in hospitals," notes

Hans Silander of Ericsson Business Systems in Gothenburg, who provides customer support for Telia in connection with systems supplied to Ericsson.

#### Environmental requirements

Östra Hospital is starting with 400 DECT telephones, which can carry 180 simultaneous conversations.

"We lease the telephones to the clinics that are most in need of wireless communications," says Kerstin Hallberg. "This applies mainly to intensive care, operation rooms and large nursing wards. The system has many advantages.

"First and foremost, the fact that people have now acquired mobility in the sensitive hospital environment," continues Kerstin. "One of the features of the DECT system is that it

does not affect other electronic equipment, and thus meets the environmental requirements."

#### GSM phones forbidden

As anyone knows who visits a hospital, GSM phones are strictly forbidden because they can cause interference to certain medical equipment. By equipping personnel with the convenient new DT360 telephones, this problem is avoided. There are also savings on desktop phones and pagers. Other benefits are increased functionality and lower call costs.

#### Spoken word still best

"In a hospital situation, nothing beats direct contact through the spoken word," says Kerstin Hallberg. "Cordless telephones are the ideal solution in this setting. However, we would like to see additional paging functions integrated into the telephones."

THORD ANDERSSON

## end line

### The little guy takes the lead

**S**mall is "in" these days. And as far as I can understand, Ericsson is the largest little guy. The first quarter financial report released a few days ago confirmed the fantastic success of Ericsson's mobile telephones.

I remember a few years ago I used this column to question Ericsson's determined efforts to make mobile telephones smaller. I challenged the advisability of continuously striving towards shrinkage. Today, I must admit I have been proved wrong, completely. The sales success of mobile telephones has also proved the public wants small telephones, partly as the result of new buyers emerging in the marketplace. The market no longer consists primarily of "professional users" who feel they can afford or need a pocket telephone. Today, young people and other categories of "everyday" people are the targets of advertising campaigns.

A few days ago, my old private NMT telephone finally failed. My wife had taken possession of the phone and, in almost no time, learned she cannot live without this constant opportunity to contact somebody. So I thought I'd surprise her with a new telephone, one of those wine-red models about the size of a lipstick tube. I should point out that my better half is not exactly a large-scale consumer of lipstick, but she had noticed the ongoing advertising campaign and knew she could transfer her call account from the NMT subscription to GSM. So I went to the store and was lucky enough to get the last 788 model in the shop. "I'm sorry, all we have left is the wine-red model," the salesperson said, probably thinking the phone was for me, but I forgave him that little misunderstanding.

As soon as I got home, I unpacked the little miracle machine. My wife, who is certainly not a technology freak, was absolutely delighted. She learned how to use the most important functions in just a few minutes - a tribute to whoever wrote the user manual - and the compact format fits perfectly into a jacket pocket. (But why, I ask, enclose a user manual in several different languages? Perhaps it's some form of logistics finesse, but for environmental purposes, it's completely reprehensible.)

My wife's reaction finally convinced me of the importance consumers attach to format, design and user-friendliness. It would really surprise me if Ericsson's new series of mobile telephones does not prove to be its greatest success yet.

In the theme supplement to this edition of Contact, we describe how mobile telephones help Ericsson become better known in the world out there. It's interesting to learn how the little wine-red, gray and black ambassadors make Ericsson better known and appreciated in all parts of the world.



LARS-GÖRAN HEDIN

■ Gothenburg's Östra Hospital was completed ten

years ago. Since the beginning of the year, it has been part of the same organization as the Sahlgrenska University Hospital.

Östra has about 1,000 beds divided among four clinics: the Women's

### Worth a visit for the artwork alone

Clinic, Infectious Diseases, Pediatrics and the Central Clinic. There is also a service building.

No other public building in Gothenburg has such a large art collection - more than 1,000 artworks.

Even during the preliminary design stage, the architects, C. G. Carlstedt and Olle Weissbach, began collaborating with the artists involved in the project.

So the hospital is worth a visit for the artwork alone!

**contact**  
**in depth**

THEME SUPPLEMENT TO CONTACT  
NO. 7 1997

**ERICSSON**

**The art of  
brand  
enhancement**

Theme: More impact for Ericsson



## It's all in the mind of the customer

Certain words evoke very specific emotions. Coca-Cola, Levi's and Kodak... They are unique and timeless. They are trademarks that give us an array of associations and expectations. However, strong brand names don't simply appear out of nowhere; they must be built up and drilled into consumers' consciousness year after year.

The foundation is a strong product combined with very consistent communication to the outside world.

Increasing competition and an ever decreasing life cycle for Ericsson's products increase the importance of our name and our trademark. That's why corporate management has decided that the Ericsson brand should reach the same status as Coca-Cola and Levi's within our industry.

The purpose is to strengthen customer loyalty and reinforce our market position. It's a job that involves all of us. Some may think that this is the marketing manager's responsibility, but in order to build up a strong trademark, effort of all employees is required.

Mobile phones are becoming a consumer product in an increasing number of markets, which is why the Mobile Phones and Terminals business area is first in line in the efforts to strengthen our trademark. The business area has formed a trademark platform, based on surveys of how customers and employees perceive Ericsson, combined with our vision of the direction of our development.

The business area has now reached phase two, in which all employees will learn about the trademark and understand how they can all work towards a common goal. The training program consists of a correspondence course, a book and various seminars. Then the next step is to implement the various ideas and objectives.

Ericsson's other business areas are also well on their way. Their task is to charge the Ericsson trademark with the values that are essential for building a strong relationship with their customers.

Together, we will build an Ericsson that has more impact in our different markets. It will take several years to become really strong, but by working consistently within not only product development, but also service and marketing, Ericsson can become a brand name which billions of people associate with quality and interpersonal communication.

ANNELI KRANTZ  
THEME INSERT EDITOR

## contact in depth

A Supplement of Contact,  
a newspaper for Ericsson employees

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"It's essential that everyone understand the main concepts of our trademark platform," says President and CEO Lars Ramqvist.

"TO CONTINUE DEVELOPING 'ERICSSON' from being just the name of a prominent telecommunications company to being a renowned consumer brand name will give us a series of valuable business opportunities."

This is President and CEO Lars Ramqvist's explanation why the company is currently placing such a great focus on the Ericsson trademark, especially with the new trademark platform implemented this past spring.

Lars Ramqvist continues, "We already possess the most important criteria for the new brand-building program. For over a hundred years, we have sold our products to a large number of countries worldwide. Through the years, we have become known as skillful marketers. We have also proven that we possess a high level of know-

how when it comes to both systems and terminals – a know-how we need to use as leverage to reach success.

"The underlying objective of our efforts to establish a strong trademark is that we want to secure the company's good relationship with its customers. In our case, our goal is that Ericsson be associated with one of humanity's most basic needs – to communicate with one another. We want to be known as the company that helps people satisfy this need."

Internationally, Ericsson is mostly known in telecom and financial circles. Surveys show that Ericsson is largely unknown among the general public, other than in Sweden.

"Ericsson's common values – professionalism, respect and perseverance – form an excellent

**"A strong trademark promotes new business opportunities"**

foundation for our brand management work. What we must do next is to fine-tune our way of presenting these values in different parts of the world. It's self-evident that when we sell millions of mobile telephones in a large consumer market, the message to consumers must be formulated and presented differently from our traditional systems markets," says Lars Ramqvist.

HE THINKS THAT THE TRADEMARK PLATFORM WILL help us achieve this. Using this platform, Ericsson should develop and design products that correspond with the personal needs of people in different parts of the world. The objective is to get people everywhere to perceive Ericsson as a symbol for personal communication.

"In order to succeed, all employees must make

an effort. It is vital that as many as possible understand the trademark platform and learn the seven or eight central concepts. Then we can all contribute to the creation of a brand that becomes a permanent part of people's consciousness."

The new trademark platform simplifies the requirements of each employee. It describes which values we want associated with Ericsson and how the brand name is part of an entire chain from design and development, via presentation and marketing to sales and service.

Lars Ramqvist concludes, "Our goal is to make Ericsson a brand that is an everyday part of people's lives, a part which they can't imagine being without."

ANNELI KRANTZ

Photo: VICTOR LENSON BROTT

## Brand names used since the 1500s

In its simplest form, a trademark is a name, a logotype or a symbol that identifies a company or a product and differentiates it from competitors.

This signaling function is a very old practice; some of the first trademarks originate from Scotland in the 1500s, where whisky manufacturers burned their own symbol on each barrel to distinguish it from the competition's. A few hundred years later, American ranchers branded the hides of their cattle with a hot iron. The word "brand" originates from the Old Norse word "brndr," which means to burn or "burn in" an identity.

The modern trademark appeared in the mid-1800s, when the foodstuffs industry began packaging its products. The industry was simply forced to put a name on the boxes in order to differentiate them.

A brand is not merely a distinctive trademark. It is also the thoughts, feelings and cultural composition of the associations people attribute to the symbol. The English language distinguishes the symbol (trademark) from the abstract values and associations behind it (brand).

It's a proven fact that people are willing to pay more for products with a known brand name than for generic products, which indicates that brand association really exists to some extent in peoples' consciousness.

## Business areas at different stages

Ericsson's efforts to strengthen its brand name have reached different stages in different parts of the company.

All of the business areas must establish the following:

- Product categories/markets in which the trademark should be used.
- Business opportunities resulting from the brand name.
- The direction the brand name should take.
- The goals of the brand name.
- How the values the brand name stands for should be expressed. The values are divided into categories for instrumental, central and expressive values, depending on how the perception of the brand name should be.

"The values behind the brand need not be expressed in the same way on all markets," says Mats Rönne, Ericsson's manager of market communications.

He adds, "Our innovativeness doesn't mean the same thing to the consumer market as it does to our established business-to-business customers."

This means that brand management will differ quite a bit between the company's different business areas.

The Mobile Phones and Terminals business area has already completed the structure of its brand management program and is already in an operative phase, which can be evidenced in the recent launch campaign for GF 788.

Mobile Systems is completing various analyses and plans to present its brand management plan in May.

At Infocom Systems, the trademark platform will influence the discussions for the re-launch of AXE, among other areas. Infocom also manages the systems brand name, Consono which will be packaged and sold differently. Today, Consono is sold as a combined service for personal mobility and a call center that handles incoming traffic.

# The trademark means reliability to customers

A good brand name creates a relationship between the consumer and the product, a relationship which can bring mutual benefits. The consumer seeks reliability and confirmation through a purchase. It's simply easier for the customer to make a choice in the store, since certain choices have been made in advance. The value to the company is obvious – satisfied customers come back again and again.

IT BECOMES PARTICULARLY APPARENT IN supermarkets. Shopping would take up an unfathomable amount of time if one had to stop at each product, from toothpaste to frozen vegetables, just to decide which brand to choose.

Regular use of a brand enables the consumer to become accustomed to a particular scent, taste or structure, thereby becoming more biased towards other brands.

In the midst of aggressive, and oftentimes chaotic, information flows, well-known brand names help create a selective choice pattern for loyal customers. Advertising may seem brash and overpowering, but consumers notice ads for their "own" brand more often and more clearly than competitor brands. They become increasingly selective and study the advertisements for their own brand in order to confirm their choice and avoid doubt.

ANOTHER IMPORTANT PURPOSE OF ADVERTISING IS to maintain existing customers by ensuring that the brand's values stand true, and that the customers can therefore continue their ingrained purchasing patterns.

Of course there are many who find variety to be the spice of life, but it can also be risky and tiresome, which is why most people prefer that which is normal, familiar and everyday. Many enjoy traveling, but as the saying goes, there's no place like home.

All around us, uncertainty is increasing. Major changes are taking place, and suddenly technolo-

gy has made the impossible possible.

In the midst of all this change, brand names are among the few things that are fixed and unchangeable.

As society becomes more complex, most of us realize that we can not learn everything. We become increasingly dependent on the knowledge of others and need to trust them. We know, or hope, that other people have the professional knowledge we lack and we often have a blind faith in, for instance, pilots, TV repairmen and doctors.

USUALLY, WE ARE NOT CONSCIOUS OF HOW WE hand over responsibility to the brand supplier when we buy his products.

Even though brands labeled with well-known trademarks are often more expensive than others, they also make the purchase less risky. Many known trademarks have been around for decades and others for over 100 years. This means that many people throughout the years have obtained first-hand knowledge of these brands.

Consumers may reason that if many people use a brand every day and have done so over many years, it must be good and worth testing.

People also need different ways to express themselves. If an image can't be expressed in any other way, then it can always be done through possessions or trademarks. Doing so has become the norm, and we accept brand names as a means of communicating with others.

Branded products, especially those which are



Photo: URBAN JÖREN

expensive or very famous, can play an important role in their quiet means of expression.

However, this is possible only if those one wants to communicate with are familiar with the brand and know what it stands for. If you want to make a statement with the brand you've chosen, it's naturally frustrating if no one notices or is impressed. One solution to this problem is to place the label where it can't be missed, making the previously subtle communication very obvious. Consequently, the brand name becomes a way of making a statement, even to those you don't know. It conveys a message of belonging to those with the same brand and excludes those who are without.

## The formula that explains why strong trademarks succeed

A simple mathematical formula explains the secrets behind the success of strong trademarks.

The formula to the right illustrates the three different ways to increase sales of a brand-name product.

The most common method is reducing the price. It always leads to increased sales, as long as the product is just as good and the brand is just as strong as before the price reduction. McDonald's is an excellent case example. The company has tested the waters and experienced the positive results of lower prices. Consequently, McDonald's offers value menus at a discount.

The second possible method of increasing sales is to improve the product or make it more functional while keeping the price constant.

The third option is to sell more by improving brand equity. This is attained through advertising or by otherwise associating the brand name with the right values.

The advantage with this method is that it can be twice as profitable. The more brand equity improves, the higher the price that can be demanded.

"Increasing sales by decreasing price is not as advantageous. Consumers will easily get the impression that products selling at lower prices are also worth less. This ends up undermining the brand name and one could almost say that it becomes devalued," according to Ulf Enander, brand expert at HLR & Co./BBDO, who was Mobile Telephones and Terminals business area's partner in the project to develop the new brand platform.

$$F^{\circledR} = \frac{V_p \times V_l}{p}$$

### Formula for brand-name sales

F<sup>°</sup> = sales  
V<sub>p</sub> = the product's instrumental value  
V<sub>l</sub> = the brand equity, or strength of its "emotional value"  
p = price

In a changing world, brand names are among the few things that are stable. This makes the consumer feel more secure.

## Why we'd rather pay more for certain products

A company that places great emphasis on its brands is Procter & Gamble. Heavy advertising has made such products as Ariel, Pringles, Always and Pampers household words in Europe and the rest of the world.

Many people feel that commercials are both repetitive and annoying, but Procter & Gamble doesn't mind. In their world, commercials aren't designed to entertain. They should project a message about the product and sell, sell, sell.

And the rewards come quickly.

Procter & Gamble enjoyed a profit margin of nearly 10 percent last year, a sensationally high figure for a company in the non-durables sector, where competition is intense and margins are tight.

An important factor behind their high profitability is that Procter & Gamble can always charge more for its products than the competition.

What is it then, that makes people want to pay more for Pampers or Ariel than for the competition's or the grocer's own brand of diapers or laundry detergent?

According to Procter & Gamble, it's mainly because they produce first-class products.

The company invests enormous sums of money on research and development with the goal in mind that every new product they launch should

be the best on the market. It should preferably be so superior that it bridges all cultural differences and becomes the leading product in all countries.

Thus, consumers should be able to feel secure in their choices each time they choose one of P&G's brands. The benefits of the product are repeated over and over in the commercials without an ounce of humor or irony. But then again, the company's internal policy is that it is absolutely forbidden to joke about product quality in their advertising.

"IT'S NOT A RELEVANT QUESTION IF THE consumers enjoyed the commercial. The question is if the consumer is aware of the product or not. It's the product, not the commercial, that the consumer should favor," says Jeanette Ernroth, Procter & Gamble's corporate communications manager in Sweden.

As a whole, Procter & Gamble is the world's largest advertiser and produces more advertising than Coca-Cola, Pepsi and McDonald's combined. Their stated goal is to air more commercials than all of their competitors. In other words, it doesn't hurt if some people see a commercial 20 times or more. It means that most people have seen it between nine and 12 times, which means that the commercial has the greatest effect, according to certain studies.

## Strong brands live on

Examples of brands that have maintained their positions as market leaders in the US since 1923.

Brand	Product
Kodak	Film, cameras
Del Monte	Canned fruit
Wrigley	Chewing gum
Nabisco	Cookies
Gillette	Safety razors
Coca-Cola	Soft drinks
Campbells	Soup
Ivory	Soap
Goodyear	Tires

Source: Advertising Age and the book Brands published by Interbrand.

Examples of brands that have maintained their positions as market leaders in Britain since 1933.

Brand	Product
Hovis	Bread
Stork	Margarine
Kellogg's	Corn flakes
Gillette	Safety razors
Schweppes	Drink mixers
Colgate	Toothpaste
Kodak	Film, cameras
Hoover	Vacuum cleaners

Source: Saatchi & Saatchi and the book Brands published by Interbrand.

## Leadership affects the brand

The legendary brand consultant Jack Trout has identified a series of rules that apply when marketing brand names. The most important are the rules of leadership.

**The first rule:**  
Create a category where the brand is number one.

It's the basis of all marketing, regardless of what is being sold. It's better to be first than to be best, since it's easier to create awareness among consumers than to convince them that a product is better.

Everyone remembers Charles Lindbergh, but who was the second person to fly over the Atlantic?

**The second rule:**  
If the brand is not first in a category, find a category where it will be first.

Those who don't know who the second person to fly over the Atlantic was, may be able to identify the third person. Her name was Amelia Earhart, famous for being the first woman to complete the difficult solo flight.

**The third rule:**  
Be at the top of consumer awareness. Being first in the market is preferable for one single reason: it makes it easier for the customer to think of your product first. It's difficult, and oftentimes impossible, to get consumers to change their minds about something on which they already have an opinion.

It's better to be first in awareness than to be first on the market.



When McDonald's opened their first restaurant in Moscow thousands of people queued for a hamburger.

Photo. PRESSENS BILD

McDonald's is one of the world's strongest trademarks. The trademark is among the company's most valuable assets – an asset that is protected like a precious gemstone. The company doesn't make investments sparingly when it comes to further strengthening the brand's position.

McDonald's studied the processes of the manufacturing industry early on in its history. The company then put these observations to use and succeeded in transforming them in a way that was suitable for a service organization. As a result, McDonald's is one of the first companies to package a service under a brand name.

The basis of their brand concept is that the customer's expectations should be fulfilled every time; that a visit to McDonald's is always the same. A Big Mac is a Big Mac and it should taste the same regardless of where it's purchased.

In order to even out the differences in service and cleanliness between the various restaurants around the world, there are five special "hamburger universities." The training is based on a meticulously detailed framework of regulations. Just the directives for which type of lettuce should be used and how it should be handled encompasses 28 pages of fine text.

When the public's demands change, McDonald's acts quickly to adjust the company's image so that the expected experience at the restaurant remains the same. In this way,



## 'To fulfill the customer's expectations every time'

McDonald's managed to turn around the public opinion critical of the company's waste of resources. New packaging and a waste sorting system has enabled McDonald's to appear as a responsible company from which environmentally aware people can continue buying hamburgers.

When McDonald's first stepped out into the international arena, the trademark was interpreted in many places as a symbol for the United States' cultural imperialism. But even then, the company managed to turn around public opinion and it is now on the way to becoming the world's producer of fast food. The goal is that it should be possible to travel anywhere and still find the well-known golden arches.

In order to avoid being perceived as a gigantic American company, McDonald's emphasizes that its restaurants are run by local entrepreneurs. They buy meat, potatoes and other ingredients from domestic suppliers and strive in different ways to appear as good business citizens.

The majority of the restaurants are run by local franchise owners in order to maintain the entrepreneurial mentality, which is viewed as being essential to profit levels. In 1982, McDonald's sales outside the US amounted to SEK 10 billion. Ten years later, it had increased to just over SEK 60 billion.

Even though the head office in Chicago has always given strict instructions concerning the

food served and what the restaurants should look like around the world, they have nevertheless given relatively free reign to local marketing initiatives. Each year, the company invests billions of dollars on advertising, and when the World Championships in Soccer were held in the US, the first campaign was produced that was shown in nearly 100 countries at the same time.

At McDonald's in Sweden, the president Mats Lederhausen strongly emphasizes that the company needs to adapt to a new organizational philosophy. He speaks of a modern view of leadership, in which each employee is a part of a larger life's project than just the job.

"We have inherited our organization from industry, but now is the time to realize that among know-how, ingredients, capital and people, it's people that are the most important elements today. Their efforts are decisive in the all-important encounter with the customer," he says.

Their vision is to obtain 100 percent satisfied customers through 100 percent satisfied employees. And that this should automatically lead to high profitability.

This is how the McDonald's trademark becomes a part of the employees everyday life. So now it's industry's turn to go to McDonald's and find out how the trademark can infiltrate the entire company.

ANN-SOFI SWAHN

## Emotions turned the tides for the shaver

Nearly half of the razors sold in the western world come from Gillette and the company's slogan, "The best a man can get," is among the catchiest.

It's hard to believe that Gillette was undergoing a crisis less than ten years ago. The same products were marketed under different brand names depending on where they were sold and the brands symbolized different values. Profitability was terrible and the company's independence was threatened. Today, the situation is a completely different one. According to the Financial Times,

Gillette is the world's best managed brand and on the New York Stock Exchange, the share price has increased fivefold since things started turning around.

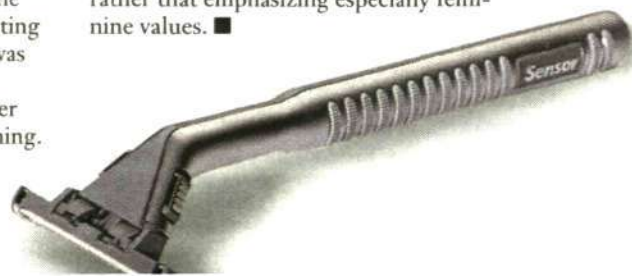
But what happened?

When Gillette launched its new Sensor shaver, it was decided to add a masculine aspect to the trademark. The company was already benefiting from an association to masculinity and this was used to its advantage in all situations.

The trademark platform also contains other values, such as effectiveness and good grooming. By playing on the masculinity aspect,

Gillette and its advertising agency BBDO, managed to convey that their razors created self-confidence, independence and success.

Now Gillette has launched a sensor razor for women that has also become a sales success. In this case, Gillette has played on its regained trust, rather than emphasizing especially feminine values. ■





Levi's always portrays itself as the original, which has led to competitors' imitations being viewed as bland copies.

Photo: URBAN JÖRÉN

## The original that can't be copied

Levi's is a 150 year-old trademark that maintains its leading position, regardless of what the competition tries to do.

The first blue jeans were sewn in 1853 in the United States by the German immigrant and trader, Levi Strauss. The pants quickly became popular among gold miners and cowboys due to their durability. Early on, the company patented the use of rivets on the pockets, which made the jeans last longer.

Even though the product has looked more or less the same from the beginning, no one has succeeded in producing a copy that could compete with the Levi's brand.

The recipe for success is a combination of high product quality and consistent, yet fashion-conscious marketing. According to Levi Strauss International's president, Peter A. Jacobi, the company's advertising symbolizes honesty, sensualism, masculinity, courage, youth and strong independence. In the commercials, the wearer of Levi's jeans is always a hero and preferably a bit rebellious.

But even Levi's has experienced declining sales figures and an uncertain market. In the mid-1980s, the blue jeans industry faced its worst crisis ever. During the yuppie era, suits were en vogue and jeans were left in the inner depths of everyone's closets.

Wrangler, the jeans manufacturer in the Vanity Fair group, was forced to close factories and Levi Strauss also experienced turbulence due to sharply decreasing sales.

It was at this point the company asked consumers about their views on the Levi's trademark. The most common answer was that it has always stood for original jeans. The company's strategy to survive the crisis by diversifying into a myriad of products was thus completely wrong.

In 1984, a principle decision was made that the Levi's trademark would only stand for jeans and jean-related products. The slogan, "Quality never goes out of style," was also adopted.

The classic 501 model was launched again using pan-European television and movie theater campaigns. The music from the commercials became so popular, that the songs ended up on the top of

all kinds of music charts and Levi's recaptured its position as unchallenged number one.

"We have positioned Levi's as the original, which has made it impossible to challenge Levi's by imitating them," says John Hegarty, one of Europe's most creative advertising directors at Bartle, Bogle Hegarty in London.

An important component of the Levi's profile vis à vis the competition and imitations is the control of the distribution chain. Quality is permitted to go before quantity, which means that they have created a selective distribution system in which the retailers have to fulfill certain measurable requirements on, for instance, exposure, store location and service.

Despite the fact that Levi's has several strong competitors such as Lee, Maverick and Wrangler in the US and Diesel, Rocky and Crocker in Sweden, the company's position is still unique. For instance, in 1996, nearly half of the Swedish teenagers interviewed said that the next pair of pants they buy would be Levi's. The heavily profiled Diesel brand received only nine percent of the votes.

GERTRUD SVENSEN

## He personifies the brand name

The Virgin empire includes everything from an airline company and a brewery to record stores and an insurance company.

However, the attitude is always the same. The Virgin brand name stands for a young, consumer-friendly boldness personified by the founder and media genius Richard Branson.

The history of Virgin reads like a fairy tale about the headstrong entrepreneur who, in a very short time, built one of Great Britain's strongest trademarks and most successful companies.

As a 19 year-old, Richard Branson started a mail-order record company. Virgin Records grew into a megasized company and was sold to Thorn-EMI in 1992 for SEK 5.6 billion.

Strengthened by his achievements, Richard Branson expanded his empire to include Virgin Atlantic, Virgin Radio, Virgin Vodka and Virgin Life, just to name a few. Today, the group comprises

## The processor that gave the PC market a face

Every year, Intel invests billions in strengthening its trademark.

Today, awareness of the tiny computer processor is nearly as high as of the major brands Marlboro and Coca-Cola. By building up one of the world's strongest trademarks, Intel has succeeded in attaining an 80 percent market share and becoming one of the world's most profitable companies.

In the early 1990s, Intel started an advertising campaign, the size of which was unprecedented in the industry. No processor manufacturer had ever come across the idea of advertising its brand name. Does the customer care which company manufactured the processor in the computer he or she is about to purchase? The answer, they believed, was no.

But Intel had a different line of thinking. With two billion dollars in the budget, the company launched a massive advertising campaign with the slogan "Intel inside."

There were two objectives: first, to increase brand awareness, and second, to spur computer sales.

"We went to the computer manufacturers and said that we'd assume the advertising costs," says Damian Callahan, public relations manager at Intel. "This encouraged them to advertise and we thereby helped the PC market grow."

In exchange for Intel's monetary investment in the PC manufacturers' advertisements, they could include the slogan "Intel inside" in the ads. Today, every sold PC that contains an Intel processor is labeled with this slogan. The company works with the major manufacturers such as IBM and Compaq, as well as with smaller, local manufacturers.

The "Intel inside" slogan has become a guarantee of quality. In just a few years, the Intel trademark has become one of the strongest in the world. At the same time, the company has strengthened its position as the world's leading manufacturer of computer processors, with a steady market share of more than 80 percent.



over 200 companies, which attained sales of more than SEK 20 billion last year.

Despite the fact that Richard Branson is personally good for several million, he is not perceived as a traditional businessman and capitalist. In an opinion survey among British young people, he was named along with Mother Theresa as one of the few trusted to change the ten commandments. The Virgin brand name also has a positive connotation. In the magazine PR Week's opinion survey, 80 percent of the respondents associated Virgin with friendliness and quality. Nearly as many felt that the name stood for creativity, low prices and entertainment.

The Mobile Phone and Terminals business area is not the only Ericsson part to concentrate on the development of its trademark. All of Ericsson, regardless of which services or products are offered to cus-

tomers, can improve its business potential with a strong trademark. The best interests of all employees will be served, therefore, by taking part in promoting the Ericsson trademark.

# Trademark reflects unified front

**MATS RÖNNE IS RESPONSIBLE FOR ERICSSON'S** marketing communications. He wants the entire organization to work together in joint efforts to capitalize on the advantages of a common trademark. Mats Rönné also refers to ongoing changes in our world, stating that current efforts to promote an Ericsson trademark will affect all Ericsson employees.

"By tradition, Ericsson has sold its products to a relatively limited group of professional purchasers. Today, the traditional mode of operations is history. The number of Ericsson customers is growing like wildfire, even for systems sales, characterized by a continuous displacement toward markets in which employees have less direct contact with end-customers."

Many of Ericsson customers today are in what is commonly called "the business community." Ericsson has a broad range of products and services used in business communications, but the customer group is also assuming greater importance in terms of "traditional" solutions for telecom operators.

**"Business areas contribute in different ways"**

Sales to operators with no background in telecommunications are becoming increasingly common. Steel companies, the textile industry, real estate companies and travel agencies are just a few examples of where owners of new operators have their roots – areas in which Ericsson have no traditions. In parallel, the borderline between data and telecommunications is gradually being erased, a trend also creating a host of new competitors.

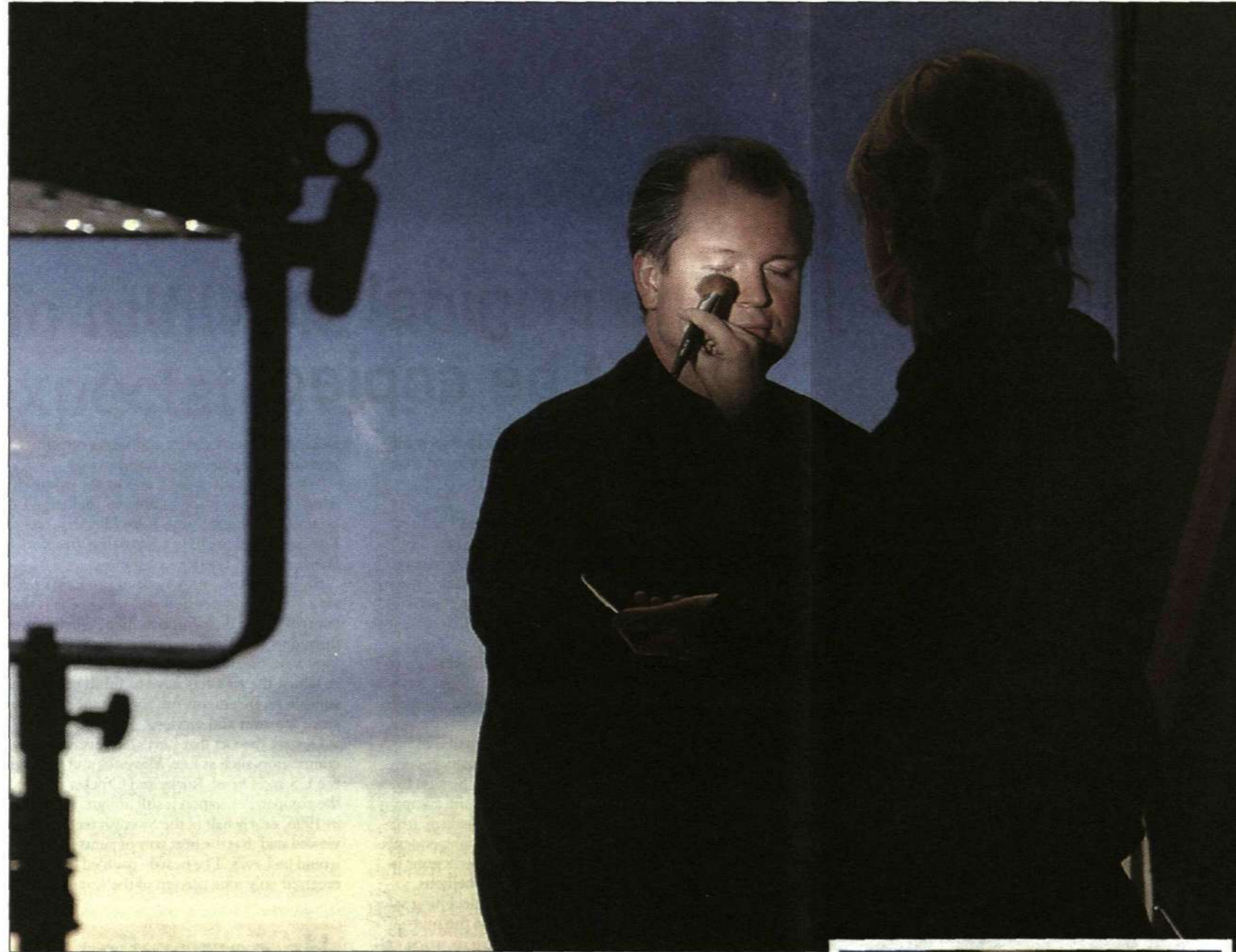
The collective effect of current market trends, in turn, has created the need to develop a strong trademark and brand names. By cooperating across our own organizational borders in all trademark matters, we can strengthen and improve the potential for all Ericsson units to defend and develop their market positions.

THE CONSTRUCTION OF A TRADEMARK IS NOT AN advertising ploy, but rather a strategy to establish a sense of harmony between different Ericsson units. Among other features, efforts based on a market survey to determine which sectors should be cultivated and which sales arguments are most likely to be heard by customers.

Employees who work with research and development concentrate on creating products and offerings. People working with advertising and marketing strive to develop the market so that consumers and retailers recognize the values offered by Ericsson's products and services.

"In the systems sector, Ericsson is definitely the world leader in mobile telephony, and our AXE system is the world's best-selling digital system for wired telecommunication networks. Naturally, we must take advantage of these factors in our trademark platform. Many people erroneously believe that trademark issues are restricted to consumer products but, in fact, a strong trademark is just as important to large, complex systems designed for the business-to-business market," says Mats Rönné.

When products are extremely complex, for example telecommunication systems that cost several hun-



Mats Rönné's job as head of market communications includes reporting on Ericsson's views on the Ericsson trademark in various contexts.

Photo: URBAN JÖRÉN

dred million Swedish kronor, the trademark is not a primary representative of the system's products. It is more of a reflection of business relations between the supplier and confidence in the supplier's ability to meet contractual obligations. Since confidence and trust are built on relations, the trademark structure is largely a matter of creating long-term relations.

The trademark platform, accordingly, also affects customer expectations on other Ericsson units that sell products and services to other companies – operators or conventional companies that need telecom solutions. It should also be noted that Ericsson has a long history characterized by its ability to use, develop and capitalize on the Company's trademark, albeit within a limited circle of customers. Today's challenge is to embark on a mission to establish the same type of relations with a much larger market.

In marketing operations focused on end-cus-

tomers, the trademark assumes significance at two different levels: the distributor, or retail chain, and as leverage in affecting consumer attitudes and purchase patterns.

"We see greater understanding today for the interplay between the two levels, as well as the advantages of a strong trademark," continues Mats Rönné.

Ericsson's heavy concentration on mobile telephone advertising in the media will have effects on the entire Company, particularly since its advertising campaigns are directed toward a non-technical target group.

The main theme is concentrated on products and the advantages they offer to customers, a sales argument that is completely new to many Ericsson employees. At the CeBIT Fair in Hannover earlier this year, however, Ericsson proved that its new approach to business opportunities definitely has a place in all parts of the organization.

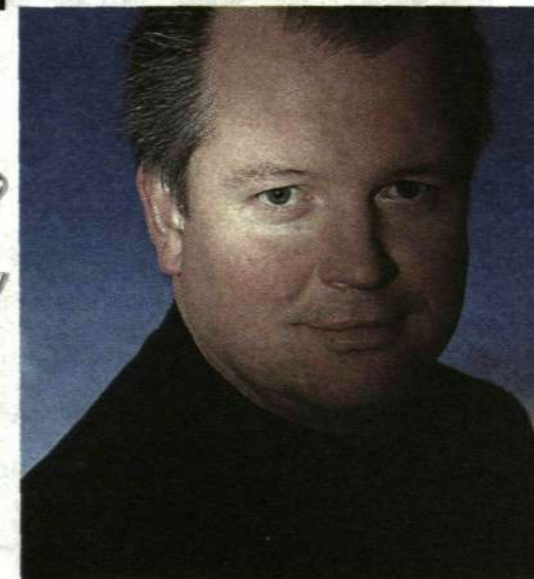


Photo: THORO ANDERSSON

## CeBIT – for new philosophies

The international CeBIT Fair in Hannover earlier this year marked the premiere of Ericsson's new trademark philosophy, serving as the foundation for a joint activity for the entire Company.

The borders differentiating various parts of Ericsson were virtually erased at the CeBIT Fair. Ericsson was presented on a unified front, although the Company was physically represented on two exhibition stands – one for mobile telephones and another for system solutions.

"The division was based on the structure of the market and exhibition; we wanted to make it as simple as possible for our various customer groups to find us," explains Mats Rönné, head of Corporate marketing communications. The focus of Ericsson's two stands reflected our message to the different target groups, but we also wanted the exhibition stands to project a coordinated image and convey a more emotional theme."

The common bond was reflected in the theme's

stronger focus on aspects like success, development and dialogue, rather than technical data and specifications. The mobile telephone stand portrayed the human voice as the conveyor of communications, with certain emphasis on how Ericsson's mobile telephones create personal contacts, while the system solutions stand focused more on business economics and Ericsson's ability to supply solutions.

"We wanted to show that we have a better understanding of what customers need than our competitors and to emphasize our position as the market leader. It was a real kick for Ericsson's personnel working the stand to see how we distinguished ourselves from the competition, most of whom were still talking about "the best technique." But marketing is no longer just a matter of who has the best products, but rather which company is considered the best choice by customers – it's a battle of perception," concludes Mats Rönné.

## Trademarks worth billions

Strong trademarks are extremely valuable assets. According to calculations by Financial World, the trademarks of Marlboro and Coca-Cola are worth more than SEK 300 billion each.

And that's not just their paper value. During recent years, investors have paid fantastic amounts of money, primarily in the U.S., to acquire attractive trademarks. Philip Morris, for example, paid SEK 100 billion for Kraft, an American producer of soft cheese, salad dressing and other food products. The net worth of Kraft's total assets is estimated at approximately SEK 25 billion. The price of its trademark, accordingly, was determined to be in the range of SEK 75 billion.

How can a trademark be worth so much money?

Andy Millican of Interbrand in London, one of the world's leading experts in evaluating trademarks, provides two important reasons why a company might be prepared to pay so much money for a trademark.

First and foremost, the value is determined by future potential to make money from the

trademark – and the potential is generally strong. Companies with strong trademarks are usually much more profitable than market average.

People who deal in trademarks are also aware of the long-term, determined efforts that are devoted to the development of a leading trademark or brand name. They also know what enormous amounts of money have been invested in advertising and marketing to reach positions of leadership.

As a result, companies are also prepared to pay a premium for "not having" to establish and promote a trademark.

Astute businessmen and women have realized the values of strong trademarks for many years, but it was not until quite recently that Interbrand and other specialists developed methods to calculate the values of abstract assets. This type of knowledge has not always been generally prevalent in Sweden, a country dominated by forestry and engineering industries. In parallel with Ericsson's emergence and success on mass markets, however, greater focus on trademarks will increase. There is also a good Swedish

Trademark	Value, SEK bn
1. Marlboro	340
2. Coca-Cola	330
3. McDonalds	140
4. IBM	135
5. Disney	120
6. Kodak	100
7. Kellogs	85
8. Budweiser	80
9. Nescafé	75
9. Intel	75
9. Gillette	75
12. Motorola	70

Source: Financial World/Interbrand

example of successful trademark development and its financial significance.

Reports surfaced recently revealing offers of large amounts of money to the Kingdom of Sweden to sell the company that produces Absolut Vodka, the sixth largest-selling hard liquor in the world. It's not the production plant's machinery that has been valued at more than SEK 15 billion, it's just the Absolut trademark.

How far has Ericsson come in refining its trademark? Progress varies between different business areas – from initial stages of development to full-scale programs to train personnel and implement new practical theories in everyday work routines.

# First step toward a strong trademark

"Establishing a trademark is not restricted to consumer products: it also includes our system operations. Customers must regard Ericsson as a single unified company, not a conglomeration of different units." Åke Persson, Marketing Manager of Mobile Systems, sums up his business area's efforts to develop a common trademark platform, based on the model used by Mobile Phones and Terminals.

**mobile systems** THE THREE BUSINESS UNITS for mobile telephone systems have assumed different market positions for the past several years. During the same period, dynamic changes have taken place in the market for mobile telephony. Deregulation of the telecommunications industry and intensified competition have sharpened focus on the importance of a unified Ericsson profile – regardless of system standards.

"Our division into business units places special focus on our different systems. There is a risk, however, that extensions into different areas creates an unclear picture of our Company, which could be detrimental to our competitive power. Ericsson's efforts to develop a unified trademark is an important step toward coordinating our range of systems," Åke Persson explains.

"An increasing number of operators conduct global activities, buying different technologies in different countries, depending on frequency bands and standards. We shall project the same positive image of Ericsson, regardless of which business unit supplies the system," he continues.

GROWING COMPETITION IN THE MARKETPLACE HAS also given rise to new types of decision makers now buying mobile telephone systems, ranging from bank management personnel to private industry, which has also increased the need for a clearly defined Ericsson trademark.

"We are the world's leading supplier of mobile telephone systems. Our success is based on a broad range of positive opinions, perceptions, qualities and evaluations – all of which need to be strengthened," says Åke Persson.

Customer opinions of Ericsson should include the impression of a reliable and creative company with the ability to support its customers on a long-term basis.

"Our job is to make our customers successful. This goal brings us closer to customers, and we must learn more about the conditions under

which they work and try to understand their needs."

One threat on the horizon is that new, less well-known operators may be "frightened off" by Ericsson.

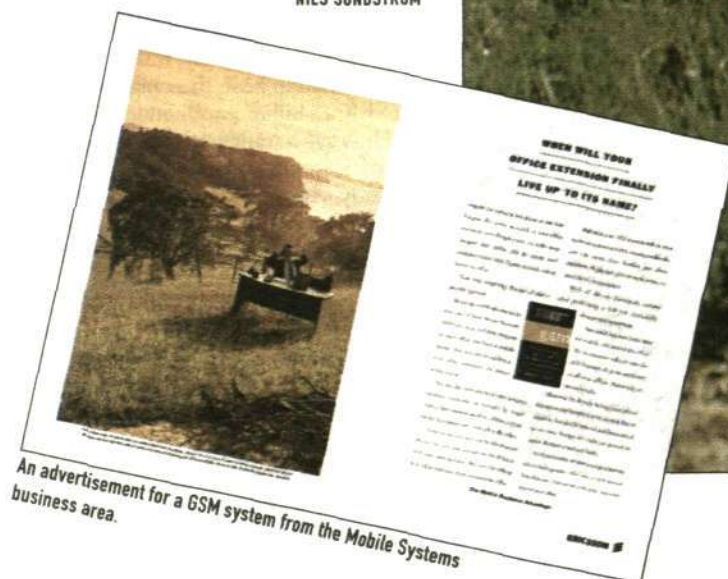
"They might think since we deliver products and services to the world's largest operators we might not have time for them. It's important, therefore, to assure all prospective and existing customers that we are not too big or arrogant to serve their needs," Åke Persson emphasizes.

Mobile Systems is now developing a trademark platform, a documentation program that specifies the values of Ericsson's market image, the meaning of our trademark and how to communicate it with the market and our customers. The platform has both internal and external effects.

"The program is a means of establishing which values we believe are linked strongly with our range of systems and Ericsson's role as a system supplier. The next phase will involve an analysis of how reality compares with our values, how we pursue those values in our product development efforts, product design, our methods for relating to customers and our means of communicating our message to the market," Mr. Persson summarizes.

"Our credibility is contingent upon our success in meeting customer expectations of Ericsson as a system supplier."

NILS SUNDRÖM



An advertisement for a GSM system from the Mobile Systems business area.



An advertisement for D-AMPS by the Mobile Systems business area.

## Spotlight on soft values

Efforts concentrated on a trademark platform for Mobile Systems are based on the market and market conditions. A compilation of several surveys shows the values a large number of mobile telephone operators in all parts of the world link with Ericsson as a supplier.

"We received very high marks for engineering, but lower grades for soft, behavior-oriented values," says Gunnar Liljegren, coordination manager of the control group that is building a trademark for Mobile Systems.

"In the past, we limited our measurements to rational values such as performance, weight, price, functionality, delivery time and appearance. We ignored emotional values exemplified by reliability, expertise and experience. Soft values, including our participation in the realities of customers, will become increasingly important," he continues.

The compilation shows the praises of customers for Ericsson's technical innovation talents, efficiency and the high quality of hardware and software. The overall customer perception may be summed up in the following statement: "Ericsson has the best mobile telephone systems in the world."

Criticism of Ericsson was focused on such comments as "low profile," "inflexibility" and "inability to understand problems from the customer's perspective."

Continued efforts to form a trademark platform for Mobile Systems will be included under Ericsson's Strategic Planning (ESP), translated into strategies for different areas. Special emphasis will be concentrated on values of particular importance to customers, values for which Ericsson has (better) potential and values that are unique unto Ericsson.

"The work we are conducting should be regarded as a tool to place stronger focus on decision-making situations – and which values should always be prioritized," says Gunnar Liljegren.

NILS SUNDRÖM

## Common strategy for selling services

Sales of services comprise an area of operations in which a common Ericsson image has been created for customers of the Mobile Systems business area's three units.

The three expertise centers now have a common platform for sales of services. The new mode of operations also enables Mobile Systems to quickly develop the skills, tools and systems needed for successful service sales.

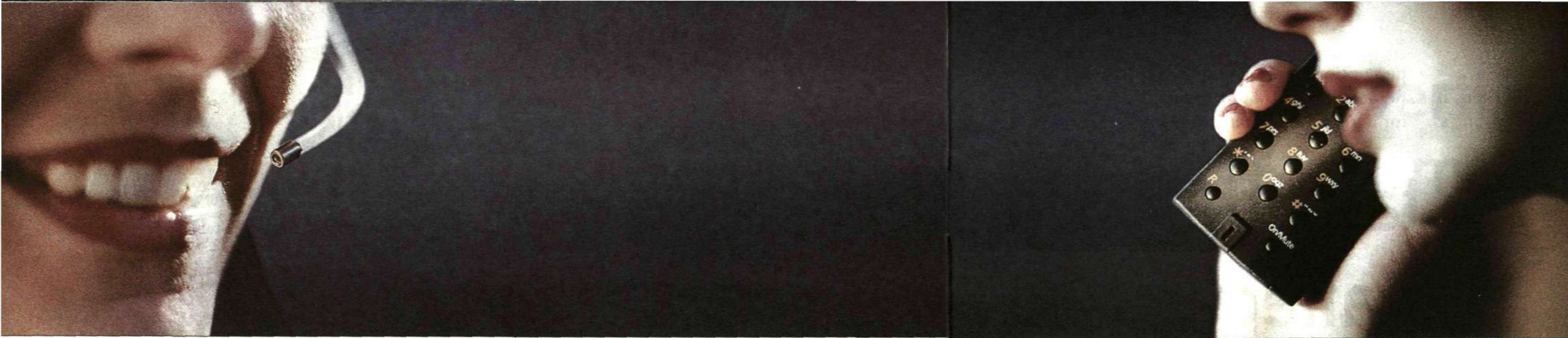
Ericsson's concentration on the service sector is predicated on intensified competition among suppliers and operators in the telecommunications industry, which has resulted in lower prices. In parallel, many new mobile operators have established business activities with limited knowledge of the best methods for developing, maintaining and expanding their systems.

"Sales of services is a new concept for Ericsson, and it's imperative that we develop collective skills in this field. Our three expertise centers should be considered an 'umbrella' for the operations of Ericsson companies in various parts of the world," agree Gunnar Borg, Ulf Uddsten and Bo Carlgren, who manage the three expertise centers.

"Strategic product responsibility lies in Kista, and our job is to make sure know-how and skills are available, but local companies working in the field, with their close proximity to customers, make the actual deliveries," the three men explain. "It's important that we create a unified portfolio of services."

The common trademark platform consists of three expertise centers: business support, planning and the operational start-up of mobile systems as well as operations and maintenance.

GUNILLA TAMM



# Consono makes the difference

## Infocom systems

BUSINESS NETWORKS is a unit that works close to customers.

Its products and systems have many different designations and names.

A well-known name is exemplified by MD110, Ericsson's business exchange (PBX) for medium-size and large systems. Freeset is the name used for Ericsson's wireless business telephones based on the DECT standard. BusinessPhone is the designation used for Ericsson's business exchanges for smaller companies. Ericsson has been a highly reputable name on the market for data network exchanges for many years. And now there's another name - Consono. What's that?

Consono is the collective name for sophisticated, customer-oriented communications solutions in the field of business communications. As more and more customers turn to Ericsson for advice and help in creating their own unique communications solutions, something other than a pure product name was needed to identify Ericsson's capabilities and services.

Paul Collinge mentions the recent CeBIT Fair in Hannover. The main theme of most players at

A trademark does not always stand alone as the symbol of what a company offers its customers. Although still relatively strong, the Consono name is a very good example of how other names can co-exist with the corporate trademark. Ericsson Consono is a powerful combination in the market for business communications.

"We need Consono to help us distinguish ourselves and make our company unique in comparisons with other companies," explains Paul Collinge, who is responsible for the strategies of Business Networks, a unit of the Infocom Systems business area. "It's easier to explain the difference between us and the competition to customers, suppliers and our own employees."

CeBIT was "solutions." And that's the problem: everybody offers solutions today, Ericsson and the competition. Something is needed to distinguish the difference and focus more sharply on what Ericsson has to offer. And the answer is Consono.

ERICSSON WAS ONE OF THE FIRST COMPANIES TO project a new image in the field. Paul Collinge is proud to point out that Ericsson was first, and did not follow in the footsteps of its competitors.

"We are in a position of leadership, which must be defended and strengthened. Consono is a name we have invested in and developed over the past three years; it has helped us create an image of Ericsson as a leader in the market for business

communications. Today, the Consono name is a registered trademark in all important markets around the world," he continues.

TO EXPLAIN THE MEANING OF CONSONO, Paul Collinge says, you must begin by defining the meaning of "solutions."

"Many of the products sold by Ericsson and its competitors can be easily compared with each other. They are often similar in terms of functionality, which creates other similarities created by price pressure," he explains.

"At the same time, modern technology is so complex that it offers a large number of combination opportunities with all the other products sold by Ericsson. Suddenly, it's not so easy for

# clear

customers to make comparisons. They expect the supplier to make the selections needed to meet their specific requirements," Paul Collinge says.

Many products included in a solution are also volume products in other applications and are sold through other channels. A solution amounts to more than the sum total of its constituent products, which is the key to Ericsson's value added concept.

Customers buy Ericsson's ability to understand their business needs, strategies and objectives. Ericsson, in turn, based on its business acumen, supplies the communications solutions that provide optimal support for the specific needs of each individual customer.

In order for Consono to function in accordance with design, it should never be used as a product name. According to Paul Collinge, if Consono wants to put its "stamp" on a product, Ericsson's corporate trademark is all that's needed, possibly with the addition of a model designation. There are no Consono products, accordingly. The product family concept, however, may be used to facil-



Advertisement from a Consono campaign.

itate communications with customers.

"The Ericsson name is extremely important for the entire corporation," Paul Collinge says. "Our strategy for the future calls for increased cooperation between business units and business areas, for example, in Business Networks, a unit that markets multimedia solutions for mobile offices. Ericsson is our unifying mark of quality. Consono is the messenger for our ability to combine products to meet customer needs."

THOR ANDERSSON

The operations of Public Networks do not yet have an overall strategy for the development of a trademark. Efforts were initiated recently, however, and the business unit has embarked on several ambitious initiatives. The Network Intelligence (NI) product line has made the most progress after developing its own branding policy.

"Our products are exposed to extremely tough competition from companies with completely different experience in the field of branding, particularly in the data communications industry. As a result, they have put added pressure on us to create a carefully formulated trademark and trademark concept," says Anneli Tobiasson, who is responsible for the product line's focus on a stronger trademark.

One result of its increased focus is reflected in the introduction of its NI concept a few years ago. NI stands for Network Intelligence, and the concept is based on Intelligent Networks (IN).

"Network Intelligence is a development concept we have nurtured by offering a broad range of products and services. It serves as a symbol

# Public Networks in the starting

that customers receive more for their money when they buy IN solutions from Ericsson," Anneli Tobiasson explains.

As an example, Ms. Tobiasson mentions NI/Open, Ericsson's direct answer to open interface systems offered by other data communications companies. NI/Open includes the Service Control Point General Purpose Computer, a new product developed specifically for open interface applications based on a UNIX platform.

"We want to communicate to customers that we can also offer open interface and flexibility in our systems. The competition is anxious to portray Ericsson as a traditional supplier of telecommunications equipment, a company that sells closed systems," Anneli Tobiasson explains. "Our new NI/Open punches holes in their sales arguments."

A comprehensible name, however, is not enough to create the positive values a company wants to characterize its products. The establish-

ment and promotion of trademark, in fact, is not an isolated phenomenon.

"Everything that Ericsson does can affect our trademark and the market's impression and opinions of our company. Internal knowledge and understanding form the ABCs of a successful trademark - the theory whereby no chain is stronger than its weakest link," she continues.

"Our strategy is to create a strong message that does not compete with the Ericsson trademark," Ms. Tobiasson continues. "Instead, we will strive to capitalize on all positive aspects of the trademark in determined efforts to make it even stronger."

Few areas of operation in the Public Networks business unit have had such clearly defined needs of a trademark strategy than the product line represented by Anneli Tobiasson. Nevertheless, there is a plethora of product names in Public Networks, an overabundance that some critics say has grown wild. The first step in the unit's

# blocks

joint branding strategy will be an inventory of its trademarks and brand names.

"Trademarks show up first, and work has been started in most areas to concentrate on this important issue. Efforts to strengthen the trademark, however, also include establishing which values we want customers to link with our products. Within Public Networks, we recently started a new program to identify and target these values," says Anna-Karin Klinteskog, manager of marketing communications for Public Networks.

"Traditionally, the most important values have been attached to the products. However, as products have become more functionally equal, we have been forced to review our products and services with new values related to Ericsson as a supplier," continues Ms. Klinteskog. "These include our skills and expertise, how we act and react in the market, for example."

"The Mobile Phones and Terminals business area, which operates in a different market seg-

ment, has made much more progress. We hope that Public Networks can learn and benefit from their experience."

Cooperation has already been started with Mobile Systems in marketing programs for AXE. "The AXE system is a cornerstone in both product portfolios, and we both need a strong AXE image," explains Anna-Karin Klinteskog.

AXE is one of Ericsson's strongest brand names. It's a status product that has assumed a strong image without any advertising or marketing gimmicks. Its success, naturally, is based on the strong market breakthrough achieved by AXE after its introduction during the 1970s. Even today, AXE remains an established fundamental concept.

"The product is so strong that it created a trademark, a strong brand name, that remains vibrant today, but the salespersons who conveyed the attitudes and values that characterized the AXE system also made valuable contributions," Ms. Klinteskog says. "Programs now planned by Public Networks will naturally focus on protecting and extending these established values."

LENA WIDEGREN

# It should be customized and customer-oriented

Customized and customer-oriented are key words used in sales of Consono solutions. Some solution areas have been defined based on the smallest common denominator in efforts to meet dominating customer demands.

Personal mobility, for example, is an area concentrated on satisfying user needs and demands for mobility at the worksite and elsewhere. Consono offers solutions that cover the entire scale of mobility solutions, from cordless telephones for business connections to personal numbers that work everywhere.

Call Center represents an area of operations in which Ericsson is a strong market player. The personal service systems that rely on the help of telephony are a natural element in a broad range of today's modern industry, from banks and travel agencies to insurance companies.

A queue system guides incoming calls to "agents" that provide personal service. As an optional service to Call Center, Consono recently introduced an Internet-based service that uses a telephone bank, for example, to offer its customers capabilities to surf web sites, monitor stock prices, buy and sell shares, make business transactions - everything through the Internet. In parallel, they can click an icon for fast personal service and establish telephone contact with a customer's bank of choice.

# The trademark can seal the deal

There are several examples, especially in the United Kingdom, that illustrate how Ericsson has won large, complex, customer-oriented contracts easier by projecting the Consono trademark. In the past, suppliers and customers focused more strongly on products. Functionality was also simpler. But those days are gone forever. More and more customers are expressing greater primary interest in purchases of functional communications solutions, and they are turning to Ericsson to provide the solutions.

"With Consono, we develop the strongest offer we can possibly make," says Hans Kalmdner, who is responsible for development of the Consono trademark. "When we put together an offer, we start from the customer's own specific reality. We also examine ways to improve service for the customer's customers. Then we propose a solution."

Consono has established a strong foothold in several key markets, with particular success in Germany and the U.K., but good results have also been achieved in Australia, Austria and France. Italy is the next market for special attention. In a longer term perspective, Consono has also set its sights on the U.S.

THOR ANDERSSON

Now that Ericsson has entered into the intense competition of the private markets, it has become necessary to change the public's

perception of the company's trademark. The new trademark platform lays the foundation for a global trademark-building.

## Mobile Phones and Terminals

MOBILE PHONES AND Terminals' Vice President Marketing Jan Ahrenbring is in charge of implanting the new vision. He is also responsible for ensuring that all employees understand how the trademark platform will affect them in terms of responsibilities and duties.

"I want to make clear from the start that building a trademark is not restricted to activities involving customers, retailers and other external players. It is equally as important that the entire organization absorbs the values that the trademark stands for, and integrates them in all daily activities."

Mobile Phones and Terminals has compiled three special training packages, to further create an understanding of the new concepts.

The first contains a tool box for management

and specialists. The tool box contains five short video films giving a pictorial description of the whole idea of Ericsson's trademark-building. The tool box also contains the Brand Book, giving a detailed explanation of the background, extent and values associated with the trademark platform.

THE OTHER PACKAGE IS INTENDED TO BE USED internationally and exists in different versions for different functions. R&D specialists have already begun working with the material. Via an exciting, interactive training material to be distributed this autumn, eventually all employees within Mobile Phones and Terminals will become involved.

"The goal is not only to make sure all employees understand the values connected with the trademark. We want our people to absorb these ideas, so that a trademark thinking will be spontaneous," says Jan Ahrenbring.

Once that is achieved, Ericsson's employees will discover how the new trademark platform can guide them in all forms of marketing, thus influencing their daily activities on a continuing basis. Mobile Phones and Terminals has identified the four factors that affect consumers most: product, distribution channels, communication and total personnel

# A task that will affect us all

behavior. There are special programs for each of these areas, with instructions in how the trademark should be handled.

Consumers in mass markets generally create their own picture of what the trademark represents, through their use of the product. The values represented by the trademark must therefore affect the product and its design. For example, if Ericsson claims to offer the most user-friendly mobile telephone, user-friendliness must also be reflected in the technical design. In this way, many of those who work directly with product development will automatically concentrate on making the telephones easier to use.

IF SIMPLICITY IS A VALUE GIVEN HIGH PRIORITY, THE entire organization will be affected – and bureaucracy will then become undesirable. Internal behavior, however, will become all the more important, as it has repercussions even for those who do not have their own customer contacts. Nowadays, fewer and fewer employees have such direct contacts with end-users. It is basically only customer service that meets customers face to face. The sales and distribution organizations have contacts with retailers, who play an important role in customers' perception of Ericsson. Therefore, trademark ideas also affect which retailers Ericsson deals with and the form the interaction takes.

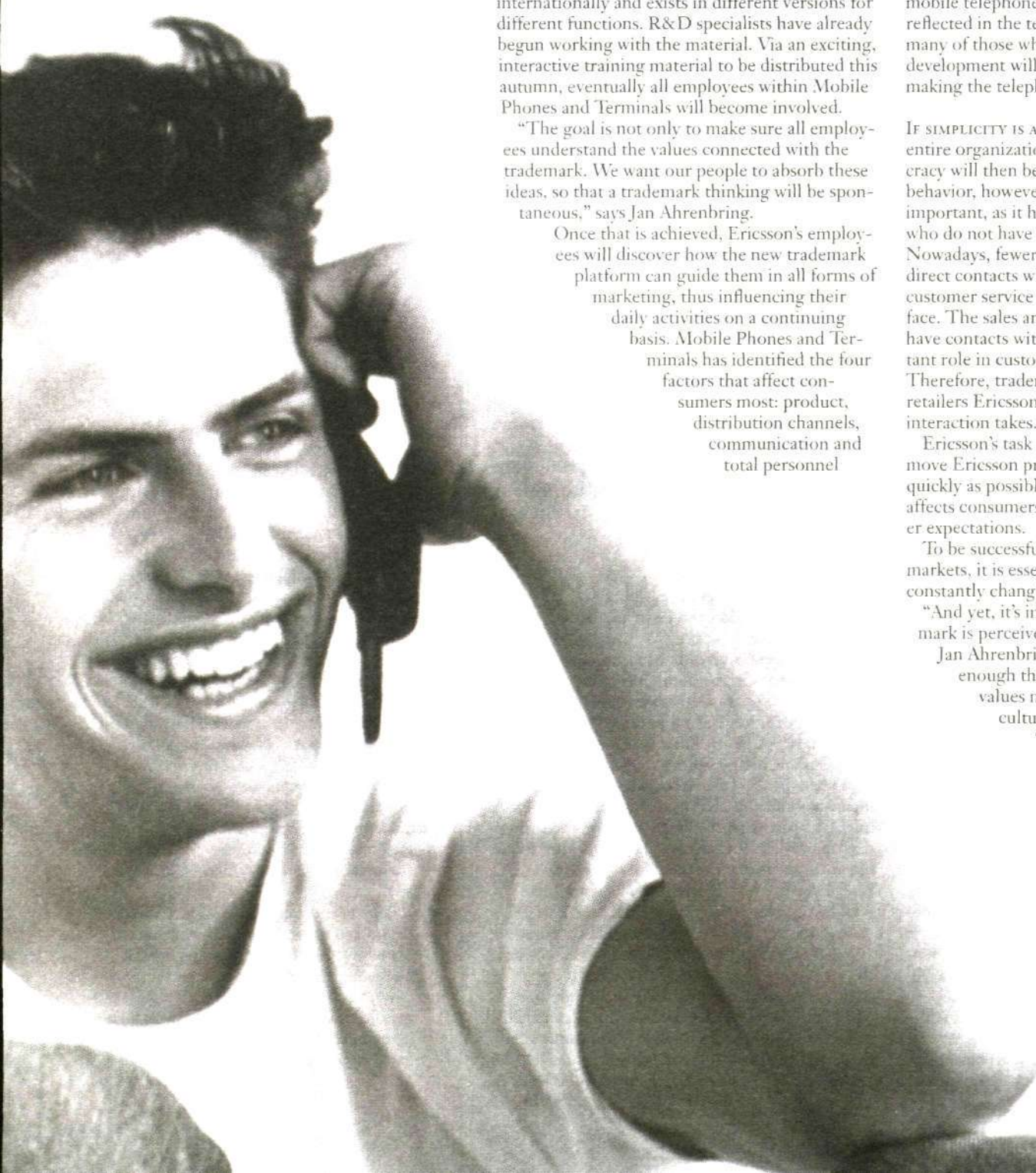
Ericsson's task is then to help the retailers move Ericsson products out to the customer as quickly as possible. Simultaneously, advertising affects consumers, helping to give them the proper expectations.

To be successful in today's tough consumer markets, it is essential to be able to live with the constantly changing face of technology.

"And yet, it's important to ensure that a trademark is perceived as stable and reliable," says Jan Ahrenbring, who can't underline often enough the importance of integrating the values mentioned into the corporate culture.

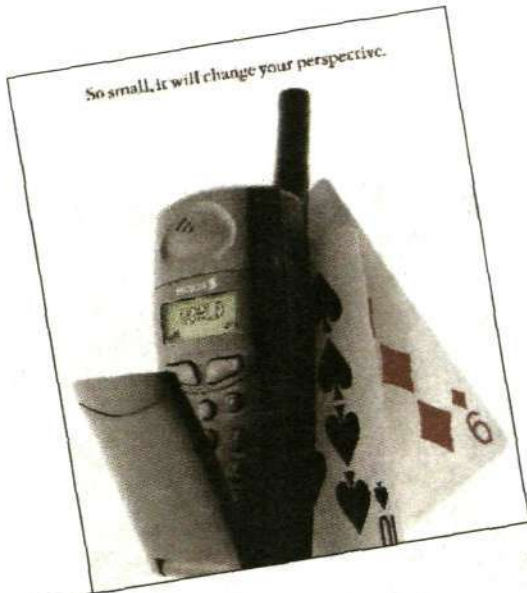
"It will strengthen us in our efforts to maintain global leadership."

All employees' contributions are important in trademark-building.





# Advertising must keep its promises



"The more we advertise, the greater the consumers' demands on us. In this sense, advertising affects all employees," says Göran Andersson, who is in charge of market communication in the Mobile Phones and Terminals business area.



PROMISES MADE IN advertising must be kept – whether or not they will be kept depends above all on the company's employees. Nowadays most products are also linked to many services. Consequently, fulfilling the promises of the advertising requires ever greater personal efforts.

already being launched in the North American region, and then more recently the Asia-Pacific region.

The campaign was designed while the final touches were being added to the platform. "Together with the ad agency HLR & Co/BBDO, we have put in a huge amount of work on the new trademark platform. In June, it will be two years since we started," says Göran Andersson.



"Environmental issues are a clear example of how this works. It would be a total catastrophe to go out and preach about environmental friendliness if it were simultaneously revealed that your own company is polluting the natural environment," says Göran Andersson.

THE ADVERTISING WAS DESIGNED BY THE YOUNG & Rubicam advertising agency. HLR made sure Young & Rubicam continually received the information they needed to do the job – that is, to create advertising in harmony with the values to which the Ericsson's trademark must be linked. The trademark platform, too, provides creators with the framework necessary to enable them to be creative. Some might perceive the new platform as a limitation. However, without a framework, creative work can dissolve into chaos.

ADVERTISING ALSO HAS A POSITIVE EFFECT ON PEOPLE who work at a company that advertises lavishly. Most people enjoy being visible – and working in a well-known company. Many employees felt proud when they saw Ericsson's latest campaign, the launch of GF 788, the first product to be presented to the market after the adoption of the new trademark platform. Under the slogan "So small, it will change your perspective" the GF 788 hit the European market in March. By last autumn it was

"If you commission a creator to make something up, without giving him any directions at all, you get an effect like pulling the plug out of a rubber mattress: the air goes right out of him. At Ericsson, each region takes care of its own advertising, together with Young & Rubicam, the company's agency. The current European campaign was designed by Hall & Cederquist/Y&R in Stockholm.

The advertising for the Asian market is designed by Y&R Singapore. The advertising for the North and South American markets is designed by Y&R in the U.S.

## Retailers play key role

Retailers' influence on the customer's choice of mobile telephones cannot be underestimated.

WITH MORE THAN A DOZEN TRADEMARKS, EACH OF which has several special functions, it is not surprising that consumers find it difficult to choose. The retailers' role is essential in guiding the customer towards a favorable purchase.

This is shown by a survey that was carried out by Ericsson Mobile Phones and Terminals with the purpose of identifying consumers' purchasing patterns. It showed quite clearly that, on the markets under study – Sweden, Germany, the UK and Hong Kong – retailers were the most important source of information for purchase decisions.

Their advice was often crucial in determining whether or not a purchase would occur. Price was the next most important factor in the customers'

purchase decision. Otherwise, the choice was determined by design, mobile network coverage, weight and size.

THIS KNOWLEDGE WAS INTENDED TO HELP Ericsson supply retailers with the information that would enable them to influence customers to choose Ericsson. It is an effective way to augment market share.

The survey also revealed that the market for used mobile telephones is larger than was believed. One conclusion that can be drawn is that brand loyalty is more important than we realized. The customer must be persuaded, when the time comes for her to buy a new mobile telephone, to choose Ericsson again.

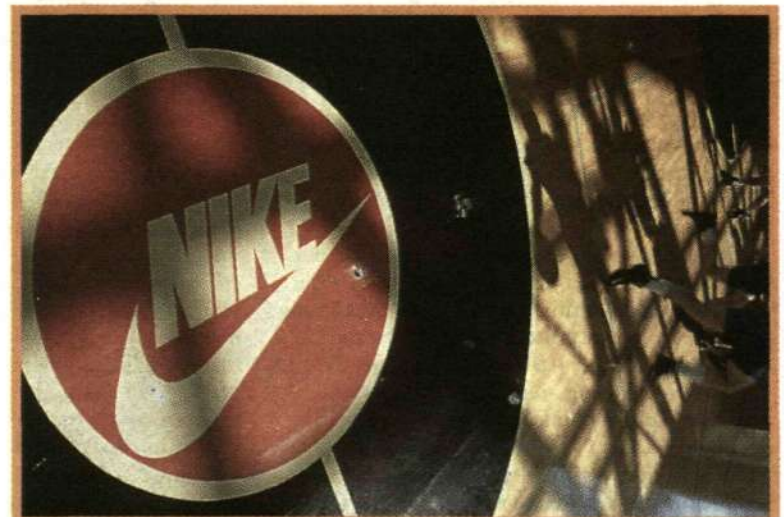
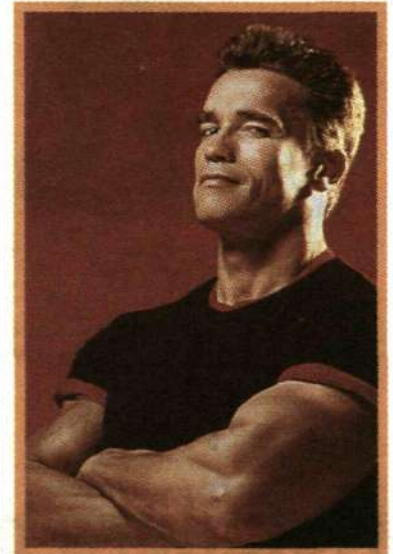
Filling retailers' shelves with Ericsson telephones, as a way to increase sales, would seem logical. However, it can be a long route.

To shorten it, Mobile Phones and Terminals has adopted a strategy called "channel marketing." Channel marketing includes the components traditionally involved in selling via retailers. This is primarily a matter of supporting the retailer by providing training – in our products, trademarks, target customer groups, store materials and advertising campaigns – to convince him that selling Ericsson products is particularly profitable.

Three project groups have been appointed to develop various aspects of the new strategy.

"One effect of the shift to consumer marketing is that we must also pay attention to the quality of the retailers. We must choose the right kind of stores, that are favorable for Ericsson, and that match our trademark," says Jan Ahrenbring, Vice President Marketing for Mobile Phones and Terminals.

# Trademarks do trigger feelings!



We are surrounded by trademarks. We are bombarded every day with names and symbols. Usually, we meet them on products and in advertising.

The symbols are designed to be clearly identifiable and get attention. However, the values and feelings they trigger in the public are not as obvious. The following is a list of strong trademarks. The question is: which values and qualities belong to which trademarks?

- |                |   |
|----------------|---|
| Levi's         | efficient<br>masculine<br>family                          |
| Nike           | self-confidence<br>never-ending youth<br>total experience |
| Schwarzenegger | unconventional<br>caring                                  |
| Gillette       | efficiency<br>sensitive                                   |
| Disney         | superiority<br>humorous                                   |
| McDonald's     | macho<br>family<br>imaginative                            |