
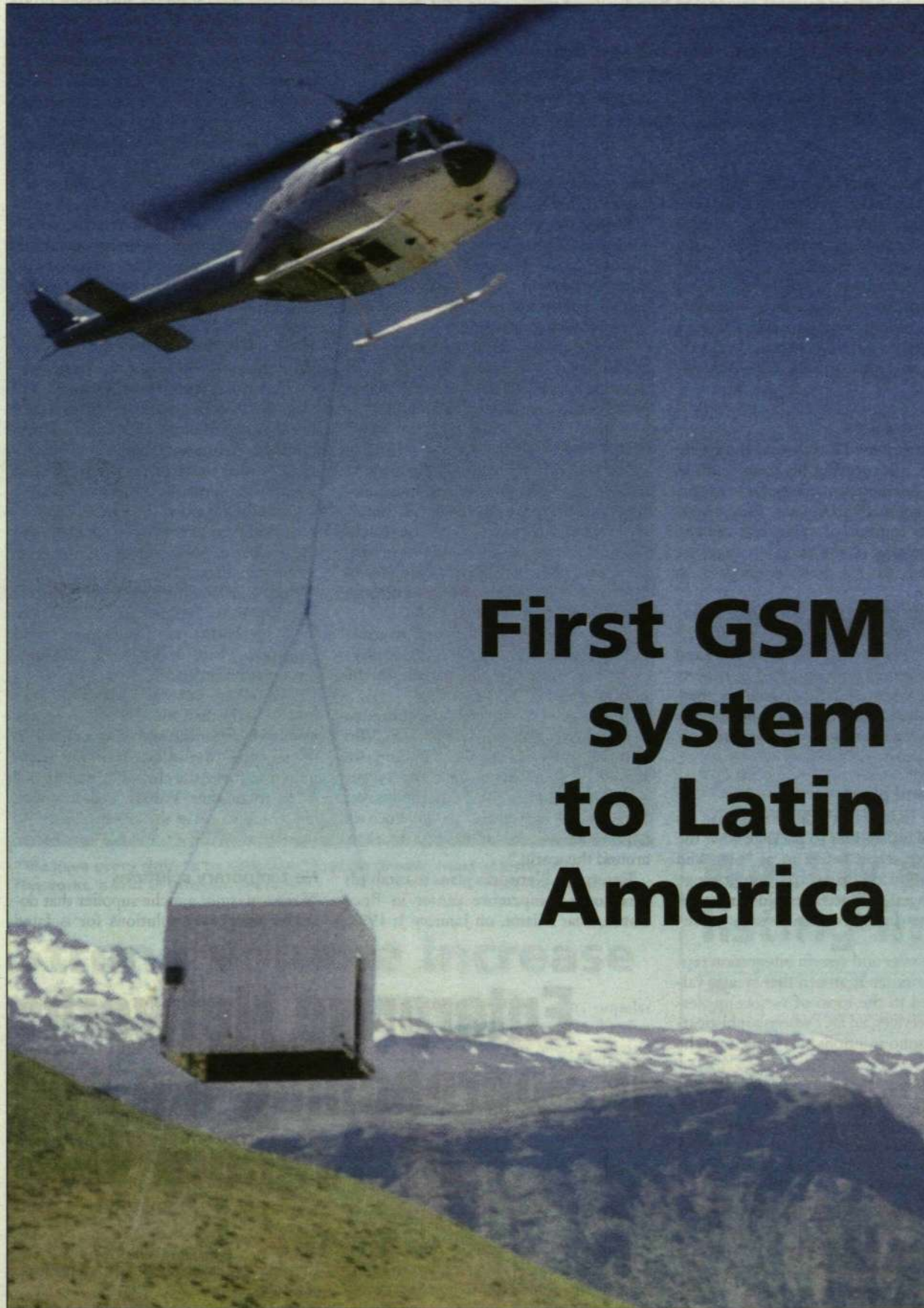


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ERICSSON  PUBLICATION FOR EMPLOYEES WORLDWIDE

No.20 • 22 DECEMBER 1997



First GSM system to Latin America

Latin America's first GSM system is under construction in Chile. Many of the base stations are placed high up in the Andes – more than 3,000 meters above sea level – using helicopter. The system was purchased by Entel, a Chilean operator, and installation is being performed by Ericsson personnel from 15 different countries. Chile offers a growth market for telecom, with ample scope for another mobile operator to supplement three AMPS and D-AMPS systems in operation today. The Chilean system uses the American GSM frequency of 1900 MHz and will have the capacity for one million users.

Pages 18-19

Sweden after deregulation

The Swedish telecom market has been open to competition for just over four years. Now, the remaining EU telecom markets will be deregulated on January 1. Much of what has taken place in Sweden is of interest for how the market will develop in the rest of Europe. One of the most prominent trends is that the price of a call is increasingly being based on time rather than distance.

Pages 10-11

Israel edging towards GSM

The state of Israel has existed for fifty years. For the past two, Ericsson has had a company in the country. Bo Andersson arrived in 1996 to establish a representative office, which was changed into a local company last spring. Israel is just behind Scandinavia when it comes to mobile telephone density. Today, there are two AMPS systems, but GSM will be available during 1998.

Pages 12-13

Services gathered under one roof

All service sales within the Enterprise Networks unit have been gathered into one organization called Enterprise Services. An increasing proportion of Ericsson's revenues can be attributed to service sales, which is why it is essential that Ericsson show a united front vis-à-vis the customer.

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Photo: HECTOR HENRIQUES

VACANCIES SEE PAGES 21-23

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Moving in the right direction

Enterprise Networks, a unit of Infocom Systems, is approaching the end of a record year, says Bo Dimert, head of the business unit. Many large orders, including several quoted in hundreds of millions of SEK, have been booked during recent months.

"We have every right to be satisfied," says Bo Dimert. "Business is good, and order bookings have increased sharply compared with last year. Expectations in Ericsson's local companies are high, and several of them have drafted stronger than expected budgets for 1998."

Western Europe accounts for 60-70 percent of total sales invoiced by Enterprise Networks. Major markets outside Europe include Australia, Mexico and, perhaps most importantly, China, the largest market in terms of installed lines. Brazil and several markets in Southeast Asia also show strong growth. Matec, a partly owned Ericsson partner in Brazil, has annual sales of SEK 600-700 million.

Main messages

Bo Dimert joined Ericsson in the spring of 1995, after leaving his former job as Nordic operations manager for the computer company Digital. His hand-in-glove concept of value and volume sales was one of the main messages he conveyed to his new employees at Ericsson.

"Selling products is not a science today. Our products have to be simplified," he says. "It wasn't all too many years ago that computers were operated by experts in white coats. Today, personal computers installed by the customers themselves account for the majority of computer capacity sales."

"Plug and play"

"In our industry, it's important that we improve capabilities to package what the computer sector refers to as "plug and play" products. Ericsson's present range of packaged products are sold almost exclusively through indirect sales channels."

Value sales and system integration represent another approach that creates value added in the form of various professional services, an area where sophisticated Consono solutions also come into the picture.

Local companies and megadistributors like Telia of Sweden and Telefónica of Spain have developed skills and expertise that enable both companies to offer tailor-made customer solutions in their respective markets.

As an example, Bo Dimert cites the difference between purchases of telephones and consultant operations needed to establish telephone banks.

Strategic step

"A much broader range of services will be the next strategic step for Enterprise Networks. In 1998, we expect to invoice more than SEK 4 billion in various project and service sales. Five years from now, at the most, sales of services will account for 50 percent of total revenues."

"It's exciting to think of starting a new year with secured, profitable revenues

and not having to tie up large amounts of capital," Bo Dimert continues.

Earlier this year, Enterprise Networks sold its production facilities in Karlskrona to Flextronics of the U.S. The divestment significantly reduced capital tied up in operations and created more rational production.

"Reducing capital requirements and increasing cash flow are important elements in our objective to achieve higher profitability," Bo Dimert explains.

Increase the efficiency

Concerted efforts are also being made to increase the efficiency of logistics functions in Enterprise Networks. A Supply & Distribution Center will be established in Karlskrona in mid-1998 to handle most product deliveries. Supplies of BusinessPhones will be delivered directly from Kindberg in Austria.

One of Enterprise Networks' overriding objectives is to become a major player in the American market within the next few years.

"Personally, I'm strongly committed to developing operations in the U.S.," Bo Dimert says emphatically. "In fact, we should be about 10 or 15 times bigger than we are now in the American market to reach the same level of prominence we have achieved in other key markets around the world."

Enterprise Networks plans to establish a regional competence center in Boca Raton, near Miami, on January 1, 1998.

business development have been made by the R&D unit in California, which has launched several highly successful products in the field of Dynamic Network Administration, for example. Microsoft recently recognized the significance of these products with a special award. Several other development projects of critical importance to the future of Enterprise Networks are also being conducted in the U.S."

Other exciting expansion efforts are concentrated in eastern regions. A separate unit of Ericsson in Austria, which previously managed business operations in Eastern Europe, will be converted into a regional competence center on January 1, 1998.

Three strategic centers

With the new regional competence center in Austria, Enterprise Networks will have three strategic centers of expertise outside Stockholm, located in Kuala Lumpur, Vienna and Miami. The centers are intended to narrow the gap between Enterprise Networks and the market.

Questions concerning future and ongoing shifts in technologies are naturally the subject of strong focus in large customer meetings.

Executive Briefings, a concept appreciated by most business interests, were held recently in Stockholm and Singapore, with more than 200 customers in attendance.

"We show our customers, perhaps more clearly than the competition, how we plan to enter the emerging new world of infocom. Meticulous planning is required to make the change from one position to another. We are well-equipped and ready to make the change," says Bo Dimert.

No temporary solutions

"Ericsson is not a niche supplier that develops temporary solutions for isolated

Enterprise Networks is approaching the end of a record year

markets. We offer carefully planned and thoroughly researched communication solutions."

markets. We offer carefully planned and thoroughly researched communication solutions."

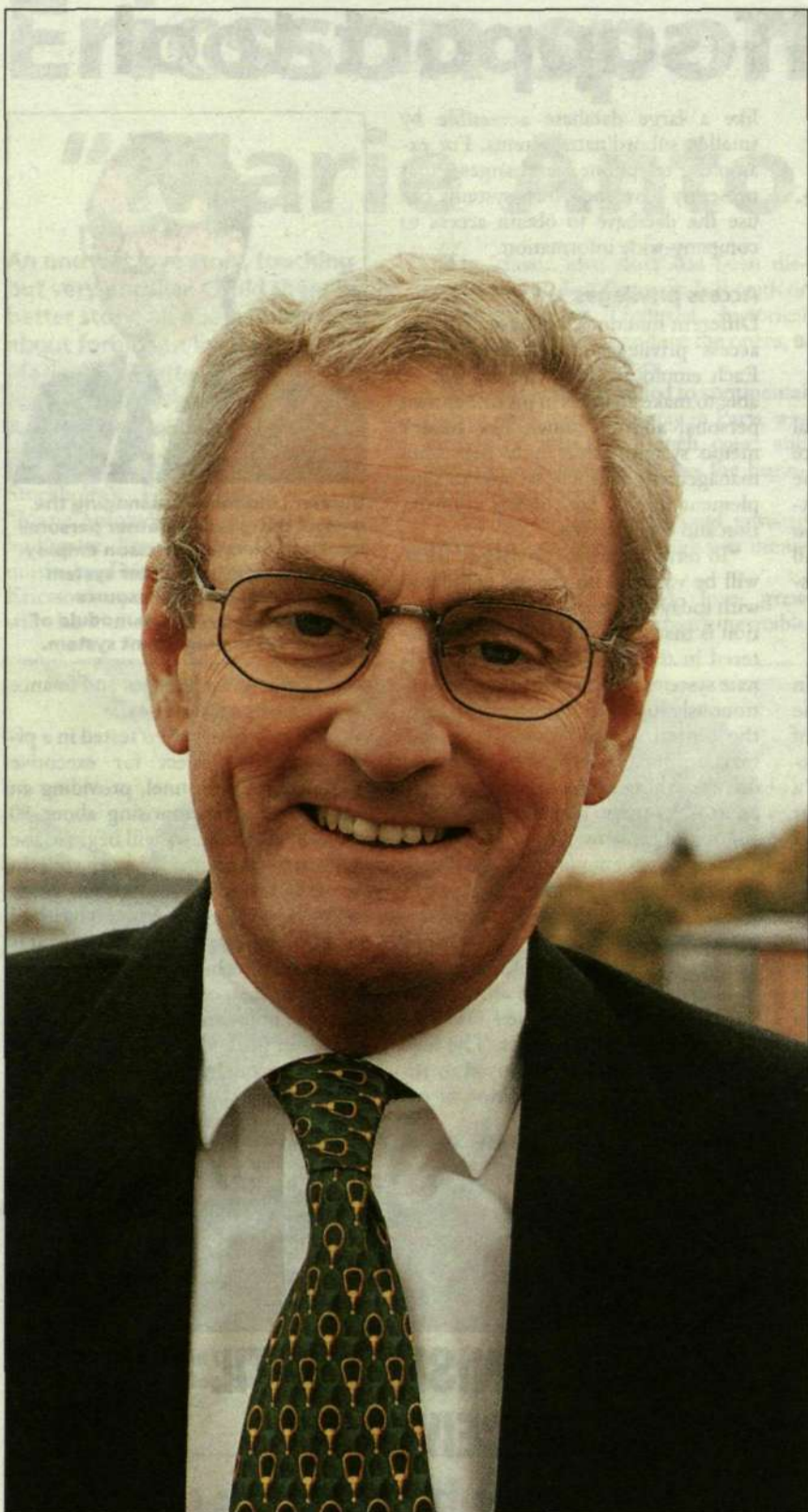
"I don't think any other telecom company can match Ericsson's comprehensive portfolio of high-quality products and services. We should take greater advantage of this strength. We have the ability to integrate cordless and fixed telephony as well as voice and data, a tremendous strength that should be utilized more."

Defined goals

"We have clearly defined goals for operations in the U.S. market," Bo Dimert continues. "The IT sector is controlled from the U.S. and it's essential for Enterprise Networks to establish a strong American market presence."

"Of all our research and development units, the strongest contributions to

THORD ANDERSSON



"We have every right to be satisfied," says Bo Dimert, head of Enterprise Networks, a unit of Infocom Systems.

Photo: THORD ANDERSSON

Strong volume increase

Volume sales of MD110 and BusinessPhone have increased sharply in 1997. This year alone, Enterprise Networks will sell 1.6 million MD110 lines and 1.4 million in the BusinessPhone segment, a strong volume increase for both products. A sharp increase has also been noted in sales of Dedicated Networks.

MD110 systems are sold to companies and organizations that require a minimum of 200 lines, while BusinessPhone targets customers with a maximum requirement of 250 lines.

Ericsson is the leading supplier of enterprise communications equipment in several key markets. In the field of Call Center solutions, for example, Ericsson's share of the European market is 25 percent.

Production record

A strong increase in volume sales of system telephones has also been noted, with

particular emphasis on the popular Dialog 3000 series. One production record after another has been broken in 1997 – with sales of system telephones reaching unprecedented levels.

Sales of cordless DECT telephones have also captured their share of the limelight. Ericsson was one of the first companies to enter the office telephone sector, establishing a position of leadership several years ago with about 50 percent of the world market.

"We haven't been able to meet customer demand for DECT telephones," Bo Dimert says. "We simply cannot produce enough telephones, and it's reflected in our profitability. In the beginning of 1998, however, we should be able to meet market demand."

Some production will be transferred to a plant operated by Flextronics in China to help Enterprise Networks meet the growing demand for DECT telephones. Flextronics is one of Ericsson's production partners.

THORD ANDERSSON

Lay-offs in Stockholm

One thousand people in the Stockholm area will be affected as the Infocom Systems business area now implements the changes and personnel reductions reported in the last issue of Contact. A total of 10,000 people worldwide will be affected.

Negotiations are currently in progress between the company and Swedish trade union organizations. No decisions on how many and which people are to be laid off can be taken before the negotiations are concluded.

In the Stockholm area, about 900 employees of Ericsson Telecom AB and 100 employees of Ericsson Business Networks AB are involved. No concrete decisions will be made before some time in 1998.

Delivery flow

Most of the jobs affected are involved with delivery flow – that is, administrative personnel, customer-order clerks, marketing personnel, controllers, etc. The 900 figure includes 340 employees at the central warehouse in Huddinge, outside Stockholm. More specific information cannot be obtained as negotiations are still in the initial stages.

However, the company's aim is to be able to provide general information on which units may be affected before the close of 1997.

Employees who attended information meetings recently held by Executive Vice President Anders Igel were not greatly surprised. The news was expected. However, many had been

hoping for more concrete information.

Arne Modin, representing the union for salaried employees, SIF, expressed the view that Ericsson ought to manage the change-over, not by laying off personnel, but by reducing overtime and cutting the number of consultants.

However, Ann-Charlotte Dahlström, director human resources for the business area, does not agree.

"It is unrealistic to think that we can see this through without letting people go," she said. "Naturally, we're hoping to be able to reach agreements with other companies whereby employees can be included in the transfer of operations. However, we realize that we're not looking at the same kind of internal demand for new employees. As we see it, we have a much tougher situation ahead than we've had to deal with before."

Valuable experience

The reductions in Norrköping earlier in the year gave us valuable experience that should be useful in the restructuring of the Stockholm area. For example, there are special hotlines that employees can call to talk to someone during the coming holiday period.

Anders Igel was careful to point out that, regardless of the lay-offs, the Infocom Systems business area is concentrating heavily on the future.

"Our goal is to achieve profitability and to succeed with our focus on multimedia products. We still have time, but we should be moving a little faster," he said.

LENA WIDEGREN

Addresses and numbers

For further information about the restructuring of the business area, refer to intranet address <http://bn.ericsson.se> – under the heading "BN Change." The page also lists several on-call phone numbers – for example, the Fact phone, tel. +46 8 719 61 21, which is open weekdays from 8:30 a.m. to 5:00 p.m., Swedish time. As a first recourse, however,

consult your immediate supervisor, or the Human resource functions.

Another telephone number is the Personal support/"Hotline," +46 8 719 20 11. This number is manned by Company Health Care and is available for private conversations, support and advice. You can call us seven days a week, 8:00 a.m. to 10:00 p.m., Swedish time.

Weekly share price listing in Contact



How Ericsson is valued on the stock market is indirectly important to all employees. Now, when nearly half of all employees could become shareholders through the convertible debenture program, Contact believes that the interest in the share price will rise.

The Special General Meeting approved the convertible program on September 9. The conversion price was later set at SEK 472 (see diagram). In future issues, Contact will provide a listing of share price movements. The last paid price at the Stockholm Stock Exchange for the B shares on each Friday will be reported.

The convertible period extends through June 30, 2003.

news briefs

Three-band GSM system

■ A GSM system now exists that can handle roaming between three GSM frequencies – 900, 1800 and 1900 MHz. Ericsson is the first in the world to come up with the solution. The system will be particularly useful in situations involving people from different parts of the world, such as at airports and conference centers.

Circuit board plant sold

■ The U.S. company Viasystems has purchased Ericsson's circuit board plant in Norrköping. The deal includes personnel (325 people in all), premises and equipment. The transfer process is under way.

Designers important, too

■ "Top designers should be paid as much as senior executives. Designers are extremely important for the continued survival of the company," maintains Jan Tufvesson of Corporate Technology. The point was made during a recent conference on hardware design held jointly by Ericsson and three of its partners in electronic design tools – Cadence, Synopsis and Mentor Graphics.

Much of the discussion concerned how to retain good designers. It should be easier if we use high-quality, standard design tools, unified processes and specific applications that make it possible to re-use designs. That, and the point that Ericsson should increase cooperation, internally and with other leading companies, were among the conclusions reached by the conference.

A new IT support tool

A new IT support tool will be available soon for assistance in maintaining Ericsson employee files. In two years, about 80 percent of all Ericsson employees will be registered in a central computer system accessed easily for a wide variety of purposes. The new facility is part of the SAP R/3 management system.

"I don't think any other professional group would work with the inadequate computer support forced upon the employees of our personnel departments," says Gunnar Lindholm, who is leading the project to register all Ericsson employees in a central system.

Right person in the right place

If Ericsson wants the right person in the right place, and have a reasonable chance to achieve the objectives of "Wanted Position" and the goals outlined in its vision in "2005" to be a knowledge-based company, Gunnar Lindholm believes it will need a much better overview of its labor force. And that will be provided by the new system.

"We are taking a more global approach. All of Ericsson's large foreign companies and Swedish companies support the system, corresponding to more than 80 percent of all employees," he continues.

Technically, the system will function

like a large database accessible by smaller, subordinate systems. For example, telephone exchanges that presently have their own systems can use the database to obtain access to company-wide information.

Access privileges

Different functions will have different access privileges attached to them. Each employee, for example, will be able to make changes in his or her own personal address, much like today's memo system, while only personnel management staff will be able to supplement the file with salary information and other details.

"In terms of access privileges, there will be virtually no change compared with today's system. The major attraction is that all information will be entered in the same place. All subordinate systems will be able to access continuously updated information from the central system. Subordinate systems are used to process information on everything from salaries and ID cards to career planning," Gunnar Lindholm explains.

Efforts are being made at the parent company to adapt the database for Ericsson. The work is being conducted in close cooperation with various Ericsson companies in different parts of the world. Companies will support the central system and enter information about their employees. The idea is that the system will be used to retrieve and register information in-



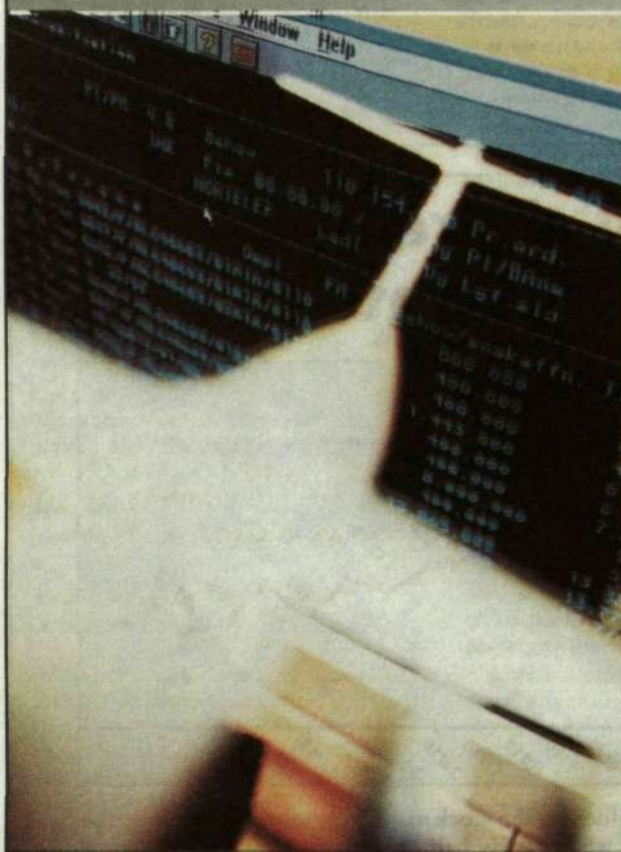
Gunnar Lindholm is managing the project designed to gather personal information on all Ericsson employees in a central computer system called HRMS, Human Resource Management System, a module of the SAP R/3 management system.

isting systems for logistics and finance management applications.

"The system has been tested in a pilot planning project for executive management personnel, providing an initial database comprising about 50 persons. However, we will begin to use the system on a much larger scale in the near future. We expect to reach full stride during the second quarter of 1998, but we also realize 100 percent is an unrealistic objective that can never be achieved, since new companies and business units are established all the time. Our goal is 80 percent," Gunnar Lindholm concludes.

PATRIK LINDÉN

This is the fifth of six advertisements to be published consecutively in Contact.



A PRODUCT IS NEVER FINISHED UNTIL THE CUSTOMER HAS RECEIVED IT

Flextronics in Karlskrona values good cooperation. We want to be an extension of our customers' arm by not just taking care of procurement and manufacturing, but logistics as well. With this approach, our customers avoid tying up capital during any part of the process, and can instead put all their resources into their core operations.

We have a complete logistics center in Karlskrona, situated close to Europe's major airports. We have done away with all unnecessary internal transportation by locating everything under one roof, where we store, package and deliver in direct connection to manufacturing. Tight work flows, and registration of the movement of materials directly at source, means that we are able to achieve very short and reliable delivery times in all our operations.

We deliver to 85 countries around the

world, in many cases with daily dispatches from Karlskrona. As one of Ericsson's selected cooperation partners, we have access to their worldwide distribution network.

We stake our reputation on promising the right product at the right place at the right time.

Flextronics International Ltd has 10,200 employees and facilities in North America, Asia and Europe. We are one of the world's largest contract manufacturers of advanced electronics for the communications, computer, consumer and medical electronics industries. In addition to Ericsson, our customers are among others Cisco Systems, Microsoft, Nokia and Philips Electronics.

Our business concept is simple. We let our customers concentrate on their core operations. Flextronics takes care of the entire manufacturing process from procurement to distribution. A staff of 1,000 works at our European Head Office in Karlskrona, where we manufacture among other things Ericsson business communications products such as the MD110 PBX and Packet/Frame Relay switch family, as well as components for radio-based DECT systems for business cordless and radio access. We deliver directly to customers worldwide.



**FLEXTRONICS
INTERNATIONAL
SWEDEN AB**

Flextronics International Sweden AB, PO Box 532,
SE-371 23 Karlskrona, Sweden. Telephone: + 46 455 544 00.
<http://www.flextronics.se>

Ericsson sponsors "Marie Antoinette"

An unusual love story, touching but very peculiar. Could there be a better story, an opera libretto, about forbidden love between Marie Antoinette, Queen of France, and Swedish nobleman Axel von Fersen?

In 1998, the year of capital city culture, Stockholm's Folk Opera will stage "Marie Antoinette," a new opera written by theater director Claes Fellbom, with music by Daniel Börtz. Supported by Ericsson's sponsorship, the production will also tour other European countries.

The classic love story has been discussed and studied for years. Is it truth or fiction? Herman Lindqvist, historical mentor in efforts to produce the opera, is convinced it's a true story.

Axel von Fersen traveled to continental Europe and, during his stay in Paris, was introduced into the French court and met Marie Antoinette. It was the beginning of their love story.

The French Revolution and ensuing times of brutal social change was imminent.

The unlikely couple's love grew stronger, and Axel von Fersen's inevitable

quest was to lead the royal family to safe haven.

People familiar with the history of France, however, know that von Fersen's efforts failed, and his beloved fell victim to the guillotine's cruel death, as crowds roared their approval of the public execution.

In addition to "Marie Antoinette," which will premiere on January 24 at the Folk Opera of Stockholm, Ericsson's sponsorship will also enable the new production to represent contemporary Swedish culture abroad.

A guest performance is planned at Opéra-Comique, a Paris theater steeped in history and tradition. It will also be staged in conjunction with Expo 98, the world fair in Lisbon, at the Brighton Festival in England and in Heidelberg, Germany.

10-year sponsorship

Ericsson has supported the Folk Opera for 10 years, and its sponsorship of the European tour will be the company's contribution to the Capital City Cultural Year of 1998. The special performances in Europe will also provide Ericsson's local companies opportunities to invite their customers to Swedish cultural events.

"For us, it was a natural and highly attractive opportunity to offer greater exposure for Swedish culture. The Folk Opera represents quality and value that serves as inspiration and a source for something we all need - creativity and innovation. Music is another mode of communications between people," says Lars A. Ståhlberg, Senior Vice President, Corporate Relations.

More information about "Marie Antoinette" will be available on the intranet in the beginning of 1998.

MIA WIDELL ÖRNUNG



Katarina Nilsson and Olle Persson play the leading roles in "Marie Antoinette," a new opera production that will tour Europe in 1998 supported by Ericsson's sponsorship.

Ericsson starts production in Russia

Two business agreements covering establishment of joint venture companies for production of telecom equipment in Russia were finalized on December 3 in conjunction with Russian President Boris Yeltsin's state visit to Sweden.

One of the new companies, Ericsson Svyaz, was established in partnership with Sviazinform, a public telecom operator in Russia, and Nitel, an electronics company. Ericsson is the majority owner with 51 percent of equity.

The other agreement was reached with Sistema, a finance company that entered a partnership with Ericsson to establish Ericsson Sistema Telecom, another joint risk company in which Ericsson will own 55 percent.

Milestone

"The agreements represent another milestone in Ericsson's 115-year history of business operations in Russia. The establishment of Ericsson Svyaz makes Ericsson the first manufacturer of radio access systems in the country," says Yngve Redling, President of Ericsson's Russian company.

Ericsson Svyaz will manufacture DRA 1900 cordless radio access systems based on DECT standards.

The new factory will be built in Nizhny Novgorod, a rapidly expanding community about 400 kilometers east of Moscow. Production capacity will be increased gradually to 500,000 lines per year.

Back in Russia after 80 years

In reference to the establishment of Ericsson Sistema Telecom, Yngve Redling said:

"After 80 years, we have finally returned to Russia as a manufacturer of telecom equipment, an important strategic step that will strengthen our position as a major supplier to the Russian telecom market."

The new factory in Zelenograd, west of Moscow, will manufacture AXE equipment and energy supply systems.

Russia is the largest country in the world, a nation with more than 150 million people in 11 different time zones. Telephone density is increasing rapidly in major metropolitan areas, most notably Moscow and St. Petersburg.

THORD ANDERSSON

■ The MD110 User Society in Sweden is probably the largest support group worldwide for Ericsson's PBXs.

The user group held its fifteenth seminar in Stockholm during a couple of intense days at the end of November.

More than 500 people - a new record - participated in the event. About 425 delegates represented end-users from a vast array of industries.

The Ericsson "fan club"

Some of the items on the agenda included deregulation issues, outsourcing, the development of Internet telephony and the trend towards mobility. Ericsson also presented new products.

The MD110 User Society had its humble start in 1990, thanks to the initiative of Handelsbanken's telecom manager Jan Blom.

Some 75 people gathered for the first meeting. The society presently meets twice a year. The next meeting will be held in Gothenburg on May 6-7, 1998.

hello there!

How do you feel being rewarded?



Kerstin Däldehöj has been named internal instructor of the year by Ericsson Microwave. Ms. Däldehöj, an instructor in stress management and related subjects, will be awarded the Golden Pointer for "...her commitment to education and her excellent contact with students."

• What's your reaction to the award?

"I'm overwhelmed and extremely pleased. The recognition is a confirmation that I'm doing a good job, and that my work methods are appreciated by the company. It instills a sense of security. At the same time, however, I also feel a little added pressure. Now I have to live up to the fine words of recognition I received."

• Why do you think the jury selected you as instructor of the year?

"Naturally, I would like to think I was chosen based on my job performance, but I also realize many of the subjects I work with have come under strong focus during recent years. Giving the award to a person who works with stress management is a statement by Ericsson that it's placing higher priority on soft issues in the midst of all high-technology development."

• Are people in the company stressed out?

"Of course, people are extremely busy. It's a natural consequence of working for a successful company. We are driven by success, employees become more involved in their work, and it's important that individuals stay abreast of the extremely rapid rate of development."

• How do you define stress?

"Eventually, it becomes a lifestyle. People are constantly accessible via mobile telephones, e-mail and memo. Social aspects of work suffer when people are forced to skip lunch and coffee breaks with their fellow employees."

"As opposed to a few years ago, however, there is a highly favorable trend today whereby it's acceptable to talk about stress."

• What is the best way to counteract stress?

"It's extremely important for people to create islands of serenity in their lives, opportunities for relaxation when all thoughts of work should be put aside."

NICLAS HENNINGSSON

Today's complex technical solutions can never be utilized to their maximum potential without a comprehensive range of services and expertise. All service sales by Enterprise Networks – design, implementation, operations, supervision and maintenance – have now been merged in a single, central unit called Enterprise Services.

Selling services around the world

Service sales are the industry's largest growth sector," says a happy and determined Bert Nordberg, manager of Enterprise Services. "We expect to double revenues from service sales in 1997, compared with last year."

No other business unit in Ericsson approaches the Enterprise Networks business unit of Infocom Systems in terms of direct contact with so many customers. In just a few years, its role has changed from product supply to more of a business unit for system integration. The service sector accounts for about 20 percent of all business transactions conducted by Enterprise Networks today. By the year 2000, services are expected to account for 35 percent of sales, rising to 50% by the year 2005. Ambitious objectives, but not unrealistic.

Controlled by customer needs

Approximately 2,400 Ericsson employees work for Enterprise Services. All resources of the coordinated, sales support operations are controlled by customer needs. Operations are conducted in close cooperation with local Ericsson companies in all parts of the world. Regional centers have been established in Kuala Lumpur, Caracas and Nacka Strand. At some local companies there are employees who are members of Bert Nordberg's team but working in the local markets.

Enterprise Services lives off service sales

Distribution of strength is part of Bert Nordberg's philosophy.

"My objective is to secure the skills and expertise we need, wherever they might be available. Tools offered by modern information technology have made it possible to be part of a network, regardless of geographic location," he explains. "Here in Stockholm, there's already a glaring need for the type of qualified personnel we want. The competition is incredible. As a result, I also try to recruit in other parts of Sweden and abroad. People who

want to work for us do not necessarily have to move."

Bert Nordberg has experience from the computer industry. Before joining Ericsson, he worked for Digital, and he recognizes differences and similarities in the worlds of data and telecommunications.

"A major difference is that telecom is controlled in part by technical demands that are unique in different countries. We have to maintain about 50 different operating systems, while Microsoft, for example, delivers the same system in all parts of the world."

Paid for value

Similarities between Ericsson and Microsoft are increasing, however. The same business philosophy controls the operations of both companies. Because of rising pressure on product prices, services are becoming the market's hard currency. Higher volumes, lower costs, greater efficiency and continued rationalization are highlighted on the agenda of Enterprise Services. And more rapid change in its business approach. It has become particularly important to invoice customers for services rendered.

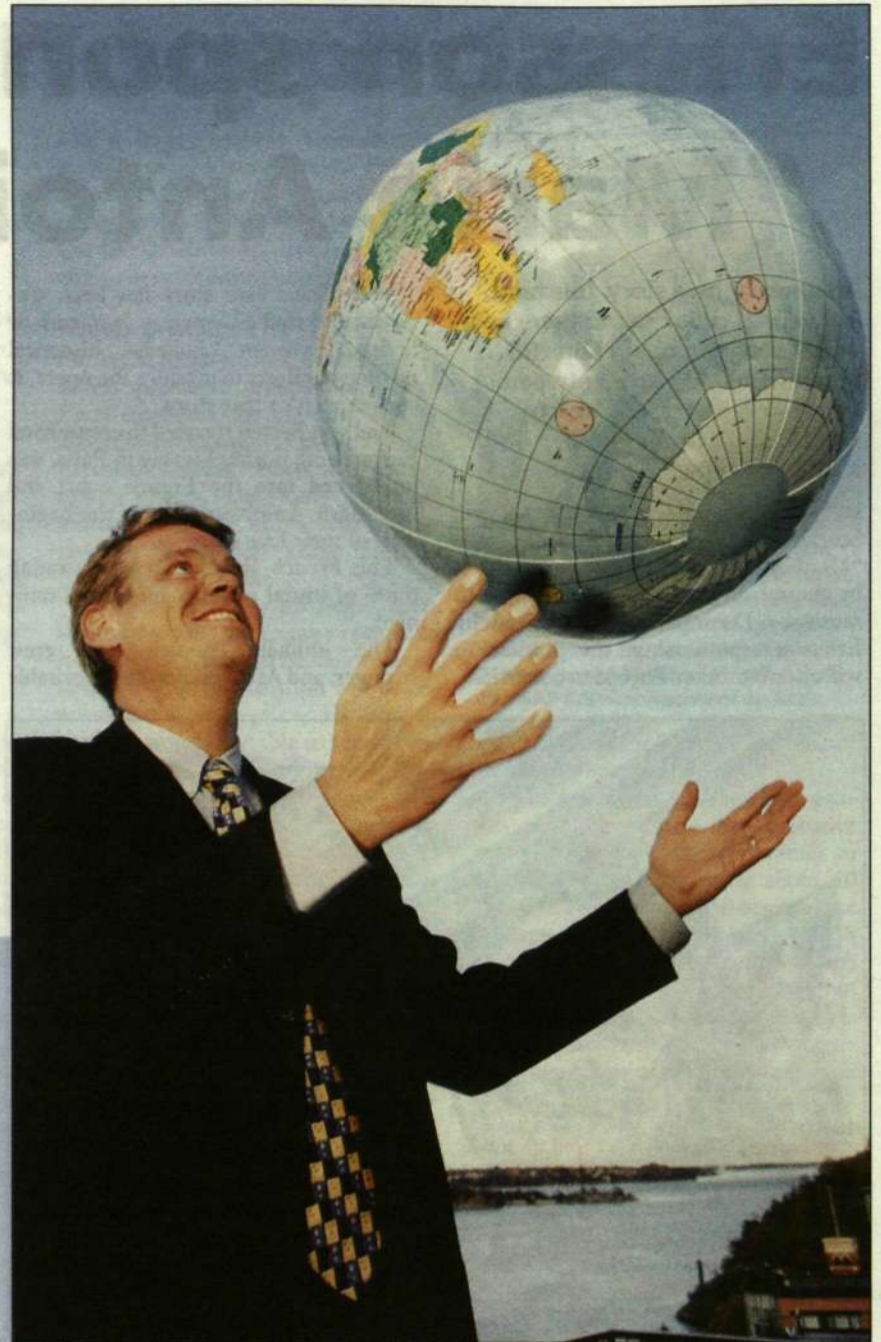
"Ericsson's traditional mode of operations, which will probably remain unchanged in the foreseeable future, has always been to sell telephone exchanges and install the equipment free of charge.

With today's declining margins on hardware, however, this type of business approach has become unprofitable, virtually a losing proposition," continues Bert Nordberg.

In a future scenario, we might see the day when telephone exchanges are given away free of charge when selling skills and expertise to operate the equipment. Customer value does not come in a carton or tin can. Product value lies in the benefits created by communications solutions. And customers should be charged for those benefits.

The global perspective dominates for Bert Nordberg and his 2 400 co-workers who sell services around the world.

Photo: PETER NORDAHL



"Ericsson is blessed with very high levels of competence and expertise that can be converted into marketable services. In the future, I hope every salesperson working for Ericsson in all parts of the world has part of his or her salary linked to sales of services. Our objective is actually quite simple: develop, market, sell and deliver. Not very complicated at all," Mr. Nordberg says.

Rational packaging

Among other success factors, he cites the streamlined format of Ericsson's range of services and carefully contrived packaging designs, both of which help to define services. Based on customer needs, it's fairly easy to assemble the right services from Ericsson's portfolio. And rational processing provides additional benefits.

Ericsson is able to conduct uniform operations in all parts of the world. A global customer with operations in 50 countries knows his supplier, regardless of the geographic market in which contacts have been established.

The risk of work duplication is declining. Local companies that discover new customer needs do not have to develop services by themselves to meet new market demands. New development work and upgrades are conducted in consultation with Enterprise Services in Nacka, or exclusively by the team in Sweden, and all new developments are deposited in Ericsson's service portfolio, which is accessible in every market.

A long-term approach represents another key factor. In Bert Nordberg's dream scenario, no MD110s are sold without a service contract with a minimum duration of five years. His best of all

possible worlds scenario would virtually guarantee profitability and provide customers with a greater sense of security in their communications solutions.

Call Center always available

Ericsson has become a pioneer in the telecom industry by assuming responsibility for customer installations and maintenance. A separate center of expertise has been established in Burgess Hill in the U.K. for this growing area of Ericsson operations.

In Nacka Strand, the Enterprise Services team utilizes Ericsson's own communications solutions to offer customers optimal services. A Consono Call Center, staffed by eight communicators during peak traffic times, processes all incoming calls from tens of thousands of customers under support agreements with Ericsson in all parts of the world. Services are available 24 hours a day, staffed by students from the Royal Institute of Technology in Stockholm at night. Local companies are able to connect their Help Desk functions to the Call Center. In the Nordic countries, for example, night duty services have been discontinued, enabling companies to make better use of their time.

"In five years, it is my hope and belief that service sales will become part of Ericsson's overall operations," Bert Nordberg concludes. "Even if we target different customer segments, we can learn a great deal from each other, and there is excellent potential to increase operating efficiency through greater coordination."

KARI MALMSTRÖM

portrait

Jalle Ahlström is a minister who prefers to meet people in their own world. He can now be found at Ericsson Microwave in Mölndal to provide help and support in difficult situations.

“A peaceful soul makes the job more fun”

Jalle Ahlström is somewhat of a celebrity in Gothenburg's bar scene. For the past few years, he has spent a couple nights a week in the city's fashionable bars and nightclubs. He walks around and talks to people, listens and has a beer or two.

“You wouldn't believe the enormous need people have to talk to someone,” he says when we meet in his office at Ericsson Microwave.

“Knowing that someone really has time to listen to what you want to say is important. The desire to be heard – to receive confirmation that we have significance – is present in us all.”

The encounter is paramount

According to Jalle Ahlström, encounters between human beings is paramount. Perhaps that is why he has left the altar to instead have direct contact with people “in the field.” On his Web site, he has written, “When people don't come to church, the church must come to the people.” (<http://www.avenyn.se/krogpastorn>)

Jalle Ahlström is considered to be a pioneer within the Swedish Mission Church, to which he belongs. This is not surprising, since he's a true rock 'n' roll aficionado who has already released two CDs with his own music, so he's quite a PR figure for his church.

He is free to work using the methods he sees fit. However, once a month, he preaches in a local church and meets the congregation in a more traditional setting.

Sudden insight

He has had his religious faith since, as a rebellious teenager, suddenly coming to an important insight.

“I received a feeling of being loved by someone – a feeling that made me realize that God is among us.”

He decided to become a minister after completing technical high school in Gothenburg.

“I realized that I wanted to work with people in one way or another using my Christian faith.”

He considered becoming a social worker at first, but found his calling in the ministry. At the age of 25, he was finished with his studies at the Royal Technical Institute in Stockholm and returned to Gothenburg and the Mission Church, where he worked with young people on and around the main thoroughfare in downtown Gothenburg.

His work as a “nightclub pastor” began three years ago. The initiative came from one of the city's largest bar owners, who felt that Jalle would be perfect for the job.

He came to Ericsson Microwave for the first time in 1995 as a lecturer on the subject “modern man's existential quest.”



Jalle Ahlström is a minister who prefers to meet people in their own world. He walks around in bars and nightclubs to talk and listen to people.

Photo: ANNA REHNBERG/KAMERAREPORTAGE

“As technology develops, the demands placed on us increases. When material values can no longer keep us afloat, we have to find another, deeper meaning of life. Existential questions become increasingly important.

“Having a neutral person to go to at work with whom to discuss issues of concern can alleviate a great deal. If you have a healthy soul, your job will also be more satisfying.”

His job as a “practical soul healer” at Ericsson Microwave will bring Jalle to Ericsson Microwave two half-days per week. His assignment spans the coming

six months. According to human resources director Lars Härenstam, this is one of the alternatives that the company offers its workers.

“It is our responsibility as an employer to ensure that our workers feel good. If an employee has a problem, he or she can go to a manager for assistance, but sometimes it can be preferable to talk to a third party, in which case a company pastor can be an alternative.”

Jalle Ahlström will also participate in the company's internal management training programs.

CATHRINE ANDERSSON

debate

“Is James Bond really a character Ericsson should be associated with?” Bengt Bergkvist wonders in a debate article written in reaction to Ericsson's sponsorship of *Tomorrow Never Dies*.

In bad company?

Some time ago, Contact published an article about companies as “corporate citizens,” which contained the results of a study on how Ericsson is perceived in this context. The study revealed that Ericsson was not perceived as being on the forefront in this respect and the article led me to believe that Ericsson was planning to do something about this.

A few issues later, I read that Ericsson wants to improve its image. One of the ways in which the company plans to do this is by associating itself with a Mr. James Bond, who is purported to possess many similarities with Ericsson.

“Aha!” I thought. This is the action plan to improve our reputation as a member of society.

In order to understand the significance of this investment, I watched a James Bond film on TV one Friday night. It was clearly sponsored by Ericsson, because

the Ericsson logo preceded all of the commercial breaks. Annoying interruptions are apparently something Ericsson wants to be associated with.

I managed to watch the film until the end, despite the irritation created by all the cat food and feminine hygiene commercials that the Ericsson logotype introduced. However, I honestly wanted to know what type of an image our company wants to be associated with.

What was the image I received? Mr. Bond is a government employee with an unbelievably liberal travel expense account. He does not have to heed any local legislation and can exceed any speed limit both on land and at sea. In addition, he had his bosses' full support in upholding so-called justice, while completely disregarding local authorities. In that which is often called “vulgar propaganda,” one can sometimes catch a glimpse of multinational corporations, but I wasn't aware

that this was something upon which Ericsson wanted to base its image.

James Bond has a healthy appetite for women, and it is possible that the silicon(e) dependency that is detectable among his conquests could be associated with a semiconductor-dependent industry such as ours. However, the women in his films seem to be more than happy to get themselves in trouble in order to be saved by Agent 007. Is this the way women should be portrayed by an honorable member of society, or is it just a case of an oversupply of male hormones?

Bond solves conflicts by using violence. The communication in the film is generally physical and often leads to a violent, painful death. Admittedly, the victims are “the bad guys,” but there is nonetheless no trace of justice and distinguishing Bond's methods from the methods of international terrorism is not easy. Are these actions something Ericsson wants to be associated with?

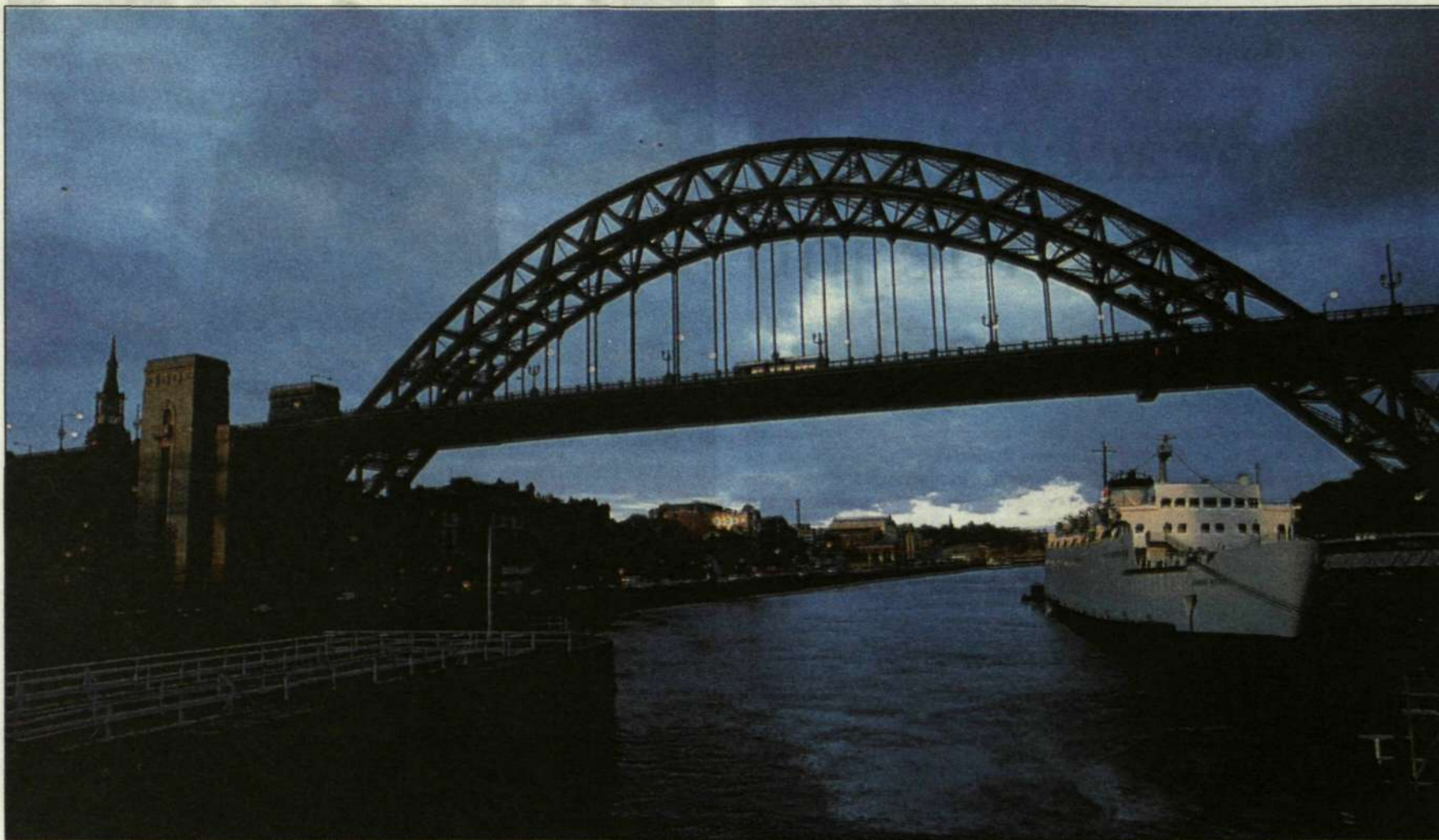
Bengt Bergkvist works with the GSM air interface at the business unit for Mobile Systems – GSM, NMT, TACS. In his spare time, he is involved in Amnesty International's work with corporate ethics.



In short, I'm confused and would appreciate some guidelines and support in the process of change that the company is undergoing. I would therefore be thankful for training in the art of handling voice interruptions, female customers and competitors that are better apt to profile themselves as good corporate citizens.

BENGT BERGKVIST

Optical networks increase bandwidth



As part of a pilot project, BT and Ericsson are jointly deploying WDM technology between the British company's Edinburgh and Newcastle (above) sites. This is one of two pilot optical networks projects in which Ericsson is involved. The other, with Telecom Finland, was described in Contact no. 9, 1997.

Photo: PRESSENS BILD

Increasing demand for bandwidth has created a "Klondike" mood in the market for optical networks. The situation is reminiscent of the great gold rush of the 1890s. In fact, the similarities might become even more striking in the years immediately ahead, as the exponentially increasing demand for bandwidth turns the global multi-million dollar optical technologies business into a billionaire's playground.

What is Ericsson's position in the optical technologies area in general, and in the dense Wavelength Division Multiplex (WDM) in particular?



José Maria Daza, director of business development at the UK-based Transport and Cable Networks business unit.

"Ericsson's role is becoming increasingly important and one of the business unit's goals is to make Ericsson synonymous with WDM during 1998," says José Maria Daza, director of business development at the UK-based Transport and Cable Networks business unit.

Like a prism

In much the same way as a prism, WDM uses multiple wavelengths, or "colors," of light fired down a single fiber to multiply fiber capacity. In addition, WDM offers a smooth upgrade path between older transmission standards, such as Plesiochronous Digital Hierarchy

(PDH) and Synchronous Digital Hierarchy (SDH).

Ericsson is currently involved in two important pilot deployments of Ericsson's Erion optical network product portfolio, namely the Erion Networker and the Erion Compact, which is a particularly cost-effective system.

Both projects have their own unique importance. The deployments are with Telecom Finland and BT. The joint pilot with Telecom Finland is significant because of the company's reputation for deploying leading-edge technology. The BT project, which deploys WDM technology between the company's Edinburgh and Newcastle sites, underlines the strength of the partnership that exists between BT and Ericsson.

WDM development is progressing at break-neck speed. Several vendors have announced 32-wavelength multiplexers, while Lucent has successfully fired 100 channels down a single fiber during laboratory tests.

"However, the unique feature of Ericsson's WDM technology is the optical layer protection offered by Erion," says José Maria Daza. "Imagine an operator carrying around 500,000 calls at one time, and the potential for losing all those calls in one go. In this respect, Ericsson's products offer a secure and robust solution."

Prospects still exist

Clearly the opportunities are out there for Ericsson's optical technology and, according to José, while Ericsson may not be well known as a provider of WDM solutions, the company has by no means missed the gold rush.

As José puts it, the global telecom network has become "the largest man-made machine of all time." It links an estimated 725 million voice terminals, of which 90

BT believes in optic fiber

"During the next five years, the European transport network will undergo considerable change," says Ewart Lowe, WDM Solution Engineer now engaged in planning and designing BT's advanced transport network requirements.

This is due to the twin requirements of increased capacity and resilience. Most major suppliers are offering, or will be offering WDM solutions in the European area during 1997-98. Ericsson, Lucent, Pirelli, Ciena, GPT-Siemens, Alcatel, Nortel and DSC are all currently offering WDM line system products to European operators.

By comparison, in the U.S. WDM is already a widely used technology in long-haul networks, where cost benefits have revolutionized transmission technology.

All of this should be seen in the context of a growing market demand to move to higher bit rates as the appetite for Internet and other data services grows.

"This unrelenting pressure has produced a situation where, in the longer term, WDM and optical networking will begin to be used in most areas of core transmission networks and in the periphery of the access networks by the need to reduce transmission-system costs.

"So the ideal solution for a carrier facing pressure on fiber routes, with substantial new system deployment, but also with a significant legacy network already in the ground, would be to deploy a dense WDM system immediately thereby relieving fiber congestion on the route," concludes Ewart Lowe.

CHRIS MOSELEY

percent are wired, and handles over a billion calls each year. This situation is changing rapidly, however. There are clear signs in the US market that data is taking over the leading role once played by voice traffic. The significance of this should not be under-estimated: one third of all global telecommunications traffic originates from the US.

There is no question that at the global level the Internet is accelerating the demand for greater bandwidth. Some pundits predict that in terms of commercial applications, the Internet is growing at 400 percent per annum.

According to José Daza, this is an op-

portunity not to be missed. "The Internet is really the big information pipe. Its emergence in recent years lends meaning to the terms 'convergence' and 'infocom' and it will transform the way in which this company does business."

"With a multiplicity of customer requirements now being put to telecom suppliers, the time has come for us to provide solutions, not boxes. Optical networking will play a significant part in this company-wide transformation."

Get out the huskies, the great Ericsson optical network Klondike has only just begun...

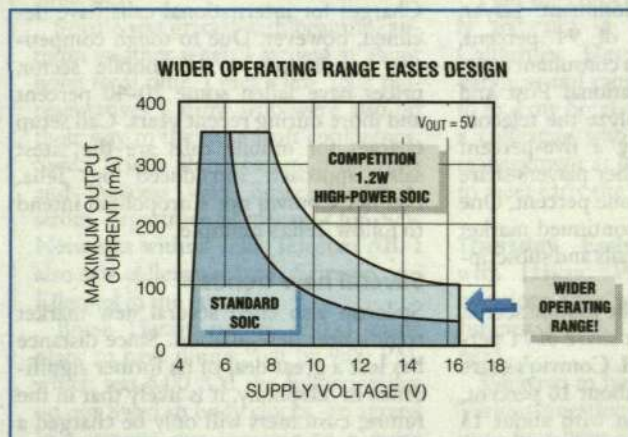
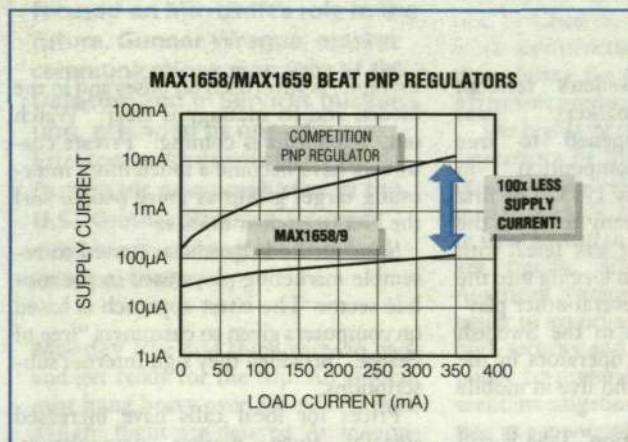
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Sweden opened its telecom market to competition just over four years ago. The road to free competition has been lined with legal disputes and confusion among end-customers. Today, other EU telecom markets are preparing for deregulation, and Sweden is the focal point of strong interest – particularly from other European countries.

Europe riding on Sweden's experience

Sweden's telecom market was opened to free competition in July 1993. The first company to enter the public telephony market was Tele2, with Comviq and Europolitan forging into the mobile sector. Today, several other players conduct operations in the Swedish market, with about 15 operators in the fixed telephony sector and five in mobile telephony.

Despite free competition, Telia is still the overwhelmingly dominant player, with a market share of 94 percent. According to Stelacon, a consultant company contracted by National Post and Telecom Agency to analyze the telecom market, Tele2 has only a five-percent share of the market. Other players share the market's remaining one percent. One explanation for Telia's continued market dominance lies in local calls and subscriptions.

Telia also dominates the mobile sector, with a combined market share of 71 percent for NMT and GSM. Comviq's share of the mobile sector is about 16 percent, followed by Europolitan with about 13 percent. The value of Sweden's mobile telephone market is estimated at more than SEK 10 billion.

Growing interest in the Internet among end-customers has also led to the emergence of several new players. The name Telenordia, for

example, is advertised on buses and in the media, and its message is clear: "Watch out, Telenordia is coming!" Private customers have become a much more interesting target group as more people surf the Net from their homes.

Sales methods have also started to resemble marketing ploys used in the mobile sector. The latest approach is based on computers given to customers "free of charge," provided they sign Internet subscriptions.

Prices for local calls have increased steadily since market deregulation. Charges for international calls have declined, however. Due to tough competitive conditions in the mobile sector, prices have fallen some 20–40 percent and more during recent years. Call setup charges for mobile calls are the latest sales approach introduced by Telia. Neither Comviq nor Europolitan intend to follow Telia's example.

Several new trends

Stelacon also cited several new market trends after deregulation. Since distance has lost a great deal of its former significance in telephony, it is likely that in the future, customers will only be charged a fee for entering the network, which is the norm today for Internet telephony.

Another new development is commercially financed telephony, which was introduced in Sweden last year. This means that the subscriber does not have to pay for all or a portion of the telephone call in ex-

change for agreeing to listen to repeated advertisements during the call. This method is likely to spread to other areas as well, such as the Internet.

In parallel with the convergence of fixed and mobile telephone services, the need for greater cooperation between fixed and mobile operators is increasing significantly, Stelacon claims in its report. The trend is already clearly discernible. Telia has integrated Telia Mobil in its operations, and Comviq has a natural partner in Tele2.

Struggle for network access

Deregulation has also created a broad range of problems, however. It was never a guarantee that free competition would function smoothly. Access to Telia's networks has been the major bone of contention, and litigation. Telia's competitors claim Telia is able to utilize its former monopolistic position unfairly in today's telecom market, particularly in terms of network access.

Deregulation naturally leads to a number of problems. It does not automatically mean that competition will function as intended. The major issue of controversy has been access to Telia's network. Telia's competitors argue that Telia unfairly uses its previous monopolistic position in the telecom market when it comes to, for example, the access network.

Telia was criticized as early as 1993 by Tele2 for charging unreasonably high fees for network access. Telia was forced to back down gradually.

"Today, four years later, several competitors have their own networks. This development has affected Telia's game plan and forced the company to request mediation to establish price levels for coordinated traffic in order to settle a dispute with another telecom company," says Pär-Erik Westin, an expert on coordinated traffic for the National Post and Telecom Agency.

New telecom operators are doing everything in their power to avoid using

Telia's network. It's difficult, however, since Telia clearly has the country's most comprehensive network infrastructure. The National Rail Administration of Sweden, which laid cable in its railway embankments, also leases network capacity to operators. Svenska Kraftnät, a Swedish power supply company, has a fiber optic network that links Stockholm, Gothenburg and Malmö, and Stokab has a regional fiber network in Stockholm. In addition, Teracom has broad-range coverage, but it's based primarily on radio links.

Hoping for cable TV

Some telecom operators in Sweden have set their hopes on cable TV. Many cable TV operators are rebuilding their networks to accommodate bi-directional telecommunications, which they expect to offer by year-end 1997. Radio-based access networks could also become an interesting alternative to fixed local networks.

Discussions have also centered around the possibility of transferring Telia networks situated closest to subscribers to a separate network company. ESO, an expert group for studies of public financial issues, has submitted the proposal in a report to the National Post and Telecom Agency. Although owned initially by Telia, the network company would be restructured later to form an independent



Sweden's deregulated telecom market will provide other European countries experience to ride with as they approach deregulation and free competition.

Photo: ROGER TURESSON

business enterprise similar to Svenska Kraftnät.

While new telecom operators continually attempt to find new avenues into private households, and thereby avoid the need to utilize Telia's networks, the price of local calls will decline, the Stelacon report says.

Stronger Post and Telecom Agency

To secure compliance with market rules and regulations, Parliament has strengthened the role of the National Post and Telecom Agency. Following the enactment of Sweden's revised Telecom Act in July, the agency is empowered to exercise greater authority in making sure that competition is waged on equal terms, and that all players have access to "effective telecommunications at a reasonable price." Regulations governing coordinated traffic have also been made more stringent and, if requested, the National Post and Telecom Agency is now empowered to settle all disputes over coordinated telecom traffic. As a result, the Board can force an operator to change its prices if they are considered in violation of the Telecom Act.

Dynamic changes in telecom market conditions triggered by deregulation have also put customers in a different position, a situation that has been noted by the Swedish Consumer Agency, which is now conducting a detailed study of sub-

scription conditions in the country's mobile telephone sector. There is ambiguity, for example, over the inclusion of value added tax in advertised prices.

EU waiting in line

After four years of deregulation in Sweden's telecom market, focus is now beginning to shift to EU telecom markets as they prepare for free competition. With only a few exceptions, the telecom markets of EU member nations will be opened to free competition on January 1, 1998. In preparation for the change, an EU Commission has stated it believes prices charged by monopolistic operators are too high, resulting in far too excessive costs to penetrate a new market. According to the EU Commission, Telia and other companies will have to reduce subscription fees by at least 35 percent.

Many foreign companies established operations in Sweden when the country's telecom market was opened to free competition. Now, as other EU markets begin to deregulate, the focus on Sweden will diminish, Stelacon says in its report.

"However, companies that have made substantial investments and broadened their activities will not leave the Swedish market," says Pär-Erik Westin of the National Post and Telecom Agency.

TOVE HEDBERG

diary



Gunnar Wranne, market communications manager of the Datacom and IP Services business unit
Photo: PETER NORDAHL

A conference with Bill Gates

Microsoft, the American software giant of all giants, recently held a conference in Seattle, Washington, near its headquarters in the northwestern part of the U.S. Representatives of data and telecom industries were invited to take part in discussions focused on Microsoft's role in the future. Gunnar Wranne, market communications manager of the Datacom and IP Services business unit, attended as one of Ericsson's representatives. During his one-week stay in the U.S., Gunnar Wranne also met customers, colleagues and business partners.

Monday Rise and shine early to pack and get ready for the trip. An autumn mist hung heavy over Arlanda Airport, and the flight was delayed. An inauspicious start.

Seattle was graced with beautiful autumn weather when I arrived at about noon local time. I met a few Telia representatives I know who were also on their way to the Microsoft conference. Spoke briefly about common interests and business with Bosse Hammarström, departmental manager for New Networks within Telia Telecom AB. I also saw colleagues from Ericsson and Ellemtel in the crowd.

Bosse Hammarström and I made plans to have dinner, but by 9:00 PM, which was 6:00 AM the following day on our Swedish body clocks, we agreed to postpone our meeting to a more convenient time. It's impolite to fall asleep at the dinner table.

Tuesday The conference hall was enormous. Participants included representatives from all sectors of the industry, ranging from computer and telecom suppliers to Internet providers.

Steve Ballmer, Microsoft's second in command, made the opening address and welcomed all participants to the conference. His presentation materials consisted of overhead pictures drawn in MS Powerpoint, but, instead of the presentation, the familiar error message appeared on our screens: "This program has performed an illegal operation."

The crowd roared. Everybody recognized the situation all too well.

The theme of today's seminar was "Building Network-Based Services on Microsoft Platforms," which really means: Microsoft's software products should not only be included with personal computers. The products are also found in small, simple terminals like mobile telephones and large network servers. Networks used to connect all the products will be IP-based networks.

In the evening, Microsoft invited the conference participants to view a unique collection of artwork by Leonardo da Vinci at Seattle's Museum of Art. The collection is owned by Bill Gates.

Wednesday Today's conference session started with an excellent presentation by Cisco on the subject of IP network construction. Other presentations during the day focused on future Microsoft products.

The highlight of the afternoon was an appearance by Bill Gates. Based on his reputation as one of the most powerful men in the U.S., there was keen interest in what he had to say about future market trends. Bill Gates thinks the American government should make it easier to export software products with high security and coding. It would be a policy far preferable to federal government investigations of Microsoft's position as a monopoly, he said.

I left the conference a few hours early to catch a flight to San Jose, California. Despite outdated maps, darkness and rainy weather, I managed to find my hotel. I called Håkan Sessle, a colleague who works with product management at Juniper, and we agreed to meet early the following morning.

Thursday Early breakfast meeting with Håkan. We reviewed various questions that will be discussed with Juniper, a new Ericsson business partner.

We went to Juniper's office together. Various questions were reviewed during a four-hour meeting, including discussions of Håkan's role at Juniper.

Next item on my agenda was a visit to the CyberLab.

In the evening, I met Örjan Mattson, President of Ericsson Fiber Optics. We had coffee in central Stanford and discussed work, strategies and customer offers.

Friday Got up early to catch my flight back to Sweden, via Chicago. I arrived home Saturday morning, local time. On the plane, I read about an "anti-Microsoft" conference in Washington. Well-known American consumer rights activist Ralph Nader had gathered a large number of people in the nation's capital to discuss Microsoft's role and its market dominance. Scott McNealy, Vice President of Sun Microsystems, was one of the keynote speakers. According to the article, Mr. McNealy does not mince words when he talks about Bill Gates and Microsoft.

My first reaction was that I am witnessing a war waged over market shares and market dominance, a war that will eventually affect every employee of Ericsson in one way or another.

Despite four years of free competition, Telia has retained a firm grasp on customers. Telia has a 94 percent share of Sweden's fixed telephone market and 71 percent of the mobile telephone sector. But there are several new players on the scene, and competition is becoming much tougher.

Illustration: CURT SIMONS





Important historical and religious monuments abound in Israel of - shown here the Dome of the Rock in the divided city of Jerusalem. But Israel is also a high-tech country, with a mobile telephone market that could be very lucrative.

Photo: GUNILLA TAMM

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A world of ASICs and ASSPs from Ericsson

While Israel is celebrating its 50th anniversary as a nation, intensive efforts are being made to establish Ericsson's local company in the country, LM Ericsson Israel Ltd.

"We plan to work with most of Ericsson's products, but the most important task at hand is to try to be the system supplier to the new GSM operator," says Bo Andersson, President of LM Ericsson Israel Ltd. The assignment would be worth between SEK 1.5 and 2 billion during a three-year period. Very soon, it will be decided which of the three operator groups will receive the country's GSM 900 license.

Golden prospects in Israel

Facts about Israel

■ Despite Israel being slightly smaller than the state of Massachusetts (Belgium or the Swedish Småland), it is a country full of contrasts. From snow-covered peaks (Mt Hermon is higher than Sweden's 2,123 meter Mt. Kebnekaise) forests of cedar and sub-tropical environment to desert landscapes and wonderful beaches.

Israel is a young state and it is exactly 50 years since the U.K. withdrew on the expiration of its mandate in 1948. Ever since the formation of the state of Israel, the area has been subject to unrest, with a number of wars, and a state of peace has yet to be firmly concluded between Israel and its neighbors.

The country has a population of 5.8 million, of whom approximately 360,000 live in the Tel Aviv area. With its slightly more than 500,000 inhabitants, Jerusalem is the capital and largest city and is also where the Knesset, or Government, is based. Some 81 percent of the population are Jewish, 14 percent Muslim and nearly 3 percent Christian.

Although there are no really large Israeli corporations, the country has many medium-sized companies and there is major interest in establishing private, entrepreneurial operations. Industry is dominated by companies with software and high-tech operations.

Two years ago, Ericsson decided to begin operations in Israel, where the telecom market has recently been privatized. Aside from a distributor of small switches and paging systems, the company had not been represented in the country until last autumn.

"I came here last October with my wife, eleven suitcases and the task of starting a representative office. Last spring, the decision was made to start a company," Bo Andersson relates.

"I understand how pioneers must feel when they have to start from scratch," he adds. "I had to obtain housing, an office, furniture, a telephone, a lawyer, and much more - and I had to do it all myself. Everything happens very quickly here. It wouldn't be an exaggeration to say that what could take two years in other countries only took nine months in Israel."

Fifteen people, of which seven are permanent employees, currently work at the company.



Bo Andersson, head of LM Ericsson Israel Ltd.

Ericsson's office is strategically located near two main highways in central Tel Aviv. The office is easy to find, and there is a parking garage next door, which is essential in Tel Aviv since there is a severe shortage of parking.

LM Ericsson Israel Ltd. will be working with most of Ericsson's product portfolio, but for the time being, mobile telephony is dominant. In the very near future, it will be decided which operator of three will receive the country's GSM 900 license. Ericsson's D-AMPS telephones are well-established in the country and the third largest brand name.

Important to be there

Israel, which is a high-tech country, welcomes the establishment of foreign foreign companies. Much favorable attention was given to the establishment of Ericsson's Israeli office. Motorola, whose presence in the country dates back several years, has both development and manufacturing operations employing 5,400 people.

"Israelis are very skillful both when it comes to technology and doing business. Our customers are professional and demanding, so if we want to be part of the game, we must provide substance," says Bo Andersson. "It is important to have a presence in the country in order to listen to market demands and respond quickly."

He emphasizes that he receives excellent

support from Kista, especially from the GSM, NMT, TACS business unit.

Bo also relates that they have signed a cooperation agreement with Israel Aircraft Industries Ltd. to manage installations, support and maintenance of Ericsson's systems customers. This is important from a security standpoint. If the country should experience major turbulence, Ericsson's customers would receive support, even if all foreigners were to leave the country.

Yitzhak Arvatz at the electronics division within Israel Aircraft Industries is responsible for the cooperation with Ericsson.

"Ericsson has the products and we have the staff, so I think that we will complement one another well," he states. "A number of employees at the company are already undergoing training and are currently participating in the mobile switch certification that Ericsson is implementing."

Israel Aircraft Industries, which began operations in 1956, has 14,000 employees and four plants. The company is divided into four groups that focus on civil aviation, military aviation, aviation electronics and microwave and satellite communications.

Around and about on the streets of Tel Aviv, you can see people using mobile phones - many of them Ericsson products. Ericsson ranks third in Israel, behind Motorola and Nokia. Israel's D-AMPS operator, Cellcom, markets and sells Ericsson's D-AMPS telephones.

Image marketing

"Mobile telephones have given us a platform from which to continue the work on our image," says Bo Andersson. The campaign includes advertisements in the country's two largest business newspapers, journalist visits to Ericsson in Sweden and video and brochure presentations. Other important aspects will be to learn more about the local business culture, personalize the marketing and establish the right contacts.

"Sweden's Ambassador here, John Hagard, is part of the 'team' and extremely helpful. He also provides meaningful credibility for Sweden in Israel. It is important that this be perceived as a long-term investment and that Ericsson has come to Israel to stay," concludes Bo Andersson.

GUNILLA TAMM

GSM moves in to a mature market

In November this year, there were 1.7 million mobile telephone subscribers in Israel. This gives a penetration of slightly more than 29 percent, nearly the same as in Scandinavia. The growth level is 50,000 new subscribers a month. In the period July 1996 to July 1997, Israel has shown the largest relative subscriber increase in the world. Call times are approximately twice as long as in Europe.

There are two systems, both American standard. Of the operators, Pelephone has the analog AMPS system, which was put in operation in 1986, and Cellcom has the digital AMPS, which started up in December 1994. Today, both have a similar

number of subscribers. Motorola is the AMPS supplier and is also a joint owner of the operator company. Nortel Telecom is the D-AMPS system supplier. The Israeli Government has decided to issue a license for a GSM system, which is expected to be ready for operation during the third quarter of 1998.

It is becoming a little cramped in the two existing systems and the Israelis want to become closer to Europe and be able to take their mobile phones with them when they travel, which is why a third operator and a GSM network are now to be established.

Three groups are competing for the operator position. Each group consists of well-known companies, with Telia and AT&T in one group, while Hutchinson

Hong Kong is included in the second and Mannesmann in the third.

"We have tendered bids to all three groups and are one of the suppliers who have been selected to go further," says Bo Andersson, president of LM Ericsson Israel Ltd.

Demo system in place

Ericsson has had a GSM demo system installed in Tel Aviv for some time. "It's important to be able to show that the system works in relation to the country's telecommunications network," notes Evert Hansson, project manager at LM Ericsson Israel Ltd.

Ericsson has installed a mobile exchange and a base station on the grounds of Beseq's exchange, some 10 km from the center of

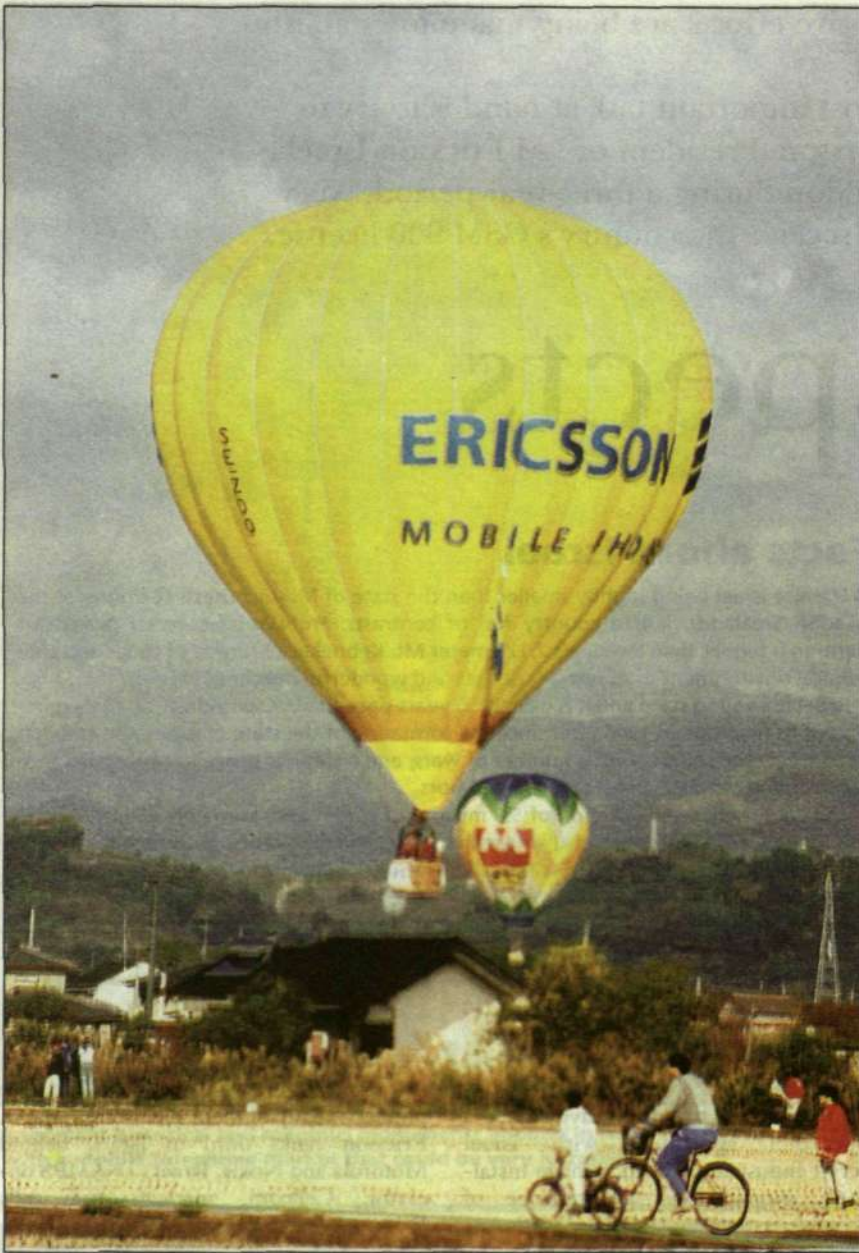
Tel Aviv. Beseq is the PTT in Israel. When Contact visited the site, which consists of three containers containing the equipment, work was in progress to certify the mobile exchange.

"We are checking that the signals are correct and that the exchange can be used for fax and data as well as voice," explains Katherine Buckley, from Ericsson Ireland.

The certification of the exchange is just one of many tasks included in the preparations for the GSM project. Work to find appropriate locations for siting the equipment is also in hand.

To describe Ericsson as being well positioned to make a flying start in the GSM challenge would not be an exaggeration.

GUNILLA TAMM



Japan hosts ballooning world championships

Four teams from Sweden competed in the hot-air balloon World Championships in Japan a few weeks ago. Tore Wandel and Ulf Peck, two employees of Ericsson Japan Radio Systems in Kista, were in one of the baskets. Ericsson sponsored the team, whose balloon finished 53rd among 122 entrants. Both men were satisfied with the result.

The world championship in hot-air ballooning is held every two years, and this year's competition was the 13th consecutive tournament. Tore Wandel participated for the second time, with Ulf Peck making his world championship debut.

Saga, the site of this year's championship competition, is a city on the island of Kyushu, in southern Japan. Hot-air ballooning is a popular sport in Japan, despite severe wind conditions at low altitudes.

"We experienced genuine turbulence during our first flight, but the weather

was generally good throughout most of the competition," says Tore Wandel.

Competitive world championship flights last two hours, with one flight in the morning and another in the afternoon. The competition includes 15 in-flight maneuvers governed by fairly complicated rules. The basic objective is to fly as close as possible to designated target areas.

Radio contact between balloon basket flight crews and team members on the ground is maintained via flight radio, but communications are terminated as soon as the balloons touch down, forcing crews to use mobile telephones.

Tore Wandel and Ulf Peck agree the best thing about their sport is the sense of interaction with nature and the elements, seeing places from angles otherwise inaccessible. Flying in silence over cities and urban areas provides a fantastic and unique perspective. Pure excitement is another important element, since it's impossible to steer the balloons and landing is difficult.

GUNILLA TAMM

Environmental meeting

Environmental work is conducted on a broad front in Ericsson today.

Madrid Eco-management personnel have been appointed at most local offices and other units, and the entire organization is characterized by new environmental management systems at all levels.

The extent of progress varies in different locations, however, and not all countries have the same environmental problems.

Opportunities for eco-management

personnel to control environmental work efforts are not equal in all countries.

To increase the efficiency of environmental management programs, exchange experiences and coordinate activities, about 25 eco-management staff members from North and South America, Europe and Asia gathered recently at a two-day workshop in Madrid.

The meeting's primary objective was to create a functional contact network for personal relations and establish a web site for exchanges of information and experience in various parts of the world.

LARS CEDERQUIST



Teamwork and efforts to establish a functional eco-management system were key elements in the eco-management workshop. In the picture above, (from left) Julian Angel Martín Pérez of Spain, Per-Anders Eriksson of Sweden, Yumiko Yasuda of Japan, Luis Antonio Pereira of Brazil and Jose Manuel Gonzalez Montoya of Spain, discuss the problems of LMX, a fictitious Ericsson company exposed to changes in our world.

Photo: HANS BUNDGAARD

Procurement training in Beijing

The central procurement function of Mobile Systems recently conducted its second annual procurement training program for purchasing agents in China.

Beijing Strong attendance figures characterized this year's training course, which was held in Beijing at the beginning of November.

Nearly 30 persons took part in the two seminars. Participants came from Ericsson's various joint risk companies in China and Ericsson companies in Japan, Malaysia and Hong Kong.

The first seminar covered organizational issues, strategies and procurement routines. The second, a two-day course of instruction, gathered purchasing agents with some experience, and the subject matter was concentrated on supplier relations and negotiating skills. Several participants in the second seminar attended the introductory course held last autumn at Ericsson's factory in Nanjing.

STEFAN ZETTERSTRÖM



More than 30 persons from Ericsson companies in China, Japan, Malaysia and Hong Kong took part in a training seminar organized by the central purchasing function of Mobile Systems. The five-day training program was held at Ericsson's office in Beijing.

Photo: LARS LÖFGREN

■ New regulations governing GASK2 access authority will take effect on February 7, 1998. GASK is a database with information about all Ericsson products, a product library encompassing Ericsson's entire portfolio. In the next edition of GASK2, the system of delegating authority will be changed to include an "Access Code," among other new features.

Access Codes will control access to various documents, and carry such values as W (World), G (Group),

This is for GASK2 users

C (Company), O (Office) and P (Person). When the changes are made, status will only show document status.

To avoid unnecessary interruptions, visit the GASK2 web site at the following address:
<http://gask.ericsson.se>

- Corresponding information is also available in document form, stored in GASK2 at:
- 1/1550-LXA 200 001 Uen GASK2 R10, Description of the new Authority System
- 2/1550-LXA 200 001 Uen GASK2 R10, New Authority System - Introduction for users
- 3/1550-LXA 200 001 Uen GASK2 R10, Information to Designated Departments



Lars Ramqvist (left), President and CEO of Ericsson, and István Fodor, President of Ericsson in Hungary, assist Hungarian President Árpád Göncz in cutting the ceremonial ribbon at Ericsson's new head office in Budapest.

Ericsson opens new office in Budapest

■ A new head office for Ericsson's company in Hungary was officially inaugurated in parallel with the opening of a new production unit in Budapest recently.

The new facility has a capacity to provide 600 jobs. As recently as 1991, when Ericsson first established business operations in Hungary, the company had two employees. Expansion has been truly dynamic in recent years.

Today, approximately 130 persons work in software development at the new office. Árpád Göncz, President of Hungary, attended the inauguration ceremony with Jan Lundvik, Swedish Ambassador to Hungary and Lars Ramqvist, Ericsson's President and CEO. Ericsson is the second largest foreign investor in Hungary.

Help is on its way from Mölndal

Designers from Ericsson Microwave in Mölndal are performing emergency duty at the Borås factory to help meet delivery times. Every day, about 60 employees ride the bus from Mölndal to Borås. MiniLink volumes are breaking production records, and employees at Ericsson Microwave's factory in Borås are working under heavy pressure.

Petra Häger, Anna-Karin Elm, Göran Nilsson and Jonas Tisell normally work in the MiniLink system verification department of Ericsson Microwave in Mölndal. Since the beginning of November, however, they have been helping the company's factory in Borås as reinforcements in the production process. They help wherever help is needed, but work mainly with production preparation.

Every workday morning at 7:15, they get on the Ericsson van for the ride to Borås.

"The early morning grind is the toughest part," says Petra Häger. "It's not easy to get up at 5:00 AM to get to work on time. I know it's only temporary, however, so we'll get through it."

Göran Nilsson is not an early bird kind of guy. He usually finishes his breakfast sandwiches as the van pulls into Borås.

Explosive development

Ericsson Microwave continues to reap the benefits of success with MiniLink. Order bookings this far are up 85 percent compared with the same period last year.

"Order bookings sort of exploded a few months ago, and delivery times started to approach unacceptable levels," says



Left to right, Jonas Tisell, Göran Nilsson, Tore Callmer, Anna-Karin Elm, Petra Häger and Maria Kraft take the van from Mölndal to Ericsson Microwave's factory in Borås to help with production of MiniLink.

Photo: ANNA REHNBERG/KAMERAREPORTAGE

Mikael Bäckström, head of Ericsson Microwave's division for radio links in Mölndal.

When delivery times reached about 20 weeks, compared with the normal six-eight weeks, the management staff of Microwave Communications business unit realized drastic measures were needed immediately.

The solution was to "borrow" employees for a limited period of time from the Mölndal plant. After approval by management, a questionnaire was distributed to all employees with an offer to pay SEK 10,000 a month extra for part-time employment in Borås.

CATHRINE ANDERSSON

Private radio contract in New Mexico

■ The city of Albuquerque and Bernalillo County in New Mexico recently purchased a private radio system valued at USD 18 million from Ericsson in U.S. The system will be used by city and county police and fire fighting authorities.

Diana hunting for new customers

■ GSM, NMT and TACS, a business unit of Mobile Systems, has adopted Diana, Roman goddess of hunting, to help capture new GSM 1800 operators. Diana is the name of a project designed to improve the business unit's mode of operations and clarify organizational differences between product units and local companies. Diana is also intended to secure high levels of skills and expertise through stronger emphasis on a more customer-controlled organizational format, or account management. The business unit wants to differentiate more clearly between account management and hunting for new customers.

Despite favorable profitability, Gunnar Liljegren, manager of project Diana, believes the business unit has to improve its ability to capture new customers.

Dolphins helping in signal research

■ Ericsson is sponsoring a dolphin research project at the Kolmården Zoo, Sweden. Christer Blomquist, a graduate student at the University of Gothenburg, is conducting his doctoral thesis on the ability of dolphins to communicate with each other, with special emphasis on how they address social signals to each other. Because of the high frequencies of some sounds produced by dolphins, researchers have developed new technical solutions to understand how the sounds are used. Frequencies up to 150 kHz are not uncommon. Man's upper auditory range is slightly lower than 20 kHz. The dolphin signal project is sponsored by Mobile Telephones and Terminals.



The situation in Norrköping

It started in January, when Ericsson launched the Norrköping package, an offer that provided employees an opportunity to voluntarily leave the company. In March, feasible consequences of the Infocom Systems business area's "Strategies for growth" were presented, including cutbacks that would affect 1,400 employees. In April, Ericsson announced the termination of broadband production operations in Norrköping and, in June, 925 employees were given notice.

The agreements were finalized with SCI and Solectron and all production of circuit boards was transferred to the American companies.

Of the originally announced cutbacks affecting 925 persons, 535 employees have lost their jobs, with metal workers bearing the brunt. Most employees terminated by Ericsson will leave the company at the end of April 1998. A small percentage leaves in the end of February.

Today, a little more than one month after job terminations were officially announced, about 30 percent of employees affected by the cutbacks have made concrete plans for the future, with most of them finding new jobs in Ericsson. Many have also applied for various

types of vocational training and will begin their studies next year.

The objective is for all terminated employees to have individual plans of action before they leave Ericsson in Norrköping. Assistance in formulating plans of action is being offered by the personnel department in Norrköping, employment offices, educational and vocational counseling services and Ericsson's internal employment agency.

"Nearly half of all employees whose jobs were terminated have registered with our internal employment agency, and only a few have still not had a first meeting. We hope the persons who have not yet registered will contact us soon," says Tove Hansson, project manager of the internal employment agency in Norrköping.

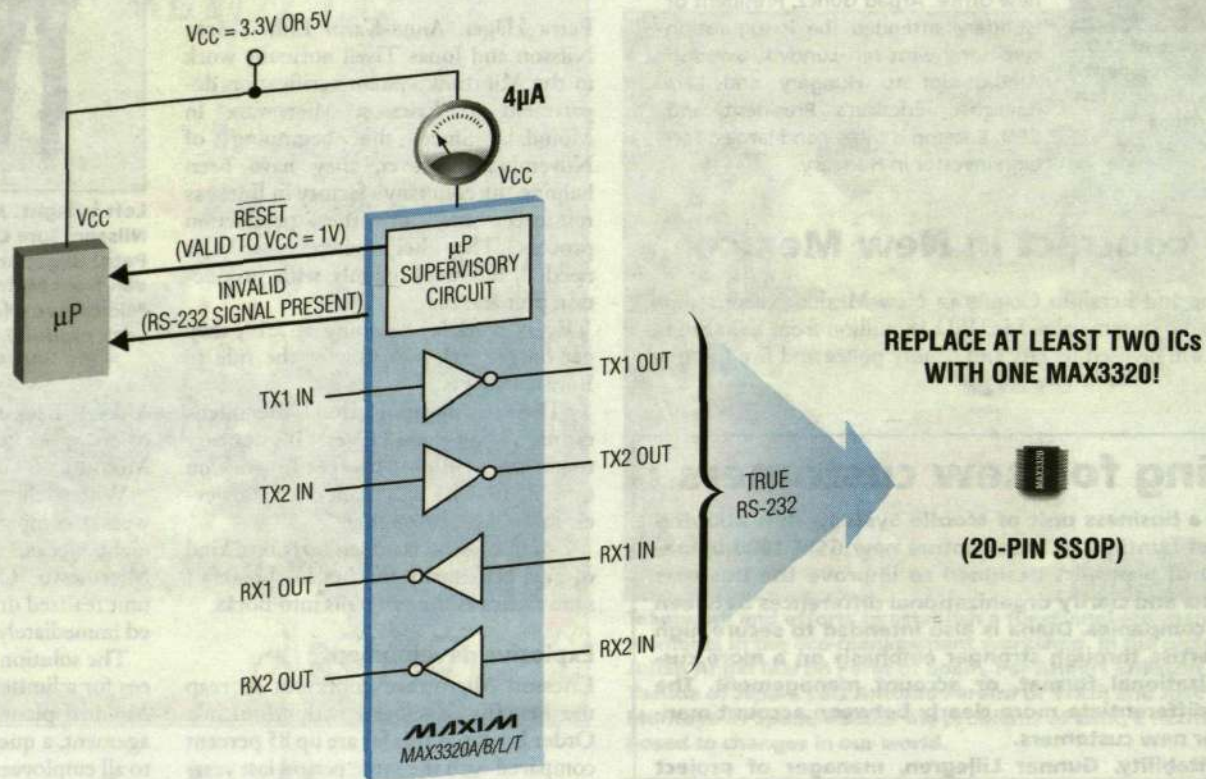
In parallel with the transfer of circuit board production to SCI and Solectron, and cutbacks in the labor force, the new organization in Norrköping is starting to take shape in a System Production Center. Final AXE system assembly and testing will be concentrated at Ericsson Telecom's facilities in the Ingelsta industrial area in Norrköping, where about 600 jobs will be created.

"The new organization takes effect January 1, 1998, and I believe we will reach full strength during the spring," says Per Samuelsson, head of the new organization.

ANNAKARIN OLSSON

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NEWS FROM MOBILE SYSTEMS

column

Successes and challenges

Nineteen ninety-seven is approaching its end. It has been an eventful year, both for our own business area and for Ericsson as a whole.

Ericsson has continued to record successes in a number of different areas. In particular, we are pleased to note the flying start achieved in their operations by our close associates in the new Mobile Telephones and Terminals business area. I am convinced that those of us who work in contiguous areas will be able to learn a lot from their experiences in this highly competitive and consumer-oriented market.

We have also been forced to make difficult, and at times hard, decisions. Some of these decisions relate to the process of change that is currently under way in the Infocom Systems business area – affecting both Swedish and international operations – which will result in a number of employees leaving Ericsson. Those of us who work in other operating areas that are more expansive at present have every reason to pay heed to the changes occurring within Infocom Systems. All of us are collectively dependent on the skills and know-how concentrated within Ericsson.

We in the Mobile Systems business area have enjoyed a successful year in many respects. We have been highly successful in key markets. Growth in South America and Asia, particularly China, has been excellent. There is also considerable potential – in eastern Europe, for example – that has not yet been utilized. At the same time we witness how competition is becoming more intense in all areas. This must spur us on to greater efforts in our ongoing improvement work – in the areas of technology, speed and commercial effectiveness. In these areas too, it is crucial that we improve our cooperation and all pull in the same direction, both within the business area and in relation to Ericsson as a whole. In order to meet the demands imposed on us, it is increasingly important that we present a common external profile, as well as harnessing our ideas to an Ericsson perspective that must also be identical to our customers' perspective.

As far as Mobile Systems is concerned, the most significant task during the coming year will be the continuation of our work on the project we have named IMT 2000 – the third-generation mobile telephone system. Important decisions will be made in the near future regarding the standard that will be used in Europe in the next century. We believe that our WCDMA-based solution is the best, both technically and in market terms, and we are currently devoting many hours to describing the system for customers worldwide. The potential in the areas of multimedia transmission and other services that the new technology opens up are both exciting and bewildering.

Personally, I look forward with excited anticipation to the challenges of the new year. But most important of all, I would like to take this opportunity to thank you all warmly for the fine efforts you have made during the year that is soon to end.



Kurt Hellström
Executive Vice
President, Mobile
Systems business area



Some of the members of the field support team are, standing: Tony Bradshaw and Toshinara Kittaka, seated: Hisako Yamashiro and Hannu Loppedri.

Photo: JUN TAKAGI

Good field support crucial in Japan

Preserving customer confidence, fulfilling demands for high service quality, and a market of nearly three million subscribers – that is everyday reality for the employees at Ericsson's six field support centers in Japan.

"It is vital that we maintain and provide excellent service for the systems that we have supplied, in order to secure future business in Japan," says Christer Elmqvist, manager of support operations at Ericsson Toshiba in Shin-Yokohama.

PDC is the youngest of Mobile Systems' three business units. It was not long ago that it went from being a major project to its own business unit. Today, Ericsson sells

High quality on a detailed level demanded by PDC customers

PDC systems to six customers in Japan and their networks cover a major portion of the country. Combined, these operators serve nearly three million subscribers in their systems.

When the base station development was reorganized earlier this year, a new unit for Wide Band Cellular was formed and integrated with the Japanese Standards unit.

"We must of course have the development of the third-generation system, W-CDMA, in focus, but that doesn't mean that we can ignore the systems we already have in operation in Japan," says Christer Elmqvist.

The Japanese customers are very demanding and expect high quality, even when, in the eyes of a Swede, it's only a question of small details.

"At Ericsson, we are good at putting together the parts of a mobile telephone system – its our main strength. This strength becomes a weakness, however, when problems arise in the network. The customer can't see how we have worked and doesn't comprehend that fixing problems quickly is difficult," explains Christer Elmqvist.

Personal responsibility

The personnel who work at the various field support centers in Japan have almost daily contact with customers. They are made personally responsible for interruptions in the mobile telephone network and sometimes the customer wants a letter containing an apology.

"It's important that we learn from our mistakes so that we can live up to the customer's standards that the same problem does not affect the system in the future. If we

are to manage this, support from Kista is necessary," Christer Elmqvist emphasizes.

The great distance between Sweden and Japan – 9,000 kilometers and seven hours time difference – is difficult. Video conferencing is often used and is of great help. Christer Elmqvist feels that they have begun to receive more understanding from their co-workers in Sweden and that things are headed in the right direction.

"It is important that we jointly provide our customers with the best service they can receive, regardless of the distance and different time zones," he says.

Today, there are between 45 and 50 people working with the support of Ericsson's PDC customers' networks. In addition to the field support based in Shin-Yokohama, there are regional support units in the six cities where Ericsson has local offices.

Searching for Japanese technicians

"We need more employees," says Tony Bradshaw, who arrived in Japan in May this year and is responsible for field support operations. He is an Irishman who has worked for Ericsson for more than 20 years. For a time, he was stationed in Hungary, where he worked with GSM.

Some of the technicians working with field support today are expatriates, personnel working on an overseas contract. They are scheduled to be replaced by locally hired employees.

"It's very difficult to find skilled Japanese technicians. Many are more interested in working for Japanese companies, which they regard as more secure employment," explains Tony Bradshaw.

Like Christer Elmqvist, he emphasizes the exacting quality standards the customers place on their mobile networks.

"Compared with Ericsson's western customers, their demands and expectations are much more specific," he says.

Tony Bradshaw finds that cooperation between colleagues in Japan and Kista are not a problem. "I am very impressed with the know-how available there," he concludes.



"Customers must be provided with the best service they can receive, says Christer Elmqvist, manager of support operations at Ericsson Toshiba in Shin-Yokohama.

GUNILLA TAMM

NEWS FROM MOBILE SYSTEMS

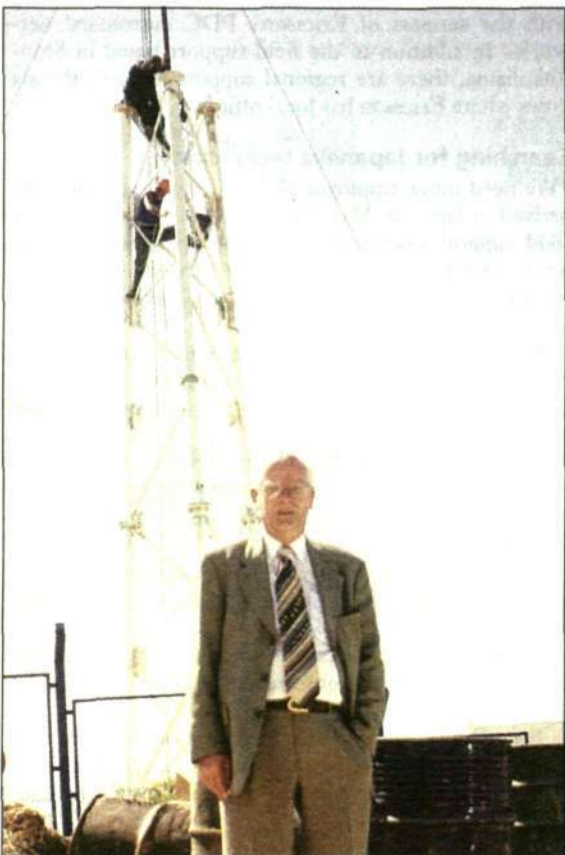
The first GSM system in Latin America will be taken into commercial operation in March 1998. Entel, a telecom operator in Chile, placed an order with Ericsson in July for equipment valued at SEK 850 million. During the autumn, 211 radio base stations and four switching centers were installed and placed in operation. Despite great distances and difficult-to-access terrain, the installation work progressed rapidly thanks to the efforts of personnel from 15 different countries.

Breakthrough in Latin America

With its deregulated telecom market, Chile has been a technological test pilot in Latin America. Along with general stability, financial growth has averaged six to eight percent during recent years. Chile offers a growth market for telecom, with ample scope for another mobile operator to supplement three AMPS and D-AMPS systems in operation today.

GSM network in Chile

"Chile has 12 long-distance companies and three mobile companies," says Jonathan Mytnik, manager of Mobile Systems at Compania Ericsson de Chile S.A. "The GSM 1900 system now being installed in Chile will offer nationwide coverage, with initial capacity for 100,000 subscribers, and provide an important reference installation for Ericsson in Latin America.



Argentina, Mexico and Brazil have already expressed interest in similar systems.

The GSM contract is the fruit of cooperation between Ericsson companies in Sweden, Chile and Italy.

The system will use the same frequency, 1900 MHz, used in the U.S. and Canada, which have a combined total of more than one million subscribers. Ericsson's first GSM system in the U.S. was placed in commercial operations in 1995. Today, seven operators in North America rely on Ericsson as their GSM supplier.

The license awarded to Entel in Chile was contingent on stringent demands for rapid implementation and optimal coverage. The same demands, in turn, were placed on Ericsson.

"Our ability to meet the tough demands of Entel's contract was based largely on the strength of our local companies, their employees and years of experience from operations in Latin America in general and Chile in particular. These are weapons the competitors don't have," explains P.O. Kjellvard, manager of "Operations," defined as implementation and support for The Americas unit of GSM, NMT, TACS, which assigned special priority to the project in Chile.

Jonathan Mytnik and Sune Gustafsson, local project managers for Ericsson in Chile, both emphasize the value of support received from Kista.

"They've been behind us 100 percent," the men said.

Relations with the customer have also been extremely good, exemplifying the definition of a business "partner."

Great distances

When Jonathan Mytnik and Sune Gustafsson describe the work that went into the Chilean network's installation, start-up and testing, their tone approaches a dramatic pitch. Chile is an extremely long and narrow country, stretching 4,500 kilometers from north to south, the same distance from Stockholm to Casablanca. Many of the base stations were placed on mountaintops more than 3,000 meters above sea level. Much of the equipment was flown up by helicopter.

"Including the employees of subcontractors, about 500 persons have worked on the GSM project in Chile," says P.O. Kjellvard, manager of implementation and support for The Americas unit of GSM, NMT and TACS.



Sune Gustafsson, left, Ericsson's local project manager in Chile, confers with Jonathan Mytnik, manager of Mobile Systems at Compania Ericsson de Chile S.A.

In northern Chile, the terrain is so dry it was difficult to find water to mix concrete used to cast the foundations for antenna towers. In the south, problems were reversed, with the ground so wet that many access roads were washed away during installation efforts.

The GSM project in Chile is a turn-key installation.

"Ericsson, accordingly, is responsible for all operations until the system is handed over to the customer for commercial operations. The only thing we haven't done is procure sites, or locations, for the base stations," explains Bruno Söderman, project manager at the GSM, NMT, TACS unit's home base in Kista. The customer also managed all cell and transmission plans.

International crew

P.O. Kjellvard told Contact that about 500 persons, including employees of subcontractors, worked on the GSM project in Chile, divided into about 60 installation and test teams, in addition to supervisory and support functions.

About 100 employees of Ericsson are working in Chile on short-term contracts, with no fewer than 15 nationalities represented on the work force. Ericsson in Italy sent several employees, and the Italian company also developed new software for certain operating and maintenance systems. Experienced radio link personnel from the Philippines have also been involved in working with project.

Subtel, the Chilean frequency authority, has started control measurements and, in January, the first GSM network in Latin America will be opened to a number of "friendly users." Ericsson Radio Systems has now delivered GSM systems to all parts of the world.

NEWS FROM MOBILE SYSTEMS

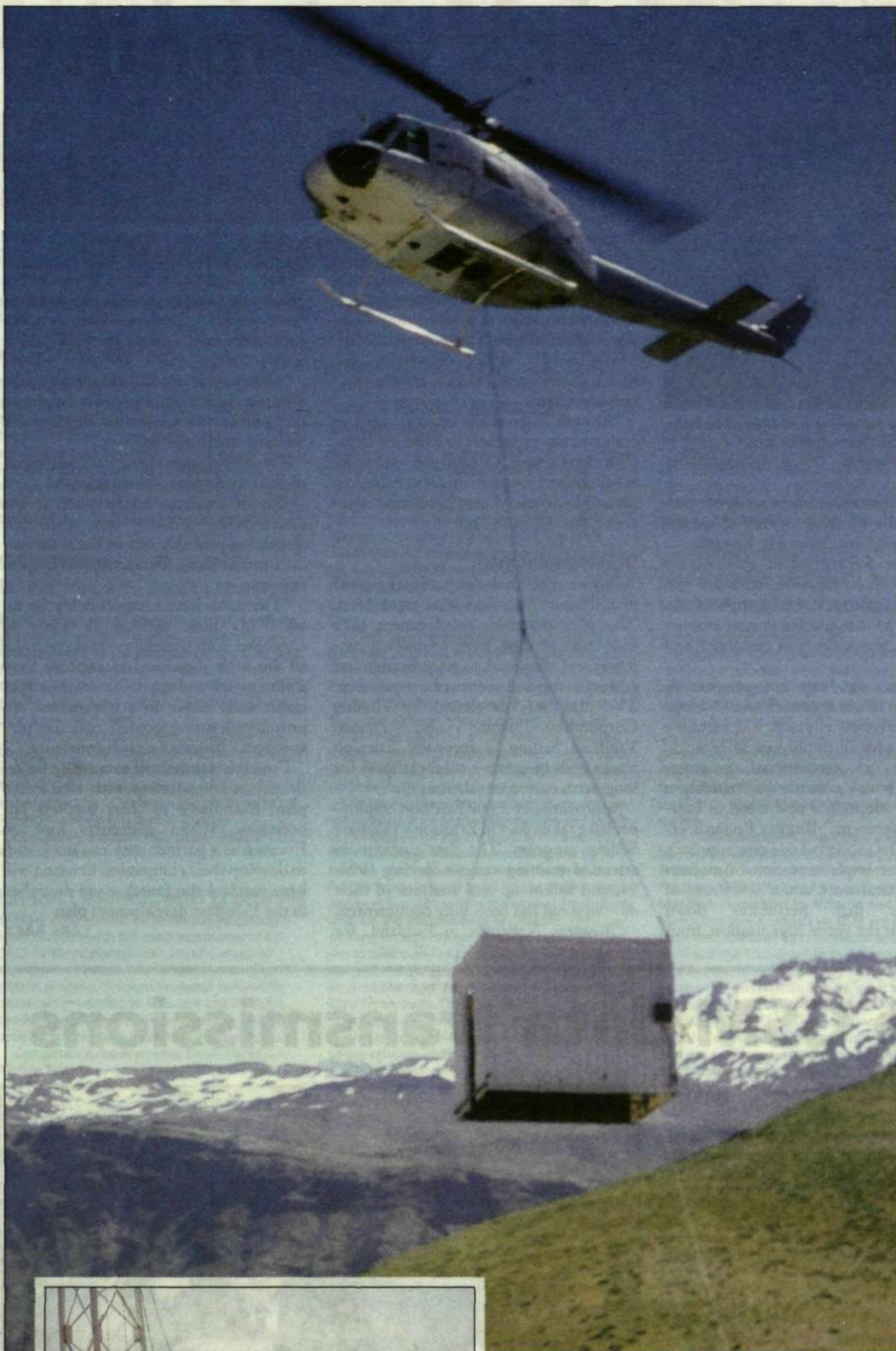


Photo: HECTOR HENRIQUES

Many of the base stations in Chile's GSM network were placed on mountaintops more than 3,000 meters above sea level. (The small picture shows on-site installation work in progress.) Much of the equipment was flown up by helicopter.

Photo: P.O. KJELLVARD

Large D-AMPS contract in Chilean pipeline

Chile is also an important market for D-AMPS and AMPS, another business unit of Mobile Systems. Startel, the country's largest mobile telephone operator, has booked orders with Ericsson in 1997 valued at about SEK 650 million.

Startel's nationwide mobile system serves 235,000 sub-

scribers. Since 1996, the company has gradually changed to Ericsson equipment, and digital customers in the network are increasing steadily from today's present level of 10 percent. The entire network will be replaced by digital equipment in 1998. Suppliers being replaced by Ericsson are Motorola, NEC and Plexys.

how is it going?



Göran Åhlgård, new controller of Mobile Systems at Ericsson in Brazil, which could become one of Ericsson's five largest markets in 1998.

• **How are you?**

Thank you, I'm just fine. I came to Brazil in August and endured a hectic autumn getting adjusted to all the changes and the Brazilian company's highly expansive business operations. I worked for three years in South Africa some time ago, and was involved in establishing our company there. Before that, I was a member of the BR staff in Kista.

• **Describe what's actually happening in Brazil?**

Every major player in the telecom industry is represented in the Brazilian market because of the country's enormous growth potential for mobile telephony. Brazil has a population of 160 million inhabitants, but only 3.4 million people have mobile telephones today. The nation's economy has stabilized and, in the state of São Paulo alone, more than one million people are waiting in line for mobile telephone subscriptions.

The government has opened a B-band for D-AMPS, divided the country into 10 license regions and accepted bids from international consortiums. Some licenses have already been awarded, and Nortel was selected as system supplier in three regions.

• **The process of granting licenses has been suspended due to legal disputes. What happened?**

A consortium that included Telia of Sweden submitted the highest bid for a strategic region around São Paulo, but competing companies claim the bid contained formal errors. No new licenses will be awarded until the dispute is settled, hopefully, in the near future. None of the competing companies will gain anything from undue delays.

• **What is the outlook for Ericsson's business prospects in Brazil?**

Our market share today is about 40 percent in both the fixed and mobile sectors. Our objective is to defend our present market share, and we are optimistic about prospects of winning a significant share of the B-band. As long as we don't lose contracts, the "timing" of orders is less important. Nevertheless, our budget for next year includes contingency plans for different scenarios. Sales invoiced by BR in 1998 could total anywhere in the range between USD 500 million and USD 1 billion.

• **Mobile Systems is also opening a factory in Brazil for production of radio base stations. Your comments?**

We were virtually forced to establish local production operations, which provide substantial tax relief benefits and exemption from customs. Products imported from outside Brazil would be 30-40 percent more expensive.

NILS SUNDRÖM

NEWS FROM MOBILE SYSTEMS

From the customer's viewpoint

In the same way that Ericsson's upgrades its product portfolio, the company also strives to develop and improve customer relations. An important tool in the process is "ValuBase Selling," a development program based on various sales methods and customer relations. Customer benefit must be the main focus. The management staff of Mobile Systems decided recently that all managers and personnel working with customer care should upgrade their competence with ValuBase.

Success breeds success, but it can also lead to some degree of stagnation. To counteract the risk of stagnation and stay one step ahead of the competition, Mobile Systems management has resolved to develop and strengthen its marketing efforts. ValuBase Selling will be a vital tool in the business area's new resolve to upgrade customer relations.

"ValuBase Selling is all about strengthening customer relations. The program is designed to develop individual salespersons and the overall sales organization," explains Birgitta Engardt, manager of business training at Ericsson Radio Systems.

New mode of operations

"The new organization that takes effect next year for our GSM, NMT, TACS business unit will place greater focus on new and existing customers. In addition to a new structure, the organizational



"ValuBase Selling is a tool used to help Ericsson cultivate customers," says Birgitta Engardt. Photo: NILS SUNDSTRÖM

change will establish a new mode of operations, with ValuBase Selling as an important tool," continues Ms. Engardt.

ValuBase Selling offers a means to manage skills in Ericsson hardware and software, and represents a shift in the Company's focus, placing greater emphasis on the perspectives of customers and end-users.

"From a more long-term perspective, the change in our approach and development of business contacts will certainly not be easy for all employees, since we do not offer a conventional program. ValuBase is not a matter of attending a course or adopting a new trend in business management," Birgitta Engardt explains. "The success of our new approach will require implementation of meticulous analytical work and a new mode of operations that permeates down throughout the entire organization, from

management, via sales personnel through various support functions."

ValuBase Selling uses a road map to monitor various stages of the business process. It starts with an analysis of every business opportunity to determine mutual values available to Ericsson and customers. By filling in the various business process stages, statistics indicate the value of continuing to pursue various business opportunities. The process continues by formulating sales objectives, value scales, strategies and tactics, among other considerations.

"At each stage of the process, we also compare our approach to what the competition is doing. Comparisons with the competition comprise a new element not included in our former business routines," Ms. Engardt says.

Development plan

ValuBase also includes a development plan to chart Ericsson's sales capabilities. The plan describes development in a four-stage process, from traditional customer and sales work to more flexible and customer-focused forms of cooperation. The plan was developed by Holden Corporation, which also created ValuBase Selling, a company Ericsson works with to create a solid platform for long-term customer relations.

Approximately 2,000 Ericsson employees have taken part in Ericsson's ValuBase Selling program. The first participants attended training courses during 1993-94, and follow-up and analyses of their development has been fully documented.

"Business Networks in England, for

example, has improved its ability to develop business opportunities into actual contract agreements from about 20 percent to about 60 percent in two years," Ms. Engardt continues.

Customer perspectives

Other participants have recognized a greater propensity in their own work to more readily accept customer perspectives, a dominant theme in the ValuBase Selling concept.

"One manager of an Ericsson company said recently his company has employed the approach for some time, but not with the new structure," she says.

The development program's adaptability to complement and enhance the operations of business teams such as the GSM, NMT, TACS unit of Mobile Systems is probably one of the main reasons for its favorable acceptance by participants.

"The teams have a responsibility for total TTC flow, defined as Time to Customer. Our training program provides all the tools they need to improve their ability to sell and capitalize on their specialist skills based on a commercial approach with strong focus on customer perspectives," Birgitta Engardt concludes.

Concrete results will eventually be reflected in comparisons with established plans formulated to chart business opportunity. When customers look to Ericsson as a partner they can work with to develop their companies, Ericsson will have reached the fourth stage described in the ValuBase development plan

LARS BÄCK

Speeding up GSM data transmissions

A new modulation technique will upgrade today's GSM systems for future data services. With minimal system changes, operators will be able to offer data transmission speeds up to 65.2 kbps in one time slot. Project Edge (Enhanced data rates for GSM evolution) is under development by Ericsson Radio Systems' core research unit RCUR.

Today's GSM systems use circuit-switched data transmission techniques at speeds up to 9.6 kbps. Working with packet data in separate nodes has now made it possible to achieve a flexible bandwidth of more than 100 kbps.

"Using new modulation, existing radio resources in GSM can be utilized more efficiently. The upgrades are based on advanced development of GPRS (General Packet Radio Services) to process packet data at three times the speed of present data transmissions, achieving speeds up to 65.2 kbps in one time slot, or 384 kbps using multislots," says Gustav Brismark, manager of RCUR research in radio access and antenna systems in Kista.

Research work at RCUR is based primarily on development of algorithms and standardization of the new modulation technique.

In parallel, another project is focused on base station development for GSM, NMT and TACS, a project intended to

evaluate Edge in a hardware environment.

RCUR has worked for several years researching various technologies for third-generation mobile systems with high-speed data transmission capabilities and new IP-based services.

The research work also includes upgrades of today's GSM system on the 900, 1800 and 1900 MHz bands. The Edge concept is the foundation of GSM++, a project designed to provide high-speed data transmissions in the existing frequency spectrum.

Cooperation with Nokia

Ten persons in Kista and Nuremberg have been working with the new modulation technique since year-end 1996, a project conducted in cooperation with Nokia.

"By implementing only minor changes in the GSM system, we've been able to increase the transmission speed via new Web-based services, for example," says Frank Müller, manager of the Edge project. "For so-called transparent services like real-time video transmissions, we have reached speeds up to 144 kbps using multislots."

The objective of ongoing development work is to enable operators to introduce new, low-cost services in selected parts of their radio networks. They might start, for example, by making services accessible at conference centers and airports,



RCUR develops new algorithms for higher data transmission speeds over GSM. Frank Müller (center) is project manager of the Edge concept. Also pictured above are (l-r) Stefan Jäverbring, Christer Edholm, Anders Furuskär and Lisa de Verdier.

Photo: NILS SUNDSTRÖM

gradually expanding their capacities in parallel with growing demand.

ETSI, the European standardization authority, plans to announce its decision on the Edge concept in January. Standardization work and the formulation of specifications cannot be started until ETSI announces its decision. Final development of products based on the new modulation technique (transceivers and small base stations) should thus be completed sometime around the year 2000.

"By mid-1998, we expect to have a test-bed to demonstrate our new high-speed data transmission capabilities to customers and develop internal skills and expertise," says Jonas Näslund, product manager for GSM base station development.

NILS SUNDSTRÖM

More information on the Edge concept is available on the intranet at: <http://www-rcur.ericsson.se:94/>

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. 20 1997

Updated December 15

Ericsson Radio Systems AB, Analog Cellular Systems

RESOURCES FOR TACS

The revitalisation of the TACS sales in China requires a four person Sales Support Team to be established at ETC in China. The restructuring of the RMOG organisation (project Diana) proposes a shift in initiatives where LAIT will get an extended responsibility. Four additional LAIT resources are needed, where two are intended to be working in the above Sales Support Team in China for an initial period of about 9 months.

SPECIFICATION OF RESOURCES MARKETING AND SALES (2 persons)

● Main assignments: Establish a market activity plan for the assigned markets. Support the account manager in the execution of the plan, and participate in the customer dialogue. Prepare Customer Business Cases Analyse new business opportunities. Feed customer requirements to product management.

Competence requirements: Experience from Mobile Telephony (preferably TACS) Marketing and sales. General understanding of Mobile Telecom Operators business. General Ericsson knowledge. Overall Telecom Market knowledge. Fluent in written and spoken English.

Personality requirements: Good social ability, Action oriented.

PRODUCT MANAGEMENT (2 persons)

● Main assignments: Establish the Assignment Specifications with the main requirements for TACS further development. Handle required changes in requirements for development projects in progress. Prepare the bases needed for development decisions. Evaluate and establish product development programs. Pricing Prepare product information Launch of new products.

Competence requirements: Experience from Mobile Telephony (preferably TACS) development or product management. General Ericsson knowledge. Overall Telecom Market knowledge. Fluent in written and spoken English.

Personality requirements: Good social ability, Action oriented. Analytic.

Contact: Bo Langemark, +46 8 585 30649
Application: Ericsson Radio Systems AB
KJVER/LDH Britt Gustafsson, 164 80 STOCKHOLM
Fax 46 8 404 5311

Ericsson Radio Systems AB, Sundbyberg

SALES SUPPORT RUMÄNIEN

Mobiltelefoni befinner sig i stark expansion i vår region, södra central- och östeuropa, och vi söker därför någon som kan stärka upp vår säljsupport gentemot vårt rumänska dotterbolag ETR.

● Du kommer i första hand att stödja vår säljare i Rumänien ansvarig för vår GSM-kund där. I säljsupport-rollen ingår att koordinera prissättning, göra offertkalkyler, ta fram underlag för offerter, planera kundbesök etc. Gentemot kund arbetar vi i s.k. Core Three-team bestående av säljare, tekniker och projektledare. Du kommer att jobba mycket med Core Three-teamet, liksom med logistik, ekonomer, dimensionerare, produktledning m fl.

Vi tror att Du är civilingenjör med erfarenhet från tele- eller radiokommunikation, men inte nödvändigtvis av försäljning. Vi ser detta som en lämplig väg för Dig som har intresse av att utvecklas till säljare med eget kundansvar. Naturligtvis måste Du vara en drivande och utåtriktad person som är van att fatta beslut under högt tempo. Du ska ha ett kommersiellt sinne och Du ska vara en god representant för företaget. Bra kunskaper i engelska såväl muntligt som skriftligt är en förutsättning.

Vi arbetar i en dynamisk miljö och kan erbjuda ett utvecklande arbete i ett trevligt team. Är Du rätt person har Du stora möjligheter att bygga en bra plattform för en spännande yrkeskarriär.

Kontakta: Per Karlborn +46 8 757 2238 alt. +46 70 557 2384 Ansökan: Ericsson RAdio Systems AB LP/HA Siw-Britt Johansson, 164 80 Stockholm

Ericsson Telecommunications Romania S.A.R.L

SENIOR PROJECT MANAGER TO ROMANIA

● Do you wish to become a member of a successful team to pursue our GSM break-through in Romania?

Romania of today is an exciting country, now turning towards the West. This is certainly the case when it comes to GSM, which was introduced during this spring/summer by two consortia, managed by international operators. It was a flying start, which surpassed all expectations and we now need to strengthen our local organisation.

In February we signed the contract with our customer, MobiFon, dominated by Airtouch and TIW. In March a temporary system was launched, followed by commercial operations in April and the "cut-over" to the permanent system in June. The tempo is high, the customer is in a tough competitive situation, but by offering the right support at the right time, we want to contribute to keeping MobiFon as the leading mobile operator in Romania.

We are now entering a second phase, and we are establishing a Market Operations unit locally. In this connection we are looking for a senior Project Manager. Your responsibility will be to lead the continuous implementation projects. Furthermore, you will build up the project management function within the Market Operations unit: i.e. introducing routines and processes, recruiting local personnel and training them in order to take over the responsibility in the long run. A Technical Manager, a Project Manager and an Area Manager are the three members of a Core Three team. The three team members report to the same manager. Jointly the Core Three Team has the main responsibility for the customer relation and support.

We are looking for a person with a solid technical education with experience from mobile telephony. You should have thorough experience of your field of expertise. You can work independently, you take initiatives and you communicate well with others. You are used to working at a high speed and make your decisions quickly. You must have a commercial understanding and you must be a good representative of the company. Good knowledge of spoken and written English is mandatory.

Contact: Per Karlborn: +46 8 757 2238 alt. +46 8 70 557 2384 or Human Resources, Pauli Liimatainen: +40 1 33 657 05 Application: SG/ERA/LP/HA Siw-Britt Johansson 164 80 Sundbyberg

Ericsson GmbH

The Marketing & Sales unit International Network Operators in the newly established customer unit in Düsseldorf is looking for an

ACCOUNT MANAGER - INTERNATIONAL CARRIERS

● to start as soon as possible. The German telecommunication market is being deregulated in January 1998. This makes Germany a very interesting market for foreign telecom operators. The Marketing & Sales unit International Network Operators have the responsibility for Marketing & Sales towards operators entering the German market.

As a suitable candidate you should have experience in the following areas: Job experience or university degree in the area of marketing or telecommunication. Sales experience with major customers. Experience with public and private telecommunication networks. Marketing. Fluent English and German (written and spoken).

The account manager has the responsibility for 3-5 customers and has a dual role in being responsible for e.g. pricing strategy, market analy-

sis, competitor analysis etc. for the whole unit. The account manager will work closely together with other account managers in Germany and other countries in the world.

Furthermore, you are team-oriented, have organisational skills, are able to work independently and take responsibilities.

Contact: Ericsson GmbH Fritz-Vomfelde-Str. 14-18, 40547 Düsseldorf - Magnus Rosenblad : Tel.: 0211/534-4720 or - Hans-Jürgen Vratz (Personalleiter), Tel.: 0211/534-1441

Ericsson Telecommunication Romania S.R.L - ETR

OSS SUPPORT ENGINEER, DXX SUPPORT ENGINEER, MINILINK SUPPORT ENGINEER

● Long or short term contract.

Romania of today is an exciting country, now turning towards the West. This is certainly the case when it comes to GSM, which was introduced during spring/summer of 1997.

The Ericsson activity in Romania, dates from the years before the second World War, when people used Swedish terminals. In 1992, Ericsson reappeared on the Romania market with a contract with Telefonica Romania, when some radio stations for the mobile telephony system were installed.

In 1994, a Representative Office was opened in Bucharest, followed by the company called Ericsson Telecommunications Romania (ETR). In February 1997 ETR signed the contract with MobiFon, dominated by Airtouch and TIW. In March this year a temporary GSM system was launched, followed by commercial operations in April and the "cut-over" to the permanent system in June. They had a flying start which surpassed all expectations. The tempo is high and the customer is in a tough competitive situation.

REQUIREMENTS: You have a good knowledge of GSM support activities, providing emergency and day to day support, trouble report handling, trouble shooting on sites and in the test plant, system upgrade and general support for the customers.

You will play an active role in providing support and advice to the local engineers and build up the local competence.

Contact: Walid Alsheikh, Operations Manager, phone: +40-1-336 5705, memoid ETR.ETRWAAAL or Ulrika Martinius, RMOG Resource Agency, phone: +46-8-404 2565, memoid ERAC.ERAMSSS Application: Walid Alsheikh, memoid or fax +40-1-336 5708

Ericsson Eurolab Deutschland GmbH, Aachen

The EEDIXISO section within our PAX system house is responsible for Product Line Configuration Management for CME20 Switching Systems. We provide test configuration management for CME20 design projects from feasibility through GA and support of testing in the simulated environment for CME20 test and design maintenance activities. To support our activities we are looking for a

PROJECT MANAGER CME20 SS R8 TEST CONFIGURATION MANAGEMENT (TCM) - FUNCTION TEST

● We are presently seeking a qualified candidate to assume the project management role for CME20 SS R8 TCM (FT). You will work within the Product Line Configuration Management Section - a motivated and experienced section comprised of 30 people responsible for all activities required to execute TCM projects.

The TCM organization is responsible for integration of products designed within three related design projects executed by the AMC, PAX and PA-SC organizations. The main tasks are the planning, execution and control of TCM activities in accordance with existing EED and AMC/CME20 SS project directives from a very early stage (pre-TG2) until MS8.

As a suitable candidate you are an Ericsson employee with AXE competence in the area of AXE design, testing or TCM. Previous experience in project or line management and good TCM and Design process knowledge is desirable. TCM's activities include program production, AS specification, parameter administration, library specification, data transcript, dump assembly and MHO administration. As project manager you'll be coordinating closely with PAX, AMC, and GPRS design.

In this position you will need strong organization, planning, coordination and communication skills. You will have to be flexible and have the ability to work under time pressure.

Contact: Human Resources Dirte Kaulard Dial: +49-2407-575-163 Memo: EED.EEDDKA or Section Manager, EED/X/50 Charles D. Grinstead Dial: +49-2407-575-341 Memo: EED.EEDCGR

Ericsson Research Canada

BUSINESS PROCESS REENGINEERING MANAGER

● LMC in Montreal is looking for a dynamic, somewhat adventurous individual whose primary responsibility will be to direct the reengineering of the development processes used by CMS8800 SNP (switching) toward the AXE Joint Development Initiative (JDI-AXE).

The tasks include managing a process team comprised of membership from all Local Design Centres doing SNP development, and coordination with project managers and project teams as well as those working on the deployment of JDI-AXE. The position reports to LMC/NQC.

The right candidate will have a degree in computer science, at least 5 years experience in a similar position i.e. project/process management of object-oriented development, and a minimum 2 years hands-on coding experience in object oriented language (knowledge of PLEX is an asset)

Additional knowledge of the following is desired: Patterns. Rational Objectory process. UML(Unified Modelling Language). Use Case Modelling. Rationale Rose 4.0. SoDaFrame ver.2.2 or higher. Adobe Framemaker+SGML ver.5.1 or higher. configuration Management (ClearCase).

Good communication skills are vital and a good command of the english language is mandatory. A team spirit and a self-drien attitude will complete the picture.

Besides... Montreal is a fun city!

Contact: Helene Schwelb (LMCHESC) or Colleen O'Connor (LMCCOOC) in Human resources or Christy Bogart (LMCCHBO)

LM Ericsson Ltd, Ireland

NEW OPERATORS IRELAND

As deregulation in the telecoms sector in Ireland gathers pace, Ericsson has set up a group targeting new and emerging fixed and mobile operators.

● We seek candidates with a business background and a strong technical knowledge of telecom solutions.

Articulate, innovative and motivated, you will join a highly focused team dedicated to demanding and fast moving customers as the Irish Telecoms market opens up to full competition.

As a screening process based on applications received will take place and it may not be necessary to interview all candidates.

Applications for the above post should be sent in writing enclosing a detailed Curriculum Vitae to the undersigned before Monday 5th January, 1998.

Application: Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, DUBLIN 4.

MET Commutation, Paris, France

PROCESS MANAGEMENT RESPONSIBLE, FIXED NETWORKS DIVISION

The Division is responsible for providing products and applications for the fixed network in France. Our main customer is France Telecom (french PTT), and we are currently working with other operators entering the french market.

● We are currently looking for a PROCESS MANAGEMENT RESPONSIBLE to improve and strengthen our Process Management structure and network. The structure aims at efficiently controlling, improving, adapting and communicating the full set of development and support processes used in the projects at the Fixed Networks Division.

Candidates should have 3-5 years experience in AXE development, preferably with activities related to Project Management or Quality Assurance. Good relational skills, leadership and

motivation are a must. Knowledge of the CMM is a plus]

Contact: Dany Nassif MET.METDNF Tel. +33-1-64 47 55 93. Application: Martine de Bouville, Human Resource Dept MET 19 Ave Carnot, 91348 Massy Cedex, France. Fax :+33-1-64 47 49 67

Beijing Ericsson Mobile Communications Co.,Ltd

GSM TESTING EXPERT

Length of Assignment: 1 year contract Starttime: 1997-12-01

● Description: The candidate should be able to transfer knowledge so we can build up the GSM testing competence in the group (15 testers); by actively run some small seminars, give first line Support on/off sites and work as an testleader. Should be able to do integration tests for all sub-systems, HW/SW upgrades such as APZ upgrades and AS-changes, be very familiar with troubleshooting activities (Test system) etc. He/She will spend around 50-80 % of the time in the Field. Requirement: MINIMUM OF 3-5 YEARS experience with similar activity in the GSM field is a most.

Contact: Jan Mannfolk (AXE/MSC-IMPLEM.) phone +86-10-64601122, memoid ETC.BMCJAMA or Ulrika Martinus (RMOG Resource Agency) phone: +46-8-404 2565 memoid: ERAC.ERAMSSS Application: Jan Mannfolk memoid or fax +86-10-646 19 026

LM Ericsson Ltd, Ireland

CONFIGURATION MANAGER IN LMI SD&D

LMI S&D Centre commenced business in July 1995 and is now in a phase of extensive expansion and competence build-up. LMI SD&D is working in various areas within Network Intelligence (NI) based Service Application Development across fixed and mobile networks.

LMI SD&D is part of a virtual organisation which has global responsibility for all NI products within Ericsson.

Consequently there is a high level of communication outside LMI, and work on cross-cultural development and delivery projects.

● Join LMI's Dynamic Service Development Team Ericsson Ireland's (LMI) Network Intelligence Service Development & Deployment (SD&D) Centre has an opening for a Configuration Manager.

We work with service development in the Ericsson Network Intelligence environment, using the latest Network Intelligence technology. We are responsible for a product area called Information & Tollfree Services, where we manage the successful completion of a project's entire life cycle. We also develop own products complementary to the IN core products.

Configuration Management is the discipline of identifying the components of an evolving system for the purpose of controlling changes to these components and for maintaining traceability throughout the system's life cycle. Your main tasks will be:

Configuration Identification; giving appropriate names and designations to each object of a configuration and its constituent parts, systems and subsystems.

Configuration Control; formal and structured handling of requested changes and releases of new versions of products, systems, subsystems, processes, documentation and tools

Configuration Status Accounting; enabling accounting of the status of all versions and modifications of systems, subsystems, and their component parts. Providing statistics based on trouble reports, suggested modifications and analysis results, and also the measures taken to deal with them.

The ideal candidate should have good knowledge of Ericsson standards and procedures, and have good written and verbal communications skills. The candidate should also be self-motivated and have good organisational skills.

Applications are invited from people who wish to work as part of the SD&D team. The operation is characterised by a high level of customer orientation, international communication, flexibility, and enthusiasm.

As a screening process based on applications received will take place and it may not be necessary to interview all candidates.

Application latest 980109: Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4.

IN TEST ENGINEER IN LMI SD&D

● Join LMI's Dynamic Service Development Team Ericsson Ireland's (LMI) Network Intelligence Service Development & Deployment (SD&D) Centre has an opening for an IN Test Engineer.

We work with service development in the Ericsson Network Intelligence environment, using the latest Network Intelligence technology. We are responsible for a product area called Information & Tollfree Services, where we manage the successful completion of a project's entire life cycle. We also have the responsibility for Network Integration testing of IN services, AXE based products and different intelligent peripherals.

Your main tasks will be: Perform Service Application Product verification. Perform Network Integration Test. Deliver to customer sites. Set-up customer demonstrations.

The ideal candidate should have good knowledge of AXE platform and preferably of IN. You should also be familiar in working in projects. You should be flexible and have good communication skills.

Applications are invited from people who wish to work as part of the SD&D team. The operation is characterised by a high level of customer orientation, international communication, flexibility, and enthusiasm.

As a screening process based on applications received will take place and it may not be necessary to interview all candidates.

Application latest 980109: Margaret Gaffney, Employee Relations Manager, LM Ericsson Ltd., Beech Hill, Clonskeagh, Dublin 4.

Ericsson Australia Pty. Ltd.

PRODUCT MANAGER BX PRODUCTS ASIA PACIFIC SUPPLY CENTRE

● We are looking for a very proactive Product Manager with a "HANDS ON and CAN DO" approach to manage BX products within the Asia Pacific Supply Centre.

Reporting to the Product Portfolio Manager for the Asia Pacific Region, you will ensure the development of product strategies, define and dimension technical products and have an intimate networking relationship with Regional and Global Product Management Teams.

In summary, the applicant should possess the following skills and attributes for this key Operational role: Excellent demonstrated product knowledge in AXE. Excellent communication and presentations skills. Knowledge of High Level Packaging concept. Proactive approach to problem solving. Knowledge of and network within Global Product Management. Product dimensioning experience.

The position will attract excellent conditions with daily opportunities to work in a dynamic and challenging business environment.

Contact: Ingemar Pettersson on +61 03 93011556 or Memoid EPAIHP. Application: Hadjer Kerber, Memoid EPAHRK.

Ericsson/KTH

RESEARCH PROFESSORS ERICSSON/KTH

● Two Research positions within Joint Radio Research (JRR) – a new Ericsson/University organisation for the benefit of state-of-the-art Radio research in Kista. The successful candidates will be placed at KTH in Kista, in close proximity to ERICSSON CORE UNITS, as associate and assistant PROFESSORS and are expected to perform research in the area of radio electronics and also participate in the emergence of a suitable educational program. Two analog courses already exist. The main activity, however, will be own research conducted within the lab framework.

Please, see www.ele.kth.se/REL for further information about these positions and JRR. Note, that a PhD degree is an important requirement for these positions. The official deadline for application is Dec 30, 1997. However, late comers may be accepted.

Contact JRR members: tomas.melander@era.ericsson.se 08-764 1222, mats.e.johansson@emit.ericsson.se 08-404 7566, or Prof Håkan Olsson 08-752 1175, hakan@ele.kth.se. Håkan Olsson, Radio Electronics Royal Institute of Technology off +46-8-752 1175, mobile +46-70-648 6025, fax +46-8-752 1240

NRJ- Nippon Ericsson K.K.

MARKETING MANAGER - JAPAN

● We are a Marketing unit working with Marketing and Product Management. Our main customer are three new operations in Japan using our CMS system.

We are now looking for a strong personality who is willing to work as a line manager for 3-4 people on one of the most demanding market in the world.

The responsibilities will be to promote our products and functions to our customers and be responsible for all negotiations.

We expect you to have a good Marketing experience within Ericsson and a good knowledge

of AXE or/and Radio. In order to be successful in this position, interpersonal skills and result orientation is essential.

Contact: NRJ, Sven Eriksson, phone +81 3 3221-8240, memoid NRJ.NRJSSER or NRJ, Kerstin Hal'en, phone +81 3 3221-8205, memoid NRJ.NRJKERH Application: Kerstin Hal'en, NRJ/P

Ericsson Radio, S.A., Madrid, Spain (REE)

OSS ENGINEER

● JOB PROFILE: The ASO/RSO is a supply and support organization well integrated with the OSS Node. We are currently expanding, with more markets being transferred to us, and therefore need a skilled person for 6 months, beginning in Jan/Feb 1998.

REQUIREMENTS: We are looking for an engineer with experience in installation and support of CMAS systems. You should be flexible, show initiative and have good communication and cooperation skills. We are located in Madrid and the work language is English.

We support operators/LC in southern Europe, the Middle East and Africa. We also work in cooperation with the OSS Node in Sweden.

Travels to these countries is part of the job.

Contact: Ulf Bjuro, +34 1 339 2128, memo REE.REEBJUR or Luis Diaz, +34 1 339 2472, memo REE.REELDM Application: Ulf Bjuro or Luis Diaz at the above mentioned memoid.

Ericsson Components AB, BU Energy Systems, Beijing - China

IMPLEMENTATION SUPPORT MANAGER

Energy Systems provides energy systems, mainly for telecommunications, as well as cooling and energy management systems. Ericsson has designed, manufactured and marketed power products for more than 100 years. Energy Systems is active in some 90 countries.

● We are looking for a Implementation Support Manager for Energy Systems in Beijing, China.

Your task will be to assist and support installation organisations in China, HongKong and Macao with methods, tools and know-how to achieve maximum opportunities for improvement and quality in their business in the area of Energy Systems. This also includes to lead the work for the Energy Systems specialists.

We think that you have a BSc equivalent formal education and at least 3 years experience within an installation organisation (Power, Climate Systems, Energy Management) is required, preferably with field experience. We also believe that you have the ability to take an overall view, analyse situations and make reports which high-light problem areas.

It is very important that you are administrative, creative and have ability to communicate at various levels.

Contact: Peter Johansson, tel +86 10 64632288 ext 10360, memoid ETC.ETCPEJ or la-Pia Emanuelsson, tel 08-721 7461, memoid EKA.EKAIPEM, Human Resources. Application: Ericsson Components AB Energy Systems Division KK/EKA/K/P Gudrun Söderberg 164 81 KISTA - STOCKHOLM

Ericsson Radio Systems AB, Kista

MANAGER, W-CDMA RNC SW DESIGN, YOKOSUKA RESEARCH PARK

● Our department, RNC SW Development, belongs to the Product Unit Wideband Cellular Systems. This unit will provide system solutions and products for the Third Generation Wireless Systems. The first delivery is an experimental system for NTT DoCoMo. We are located in Kista.

We are now opening a software design centre in Yokosuka Research Park located southwest of Tokyo. Therefore we are looking for a manager who is prepared to work in Japan for at least two years. You will start to work in Kista as soon as possible and will be moving to Japan during early spring. The size of the design centre is expected to be around 10-15 persons by the end of 1998.

We are looking for YOU who have experience in CME20/CMS30/CMS 88 development and now feel ready to take the step towards the new technologies such as W-CDMA and third generation wireless communication systems with high speed multimedia services.

Since our projects run in a geographically distributed environment, with tight time schedules, you should be open-minded, flexible and straightforward.

Contact: JR/BC Ulla Liija Berg, memo ERA.ER-AULIL phone +46 8 404 5450 Application: Ericsson Radio Systems AB J/HRS Inger Holmgren 164 80 STOCKHOLM

Ericsson Radio Systems AB, Sundbyberg

ASIAN CHALLENGE - UZBEKISTAN
RMOG have a new customer in Uzbekistan. We therefore need to strengthen our account management at our representative office in Uzbekistan (RUZ). The following positions is now open on long-term conditions based in Tashkent.

KAM - KEY ACCOUNT MANAGER - RMOG

● As an Account Manager you will work with the sales and customer order flow and be responsible for fulfilling the customers high expectations. You will be a part of the marketing and sales team towards the customer account. Create and maintain Market Plans, responsible for meeting or exceeding sales booking objectives, billing quotas and consolidated profitability targets, maintain and negotiate contracts. Responsible for budgets and forecasts and establish long-term partnerships between our customer and Ericsson.

You will work closely with the RMOG home organisation in Sundbyberg.

Preferably you should have an M.Sc. and you should have at least five years working experience within Ericsson and desirably 2 years with Cellular communications and preferably with GSM experience. Ability to build excellent relations and drive for results. It will be a benefit if you have experience from working in Asia.

Contact: Günther Begemann, president of RUZ, Joakim Cerwall, phone +46 8 757 3929 or Göte Hedblom, Human Resources, +46 8 585 31479. Application: Ericsson Radio Systems AB SG/ERA/LP/HA Siv-Britt Johansson, 164 80 STOCKHOLM

OY LM Ericsson AB, Finland

NETWORK INTELLIGENCE -EXPERT

Customer Services-enheten inom LMF administrerar Customer Support-teamen, som innehar den expertis som behövs på området för skötsel och underhåll av programvaran hos kunderna samt för att besvara frågor och TRs.

● Vi behöver nu förstärkning till NI-gruppen. Ansvarsområdet skulle till en början vara kundernas förfrågningar, svar till dem och/eller eskalering inom LM Ericsson koncernen. Som person bör du därför vara serviceinriktad, kvalitetsmedveten, utåtriktad och flitig.

Vi erbjuder ett arbetsfält där du verkligen har möjlighet att utvecklas på NI-området. Våra kunder är världsledande på tillämpning av NI-tjänster vilket ger dig både stora utmaningar och belöningar, då resultaten av arbetet tydligt syns i praktiken.

Genom ditt arbete påverkar du tjänsternas tillgänglighet i telenätet och utvecklingen av nya tjänster i samarbete med teleoperatörerna och Customer Servicesavdelningen.

Kontakta: Johannes Lindell LMF.LMFJLN eller Karl-Johan Wiren LMF.LMFJW

Ericsson Radio Systems AB, Kista

SECRETARY - SPECIAL APPLICATIONS

● AM/SA, Sales & Marketing, Special Applications, is looking for a qualified secretary to work within a dynamic team to support the unit manager and the business managers. You should have several years of experience as a secretary and be very familiar with the MS Office package. We are working in an international environment and it is essential to have a good knowledge of English. Knowledge of other languages such as Spanish, Portuguese is an advantage.

Other duties besides normal routine work involve: handle correspondence, take minutes, participate in internal meetings, make travel arrangements, prepare presentation material, participate in the preparation of tenders and arrange customer visits.

You should be a team player but must also be able to work independently, possess initiative and have the ability to work under pressure.

Contact: Arne Kristofferson, phone +46 8 404 89 12 Application: Ericsson Radio Systems AB, AH/H Birgitta Stavenow, 164 80 STOCKHOLM

Ericsson Australia, Melbourne

BUSINESS MANAGER CIVIL WORKS

● Asia-Pacific Supply Centre. The Asia Pacific Supply Centre requires the services of an experienced professional to join our new and dynamic team in the role of Business Manager - Civil Works. In this KEY role, you will be responsible for establishing full Civil Works capability in the Supply Centre covering all manner of outside plant, cable works and buildings.

Using your network of contacts both in the industry and within the region, you will lead a small team, and work closely with Supply Centre project managers, service providers and Ericsson local companies to provide customers with full turnkey solutions, on time.

A feature of your role will be to create a network of civil works service providers within the region and your wide experience will assist in establishing commercial supply agreements for these services.

This high profile position requires excellent civil works product and process knowledge with demonstrated communications skills of the highest level. Regular travel within the region is envisaged. Cultural awareness and knowledge of the Asia-Pacific region will be well regarded.

Looking for a change of focus, exciting challenges and job satisfaction, then this is the role for you.

Key attributes required by the successful applicant are: Significant experience with civil works, preferably in project leader or management role. Exposure to regional business and work practices. Excellent organisational and communication skills. Demonstrated leadership ability. Experience in managing customer and supplier/subcontractor relationships. Strong negotiation skills and process knowledge. Contract/commercial awareness.

CUSTOMER PROJECT MANAGERS

● Asia-Pacific Supply Centre: The Asia Pacific Supply Centre requires experienced Engineers and Project Managers to join our new and dynamic team in the role of Customer Project Manager. As the single point of accountability for completing customer orders on time and on budget, you will provide TOTAL project management solutions to customers in the Asia-Pacific region using a network of local and regional suppliers of products and services.

The Regional Supply Centre for Asia/Pacific, with capability to deliver total and integrated solutions is required to be fully implemented by Mid '98.

Looking for a change of focus, exciting challenges and significant career development potential, then this is the role for you.

Key attributes required by the successful applicant are: Significant experience in Ericsson projects, preferably in project leader role. Excellent organisational and communication skills. Ability to lead sub-project teams comprised of key staff from both technical and customer / commercial backgrounds. Significant experience in dealing with customers. Knowledge of the Australian and Regional markets will be well regarded. Good understanding of the PROPS methodology.

PROJECT CONTROLLER

● Asia-Pacific Supply Centre: The Asia Pacific Supply Centre requires the services of a Project Controller with experience in managing major projects and/or line management to section/department level, to join our new and dynamic team.

In this KEY role, you will be responsible for establishing and coaching the Supply Centre Project Management group. Identification of senior project management candidates and the establishment of competency acquisition and development plans is a key part of the role.

The Project Management group is charged with the responsibility of managing the TOTAL Supply and Implementation requirements for Ericsson Customers(LC/MLC) in the Asia-Pacific Region and this role offers substantial opportunities for development including international exposure.

This senior position requires excellent product and process knowledge, leadership skills and demonstrated communications skills of the highest level.

Cultural awareness and knowledge of the Asia-Pacific region will be well regarded.

Looking for a change of focus, exciting challenges and to fulfil your career development potential, then this is the role for you.

Key attributes required by the successful applicant are: Significant experience in Ericsson projects, preferably in project leader role.

Line management experience (to section/department level). Excellent organisational and communication skills.

Demonstrated leadership ability. Significant experience in dealing with customers. Strong negotiation skills and process knowledge. Contract/commercial awareness. Knowledge of PROPS, AHP, PMS.

CLIENT RELATIONSHIP/ ACCOUNT MANAGERS

● Asia-Pacific Supply Centre: The Asia Pacific Supply Centre requires staff with experience in managing customer relationships and major projects, to join our new and dynamic team in the role of Client Relationship/ Account Manager.

In this KEY role, you will be responsible for establishing and maintaining the Customer

Interface and managing the TOTAL Supply and Implementation requirements for your assigned Customer(s) in the Asia-Pacific Region.

Using a network of suppliers and service providers (including project management services), you will manage the ON TIME delivery of customer requirements. You will also take responsibility for KEY performance measures and Customer satisfaction.

These high profile positions require excellent product and process knowledge with demonstrated communications skills of the highest level. Cultural awareness and knowledge of the Asia-Pacific region will be well regarded.

Looking for a change of focus, exciting challenges and significant career development potential, then this is the role for you.

Key attributes required by the successful applicant are: Significant experience in Ericsson projects, preferably in project leader role. Excellent organisational and communication skills. Demonstrated leadership ability. Experience in managing customer relationships. Strong negotiation skills and process knowledge. Contract/commercial awareness.

Contact: Ron Brymer on extension 1252.
Application: P/ES Hadjer Kerber by 10/12/1997

ETC- Ericsson China Ltd, Beijing

MOBILE NETWORK EXPERTS TO CHINA

● Position 1. MNO-competence centre manager in Beijing.

Main task is to work with Mobile Network Optimisation, to co-ordinate and plan the build up of competence in this area in China by establishing a competence centre in Beijing. You should co-ordinate with other centres like RNP in HK and RNO&RNP (ERA/LVR) in Kista and be the central point for MNO, MNP and RNE questions in mainland China.

We believe you have experiences from cellplanning and a minimum of 2 years from optimisation work. Main system is GSM 900/1800 with more than 110 MSC areas and with a capacity of more than 8.5 million subscribers.

● Position 2. Optimisation expert to work in projects throughout China.

We are also looking for optimisation experts to work with projects in the regions. This requires travelling in the 14 provinces, where Ericsson has GSM networks.

You will work closely in teams with local staff both from Ericsson and from the customer. You should be able to make network performance evaluation, propose and perform tuning activities and train team members as well as the customer.

● Position 3. MNO-O&M expert/manager in Beijing.

The position includes to develop and document the Mobile Network O&M routines for China. We therefore believe you need to participate in a few improvement projects (MNO) to be able to understand the requirements.

You need to be self going, motivated and have good experience from O&M work for mobile systems and possibly also from optimisation work.

Contact: Dan-Erik Grobecker, phone +86 10 646 32288, Beijing Fax +86 10 646 15405 Application: Ericsson Radio Systems AB Britt Gustafsson LDH 164 80 Stockholm

Ericsson Toshiba Telecommunication Systems K.K., - ERJ

FIELD SUPPORT OFFICE MANAGER (FSO) AXE

● We are now looking for a Field Support Office Manager that can meet our present challenges in Japan.

This area handles support services for PDC-CMS 30 customers across different regions with a subscriber base of nearly two million.

The Field Support Manager position requires a long and varied background from AXE testing, O&M or Field Support. The job responsibilities are diverse and involve frequent communications with on-site customer management team.

Experience from management/leadership is required. As the manager, you will be responsible for leading and motivating the team, as well as developing their competence.

As the ideal candidate, you have a university degree in engineering sciences. In addition, you have strong leadership skills and are able to make decisions under pressure. The ability to communicate in English, both spoken and written is essential.

We presume you are open minded, outgoing and can easily adapt to a culturally diverse working environment.

Contact: Peter Nilsson, phone +81 45 475 6761, memoid NRJ.ERJPENS e-mail NRJ.ERJPENS@memo.ericsson.se Application: Ericsson Toshiba Telecommunication Systems K.K., Peter Nilsson,

Shin-Yokohama Office, Shin-Yokohama Hayama Dai-4Building, 2-1, Shin-Yokohama 1-chome, Kohoku-ku, Yokohama 222, JAPAN

The EED/IEP department is responsible for development of software applications on the Adjunct Processor which is part of the 'AXE-Open' concept. We are developing our applications under UNIX, using object oriented design methods and C++ programming language. Our customer is AXE Mobile Core. To support our activities we are looking for a:

GROUP MANAGER, SOFTWARE DESIGN

● The main authorities and tasks are: Technical: Take over a significant part of the development activities. Drive development of competitive SW products within the group. Supervise the operations of the group.

Leadership: Develop the competence of the staff. Actively support deployment of Ericsson policies and strategies. Plan, realise and control the group operations. Perform appraisals, participate in recruitment and introduce new personnel. Propose compensation.

General: Drive the group's internal process definition and improvements for all aspects of SW development and test. Preparation of buffer plan. Support investment and budget planning. Handle administrative issues within the group.

As a suitable candidate you are an Ericsson employee with at least two years of working experience in R&D. A good understanding of telecommunication SW applications and corresponding development and test environment is very important. Previous experience as Project or Line Manager is a clear advantage. If you have questions and/or are interested, please refer to

Contact: EED/E/KC Astrid Mayer, Memo-Id: EED.EEDASMA, Tel:+49-5121-707-400. EED/E/PC Dieter Bulenz, Memo-Id: EED.EEDDIBU, Tel: +49-5121-707-360.

Ericsson Eurolab Deutschland GmbH, Aachen

Our Systemhouse GPRS is responsible for the development and maintenance of Products in the field of GPRS (General Packet Radio Service) and TMOS (Telecommunication Management and Operational Support). Within our GPRS system house we are looking for a

GROUP MANAGER FOR OUR SUPPORT TEAM

● The support team works in the fields of Configuration management. Local systems administration and. Test systems administration for GPRS and TMOS software development.

We are currently extending the group in order to even better meet the increasing demands from our customers. For that we need a group manager that will actively take part in the operations, lead the planning effort for the team, represent the team in the line organization and create a positive and encouraging work atmosphere.

As a suitable candidate you have a good understanding of software engineering and you should have an interest in CM since we see an increasing request for support in this area. We work with ClearCase as the basic tool and develop our own extensions on top of that. It is an advantage if you already have some experience of CM within Ericsson or with ClearCase but it is not required.

Good cooperation and communication skills are important personal qualities. Additionally you should be team and result oriented, take initiatives and have a good self-motivation. If you have questions and/or are interested, please refer to your colleagues until 1997-12-31.

Contact/Application: Human Resources Doerte Kaulard +49 2407 575 163 Memo: eed.eeddka or GPRS EED/DC Torbjorn Lundahl +49 2407 575 149 Memo: eed.eedtola

The system group within XIP PAX design department at Ericsson Eurolab Deutschland GmbH has the product responsibility for the mobile application 1/APT 210 25 and the subsystem MSS within the CME20 / CMS40 switching system. We also run the product committees for these products, PC-1/APT and MSS, and perform system studies. For further support of our system group we are looking for a

SYSTEM DESIGNER

● As a System Designer your main tasks include: Participation in prestudy, feasibility- and quick-studies. System level 1 designer. Standardization, change request analysis, statement of compliant tasks. Market support. Writing of technical reports.

As a suitable candidate you are an Ericsson employee with at least three years of design experi-

ence preferably in the area of switching systems. Furthermore you should be familiar with 1/APT mobile applications. Good knowledge of mobile telephone systems and in Data communications is a clear advantage.

Being initiative, self-driven and showing good analytic abilities as well as good communication and cooperation skills are important personal qualities. In addition you should also be able to cope with a high work pressure.

Contact/Application: Human Resources Doerte Kaulard +49 2407 575 163 Memo: eed.eeddka or Systems Group EED/X/PEC Frank Plettenberg +49 2407 575 253 Memo: eed.eedfrp

Ericsson Radio Systems AB, Kista

BUSINESS SUPPORT SYSTEM PROJECT MANAGERS

Business unit Cellular Systems - American Standards (RMOA) is under heavy expansion. A major challenge is to streamline the processes and business support systems. To focus on the business issues and processes we are building a new type of business and process-oriented information systems unit. Our mission is to provide business applications to facilitate world-class IS support for the global RMOA TTC (Time To Customer) process.

● We therefore seek two skilled people who can join the group. You will be working with the process teams and the users in identifying the most critical information management needs and run projects aimed at implementing new and improved systems. We work with internal and external IS/IT units in the development projects and for maintenance of our systems.

We are looking for project managers with a university degree and at least two years experience from project management, business analysis and system development. You must have an MSc or MBA, be able to drive projects under tight time schedules and maintain excellent relationships with project members and management and speak and write good English.

Contact: Andreas Åström, phone +46 8 404 7316, memoid ERA.ERAASAM, e-mail andreas.asstrom@era.ericsson.se Application: Ericsson Radio Systems AB KI/ERA/AH/H Birgitta Stavenow, 164 80 STOCKHOLM

Ericsson Radio Systems AB, Kista

PRODUCT MARKETING MANAGERS

The business unit Cellular Systems-American Standards (RMOA) has recently organized itself around product units. Among the many gains of the new product units the clearest for us in marketing is a strong focus towards bringing the market and business solution positionings closer to the customer needs and values. We are looking for competent product marketing managers within the new marketing group for the Product Unit Wireless Networks. The Product Unit stands today for the greater part of the invoicing within RMOA.

● The position as product marketing manager requires both commercial and technical competence. The successful candidate will be able to translate the technical functionality of the products into clear, concise commercial arguments which highlight our customer needs and product value. As a product marketing manager you will be responsible for both the introduction of new products as well as for the longer term marketing messages and support. An extensive and successful product launch requires clear marketing messages, attractive packaging, good pricing strategies and a well-thought marketing campaign consisting of press releases, trade press articles and promotional material. The actual launch of the product will be carried out through both internal as well as external product presentation events. After the actual launch the longer term marketing messages and co-ordination of arguments and strategies to support the sales of our products takes over. In order to accomplish this you should enjoy travelling, building relationships on a high level and working in an international environment.

These positions require co-ordination of different functions, both within the parent company and subsidiaries. It is therefore essential that you are outgoing, independent, creative and self-motivated. Your interpersonal and communication skills will allow you to convey a very positive and professional image in this highly visible position. You should have several years experience working in an international business environment preferably in the telecom or computer industry. Fluency in English is required. For the right person the future is bright!

Contact: Martina Breitenstein, phone +46 8 404 4628, memoid ERA.ERAMARB or Gregory Rogers, phone +46 8 404 7208, memoid ERA.ERAGRO Application: Ericsson Radio Systems AB, AH/H Anette Spångberg, 164 80 Stockholm.

contact

Ericsson, HF/LME/I, Rum 811023, 126 25 Stockholm

The premiere of a new James Bond film has created 007 fever in all parts of the world. In the new film, *Tomorrow Never Dies*, Ericsson's mobile telephones save our hero in several precarious situations. In the same way our own Ericsson mobile telephones often save the day for mere mortals like us, albeit under less dramatic conditions. The connection between Ericsson and James Bond will be clarified during the next few weeks in virtually all Ericsson markets.

Bond and Ericsson on a mission

Ericsson's association with James Bond has been used in cooperation with retailers in Hungary and several other markets in Central Europe. Retailers have been supplied with various shop display materials, and Ericsson has organized a variety of functions to attract customers.

Central European markets offer strong growth potential for Ericsson. Ildiko Karacsony of Budapest is marketing manager for Ericsson Mobile Communications products in Hungary, Poland, Slovenia and the Czech Republic, four neighboring countries characterized by distinct differences.

Enormous growth potential

Ericsson has a strong market position in Hungary, a nation as economically well-developed as any country in Western Europe. Poland, with 40 mil-

lion inhabitants and an economy in steady recovery, is a market with enormous growth potential. The Czech Republic, a nation characterized today by greater economic stability, is becoming a strong market for Ericsson, while Slovenia has emerged as a relatively new market with expansion potential.

"We are using the Bond campaign in all four countries, primarily to strengthen and intensify our relations with retailers. James Bond 007 fever is just as strong in Central Europe as anywhere else, and the campaign has generated strong interest in the retail sector," says Ildiko Karacsony.

All retail store employees are entered in a lottery in which the first prize is a trip to one of the exotic locations seen in *Tomorrow Never Dies*.

"The lottery concept is a completely new method for us, and we have high expectations it will create greater awareness of Ericsson products after completion of the campaign," concludes Ildiko Karacsony.

Ericsson is waging a tough competitive battle with Siemens and Nokia in Germany, and James Bond is expected to engage in close combat on Ericsson's behalf in the German market.

"We have established two main goals for the James Bond campaign," says Ashim Pape, marketing manager for Ericsson products in Düsseldorf and the man responsible for practical campaign work in Germany. "We want to sell more Ericsson telephones, particularly GA 628 models, and increase German market awareness for Ericsson products."

Full-force campaign

About a week before the German premiere, Ericsson launches a full-force sales campaign, highlighted by TV and cinema advertising focused on the "Bond telephone" – a GA 628 model replete with James Bond packaging. Special showings of the film are planned by Ericsson in fifteen of Germany's largest movie theaters. Lottery contests for customers and retailers as well as sales support and campaign materials for retail sales store are included in the campaign.

"We hope the lottery contest will help bring moviegoers into retail sales outlets," explains Ashim Pape.

Question and answer forms

Movie theaters will distribute simple question and answer forms to customers. First prize will be an all-expenses-paid trip to one of the exotic locations seen in *Tomorrow Never Dies*. Runner-up prizes are also attractive to James Bond fans, including a Bond telephone, a book containing posters from all James Bond movies and a smart memorandum pen designed in the true spirit of James Bond, enabling owners to record short messages.

"The campaign has also generated excellent cooperation with retailers. They are enthusiastic and prepared to work hard with the campaign," Ashim Pape concludes.

So brace yourself competitors, the world's best known and greatest secret agent is coming your way. A formidable foe for the competition and a great partner for Ericsson.



EVA GÄRDSMO PETERSSON

endline

New Year's resolutions

A few weeks ago, the staff of Corporate Relations targeted priority areas for improvement in 1998. The editorial staff, 13 people who produce corporate publications and other information, will focus on two areas – distribution and contributions by our publications to create a stronger awareness of the need for change in Ericsson.

Expending tremendous effort to produce publications and other information materials without knowing for sure if they reach the intended audience is not wise, of course. We have worked hard for many years, accordingly, to improve our distribution system. In the case of Kontakten, I believe we exercise fairly good control over the newspaper's distribution, especially since last autumn, when we finally hired a new person to the function. Effective January 1, 1998, Solveig Sjölund will assume full responsibility for distribution of Kontakten and Contact, updating addresses and other details. We get most of our addresses from payroll departments, and Ericsson employees who receive their copy of Kontakten to their home address should continue to contact their time report supervisors if and when you move, are assigned a new postal code or implement other changes.

The distribution of Contact and other publications outside Sweden is much more difficult. We are totally dependent on the efficiency of our local companies. I realize there is a lack of good databases needed to maintain external addresses in most countries, but it doesn't seem to affect Contact as much as other publications, Ericsson, for example Connexion Ericsson Review and Wireless Now.

The other priority area in 1998 is focused on our ability to convey various themes through internal communication channels. Kontakten and Contact are powerful tools for disseminating information. Combined with the intranet for fast news service, we have a powerful arsenal for the spread of information. In today's world, characterized by dynamic and continuous change, with everyday different from the day before, the management staff of Ericsson wants our company to set an example in adapting to change. We have done a pretty good job so far. I think I only have to mention "mobile telephony," and you will all understand my point.

Now, however, it's become important for all Ericsson employees to improve their understanding of the need for change, even when change takes place faster than anticipated. In 1998, we shall devote considerable efforts to use Contact as a vehicle to support and increase general understanding of our world and ongoing changes. It's essential that we all have a better grasp of social and industrial demands on personal and professional flexibility.

Until then, Merry Christmas and a Happy New Year.



LARS-GÖRAN HEDIN