

Contact

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**SAY THIS IS
YOUR ENTERPRISE
MOVING AHEAD**

**AND TODAY'S
OPPORTUNITIES
STRETCH FURTHER
THAN EVER**

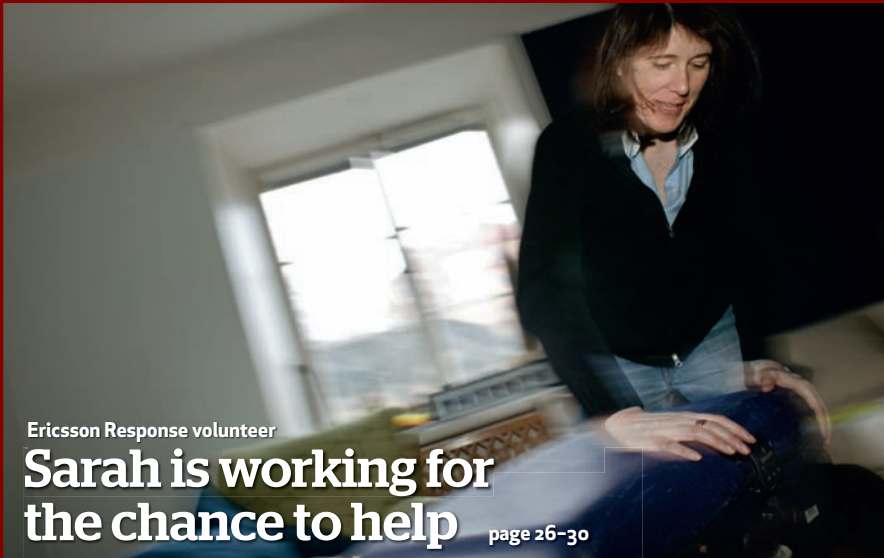
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TAKE THEM**

Today's business landscape is truly global. To maximize the huge range of opportunities you need mobility. Your people must be free to react instantly. Processes must be streamlined to the point of optimum efficiency. Communications and IT must be dynamic and fully integrated with your overall business. Talk to us now and discover how developing your communications can unleash business and help you reach new heights.

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TALK TO US ABOUT
MOBILIZING THE ENTERPRISE

ERICSSON 
TAKING YOU FORWARD



Ericsson Response volunteer

Sarah is working for the chance to help

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Communicate more

recently began a video diary on the intranet for all communicators globally. This was mostly because I wanted to find a more personal and direct way to communicate than a monthly letter. But when you work with video, you quickly become aware that a picture says more than a thousand words. If you do it half-heartedly, you risk losing the viewers' interest. But if the content is well organized and the message genuine, the result is often powerful – especially if the viewer has the opportunity to comment on the information. This could result in a dialog that can lead to solving a problem or learning to see things from another perspective.

You should of course not underestimate the personal meeting, but it sometimes takes a great deal of time to arrange these. You have to synchronize several people's calendars and agree on an agenda. In these cases, new communications tools such as blogs, communities and wikis can be an excellent complement. They make instant contact and immediate response from one or more colleagues possible. What you need is internet access and a network.

Some of you may be wondering why you should have a blog or a wiki? This is a justified question that only you can really answer. Everything is based on volunteerism, of course, and also the desire to share your knowledge and learn from your colleagues at the same time.

If you have that desire, I recommend you to look for ERICOLL on the intranet. This is Ericsson's first platform for Web 2.0 and an aid for all Ericsson employees. From there, you can search on and discover blogs, communities and wikis to see what is being written and is happening.

Today, most employees can communicate with their work colleagues, partners or their customers without hindrance. A number of security issues and legal requirements have to be addressed before it will be possible for almost everyone to do this. Who knows? You might be the one to write the next entry...



Henry Sténson
head of Group Function
Communications and
publisher of Contact



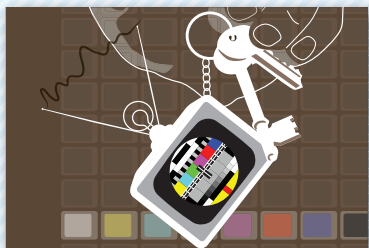
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Contact

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Have your say

E-mail us your questions, opinions, reflections or work-related images. We will publish a selection of the material on this page. contact.comments@ericsson.com

WIMAX A DRIVING FORCE

Regarding last month's intranet question: Do you consider wimax to be a threat to HSPA? I think the question was worded incorrectly. wimax is not a threat but a driving force in HSPA's improvement. Competition is always useful and if wimax does not advance, those who develop and market HSPA will take it easy and not need to feel obliged to do all they can. Therefore, you cannot say yes or no to the question of whether or not it

is a threat. If you say no, it will be interpreted that people do not believe that wimax has any chance of winning the battle for customers, and it is not at all certain that is what is meant.

Mats Rimborg, Sweden

A QUESTION TO CEO

Do you believe there is a future for Ericsson R&D centres in high cost countries, in Europe for example?

John Morrissey, Spain

ANSWER *I certainly see a future for R&D in Europe, provided that we always find the most efficient ways to work and organize ourselves, the best ways of working and that we are innovative. The hourly cost is approximately twice as high in Europe compared to low cost*

countries today – but it is possible for us to handle the difference in cost as long as we work smart and exploit other competitive advantages.

Carl-Henric Svanberg, President and CEO

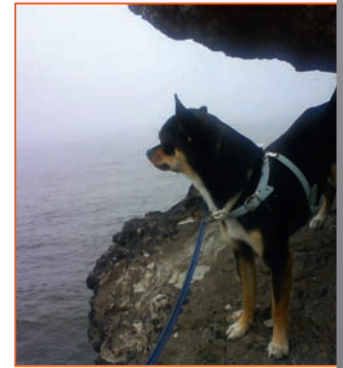
THEME ON LEADERSHIP?

Hi, why don't you highlight Leadership as a theme for the next issue. Leadership is a wide and important topic. It can be handled from different angles such as Ericsson Leadership capabilities (our ways of leading), Leadership Communication, Empowerment... Connect Human Leadership to Technology Leadership. Capable leaders can drive us to success.

Daisy Dagher, USA

ANSWER *We did a theme on leadership in Contact in late 2005*

Reader picture



"Our dog on a sea-stack formation on Gotland. A picture taken with my K610i"

Anna Pellnäs, Kista, Sweden

which was based on some of the topics that you mention. But maybe it's time to plan for a new one, especially with so many new employees in the past couple of years. This is a good suggestion that we have to take under consideration. It will not be in the next issue though.

Kind Regards, The Editor

COMPETITOR VIEWS SHOW OPENNESS

What I like most about Contact is that you even include competitors and their opinions about Ericsson in the articles. This is really in line with Ericsson's openness and the acceptance of new challenges.

Suneel Kumar, Sudan

EASY READING

Great articles, easy reading and a magazine that is easy to handle. I have worked for more than 20 years at Ericsson and this is the first time I have read the entire magazine.

Lena Janssen, Sweden

Web poll

45.5

...percent of 1849 Ericsson employees said they believe mobile tv will be a success with end users.

Welcome...

PHOTO: HELENA JANSSON



... Pinar Şerbetçi, who started in January at Ericsson in Istanbul.

What will you be doing?

Turkey, Israel and Palestine are in our market unit, and I'll be responsible for everything from recruitment to development discussions. I've already started working with individual performance management (IPM) for next year, and I'm hoping to bring in some new ideas.

What did you do before you started at Ericsson?

I worked with HR issues at an international medical company. Although telecoms is a totally different industry, there are many similarities in how major companies deal with human resources. I also think engineers are very similar regardless of the indus-

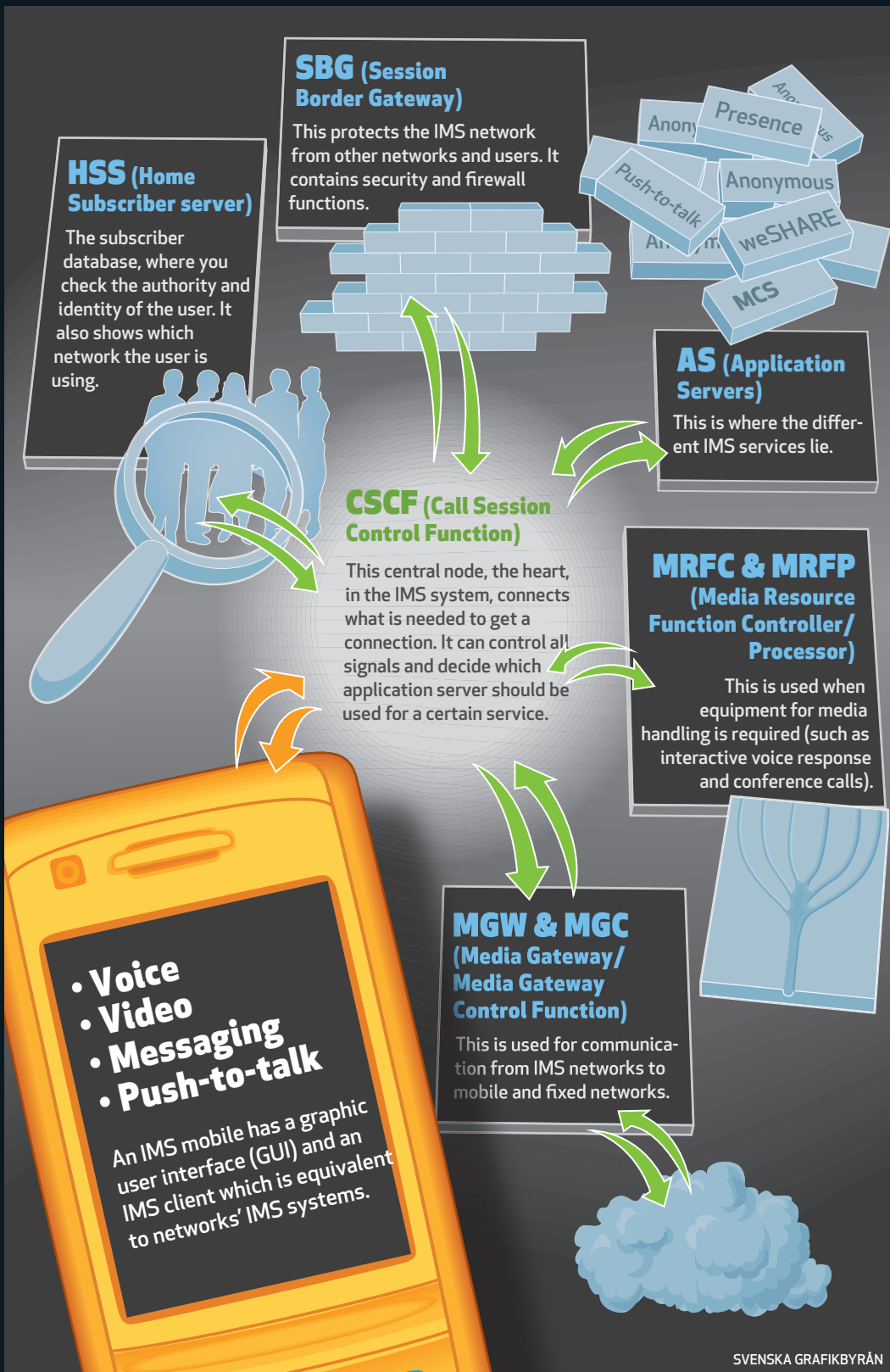
try. They are analytical and like numbers.

What do you do when you are not working?

I spend time with friends and my brother, with whom I share a flat. I enjoy traveling, and lived in London for a while. My family comes from Adena in southern Turkey, so I often go there.

Have you been asked

WHAT IS IMS EXACTLY?



IMS connects the telecoms world with the Internet. IMS stands for IP (Internet Protocol) Multimedia Subsystem, a platform with new nodes and software.

The IMS driving forces are broadband rollout and operators striving to launch new services and reduce operational costs. An operator which introduces IMS can gradually move towards a network where all traffic is carried by IP.

... WHAT IS GOOD ABOUT IMS?

The operator can offer a series of multimedia services combining voice, data, video and more. The operator's return on investment increases for every new service adapted to IMS. At a later stage, a whole ecosystem will be built around IMS, where third party application manufacturers can smoothly launch services across open interfaces.

IMS ensures the services work regardless of terminal or operator. IMS identifies the user so the operator can receive payment from the right person and avoid spam and viruses.

... WHAT IS ERICSSON DOING?

Analysts view Ericsson as a leader within IMS, especially for integrating IMS into today's systems. Ericsson has so far released 46 systems, 22 of which are in commercial use. IMS services working today are Enterprise and Residential Telephony, Push-To-Talk, weShare and Presence. MCS (Multimedia Communication Suite) was launched at the GSM World Mobile Congress. This is an integrated service which allows for chat, presence functions and file transmission.

☒ Lars Cederquist



11.30am / November 7 / Quarry Bay, Hong Kong



Back from the customer

Raymond Poon gets out of a taxi outside Ericsson's office on Hong Kong Island after a customer visit. He is responsible for the operator China Mobile Peoples Telephone, one of Ericsson's five mobile customers in Hong Kong. In the fourth quarter of 2007, Ericsson received orders to upgrade Peoples' mobile network - part of Peoples' three-year project to develop its core and radio network for GSM/EDGE, with Ericsson as the sole supplier.

PHOTO: TIMOTHY OROURKE

French in front

TV France is not just among the best when it comes to wine, cheese and baguettes – it is also the world's leader in IPTV subscriptions. France Telecom, Free, Neuf and Alice have gained 5 million IPTV subscribers by adding the service to their broadband offerings. The figures come from industry newsletter Telecoms.com, citing World Broadband Information Service. In total, there were 12.3 million IPTV subscribers in the world at the start of the year.

PHOTO: SCAMPPIX

Happy SMS

FESTIVALS Swedes are crazy about text messaging. Here are the days of the year when they press the send button most.

▼ **MILLIONS OF SENT SMS**

| | |
|-----------------|------|
| New Year's Eve | 16,5 |
| Christmas Eve | 15,4 |
| Valentine's Day | 12,5 |

Source: Telia

Sites to close

CONSOLIDATION Business Unit Networks has announced the consolidation of its R&D sites in Europe. Negotiations have started about closing the site at Beeston, in the UK, and about phasing out the R&D operations in Backnang, Germany. Measures have also been presented for Networks' R&D center in Rome. Eurolab Aachen/Herzogenrath will also be affected by the savings program. The consolidation is the result of an analysis of the business unit's product portfolio and R&D site structure within R&D. Networks is also assessing its partner strategies and number of consultants. The consolidation is part of the global SEK 4 billion savings program that Ericsson has previously announced, as essential for maintaining its leading position.



PHOTO: ERICSSON

Alternative energy sources such as solar power are one way to help safeguard the environment.

Making telecoms a greener industry

The telecom industry can help battle climate change, but so far there is more talk than action, says Jonas Roupé, a telecoms expert focusing on the environment.

RESPONSIBILITY The climate and environmental issues are hotter topics than ever. How is telecoms doing in this area? Jonas Roupé, from consultancy firm Greenwich Consulting and a former Ericsson strategist, shares his view.



Jonas Roupé

What is the telecoms industry like from an environmental perspective?

It's quite poor. Gener-

ally, there are two types of companies at the forefront in environmental issues: there are those that have been shamed and never want that to happen again, and there are private companies owned by someone with a passion for environmental issues. Telecoms companies aren't owned that way and haven't been criticized. There is a lot happening in the industry, but there is more talk than action. But that also applies to all industries.

But telecoms companies can contribute positively towards sustainable societies because their services and products are a part of our lifestyles. Telecoms solutions can

give us environmentally friendly alternatives to transport, such as video conferences. Communications solutions can reduce global greenhouse-gas emissions by 2-5 percent over a few years and by up to 20 percent by 2050.

Which operators are at the forefront?

AT&T, Deutsche Telekom, Telia and Orange in France. They've started using environmental arguments to sell solutions, and have environmental and climatic issues high on their agendas. Telia is a good example of a company that is trying to practice what it preaches – it has cut its carbon-dioxide emissions by 70

percent, partly through using its own communications services instead of flying here, there and everywhere.

What is the situation among vendors?

Ericsson is much better than its competitors, but being best doesn't necessarily mean that you're good. All vendors have some way to go before they can say that they're environmentally aware. It's good that Ericsson is pushing for low-energy solutions and alternative energy sources for sites, but the environmental issue remains limited to a small group of experts. It needs to be integrated into the business.

✉ Jonas Blomqvist

Roupé's scale for companies' environmental strategy work

1. Minimize your own load on the environment through measures such as increasing energy efficiency in production and reducing the company's air travel and air transports.



2. Minimize your customers' load on the environment by pushing services that reduce their need for travel.

3. The company puts environmental considerations, not just financial ones, at the heart of its decision-making process. One

measure could be to make products recyclable, even if it is more costly.

4. Steps one to three, plus working to form coalitions with the aim of making the company and society cope better with such things as natural disasters and oil price shocks.

Going once, going twice...

AT&T and Verizon Wireless were the two largest winners in the recent US 700MHz radio spectrum auction. Mark Racek, director of spectrum policy at Market Unit North America, says this was good news for Ericsson.

USA The auction has been a big topic in the US wireless industry for months. The spectrum was deemed attractive to bidders, Racek says, because of the amount of available spectrum for auction, the ease of clearing the spectrum, and the view by many in the industry that this spectrum would be ideal for providing broadband access and multimedia services, including voice, SMS, streaming, file transfer and mobile TV. The spectrum is expected

to provide coverage and capacity in both urban and rural areas.

"The final price tag was almost twice as high as expected," Racek says.

Attractive

AT&T and Verizon Wireless collectively won 30 percent of the available licenses, making a nationwide network more likely.

"This is good news for Ericsson because AT&T is our largest customer in the US," Racek says. "The fact that Verizon is also a big winner presents an attractive opportunity for Ericsson because Verizon has announced plans to deploy its next-generation mobile broadband network using LTE, and Ericsson is committed to LTE in 700MHz."

☒ Benny Ritzén



PHOTO: SCANPIX

"The bid is with you at the back, sir"

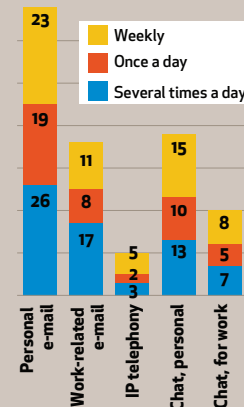
Auction raised USD 19 billion

- ▶ In all 62MHz was auctioned in the 698-806MHz band.
- ▶ 1090 licences were awarded.
- ▶ There were 214 qualified bidders, and 101 received licences.
- ▶ It raised USD 19 billion.
- ▶ One part of the spectrum was reserved for a private/public partnership with Public Safety. It was not awarded, and will be re-auctioned later.
- ▶ The spectrum will be available in February 2009.

E-mail rules

HABITS Private e-mailing is undoubtedly the most used communications service for people who use the internet on their computers. It is much more common to e-mail and chat privately than to do so for work matters.

▼ INTERNET USAGE ON A COMPUTER (PERCENT)



Source: Global Infocom Study 2007, ConsumerLab

Motorola to split

INDUSTRY Motorola's handset division has been troubled for quite some time. In March, Motorola said it will split into two publicly traded entities in 2009: Mobile Devices (with mobile telephones), and Broadband and Mobility Solutions. Greg Brown, Motorola's president and CEO, said in a statement that the Mobile Devices business will be well positioned to regain market leadership.

A world LTE first

PRODUCT The news came on April 1, but it was definitely no joke. Ericsson released the M700 mobile platform, the world's first commercially available LTE-capable platform, with peak data rates of up to 100Mbps in the downlink and up to 50Mbps in the uplink.



PHOTO: KRISTINA PALTÉN

Kristina Paltén (left) on the summit on Aconcagua.

On top of the world

CHALLENGE Getting to the top of 6962m-tall Aconcagua - where there is little oxygen and the weather often turns nasty - is a real challenge. The mountain is the highest outside Asia. Just 30 percent of those who try make it to the top. Kristina Paltén, from Ericsson in Kista, is one of them.

"We began hiking in the darkness at 5am," she says. "At 6500m, I had pink and green spots dancing in front of my eyes and I doubted whether I'd make it to the summit. My hiking partner urged me on and after 12 hours we were there.

"At that moment, the clouds broke and the feeling of being on top of the world was indescribable. We made the trip back down on wobbly legs, and we slid as if we were on a toboggan."

"Forget what you knew about telcos, television, the internet and bundling. IPTV changes everything."

Analyst firm Yankee Group in its report From Gorillas to Guerrillas, IPTV Changes Everything."

NEW CONTRACTS

- ▶ **Saudi Arabia.** Ericsson has signed its largest managed services agreement in the Middle East to date. Mobily, a member of the Etsilat Group, has selected Ericsson as its managed services partner.
- ▶ **The UK.** Napster and Ericsson have announced the largest European hosting contract for Napster Mobile, with o2 UK.
- ▶ **Paraguay.** Ericsson will supply Personal with a nationwide WCDMA/HSPA network.
- ▶ **Taiwan.** Far EasTone Telecommunications and Ericsson have signed a contract for an HSPA network expansion.
- ▶ **Mozambique.** Ericsson has been chosen as sole supplier by mCel for the expansion and upgrade of its Mobile Packet Backbone Network solution.
- ▶ **Hong Kong.** SmarTone-Vodafone has selected Ericsson as the sole supplier for network enhancements to offer end users a greater variety of advanced mobile broadband and multimedia services.

Hello...



PHOTO: JONAS BLOMQUIST

... Pär Gunnarsson,

head of Security at Ericsson. So far, 85 percent of the company's employees have taken the Security Sally II training course. The target is 100 percent.

Are we excellent at security?

We must be better, but we're noticing increased interest in security and greater security knowledge. The challenge is to also act in a way which protects our most important assets, such as confidential information, in our daily work.

How do I do that as an employee?

By familiarizing yourself with the advice and instructions on Security's website. Another tip is to participate in security courses, work preventatively and report security failings and incidents. We have a global security organization that always comes quickly with advice and support, and that determines who in the organization deals with security issues (see Security's website).

Say three things you would like employees to think about for security.

Read about the security situation before you go on a business trip and take note of our emergency number, +46 8 24 10 10. Protect Ericsson's confidential information by having things in good order and following the current directions. Report risks and security incidents to your manager and the local people in charge of security.

☒ Jonas Blomqvist

Safer life for fishermen

Africa's Lake Victoria region is set to benefit from the extension and upgrading of mobile network coverage. It will help make fishermen's lives safer.

PROJECT The world's second-largest lake, stretching into Tanzania, Kenya and Uganda, Lake Victoria is important for the livelihood of many people. However, it is one of the world's most dangerous waterways, where it is estimated up to 5000 people die each year from fishing-related accidents and piracy.

A project has been launched aimed at helping make life safer and

better for fishermen and people living around Lake Victoria. Operator Zain, part of the Celtel, Ericsson and the GSM Association Development Fund will be extending mobile network coverage across the lake and will also introduce useful services.

Finding fishermen

The coverage range of mobile base stations will be doubled, extending it up to 20 km into the lake, covering the area where more than 90 percent of all fishing takes place. Ericsson's Mobile Positioning System will also be used to allow emergency serv-



PHOTO: ERICSSON

Fishermen on Lake Victoria are being made safer thanks to a telecoms project.

ices to find fishermen in distress. Mobile services will include weather

alerts, market prices and safety bulletins.

☒ Carmen López-Clavero

"I believe that 2008 will be the year when we leave behind e-mail to a large extent" Jan Svärdhagen, IT researcher, Stockholm's free newspaper Metro.

What was happening this time...

...25 years ago

1983 The Communications Authority of Thailand ordered an AXE 10 international telephone station, valued at about SEK 34 million.

Ericsson Information Systems, the group's company for PCs and terminals, signed a cooperative agreement with SAS Data to develop a new terminal system.

At the start of the year, Ericsson had a new organization, comprising eight business areas and six service units.

...10 years ago

1998 Ericsson's first global brand campaign, "Make yourself heard," was launched. It was the first broad campaign based on the group's core values. Former business area Mobile Telephones and Terminals took the initiative for the campaign. By focusing on core values instead of products, the campaign would be timeless. In April, Ericsson signed a deal with Globalstar,

a global satellite telephone company planning to build a global satellite network. The contract was for both portable and fixed telephones.

...5 years ago

2003 At a press conference at the 3GSM World Congress in Cannes, Jan Wäreby, today head of Business Unit Multimedia but then head of Marketing at Sony Ericsson, presented the company's first 3G telephone, the Z1010. The telephone was also the main attraction at Ericsson's display at the trade fair.

Major Ericsson mobile customer Vodafone had a new CEO and President, Arun Sarin. He replaced Christopher Gent, who had been at Vodafone since 1985 and who had become president in 1997.

At the annual general meeting in April, Carl-Henric Svanberg was voted onto the board and also took over from Kurt Hellström as President and CEO.

PHOTO: HÅKAN MOBERG



It may take some effort to get mobile TV rolling. The service must be simple to use, have good technical quality and attractive content and be offered at a reasonable price to end users.

How to lift mobile TV

The public response to mobile TV services has been lackluster, yet some companies have high penetration levels. So what are the key ingredients of a successful launch? Vodafone Spain knows the answer.

TV An Ericsson ConsumerLab survey earlier this year revealed that up to 70 percent of mobile TV users rated their services as either “so-so” or “unsatisfying.”

However, services can become successful,

as Vodafone Spain can testify. It was one of the first companies to offer downloadable applications to handsets, which allow channels to be changed with a single click.

Free channels

“People using this application are far more active than WAP users,” says David Martin at Ericsson Spain’s Vodafone unit. “They account for 65 percent of all sessions.”

That is not the only explanation for Vo-

dafone’s mobile TV success. The ability to offer relevant content is another. The company teamed up with Digital+, a major satellite television provider, to offer a bundle of free channels for several months.

The cost of services is a key issue for users. According to Ericsson Consumer Lab, 60 percent of users surveyed said they would watch more mobile TV if it were cheaper.

Vodafone Spain applies a flat rate of

EUR 6 per month, attracting additional revenue from short advertising clips.

☒ Tom Sullivan

Four steps to attract eyeballs

1. Mobile TV must be easy to use.
2. Mobile TV must offer attractive programs, which work on a small screen.
3. Mobile TV can’t be too expensive.
4. Mobile TV must offer good picture quality.

China is now biggest market

SALES China dethroned the US as Ericsson’s biggest market in 2007. India was the biggest climber on the top-ten list over Ericsson’s biggest markets, from seventh spot in 2006. Japan is the only new entrant, replacing Australia.

▼ PERCENTAGE OF TOTAL SALES

| | |
|-----------|----|
| China | 7% |
| USA | 6% |
| India | 6% |
| Italy | 5% |
| Spain | 5% |
| Sweden | 4% |
| UK | 4% |
| Indonesia | 3% |
| Japan | 3% |
| Brazil | 3% |

Source:

Ericsson annual report

84

... percent of employees are proud to work for Ericsson. Source: Dialog

Customer event in the slopes

SLOVENIA The Mobitel-Ericsson ski competition is a ten-year-old tradition and a popular event for Ericsson and its most important customer in Slovenia, Mobitel. This year, 34 people participated in the slalom competition, and those who chose not to compete had the opportunity to attend skiing school instead. Sasa Mihajlovic of Ericsson won the women’s competition, while Jure Cuderman from Mobitel won the men’s contest.

PHOTO: ALES FEVZER



Keeping the lead, but can do better

Ericsson maintains a lead over competitors in terms of being associated with its key brand values, but needs to improve, especially in the broadband area, according to the results of a recent survey.

BRAND The ImTrack survey assesses how

strongly customers associate Ericsson with its brand values – partnership, innovation, vision, end-user understanding, revenue generation and reputation.

Results for the 2007 survey show that Ericsson is leading on brand awareness, with Nokia Siemens Networks chal-

lenging Ericsson, particularly in innovation and end-user understanding. Among other competitors, it is worth noticing that Huawei is far behind, but coming up fast.

Within some areas, especially broadband, Ericsson needs to become stronger.

Rene Francis, program manager for Strategic Planning within Group Function Communication, says: “Both Alcatel-Lucent and Cisco are stronger here and we will need to do far better to establish ourselves as a major player in this arena.”

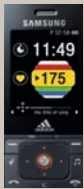
☒ Rajya Sjunnesson Rao

OMX clears Ericsson

DECISION The OMX Nordic Exchange's Stockholm disciplinary committee have decided that there will be no consequence for Ericsson in the matter over whether the company wrongly released information at an analyst conference in November 20, 2007.

Runners' best friend

GEAR Adidas and Samsung will release miCoach, a mobile-phone kit for those with a spring in their step, in April. miCoach is the first product the companies have done together, and more such collaborative products are likely.



Alcatel-Lucent and NEC in LTE cooperation

CONSOLIDATION In a joint venture, Alcatel-Lucent and NEC hope to achieve a leading position within LTE (Long Term Evolution) and speed up the development of LTE solutions. The two companies will bring out their first releases in 2009, they announced in a press release. But they will deliver, support and run customer projects individually. Alcatel-Lucent and NEC view this as a first step in what could be a broader collaboration.

100

The number of customers Ericsson has delivered its HSPA release WCDMA RAN P5 to.

Source: Global news portal.

On training in Sweden

Mauricio Correia Silva, Carlos Alberto Broder and Luciano Magno Rabelo from Brazil recently swapped their workplaces and the season when they did on the job training at Ericsson's factory in Gävle, Sweden.

COMPETENCE The three employees from Ericsson's São José dos Campos factory visited Gävle for the transfer of a WCDMA product, the RNC 3810 (Radio Network Control).

"One of the most important things for us was to learn about the RNC 3810 product, which is totally new for the factory in Brazil," says Correia Silva, who is project leader and responsible for the transfer to São José dos Campos.

Good contacts

"My colleagues and I have had several activities in the production area and we spent a lot of time in meetings with process and test engineers from Gävle factory," Correia Silva says. "We received information about the material used, how the manufacturing is done and the different work

processes. Meeting the right contact people and talking to them face to face was very useful. Now I know exactly who to contact for different issues and the job at home has become easier."

Cooperation

"The monthly telephone meetings that we've introduced between the factories have also been a good help."

Correia Silva has been in close cooperation with

Christian Nyberg at the Gävle factory. Nyberg is project leader and responsible for 3G transfers from Gävle.

India transfer

"The Gävle factory is the 'master' factory and has the main responsibility for the WCDMA products," Nyberg says. "The transfer of some WCDMA products has been done in stages.

"RNC 3810 was the last WCDMA product that

was moved from here to Brazil and the manufacturing is now up and running. We've previously done a similar transfer of WCDMA products to the factory in India."

Even though it was not the first time that Correia Silva had been to Sweden, it was his first trip to Gävle.

"The hospitality of the Swedish friends was really something that we will not forget," he says.

☒ Gunilla Tamm



Mauricio Correia Silva from Ericsson in São José dos Campos thinks that meeting his colleagues in Gävle was educational. Here he is with Björn Sundström.

PHOTO: JENNIFER MURPHY



A 10-YEAR-OLD'S DREAM PHONE

COMPETITION It might look like this, if 10-year-old Jack Moore's vision comes true. Jack, from Ireland, was one of the winners in a competition arranged by Ericsson and Sony Ericsson as part of "Engineered! A Week of Wonder," organized by Ireland's engineers to get children aged 8-16 interested in the engineering profession.

Jack's phone, which he calls the

Sony Ericsson 50/50 Vision, incorporates special contact lenses, an earphone and a clip-on camera. The keypad is designed to be operated from inside the pocket. And a thumb grip allows the user to select between normal vision and "camera vision."

Who knows, maybe Jack's mobile phone will become reality soon.



PHOTO: TIMOTHY OROURKE

The same workplace, some of the same tasks – but different jobs: Jeff Chow and Pricilla Wong were two of the 120 people who became Ericsson employees when Hutchison outsourced application development and most of its IT systems.

Same but different

Jeff Chow and Pricilla Wong came to Ericsson through a managed services deal with Hutchison Telecom Hong Kong two years ago. Contact asked them what has changed since then.

HONG KONG Chow had been working at Hutchison for eight years when he swapped employers. He worked (and still does) with applica-

tion solutions within mobile telephony, still has his workplace at the operator's main office and has daily contact with his former colleagues.

"For that reason, the job doesn't really feel so different from before," he says, before mentioning the biggest change. "An important part of my role is to be a strategic partner for my former employer."

Wong had been working at Hutchison for nine years when she joined Ericsson. She is responsible for a group of 18 people working with fixed telephony. She also names the strategic cooperation between vendors and operators as an important difference compared with before.

She says that at Hutchison, she belonged to the IT department and

worked with developing billing systems for fixed telephony. At Ericsson she is responsible for everything to do with IT within fixed telephony.

Wong says: "My area of work has become bigger and feels more stimulating. And I appreciate working in a global company and having opportunities for competence development."

☒ Gunilla Tamm

Olga tops the sales charts

Olga Meshinovich is one of 115 winners in the Top Sales Competition for 2007. Working with skilled colleagues and being results-oriented are important qualities for being a successful salesperson, she says.

COMPETITION Meshinovich, who has worked with Ericsson in Russia for three years, is sen-

ior account manager for 2G/3G RAN (radio access network)

equipment for the Vimpelcom group. A contract for a converged fixed line-mobile network in Armenia is her greatest sales success. It was one of Ericsson's largest contracts yet in converged networks.



Olga Meshinovich

When the winners in the annual Top Sales Competition were recently announced for 2007, Meshinovich's name was on the list.

"It is important to learn from your colleagues all the time, and make the most of their experience," she says. "I have learned a lot through our daily cooperation within the work

group, and that is largely why I was one of the winners in the competition."

She sees preparing a tender then winning a contract as the biggest challenge for a salesperson.

"Negotiating with customers and building up good personal relationships is the best part of the job," she says.

☒ Gunilla Tamm

Breakthrough under

AUSTRALIA A landmark deal makes Ericsson the supplier for Vodafone



PHOTO: SCAMPER

Australia's national HSPA mobile upgrade. The deal is one of Ericsson's latest major 3G breakthrough successes and means that three out of four mobile carriers in Australia will operate with Ericsson 3G from December 2008.

Learning popular

COMPETENCE Many people at Ericsson like web-based courses. Here are the courses that most employees have taken:

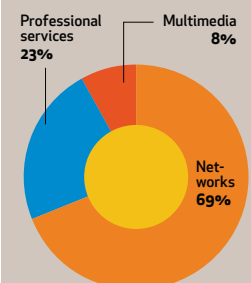
▼ MOST PARTICIPANTS

- 1 Security Sally II
- 2 Anti-corruption
- 3 IPM
- 4 Moving to a software business

Networks number one

SALES Fixed and mobile networks account for more than two-thirds of Ericsson's sales. Note that the figures are not to be compared with sales for the internal business units because external rollouts are part of Networks' business segment and not in the professional services segment.

▼ SALES PER BUSINESS SEGMENT



Source: Ericsson's annual report.

Sony Ericsson growth lower than expected

SALES Sony Ericsson and its CEO Dick Komiyama announced on March 19 that sales and profit are likely to be lower than expected in the first quarter of 2008. Its quarterly report will be released on April 23. Samsung has lowered its sales forecast for the year, writes newsletter Wireless Week. But it expects profit to increase.



Dick Komiyama

Tune in on CNN

MARKETING Ericsson and CNN International will continue their Just Imagine partnership, which started last year. Five different Ericsson-sponsored programs will run on the global TV channel and on its website, starting May 12, in which five visionaries from different areas give their view on what the future could look like. The partnership runs until October and includes a lot more, including Ericsson commercials spots, joint PR activities, customer events and a global internal Ericsson campaign.



Top five intranet articles

NEWS These were the global intranet articles that attracted the most interest in March.

- 1 RD site consolidation announced
- 2 RD meets lead time reduction target
- 3 The value of support
- 4 Swap-out sweeps out Nokia
- 5 Keeping the lead, but can do better



PHOTO: SCANPIX

The noticeboard was one of yesterday's advertising spaces. Today's TV and print channels are losing market share as companies spend more on internet advertising. This may pave the way for the mobile as an advertising channel.

Your mobile – the next big advertising space?

Mobile marketing is getting more attention than ever, but there are still hurdles to cross before the mobile channel is established – education being one, says Laura Marriott, President of the Mobile Marketing Association.

MARKETING Companies are shifting their advertising budgets from TV and print towards digital media.

That could help position the mobile as a marketing channel. The telecom industry has talked about mobile marketing for years, but so far it has not taken off. Companies have chosen not to put their advertising money into the new channel to any large extent.

Coca-Cola pioneers

"Mobile marketing is still relatively new for a majority of brands," Marriott says. "But early

adopters are beginning to invest heavily in it."

The early adopters are mainly consumer brands, such as Coca-Cola, Procter & Gamble, automobile companies, handset manufacturers and travel agencies. But even "un-sexy" industries are picking up the new channel. Swedish insurance company AMF Pension was recognized for the best mobile marketing campaign at this year's Mobile World Congress in Barcelona. Its MMS campaign was integrated with AMF's brand-building TV campaign. The AMF example puts light on one important insight brands should have when they consider the mobile channel.

"I don't think it should be looked at as a stand-alone channel,"



Laura Marriott

Marriott says. "The mobile channel is best used integrated with other marketing channels such as radio, TV, the internet and others. Today it is mainly integrated with other digital and traditional media channels."

One big issue for the success of mobile marketing is consumer education, Marriott says.

"It's not just about brands and advertising agencies learning about how they leverage the mobile channel, but also

about consumers knowing how to use the more advanced features of their phones," she says. "Consumers, in some cases, are also concerned about the impact a campaign can have on them and they don't want mobile marketing to be pushy or intrusive. Education has a key role here so it becomes something consumers want and participate in via opt-in rather than something brands push."

✉ Jonas Blomqvist

Laura Marriott's view on operators and mobile marketing

"Operators are in a unique position to educate both companies and consumers on the benefits of mobile marketing – but are also well positioned to help ensure relevance and context of each and every mobile marketing campaign to the consumer. For example, operators have access to location-based information, not available to brands directly, which make the operator supported service more applicable and of higher potential value to the consumer. Operators are an integral piece of the value chain for mobile marketing and mobile advertising success."

New career model for 29,000

Ericsson's first global career model is up and running. Business Unit Global Services' 29,000 employees are all included in the model, which will strengthen strategic competence work.

COMPETENCE Global Services' career model describes the different job roles within the business unit and what competencies are required for each role.

The model is important from a company perspective. The business unit now knows what areas of competence exist throughout Global Services as all employees have entered their competence profiles into the Human Resources Management System (HRMS). This is a good foundation for future planning.

For example, let's say a market unit realizes that,

based on planned customer projects, it needs to take on more solutions architects. Armed with that knowledge, it can further educate its staff, identify where employees with the right competence are and try to entice them to move to a new place, or recruit new staff.

Right place Karin Stjern Dahl, who is responsible for develop-

ing the career model, says it deals with improving Ericsson's competitiveness and quality in delivery. "With this in place, we can ensure we have the right competence in the right place in time and do it more quickly, which has previously been a problem," she says. "The model is a step towards turning Business Unit Global Services into a global organization."

✉ Jonas Blomqvist

WHAT DOES THE CAREER MODEL DO FOR YOU?



Armando Peduto, integration engineer, Italy
"I think career models can give everybody a clearer picture of the

opportunities and the possible career paths that exist. I think it is important to know what skills and competencies are required for each job profile so that everyone has the chance to commit to a personal career development plan to fill any competence gaps that there may be.

"Through the career model we can understand what competence is needed in our own organization and how each one of us can contribute to the common aim."



Maria Rosaria Bonifacio, head of HR, South East Europe (becomes head of HR at Global Services in May)

"The model is a powerful tool both internally and externally. Internally it can give support to all the stakeholders involved: employees, managers, HR. It clarifies the competence needs as well as the path to professional development for the organization. It can also support managers when holding 1:1 discussions with employees. From the business perspective, it aligns the organization with customer needs as well as allowing it to prepare for future customer demands."



Valter D'Avino, Vice President, Services, Market Unit South East Europe

"In our market unit, the service-delivery organization comprises more than 2000 people. The model gives us the ability to map all our competencies, which will help us be ready to deliver services with the right people with the right competencies at the right time and at the right cost. It moves the model a step closer towards operational excellence. The model gives us the basic infrastructure we need to create a proper, strategic competence-development plan aligned with our business needs."

US top of patent league

INNOVATION Ericsson submitted more international patents than any other Swedish company last year, Dagens Nyheter reports. With 597 applications, the company came 21st in the world. Sony Ericsson doubled its number of applications to 360 and came 31st, a huge leap from 83rd place in 2006. In total, the global number of applications increased by 4.7 percent to 156,100.

The us applied for the most international patents. Sweden took 10th place for the second year in a row, with 3533 applications – ahead of countries such as Italy, Canada and Finland.

▼ PATENT APPLICATIONS

1. US
2. Japan
3. Germany
4. South Korea
5. France
6. UK
7. China
8. Netherlands
9. Switzerland
10. Sweden

Source: Awapatent/
Dagens Nyheter

Bharti award

INDIA For the second year in succession, India's biggest mobile operator, Bharti Airtel, has presented its Distinguished Partner Award to Ericsson. Mats Granryd, head of Ericsson in India, and Bimal Dayal, vice president and key account manager for Bharti, received the prize.

IPTV GREAT FOR GREECE

In the first major IPTV contract with a large regional European operator, Ericsson will supply a complete solution to Greece's OTE, which has 70 percent of its national telecoms market.

GREECE The operator plans to launch IPTV to almost 110,000 Greek subscribers in two stages. The idea is to offer "triple play" (telephony, tv and broadband) over the broadband network to strengthen OTE's competitiveness.

Ericsson's key account manager, Christos Xanthopoulos, says OTE hopes the new technology will help it retain more subscribers, a challeng-

ing area today. "It also hopes to win back customers it has lost," he says.

OTE is an important regional player in southeastern Europe with operations in Albania, Bulgaria, Macedonia, Romania and Serbia. The operator also wants to expand further.

"From a global perspective, this contract represents our biggest deal to date in IPTV with a major multi-country operator. Not only do we have OTE as a crucial reference for contracts with other major operators but we also have the possibility of striking new deals in other countries where it operates," Xanthopoulos says.

✉ Rajya Sjunnesson Rao



PHOTO: SCANPIX

She will soon get IPTV.

154%

This is how much mobile broadband usage increased in the US in 2007, according to a survey by comScore.



Web 2.0 is important to Alan Dix at Ericsson in England. But he thinks that Ericsson hasn't yet **seen the value** of the new ways of communication.

DARE TO SHARE

NEW WAYS OF COMMUNICATING

Blogs, wikis and communities are gaining ground in the corporate world. More companies are realizing that they can save both **time and money** when employees share information and exchange knowledge with colleagues, customers and the general public. This is also **becoming a hot** issue within Ericsson.

“We’ve been too old-fashioned”



GUILDFORD
THE UK, EUROPE

Alan Dix is frustrated. He says that Ericsson consists of about 74,000 talented employees but most of the company’s intellectual capital is stuck in employees’ heads or in their computers. He wants to set it free.

When Cisco launched “Video Datasheets” on their website – short video clips or video podcasts about the company’s products – it triggered what could almost be described as a flood of consumers. The clips are now the most visited links on the website. On one of about a dozen Cisco external blogs, customers are informed about “click-to-chat,” where you can contact Cisco employees through instant messaging, and also about where consumers can add their comments. Consumers and customers can subscribe to more than 350 RSS feeds (see box, page 24) and to audio and video podcasts via iTunes.

“We should be comparing ourselves

with the best companies in the industry and the best companies globally, not just our competitors,” says Alan Dix, from Strategic Marketing at Market Unit North Western Europe. “Ericsson wants to be an industry leader and be a ‘prime driver in an all-communicating world.’ But the fact is that, when it comes to Web 2.0, Ericsson is just learning to walk.”

He thinks that today Ericsson’s communications machinery consists largely of one-way channels, which is excellent for monologues, but catastrophic for conversations.

“At Ericsson, a large number of people are reluctant to share their knowledge online.”

Dix joined Ericsson as part of the Marconi integration in 2006 and as such has seen Ericsson from the outside. He says that Web 2.0 is as big and as important to him today as the internet was to him when it arrived, but that Ericsson has not yet realized ▶



With Web 2.0, productive conversations with colleagues will also be possible digitally.

“Without the ability to use and read RSS feeds, I feel cut off from what is happening”

Alan Dix

- ▶ the value of the new ways of communicating and collaborating.

“I was fortunate to be part of Ericsson’s ‘pre-GMC team’ in 2007 and saw Web 2.0 emerge as a key topic,” he says. “While that was a good first step, I felt that progress stalled soon afterwards.”

He wants Ericsson to learn to share more – experiences, knowledge and opinions.

“With the exception of the community groups in the recently launched Knowledge Base, there is very little conversation, or participation taking place on the intranet, and that’s a huge shame. We need to use the latest Web 2.0 tools to harness the collective intelligence of the organization.”

Web 2.0 implies totally new ways of communicating and Dix says that if the company adopts it, knowledge sharing and collaboration will transform Ericsson’s ways of working.

“As a result of our employees hav-

ing a voice they are more likely to be motivated, engaged and to participate than ever before,” Dix says.

If you follow Dix during his working day, you see what he means. Web 2.0 permeates his work. His base is Manchester in the UK, but today he is in Guildford, southwest of London. He connects his computer in a couple of seconds and soon afterwards he has received almost 100 RSS updates in a special folder in his Microsoft Outlook. He has an RSS feed reader program that is integrated with his e-mail and this collects information from websites and blogs all over the internet that he has subscribed to and considers useful in his job. It can be about what competitors are doing, regulatory developments, latest operator news, general telecom news or even the latest developments within Web 2.0.

“This is how it should work,” he says. “All this information comes straight to me. Without the ability

to use and read RSS feeds, I feel cut off from what is happening.”

He can avoid wasting time jumping between different websites to find information. With RSS, everything comes to him as soon as it has been added to a web site. Dix uses the same application as for his e-mail but all the information delivered from the RSS feeds is kept separate. It enables him to quickly scan a large number of sources. He can organize the information the way he wants it, flag and forward it.

On his own blog, “MUNWE Web 2.0 Blog,” where he writes about Web 2.0 and what Ericsson and its competitors are doing in the area, Dix can see who has commented on what he has written. With just two clicks, he can see all the names of those who have commented on his blog posts, and with a further two clicks can sort comments by the name of the colleague who has commented. He demonstrates how easy it is to respond to a comment by writing a quick comment on Helena

Did you know...

... that there is an Ericsson group on Facebook which has more than 7000 members? It has grown from only 1600 members in July 2007. Are you there too?

HELENA NORRMAN: "THINGS ARE MOVING QUICKLY"



Helena Norrman

Helena Norrman, Ericsson's head of internal communications, about Alan Dix saying that Ericsson has been too slow within Web 2.0. Is he right?

"We weren't one of the first companies to adapt to the new opportunities, but once we made a decision, things moved quickly. Web 2.0 was recently established "for real" at Ericsson with the launch of ERICOLL. With ERICOLL, all employees can cooperate through blogs and wikis, among other things."

What will Ericsson gain by adopting Web 2.0?

"It's very interesting to see how we can create business value with Web 2.0. We usually talk about "Enterprise 2.0" to describe this area of Web 2.0. But the tools are just the start. The challenge is in finding ways of working that help us to use them. It's about sharing information, but also about dealing with security and personal integrity."

What will Web 2.0 mean for Ericsson's communication staff?

"It will lead to changes. Editorial

material won't disappear from the intranet, but in the future we'll also have an increasingly important role as communication advisors and internal opinion makers. I already get great enjoyment out of my blog and our "Internal Communications Community," a part of Knowledge Base, to keep in contact with all of those who work with internal communication all over the world. I've also had great help from the project sites we have to come up with Ericsson's new communications strategy, and those sites that exist for us in the "GMC 2008 core team."

Norrman's blog, Ericsson's head of internal communications.

Within Ericsson, Market Unit North Western Europe is the unit that has come furthest with the adoption of blogging and is responsible for about one third of the company's blogs. The unit's home page has a link to a local blog library, giving information on the blogs and how to start your own.

"It has helped enormously that our head of internal communications, Adam Lloyd, is completely on board with Web 2.0," Dix says. "Without his help and support we just wouldn't have made the same progress."

Dix wants employees to be given the capability to converse, engage and participate via the company intranet. It is not complicated, he explains, it is about trying the applications that are there – experimenting. According to

Dix this is also vital if Ericsson wants to attract the best potential employees in the future.

"Imagine a young person who joins Ericsson straight from university or college today," he says. "They are used to communicating using Wikis, RSS, blogs and other tools within Web 2.0 and would expect access to this at Ericsson."

And a well-known term within Ericsson is "digital natives," those who have grown up with digital media and web 2.0. So how did Dix, a man in his 40s, manage to embrace Web 2.0? He says that it was important to set aside time to experiment with the new tools. You try, make mistakes, try again, and learn which tools you want to use and can benefit from.

"It took me a year from not knowing anything to starting my own blog," he

says. "Was I nervous when I was about to write my first blog post? You bet. I don't see myself as a natural blogger but I got to the point when I realized that to really understand it I would just have to dive in."

Dix wishes to stress, however, that things are actually happening within Web 2.0 at Ericsson. He sees it "bubbling beneath the surface" and senses a growing awareness of Web 2.0 in the organization. Though, nowhere near as fast as he would like.

"If we wait one more year, I'll be very concerned," he says. There are a lot of real enthusiasts for this way of working in the company who recognize the value but they are very distributed."

To move forward Dix wants the intranet to be improved, making the tools available and letting people know how to access and use them, and then

HANS BERGSTRÖM: "IT IMPROVES OUR RESULTS"



Hans Bergström

Hans Bergström works within Open Source, developing, improving and correcting codes.

What does your group do within Ericsson?

"We work with technology strategy, but also with "collaborational ways of working," where we want to increase collaboration internally and externally."

Which tools do you use in your work?

"We use our own wiki. We also use eforge for the internal development community. And we use Sametime for online meetings, Knowledgebase

and RSS. We're not using blogs yet, but we're examining how they can be used in an external Ericsson community."

How has this helped you in your work?

"It increases openness and improves our results because we can get more people to contribute their knowledge to individual investigations. It saves time if you get help from people from outside the team."

Why is Web 2.0 not progressing more quickly?

"It is very much a cultural matter.

This requires new ways of working, new ways of measuring and new ways of working together. But a change is coming from below. I hope we get all the managers' support, and that they encourage this way of working and ensure that the tools are there."

What do you expect for the future in this area?

"I'm convinced that we will make use of these methods within Ericsson. The argument is that we need them to meet the growing competition."

“EriCOLL will help employees use a wiki or a blog”

► the same should be done with Ericsson’s external website, ericsson.com. This is where companies’ communications staff can play an important role.

Dix believes that they have to take Web 2.0 on board, learn how they can increase interactivity with their readers and how they can use the concept. This goes for the intranet, external websites, internal and customer magazines and all other digital media such as podcasts and video.

“We’ve been too old-fashioned in how we communicate, both externally and internally. Many of the longest and most packaged texts on the intranet are not read by a lot of people and it has been very difficult to find the blogs,” he says. “We wouldn’t accept our products falling behind the competition so why have we allowed Ericsson to fall behind in Web 2.0?”



Mats Renée

Mats Renée, who is responsible for web issues at Ericsson, understands Dix’s views.

“He’s right in many respects,” Renée says. “But I think it’s important

that we don’t get too bogged down in the technical aspects of this matter. We should look at the business value instead. The matter should be raised from being about functions to being about strategies. I really appreciate us having people who constantly question things and experiment at Ericsson. But in this case, we should also look at the benefit our company can have from this type of communication.”

In the end, Renée says it is about not regarding Web 2.0 as a “cool thing.” Everyone should ask themselves what they can gain from adopting the new way of thinking?

In April and May, Ericsson is making RSS feeds available on its external website. The company is also redesigning its external website to make it more in line with Web 2.0.

“Ericsson has never been a leader in this type of process, but we’ve always been good,” Renée says. “Web 2.0 and various kinds of social media aren’t so much a technological development as a cultural change. And we obviously want to be involved.”

Text: Staffan J Thorsell Photo: Kit Fanner



MARIA SERRA: “WE WANT OPEN, HONEST DISCUSSION”



Maria Serra

EriCOLL is Ericsson’s first central platform for social media (Web 2.0), and collaboration@ericsson will help employees find answers on, for example, how to use a wiki or a blog.

Maria Serra, process manager for Online Collaboration at Ericsson, was asked about the new platform and site.

What are the advantages of Web 2.0 for an Ericsson employee?

With more interactive services such as blogs and wikis, all entries can be submitted by you personally, and you also receive direct feedback. Soon (during Q2) it will also be possible to include more information about yourself.

Are there any rules about how an

employee should behave on the internet?

“We want an atmosphere that promotes open, honest discussion. The hope is that more employees will comment, discuss and be active on the digital meeting places. But the same rules obviously apply for behavior and ethics on the intranet as in our normal day-to-day work.”

Why has the platform not been launched until now?

“It takes time for new ways of working to mature in large organizations. Before, we were more focused on one-way communication and structure, not on interactive services. Together

with ‘EriCOLL’ we will continue what has already been started, such as ‘same time’, where the number of online meetings increased by 60 percent in January compared with December.” (Read more in the box on page 21).

What technical limitations do you see today?

“There are risks concerning information security, integrity issues and legal aspects. There could also be problems with performance when many people use this type of interactive service at the same time. There are also still bad connections at some Ericsson offices around the world, which also limits usage.”

Adam Lloyd and Adam Dix want to get more people to use Web 2.0.



SOME GOOD TOOLS FOR WEB 2.0

FIVE USEFUL HINTS ▶ Try these out on Ericsson's intranet...

- 1.** EricOLL – a central platform and help tool for all employees
- 2.** e-Forge – internal site for software designers
- 3.** Knowledge Base – meeting place for Community of practice. The plan is for Knowledge Base to be consolidated with EricOLL in 2008
- 4.** Same time – Ericsson's tool for chat and online meetings.
- 5.** Ericsson Project Place (EPP) – a meeting place for different projects to discuss, publish and share information. EPP will be accessible in the new EricOLL platform during the second quarter of 2008.

Did you know...

... that there are about 30 internal bloggers at Ericsson? Ericsson's Market Unit North Western Europe has the most blogs. The blogs are listed in a blog library.

»» **“Web 2.0 makes employees happier and more productive”** »»

DARE TO SHARE

NEW WAYS OF COMMUNICATING



Richard Dennison and Ross Chestney have fought long and hard to bring Web 2.0 to BT, formerly British Telecom.

At BT everyone is connected



LONDON
THE UK EUROPE

Getting employees and management at one of the world's leading telecommunications companies to see the value of Web 2.0 has not been easy. But BT now has one of the world's biggest and most successful intranets.

"Web 2.0 is making BT more transparent," Ross Chestney, BT Head of Communication Services, says. "As a manager, you get an overview and a sharper insight of how to solve problems. Employees are connected to each other so they can share their knowledge and opinions, create and become more innovative."

Recently, the British Association of Communicators in Business, an organization for employees within internal communication, called Chestney a pioneer.

Today, BT's intranet has several wikis – the biggest one is BTpedia. Anyone can supply material, and so far there are more than 700 articles on everything from systems and products to working hours and coffee machines. Anyone can edit whatever has been published.

There is also a "Topic of the Month," and employees are encouraged to write about topics such as what the company's core values mean to them. It is a competition and BT gives a donation to a charity chosen by the contributor of the month.

Onet's Blog Central there are about 30 business blogs and more than 12,000 personal blogs – both top managers and employees have their own. They comment on BT's products, working conditions and organization, and Chestney says that this results in a straightforward and more human flow of information.

"We can eliminate repetitive information and avoid communication melt-downs," he says. "We're making knowledge available and making it possible for everyone to communicate with each other without a middleman

approving or commenting on people's view of reality."

BT's intranet also has podcasting functions and its own version of Facebook – called MyPages – where employees can create profiles, add pictures and organize contacts.

Richard Dennison, Intranet and Channel Strategy Manager at BT, says that Web 2.0 is precisely about personal and corporate content co-existing.

"Web 2.0 enables employees to be human in their jobs; they can express their feelings and opinions and feel involved," he says. "It makes them happier and more productive. It's about interactivity and collaboration."

Dennison says that companies have become dehumanized. Employees often shut themselves off when they get to work – they become quiet, obedient workers. BT's vision is that everyone should express themselves and have constant and immediate access to the company's constant stream of information and knowledge.

"It creates more flexible working hours, and that is a big thing at BT," he says. "Why shouldn't I be able to go out shopping for an hour in the morning, and instead work a little longer if I want to? Employees should be measured on what they do, not when they do it or where. Obviously, we have deadlines and meetings, but it's all about maturity and common sense."

Web 2.0 does not mean employees must constantly search for new information and read blogs on the intranet; that would defeat its purpose and instead increase stress. But everything should be available and Dennison says that RSS (*see box, page 24*) is the glue that holds social media together. The key word has been experimentation – allowing the employees access to the tools and seeing what works and what doesn't.

Many employees also blog externally on the internet. The journey from internal to external blogging was not

HINTS FOR COMPANIES THAT WANT TO USE SOCIAL MEDIA

DO:

- ▶ ... things to make it easier for the staff by having easy-to-use tools. Start with something that takes a few seconds to learn, something that clearly shows how simple it is to participate and contribute.
- ▶ ... things to inspire others. Find someone who is already an "evangelist" within the company to inspire other employees.
- ▶ ... include managers' blogs. Let the management lead by example.

DON'T:

- ▶ ... assume that just because new, digital tools are being introduced by the company, they will automatically be used by the staff. It takes time; a company must be patient.
- ▶ ... believe that the tools themselves can make a difference. They don't; they are only technical. The important thing is if and how the employees use them.
- ▶ ... force people to contribute and participate. The employees should decide themselves when and how to use the platforms. Forcing people removes the point of using social media.

Source: Andrew McAfee, Harvard Business School

Did you know...

... that corporate culture is listed as the biggest obstacle to increased cooperation within organizations? This is shown in a survey by CIO Insight. Other obstacles are, by rank, order, lack of training, lack of support from managers, lack of IT infrastructure, lack of information protection and technical failings in tools for cooperation.

“The blogosphere on the internet is like the surface of the moon - full of cracks, mountains and uneven landscapes”

Richard Dennison

► without challenges – initially the team’s proposal was rejected outright. It took another nine months and a lot of work to finally gain approval. The plan involved reviewing who in BT was already blogging, what the blogosphere had to say about BT and what other peer organizations were doing. Now BT’s external bloggers have to make it clear that they do not represent the company, but one consumer recently commented on a certain post: “I thought that BT was a telephone company. But you understand what it’s all about and write about real things instead of just your products.”

“The blogosphere on the internet is like the surface of the moon – full of cracks, mountains and uneven landscapes,” Dennison says. “And that is how it should be; not everything suits everyone. But everything is there, and you can find your own hill with like-minded people and share experiences with them. We would prefer that those of our employees who like to blog externally blend into the landscape based upon their

competence and experience rather than having them all under a BT corporate blogging banner. The fact that they work for BT is not really relevant – they are valued for the insights to their specific part of the landscape, rather than for being an employee of BT.”

Chestney says that introducing Web 2.0 has taken a lot of courage and persistence. In one way, the secret has been not to palm things off on people too early. No one tells the employees that they have to blog or that they have to write on BTpedia. They are only told that these things exist, and are encouraged to try them out.

Some take a little longer to adjust to the new culture. Chestney explains that employees within communication have been particularly hard to convince because they are “used to packaging the company’s information and messages and then making sure these are well polished before publishing onto the intranet.”

“They have to wake up and realize that their role will change,”

Dennison says. “They must take in social media if they’re not to be obsolete in the future. One example is our chat with BT’s CEO Ben Verwaayen. Every six weeks, he chats with the employees and personally answers their questions, straight to the point and honestly, with spelling mistakes and all. He has a communications manager with him, but that person does not actually do anything during these sessions.”

BT’s management may not officially approve of everything being done within social media, but they tolerate it, Dennison explains. It’s common for managers to react strongly to the topics discussed openly on BT’s intranet, and they can instinctively think that some discussions are inappropriate.

“But then they often think one step further and really look at what the employees are actually saying.”

Text: Staffan J Thorsell Photo: Kit Fanner

In action:

At one point, all employees at BT were given a BT product as a benefit, which meant that everyone knew its flaws. The product manager had blogged about the product’s advantages, which many did not agree on, and the comments came flooding in. The product manager took the opinions to the product team and was then able to tell the employees on his blog how the product had been improved, thanks to their comments.

CONTACT EXPLAINS THE DEFINITIONS

Both **Web 2.0** and **Social Media** are used as collective names for ways of communicating and tools for open, web-based communication where anyone can participate, unlike information from senders to recipients. Web 2.0 tools are for giving people a voice and making knowledge sharing easier, and not just between those who already know each other.

Enterprise 2.0: Web 2.0 in the corporate world.

rss: Stands for Really Simple Syndication and means you avoid having to surf. By having rss you can receive news, blog entries and other web updates to your mailbox or rss reader. It makes it easier to keep up with what is happening.

Blog: An abbreviation of web-log, a basic website where usually one person writes about a subject. One important difference with normal sites is that the users can write comments, which makes the blog a conversation place. It can lie inside a company’s firewalls. Managers can use blogs to communicate with their employees.

Wiki: Comes from Hawaiian “wiki wiki” which means quickly. All users can submit texts and edit others’ texts on the website, and users have control. Companies use wikis as cooperational tools for projects and document handling.

Social network sites: Websites such as Facebook and My Space, where people meet. Companies can have



their own internal network sites.

Community: A digital meeting place for people with a common interest.

Social bookmarking: Also “tagging”. You share your internet bookmarks with others.

Podcasting: Video and sound for portable devices and computers. These can be used internally within companies and externally for different target groups.

“Unleash the employees”

Companies where employees actively participate in digital platforms are more effective and profitable, says Harvard professor Andrew McAfee, who is studying how the rise of Web 2.0 or social media is influencing the corporate world.

“These days, it’s no longer expensive to share information, so companies can afford to have more than one official channel,” McAfee says. “Unleash the employees on the internet.”

McAfee is professor in economics at Harvard Business School in Boston, US and has specialized in how managers can use IT to achieve their business goals.

Digital meeting places and channels mean that employees can easily find useful resources – both information and people. They can also contribute with their own suggestions. Used correctly, Web 2.0 saves both time and money, he says. Instead of having your inbox filled with cc’d mail that you have no use for or calling 10 people to look for an answer, you can find out the answer in a colleague’s blog or chat with colleagues you never knew existed.

McAfee divides the employees’ contacts inside and outside the company into “actual ties” (those with whom you work a lot); “weak ties” (those who you only vaguely know what they do); and “potential ties” (those who you had no idea about, but who are useful in your work) – and you find this last group through Web 2.0.

There are no figures for increased profitability with Web 2.0; the research is so far almost as new as the phenom-

enon itself. But McAfee does have several examples from his case studies, such as the departmental head who on an internal blog found the solution to another team’s problem, which saved the company about USD 500,000.

“Companies point out that they become keener, react quicker and that many potential contacts become genuine contacts,” McAfee says.

The expansion of the group efforts is important both for the information flow to stay up to date and for reaching the right people both internally and externally.

Surprisingly enough, McAfee names the US secret service organization the CIA as a model within social media. After the terrorist attacks on September 11, 2001, it was clear that information handling had to be improved; the right people had to receive the right information, at the right time. Within the CIA, Web 2.0 is now being used in different forms. Although the CIA handles highly sensitive information, its leaders believe that the organization is better off if all employees can contribute and search for information.

But what are the risks of having such an information flow? Imagine if employees leak unsuitable information, or behave badly on the digital platforms.

“It’s very unusual (for things to go wrong),” McAfee says. “Managers often say that they rely on their employees and see them as their biggest asset. The managers we’ve talked to say that these tools strengthen their staff.”

✉ Text: Helena Jansson
Photo: Tsar Fedorsky



Andrew McAfee, professor in economics at Harvard Business School.



ERICSSON RESPONSE

Sarah is always prepared

Sarah Gannon, a volunteer with Ericsson Response, says her work with the organization has meant experiencing things she can never forget. But she is aware that she **makes a difference** and does not regret her participation for a second.



Hailing from Ireland, Sarah has lived in Stockholm for the past six years. A trained engineer with a background in physics, she had always hoped that as an Ericsson employee she could fulfill her strong desire to help those in need. Volunteering for Ericsson Response has allowed her to do just that.

In 2001, she graduated from Queen's University in Belfast and started working at Ericsson. Two years later, after reading the Ericsson Response website, this R&D manager for Connectivity Packet Platform (CPP) support joined the Ericsson Response team of volunteers.

"I applied, and they needed someone with an IT background for a project in Switzerland," Sarah says. Within weeks she was off to Geneva to set up WIDER (Wireless Local Area Network in Disaster and Emergency Response) demonstrations for the Office of the

UN High Commissioner for Refugees (UNHCR). The WIDER system makes it possible for UNHCR staff to go to disaster areas and help people communicate. This was an excellent chance for Sarah to put her IT skills to use; then, a year later, she was needed in a much more hands-on way.

It was December 26, 2004. Sarah recalls that she was with her brother in a pub in Ireland "avoiding going to mass" when, on the television set, she caught traumatic glimpses of the extreme devastation wreaked by the tsunami that killed hundreds of thousands of people in Indonesia, Sri Lanka, Thailand and the surrounding region. Sarah left Ireland, returned to Stockholm immediately and began making plans to fly to the Indonesian island of Sumatra.

An Ericsson Response representative went out first to the Indonesian capital Jakarta to set up a GSM

Sarah Gannon is never far from her suitcase. As an Ericsson Response volunteer, she is always ready to pack her belongings and head off to a disaster area.

"I didn't want to leave, but the experience was so intense; you could only stay for a short time." Sarah Gannon



The work in Banda Aceh was done under extremely spartan conditions. The most important thing was to constantly ensure the team had the right information. Here, Sarah Gannon and some of her colleagues are sitting on the floor in their quickly assembled communications center.

► system. Within a week, Sarah was in Banda Aceh, Sumatra, with a UNHCR delegation.

She says: "As I sat on the plane on the way there, I remember thinking to myself: 'I'm not prepared for this.' Of course, you need to know the basic training, and you need to know yourself. But you can never prepare yourself for what you are about to see."

On arrival in Banda Aceh, Sarah was overwhelmed by the horrific aftermath of the disaster, finding small comfort only in the warm welcome she received from the UN team. "The UNHCR team was fantastic, and I felt at home right away," she says. "It was the most tremendous and horrible experience of my life. The sorrow and the smell are things I will never forget. There was unbelievable devastation."

The people of Sumatra also made a strong impression on her. "Everyone had lost someone, and yet these people were filled with so much hope and a desire to help, and to go on with life," she says.

Sarah was put to work immediately, setting up radio frequencies and a network so that rescue crews could use walkie-talkies to communicate. There was no time for rest or for sorrow. "It was fantastic to be working with a group of people with such a wide variety of skills," she says. "Each evening, we talked about our day over dinner. It was so intense, so exhausting and so inspiring all at the same time."

Sarah says the most challenging thing for her during those weeks was the frustration of not always being sure what kind of contribution she was making to the operation as a whole. "We were providing communication for all the UN agencies working in the area, radio checks for security which allowed workers to call back to base to let the team know they were OK, and communication for the rescue crews," she says. "But I wish I could have done more."

Sarah reminisces about the strong teamwork in the area she was working in. "We learned that the most important thing is information," she says. "The people involved needed maps of the area, reports on those affected, the status of and data on the rescue mission, and so on. In Banda Aceh, the only way to get this information was to drive through the devastation for five or 10 miles, get to a computer with access to the internet, copy the information onto a USB stick, and then drive back to the base to share it with the others."

Sarah says she could not help but notice how much time was being wasted. "If there had been a wireless network

so those involved could upload this information to a website, it would have been much more efficient," she says. "Amid all the chaos, it was clear that communication was an important tool for survival. This experience taught us how to plan for future events."

For Ericsson Response, that is precisely what came out of its tsunami experience: The team was able to see the potential for doing better the next time. Sarah says: "We saw how we could do things in a more orderly way, and build up a network to better prepare us for the next disaster. Ericsson Response is the best part of Ericsson. I'm very proud that I work for a company that deems this kind of work so important."

Five weeks after touching down in Banda Aceh, and buffered by a lifetime's worth of experiences, Sarah was heading back to Stockholm and her day-to-day work at Ericsson.

A year later, she was on a flight to Pakistan to help those affected by the massive Muzaffarabad earthquake. That may seem a long time, but there is a rule in the Ericsson Response program stating that a full 12 months must pass before a volunteer goes out into the field again. Sarah says that time is a necessary part of the healing process.

Sarah says working with Ericsson Response in Sumatra changed her life.

"I didn't want to leave," she says. "But the experience was so intense; you could only stay for a short time. Death was all around us. The UNHCR spoke to everyone to help us deal with what we saw, but you can never forget."

The best memory Sarah has is of one evening when the team was talking about how they would make a documentary about the work they were doing. "It was so sad that it was funny," she says, noting that they had to laugh to keep from crying. "The enormity of the devastation all around us somehow brought us really close."

► Karyn McGettigan

Ericsson Response in brief

► Ericsson Response is a global initiative aimed at developing a better and faster response to human suffering caused by disasters. Actively working with leading relief organizations, Ericsson Response encourages cooperation with telecommunication operators and other

corporate partners. Ericsson is unique within the telecom industry in its way of working with employees as volunteers. Other telecom companies also participate in aid work, but this mostly concerns sending contributions or taking part in isolated aid efforts.

The program promotes the use of telecommunications for humanitarian and social issues, and strives to better understand disasters and disaster response. Interested in getting involved in Ericsson Response? E-mail: ericsson.response@ericsson.com



Banda Aceh 2004. The signs of devastation were visible everywhere after the tsunami.

»» **Volunteers make the difference** »»



PHOTO: ERICSSON ARCHIVE

For Rima Qureshi, overall responsibility for Ericsson Response, the most rewarding part of working with Ericsson Response is hearing the stories from on-site volunteers.

Volunteers make the difference

World disasters continue to grow in frequency and intensity, and communication often plays a vital part in coordinated rescue efforts. A fast and efficient response can mean the difference between life and death. Ericsson Response plays an important role.

Rima Qureshi, who has overall responsibility for Ericsson Response, says: "The objective of Ericsson Response is to work

with international humanitarian organizations (the United Nations, the International Federation of Red Cross and Red Crescent Societies, and the Swedish Rescue Service). This distinguishes us from corporate responsibility initiatives that may be happening locally in each market unit."

Qureshi's team includes Stig Lindström, who is in charge of operations, Bengt Herbner, head of Ericsson Response, and Dag Nielsen, who is responsible

for partnerships. They believe it is the volunteers in the program that make this global initiative so special.

Qureshi says knowing that the work is making a difference is what really matters. For her, the most rewarding part of working with Ericsson Response is hearing the stories from on-site volunteers or those who helped remotely, and understanding how they were able to use their knowledge.

✉ Karyn McGettigan

DID YOU KNOW THAT...

... Ericsson Response recently received the Community Advancement through Project Management Award from the Project Management Institute.
▶ The honor recognizes the

program's efforts in supporting relief operations in the wake of the October 2005 earthquake in Muzaffarabad, Pakistan. By deploying the emergency response system, volunteers supported the humanitarian

organizations which, for the first time, worked on the same local telecommunications infrastructure. This resulted in increased cooperation and efficiency in the relief operations.

RESPONSE SAVES LIVES

Ericsson Response has provided relief in the wake of the following disasters:

2006

- ▶ **Lebanon**
Assisted in relief operations following the Israeli/Hezbollah conflict.
- ▶ **South Asia/Pakistan**
Provided communications following an earthquake.

2005

- ▶ **Beringia Arctic**
Provided a GSM system to a research expedition.

2004

- ▶ **Asia**
Responded to an earthquake that resulted in a series of tsunamis in Indonesia, Sri Lanka, India, the Maldives, Thailand, Malaysia and east Africa.
- ▶ **Caribbean**
Worked with the International Red Cross before, during and after hurricanes hit several Caribbean islands.
- ▶ **North Pole**
Assisted the Arctic Coring Expedition's environmental research.
- ▶ **Sudan**
Partnered with the UN World Food Program.
- ▶ **Dominican Republic**
Provided relief after severe flooding.

2003

- ▶ **Iran**
Provided communication following an earthquake in Bam.
- ▶ **Liberia**
Partnered with the UN World Food Program.
- ▶ **Algeria**
Assisted relief operations in the wake of an earthquake near Algiers.
- ▶ **Iraq/Dubai**
Assisted the UN World Food Program in relief operations.

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TAKING YOU FORWARD

"I'm skeptical"

The **mobile-TV market grew 36 percent** between January and November last year. But Martin Garner, telecoms analyst at Ovum, says it is too early to celebrate. Because a certain group of consumers – those who have grown tired of mobile TV – also grew, by 68 percent according to the market measurement company M:Metrix .

Why do you think mobile tv is not taking off?

I don't think enough users want to pay a significant amount for broadcast (linear) tv in their mobiles. They may want some mobile-tv services in certain situations, but their willingness to pay is low. I believe that a lot of marketing around mobile tv has been based on users having access to their favorite programs when they can't access traditional tv. But this hasn't worked well so far; in many cases the quality of the user experience has not been good enough.

More people would use tv on their mobile if it were possible to find a particular program exactly when they want to see it, as with IPTV. But it doesn't work like that right now.

But isn't the vision of mobile tv about more than just linear tv?

Yes, although recently I've seen some evidence that one user case of mobile tv is for consumers to leave their mobile tv service running beside them on the table or desk and listen to the content, like a radio. However, big changes are taking place in patterns of tv consumption, thanks to the internet, and



Martin Garner

we mainly expect consumers using tv on their mobile to follow those trends.

You sound skeptical?

Yes. I believe very strongly in people using video on their mobile phones – it's a medium that fits the devices very well and has huge consumer appeal. But I don't think linear mobile tv will ever become a mass-consumer service. I simply don't believe that enough people will pay enough money for it to make the business case worthwhile. Consumers would rather pay for IPTV in their mobiles; services where you bring the internet world into the mobile, than for mobile tv. In 10 years, I think linear mobile tv will have more or less died out.

What is most important if mobile tv is to survive?

You have to create the right business models; allocate spectrum, build suitable network coverage, get roaming contracts in place and manufacture mobiles that can handle the services. It has to be possible for the user to have a personal tv experience, allowing interactivity, which makes the cooperation between telecom vendors, the media industry and the operators vital.

Is Ericsson, Sony Ericsson and TANDBERG

Television a combination you believe in when it comes to mobile tv?

The combination of Ericsson, Sony Ericsson, TANDBERG and Sony is a rare collection – there are few companies who have the potential to cooperate well across such a full range of areas to create new services and the products to use them. Also, during the Mobile World Congress in Barcelona this year, Ericsson set out its understanding about making tv content personal, which matches well with what is happening with tv consumption on the internet. There is a long way to go yet before we have successful tv services on the mobile but this combination of companies is well placed to play a strong role as it develops.

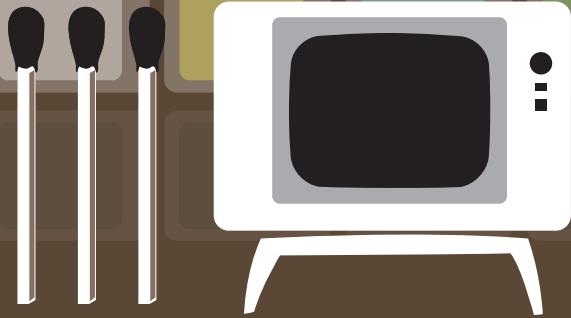
But you still believe it will be a tough challenge to be successful within mobile tv?

Yes. I was at the annual FT Digital Media and Broadcasting Conference recently, the purpose of which is to discuss important trends and common strategies among players from the digital-media industry. Mobile tv and advertising were barely mentioned but when they were, the general feeling about the services was one of frustration.

Text: Staffan J Thorsell Illustration: Ebba Berggren



"In 10 years, I think linear mobile TV will have more or less died out"



"We know how to move forward"

Mobile TV is certainly a challenge. But that is the case with all new services, says Herman Stenström at Business Unit Multimedia.

Ericsson realizes the need to work very closely with operators and to reach out to the media industry. It is also not overlooking the fact that many consumers are quickly abandoning mobile tv.

Some operators have successfully launched mobile tv, with many users willing to pay, while several other operator launches remain at low usage and revenue levels. Some of the challenges in succeeding with mobile tv are service quality, terminal availability and healthy business models.

"The mistake is that many services within mobile tv are launched without commitment or follow-ups," Stenström says. "Our strategy is to go to our customers and describe the challenges and then together examine what must be done. We're now working through the entire chain – all the way from the media and content area to the consumers."

Consumer behavior changed

According to Stenström, something that is often forgotten in the debate is the fact that mobile tv is about much more than linear tv.

"We've seen how consumer behavior has changed on the internet and we're following the same path for mobile tv because behaviors change here too," he says. "But it isn't interesting to argue whether something is mobile tv or internet tv; these are two worlds that will come together. The content should be available anytime, anywhere."

Ericsson has opted for a comprehensive offering



Herman Stenström

consisting of three main pillars: traditional linear tv, TV and video on demand, and podcast tv. All these are accessible via a consumer interface – a mobile-tv client – in the mobile terminal, containing, for example, a personal-content library and the ability to switch channels via a keypad. And the consumer can actively interact by, perhaps, voting and chatting. In turn, a service provider can apply various business models, including advertisements.

"You must be careful about how you launch the service and tackle the challenges"

"One of our advantages is our complete offerings," Stenström says. "We have mobile-tv clients, consumer applications and back-end systems, as well as components for the underlying network and professional services such as consulting services, system integration and support."

"Another advantage for us is our broad competence. We have shown our customers that we have unique consumer insight from cooperation with Ericsson Consumer Lab, we have good understanding of the mobile terminal area through close cooperation with Sony Ericsson, and we have knowledge of the media and tv area from our acquisition of TANDBERG Television as well as from our cooperation with media companies."

Stenström says timing is one of the most important factors in ensuring success. "You must be careful about how and when you launch the service and tackle the challenges in order to keep customers over the long run."

"But this is going to happen, there's no doubt about it."

✉ Text: Staffan J Thorsell Illustration: Ebba Berggren

ERICSSON AND NRK LAID THE FOUNDATION

► In 2007, Ericsson and the Norwegian Broadcasting Corporation (NRK) ran the world's first trial with mobile tv and personal advertising. As many as 13 percent of viewers clicked through to the personalized ads, and the time the viewers spent watching tv on their mobile more than doubled.

► Kurt Sillén, of Ericsson Mobility World, said at the time that the foundation had been laid for successful business models within mobile tv and that the trial with NRK proved that operators and media companies were able to increase traffic, interactivity and, as a result, revenues with mobile tv.



This is the beautiful LM Ericsson desk telephone from 1893. Commonly referred to as the "coffee grinder," it was a popular model, especially in the Chinese market.

Along with a wall telephone from 1880, the "coffee grinder" remained in the company's product catalog until 1930. A product life of nearly 40 years is pretty good.

Photo: Ericsson Archive

Mobile Adventures

by Jola Cederschiöld

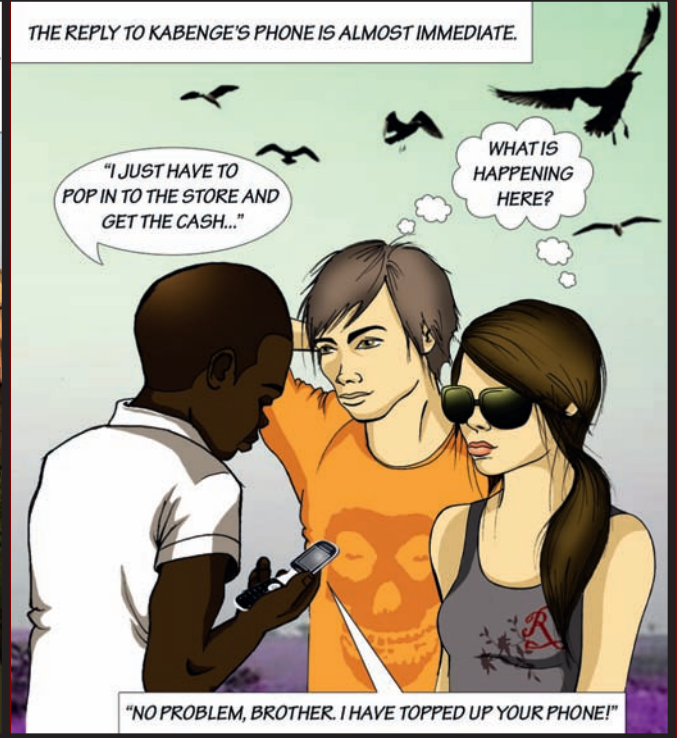
ERIC@ AND HER FRIEND MOBY ARE ON THEIR FIRST BACKPACKING TRIP EVER. THEY ARE GOING TO TRY WHITEWATER RAFTING ON THE NILE IN UGANDA, BUT FIRST, THEIR FRIEND AND GUIDE KABENGE WANTS TO TREAT THEM TO A TYPICAL AFRICAN DINNER IN A RESTAURANT. THEN KABENGE REALIZES...



KABENGE QUICKLY TEXT-MESSAGES THE TOP-UP FROM HIS BROTHER ON TO THE STORE OWNER'S PHONE. THE STORE OWNER KEEPS 15 PERCENT OF THE TOP-UP ON HIS PHONE AND GIVES THE REST REST IN CASH TO KABENGE.



THE REPLY TO KABENGE'S PHONE IS ALMOST IMMEDIATE.



THE THREE HEAD OFF FOR SOME TASTY, TRADITIONAL FOOD, WHILE THE STORE OWNER CAN SELL THE EXCESS AIRTIME FROM CUSTOMERS AND CONTINUE TO OFFER CHEAP COMMUNICATION OPPORTUNITIES...

