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Dare to change

sometimes consider how my work has changed in the more than 35 years I have been involved in information services. I recall how indescribably modern it felt using transferable lettering to create headlines for self-produced printed matter, in addition to the old Haldan (typewriter). Not to mention when we got dedicated word processors so we did not have to rewrite a press release for every small change.

But the biggest change came in the mid-1990s when the internet became established and we already had phones in our pockets. News could suddenly reach the other side of the world in 45 seconds. We are now in the midst of this world of speed. Everyone has access to almost everything, almost any time. Wonderful. But it also brings new demands. It means those of us working in communication are on our toes around the clock. If we do not correct an error or incorrect information in minutes, it can take forever to get rid of some wild rumor.

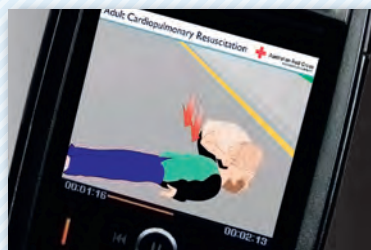
I worked in the automotive industry for a few years in the 1990s. Toyota was very successful then, as it is now. It changed the rules for the whole auto industry and developed new cars twice as fast as anyone else. The competitors' imminent demise was predicted. It did not happen, but there are parallels that can be drawn with the situation we have today. Our competitors will do anything to surpass our position. We need to use the creative minds within our company to the maximum.

We have been saying "what brought us here will not keep us here" and "culture beats strategy, every time" for five years. The more I think about these statements, the more I am sure they are the key. We have a clear strategy today that gives everyone the chance to take part in whatever they want, which increases productivity. By changing faster than the competition and realizing that change is the only thing that creates freedom, and thereby security, we will not only maintain our position, we will strengthen it.

P.S. Visit Ericsson's intranet. During October we will publish audio files that describe Ericsson's strategy in 11 languages. This is great for those of us with more time for listening than reading.



Henry Sténson, head of Group Function Communications and publisher of Contact



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Contact

Editor Jenz Nilsson, jenz.nilsson@citat.se, +46 8 588 331 38 **Publisher** Henry Sténson, henry.stenson@ericsson.com **In charge of internal channels** Malin Nördén, malin.norden@ericsson.com **Assistant Editor** Jonas Blomqvist, jonas.blomqvist@citat.se, +46 8 588 330 13 **Reporters in this issue** Jonas Blomqvist, jonas.blomqvist@citat.se, Lars Cederquist, lars.cederquist@citat.se, Johan Gabriel Fritz, johan.fritz@citat.se, Helena Jansson, helena.jansson@citat.se, Cia Kilander, cia.kilander@citat.se, Gunilla Tamm, gunilla.tamm@citat.se, Staffan J Thorsell, staffan.thorsell@citat.se **Art director** Pelle Bouveng, pelle.bouveng@citat.se **Layout** Kajsa Dahlberg, kajsa.dahlberg@citat.se, Carola Pilarz, carola.pilarz@citat.se **Graphics** Svenska Grafikbyrån

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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

STRANGE!

A whole magazine about telecom strategies, without a single word about DSL – today's ruling access technology (60-70 percent) for IPTV and fixed broadband access – isn't that strange? Partly being a question about infrastructural changes, DSL will be a long-lasting fixed-access technology, especially with today's situation on the real-estate market. When I searched for the term DSL in

Contact, I got nothing. This is also strange because DSL technology is rapidly evolving in a way very similar to the air interface for mobile technologies (new standards with much higher speeds, increased spectrum, MIMO and so on.) I think that in most cases the "Entrisphere fiber access GPON" (which is very briefly mentioned) will be feeding new VDSL2 systems for years to come. The fixed-broadband market is very big and today Ericsson has only a tiny fraction of that market. In my view, DSL ought to be a potentially big marketplace for Networks, Global Services and Multimedia with the possibility of generating new revenue streams.

Henrik Almeida, Sweden

ANSWER *ADSL 2 plus is a mature technology with established players on the market. Ericsson's focus is to strengthen its fixed-access position with ultra high-speed broadband access, where GPON/10GPON, GbE and VDSL 2 are key technologies. An Ericsson white paper was published recently, which positions different access technologies and which highlights VDSL 2 as a central part of the future.*

Peter Linder, Director Product Management Network Solutions

WHERE ARE THE WOMEN?

The previous issue of Contact looked into the future with strategy as the theme, but I'm wondering about the female representa-

Reader picture



Here is proof that Ericsson has solutions for everybody. This photo was taken by Reagan Chen near Ericsson's office in Khartoum and was sent to us by Kamal Jailany at Ericsson in Sudan.

tion there. Of all the images in the magazine, 34 are men and only 2 are women (three other women are seen in advertisements). Even on the back cover comic strip there is one girl and four guys.

Why are women almost non-existent?

Barbro Ragnarsson, Sweden

ANSWER *We try as hard as possible to strike a balance between male and female images in the magazine. In the Strategy issue in particular, because Ericsson's male-dominated top management team is behind the message, we cannot avoid having greater male representation than female. The comic strip lives its own life; however we'll try to make up for the fact that so few women were portrayed there previously.*

Editorial



Well done ...

Jan Häggman,

Ericsson in Karlskrona, Sweden, winner of the strategy competition in Contact and on the intranet. More than 2400 answers were submitted, of which many scored full points. All the winning entries were placed in a hat with Jan drawn as the winner.

(Answers: B, B, A, C, A, B, B, A, C, A.)

Welcome...

PHOTO: JEREMY SUTTON-HIBBER



... Zuraida Idzabaita, new at Ericsson in Cyberjaya, Malaysia

Zuraida Idzabaita joined the Ericsson office near Kuala Lumpur on July 1 as a hardware services executive, and helps to ensure timely deliveries of hardware and spare parts to customers. Previously she worked at Marconi, and as a contractor for Ericsson.

Why did you move to Ericsson?

"It is an international company,

which will give me opportunities to build skills and broaden my competence. And as I had already worked for Ericsson, I knew that the people were friendly, and that the atmosphere was good."

How were your first couple of months at Ericsson?

"They were not easy. Shifting to a new department and environ-

ment requires a lot of strength and you also need a lot of support to learn new processes."

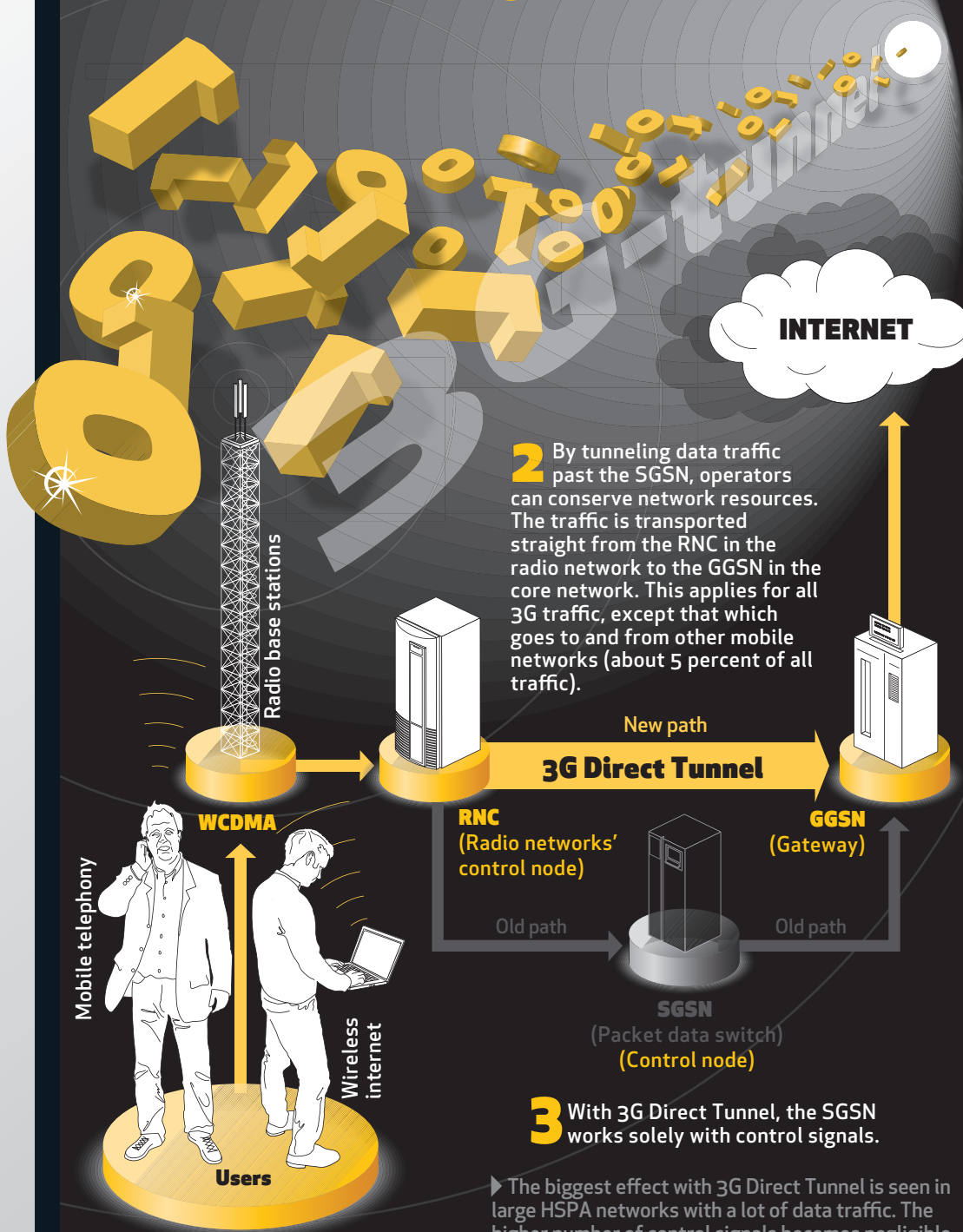
Name one activity that you would recommend for a visiting foreign colleague in Kuala Lumpur?

"Visit the Sunway Lagoon, which is Malaysia's first water-theme park of international standard."

Have you been asked ...

...ABOUT HOW THE MOBILE NETWORK
COPES WITH ALL THE NEW SERVICES?

3G Direct Tunnel – increasing mobile-network capacity



1 New mobile-internet services mean major increases in data traffic. So operators' mobile networks must become more efficient.

2 By tunneling data traffic past the SGSN, operators can conserve network resources. The traffic is transported straight from the RNC in the radio network to the GGSN in the core network. This applies for all 3G traffic, except that which goes to and from other mobile networks (about 5 percent of all traffic).

3G Direct Tunnel

3 With 3G Direct Tunnel, the SGSN works solely with control signals.

▶ The biggest effect with 3G Direct Tunnel is seen in large HSPA networks with a lot of data traffic. The higher number of control signals becomes negligible when heavy services such as mobile TV or downloads are used without moving around the network.

HOW DO YOU STRENGTHEN THE NETWORK?

We simplify and "flatten" the mobile network by allowing data traffic to go directly from the radio network to the internet gateway. This is thanks to new software called the 3G Direct Tunnel. We previously needed an intermediate node for data traffic between different parts of the mobile network.

WHAT ARE THE ADVANTAGES?

The 3G Direct Tunnel increases network capacity dramatically, and that is something we need. Data traffic is rocketing now that mobile TV, games and other entertainment services are becoming available. Operator revenues, however, are not keeping pace because they are adjusting their pricing models to offer fixed fees. That is why operators need 3G Direct Tunnel, to increase mobile-network efficiency and improve profitability. It also reduces network latency, which is important for services such as video and gaming. The simplified network architecture is a step towards the all-IP mobile network of the future.

WHAT CAN ERICSSON OFFER?

Ericsson has had 3G Direct Tunnel since the start of Q2 and was the first vendor to introduce this type of software for the mobile network, during Q2 this year, for Telstra in Australia. Another Ericsson strength is that the intermediate node, no longer required for transporting data traffic, can be upgraded and reused as a signaling node to control data traffic.

SVENSKA GRAFIKBYRÅN

☒ Lars Cederquist



Race against time

The Volvo Ocean Race started in early October but the preparations began before that. Here, Ericsson staff are working at top speed to erect the framework for the customer pavilion for the Volvo Ocean Race 2008–2009. This is where Ericsson will demonstrate its product portfolio. The building, with a total of 528 square meters on two floors, will be put up at seven stopovers around the world. During the previous Volvo Ocean Race, about 4350 people from 461 customer groups visited the pavilion. Ericsson's race-management team expects at least as many visitors this time around.

PHOTO: GUNAR STEINERT

4.30pm / September 3 / Alicante, Spain

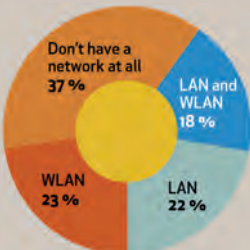


WLAN and LAN just as common

AT HOME Ericsson

Consumer Lab has asked people in the us, France, Germany, Sweden and the uk if they have access to local networks at home.

▼ DO YOU HAVE ACCESS TO A LOCAL NETWORK?



Source: *The Story of new Home 2008, Consumer Lab*

New company creates common platform

MERGER Ericsson Mobile Platforms is merging its operations with its equivalent within ST Microelectronics. It will be a joint-venture company, with each party owning 50 percent. It will manufacture platforms for mobile applications for Nokia, Samsung, Sony Ericsson, LG and Sharp. The company is expected to have almost 8000 employees, with about 3000 people from Ericsson Mobile Platforms, and a turnover of usd 3.6 billion. The company's main office will be in Switzerland.



Samsung turns to corn

ENVIRONMENT Samsung's latest wireless innovation, the E200 Eco phone, consists of 100 percent plant material – bioplastics extracted from corn.

Are you cost obsessed?

It is not a new savings program, a new project or a set of new guidelines. "Cost obsession" is a term – or mindset – meant to inspire every employee to constantly try to reduce Ericsson's costs. It is CFO Hans Vestberg's way of changing culture.

ECONOMY Vestberg is talking about a cultural change. He wants a culture in which everyone thinks about reducing costs. This can be done by questioning both expenses and projects that seem unnecessary, or by suggesting ways to save money. Today, before spending money, many might think that "it's no problem because



Hans Vestberg

we have the budget for it." But that is not the point, Vestberg says. "The point is whether the cost is necessary," he says. "Regardless of the budget, is the investment crucial to achieve what you want to achieve? Or maybe you can achieve it at a lower cost?"

This new cost obsession is a result of Ericsson's falling profitability. It must improve, and reducing costs is one way. According to Vestberg, competitors have also overtaken Ericsson when it comes to cost awareness.

He is aware that

cultural changes take time. He also knows that Ericsson's units have been working hard to make their business more effective and to reduce costs in recent years. It is important to point out that work continues within the framework of operational excellence, different savings programs and other initiatives. Cost obsession instead addresses the individual's ability to make a difference and should therefore mainly

be regarded as a complement to cost-saving measures already taken. *What are you doing yourself to be cost obsessed?*

"I always question costs and think of the company's money as my own," Vestberg says. "There are also potential savings in using existing IT and communication tools. For example, we have monthly controller conference calls instead of face-to-face meetings. People are equally updated that way."

▣ Jonas Blomqvist

Vestberg's best tips

Hans Vestberg's advice to those who want to take a first step towards cost obsession is to sit down with your manager, or with colleagues, and talk about how you can reduce costs in your own group.

"We're leading the market and will continue to do so"

Michael Treschow, Ericsson's chairman of the board, in an interview in Dagens Industri.



Ericsson Olympics a hit

SPORT Finland's Teemu Hiekka in a tackle with Team Kista's Francisco Manzano and Carlos Manosalva. In the background you can see the Swedish team's goalkeeper

Hatem Allam. Almost 400 sports enthusiasts from Ericsson in Sweden and Finland met in Falun, Sweden, one weekend at the end of August.

NEW CONTRACTS

▶ **Latin America.** Ericsson will provide business consulting and systems-integration services for Telefónica's fixed and mobile operations across Latin America.

▶ **Vietnam.** Hanoi Telecom has selected Ericsson to develop and modernize its nationwide mobile network. This is Ericsson's largest single contract in Vietnam. Ericsson will also manage and operate the network.

▶ **Netherlands.** Ericsson has signed its first contract for hosted mobile advertising. KPN is the customer.

▶ **Panama.** Ericsson has signed a sole-supplier agreement with Digicel Group for the nationwide deployment of a GSM/EDGE network.

▶ **Liechtenstein.** Ericsson

has won a vDSL2 contract to upgrade Telecom Liechtenstein's ADSL network.

▶ **Japan.** Ericsson has signed a frame agreement with Softbank to expand and upgrade its HSPA network.

▶ **Portugal.** Ericsson has signed an agreement with Sonaecom to provide and integrate its open, standards-based, end-to-end IPTV solution.

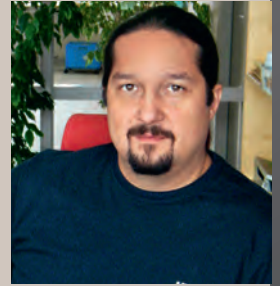
▶ **UK.** Ericsson has been selected as sole supplier to supply and operate a complete GSM mobile network for Cable&Wireless EAUS (Europe, Asia and us) as it launches its new Fixed Mobile Convergence, or FMC, services. Ericsson will also be responsible for running the network for five years.



PHOTO: ERICSSON RACING TEAM

One of Ericsson's two boats, Ericsson 4, speeding up just after the start of the Volvo Ocean Race.

Hello...



... **Sándor Albrecht** at Ericsson Hungary, who is locally responsible for the new global software-developer career model.

What is the model?

"It describes how software developers can make a career. There are five levels, from software developer to principal software developer, and compensation is connected to each level. The model describes the competence needed for each level, which is good for both managers and employees in the IPM discussions. The model also says that there has to be a position available for a developer to advance."

Why have this career path?

"We need it because many developers have asked for it and it helps us in recruiting new ones. In the past, if software developers wanted to be promoted, they had to move into managing others or projects, but many have said they don't want that – they want to advance within software development. Now they can do that. And as Ericsson is becoming more of a software company, we need a career path to attract new developers. They also want to see a clear career path."

What is the current status of the model?

"There are trials of the model at the local R&D sites in Italy, Finland, Sweden and Hungary. Then the model will be deployed globally next year."

☒ Jonas Blomqvist

Full speed ahead for new business

Eight boats are up against each other on one of the planet's most challenging seas to take the lead in the first leg of the Volvo Ocean Race. And at the first stopover in Cape Town, Ericsson is ready to meet its customers and do business.

MARKETING That is what Ericsson's participation in the round-the-world race is all about – creating growth. Henry Kings, commercially responsible for Ericsson in the Volvo Ocean Race

(VOR), calls it a business investment.

"We have prepared for this race for two years," Kings says. "All market units must have invited their customers, planned their content and made sure demonstrations are working by now. They should also be ready to take advantage of the fact that top management and VIP customers will be present at the stopovers."

Håkan Dahlström, head of Mobility Services at Telia Sonera,

Sweden, was a guest of Ericsson at the VOR start in Alicante, Spain.

Fresh perspectives

"It was a great experience," he says. "I left with several original ideas for new business models and how we can create added value for our mobile broadband customers. The entire experience gave me new perspectives on our business. And the sailing was great fun, of course."

The race started on October 11, with around 350 customers visiting the Ericsson stand during the event. Key industry guests and top managers met and discussed current telecom issues at three VIP roundtables. There was also an in-port race,

which is held as close as possible to the harbor to enable spectators in boats and on land to see the VOR boats in action up close. There was also a "pro-am" competition in which specially-invited guests made up half the crews. Bryan Adams and UB40 entertained in the evenings.

More deals

The start of the race was a dazzling event, Kings says, and now he wants the VOR to become a platform to improve Ericsson's future sales and position.

"The more quality time our sales force can spend with customers, the more deals we'll see and the stronger we'll be. Now we're off," he says.

☒ Staffan J Thorsell.

Ericsson and the VOR

- During the 2005-2006 race, Ericsson received 4350 visitors from 461 customers.
- The average visit was for two days.
- In the 2008-2009 race, there are 10 stopovers at some of the most important growth markets for Ericsson, including Southeast Asia, China and India.

Google flirts with Chinese

MUSIC Pirate copying is a major problem in China. According to analysts, 90 percent of Chinese internet users download music illegally from the internet every day. Google is now attempting to get users to change their habits by offering a free search engine for music. The costs will be financed by advertisement revenues. The intention is also to take market share from Chinese search engine Baidu, which has 64.6 percent of the Chinese market compared with Google's 26.1 percent.



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32
... million mobile subscribers will be using LTE networks in 2013, predicts ABI Research.

New logo

MARKETING Mobile broadband now has its own logo. The GSM Association, operators, PC manufacturers and players such as Ericsson are behind the idea. The aim of the logo is to increase awareness of inbuilt mobile broadband among consumers. The logo will be used in operators' and PC manufacturers' advertising campaigns, on packaging, on products, and in Ericsson's own marketing.



Bengt – a pioneer in Rwanda

Bengt Ekström is our man in Rwanda. He has managed the Ericsson office in the African country alone. But after one year, business is so good that 15 people are going to be hired.

RWANDA The air is heavy with humidity from the fog that lies over “the land of a thousand hills.” In a house high up on a hillside, in one of the capital Kigali’s wealthier districts, is Ericsson’s office, which also functions as Bengt Ekström’s home. As the only employee, he does not shy away from any work tasks.

Coffee and cables

“I negotiate with customers for deals for thousands of dollars, make coffee, fix work permits, go to the warehouse to get cables – there is nothing I don’t do,” he says.

He arrived in Rwanda just over one year ago. It is a relatively small market, but one which is growing quickly. The number of mobile subscriptions is increasing quickly, and that means more assignments for Ericsson.

Ekström comes from



Sweden, but has mostly worked abroad – in

12 countries so far. He is a born entrepreneur; this is not the first time he has built up a new busi-



“One-man office” Bengt Ekström with his cat Mjau-Mjau 2, who keeps the combined office and home free of mice.

ness. He has worked with similar projects, including ones in the Caribbean and in Uganda.

Helping him in the past year has been Gilbert Karekezi, who has acted as a general assistant, fixer, chauffeur and translator. Technicians, builders and fitters have been brought in when needed. But Ekström will



soon be joined by the first group of employees, both engineers and administrators – 15 of them will start before the end of the year.

Part of the reason for

employing more people is the expansion of Rwanda’s 3G network.

Future assignments

And then it will be time for the house to be converted to a real office, and for Ekström to leave. He describes himself as a “starter”, who quickly

becomes restless when the initial phase is over. Doing the same thing again does not scare him.

“You’re your own boss and decide things yourself,” he says. “So I’d like similar projects somewhere else. I feel ready for Asia and Australia.”

✉ Helena Jansson

Ericsson in Rwanda

There are more than 1 million mobile customers in the country and 98 percent of them have prepaid subscriptions. The number is increasing constantly.

- ▶ The office was opened in 2007.
- ▶ This year it took over the technology and running of the prepaid system in Rwanda.
- ▶ The biggest customer is operator MTN.
- ▶ In 2007, 60 towers were built.
- ▶ In 2008, 112 mobile masts are being built.
- ▶ The 3G network is being expanded in the second half of 2008.
- ▶ Ericsson contributes telecom services to the UN’s Millennium Village project.



PHOTO: CECILIA LARSSON

Lars-Göran Tann and Ola Bovallius at the heart of the GSM base station lab, where they have eliminated software errors.

Smart ideas lead to error-free software

Every day Ericsson installs about 1000 GSM base-station cabinets around the world – with virtually error-free software. A well-oiled machine is behind this phenomenon.

GOOD THINKING “In total, we have one and a half million cabinets installed and hundreds of configurations. All the variants have to be maintained or upgraded,” says Ola Bovallius, head of the project office for GSM base stations.

Customers have not filed one single error report for the latest software release. This is unique and the result of 15 years of methodical work and smart ideas.

Lars-Göran Tann has led several projects since he began with GSM in 1995. He highlights three decisive measures to explain the reduction in er-

ror reports: “One Track,” “The Software Ditch” and “Daily Build.”

One Track came into being 10 years ago and has saved thousands of hours per year. The clever thing about the development method is that it is done in one track instead of in many projects as before. This means you only need to correct one error in one track. One Track also brought the maintenance project together with the project for developing new functions. The result of One Track is that the software is no longer customer specific.

Easier to send

The Software Ditch means that new hardware such as cabinets and radio units do not need to be sent physically to the software developers. Instead the developers produce new software

that supports the new hardware; they then send it electronically to the hardware side for verification.

The Daily Build concept came about at the beginning of the new millennium. New base-station software is built every week and new functionality is added bit by bit. If something goes wrong, you simply return to the previous version. Its strength is the integration plan that describes every week’s delivery of

everything from design to integration. The main benefit is that developers can clearly see how the project is proceeding.

The latest contribution to GSM software development is that there are now two project management organizations that are responsible for every other release.

“We can now fulfill the demand of delivering two releases per year in one software track,” Tann says.

☒ Lars Cederquist

Impressive development

Software developers at GSM base stations have cut the number of error reports from customers from about 60 to virtually zero in just a few years. At the same time, the number of base-station cabinets delivered has more than doubled. This has happened by:

- ▶ Following one-track development
- ▶ Separating software from hardware
- ▶ Constructing completely new base station software



Ikea attracts Brits via mobiles

UK The Billy bookcase and Klippan sofa are old classics that have lured people to Ikea’s furniture stores for decades. The company is now using a new strategy by entering into the mobile-phone industry. UK Ikea Family members are now being offered advantageous mobile subscriptions. All employees will also receive a free mobile phone with GBP 5 (USD 9) credit. Ikea hopes that more customers will become Family members.

New gadgets get 3G modules

BROADBAND Ericsson has carried out its first demonstration of inbuilt 3G modules for Mobile Internet Devices (MIDs), new small terminals that are now hitting the market. The demonstration, at the Intel Developer Forum in San Francisco at the end of August, was performed on AT&T’s 3G network. Ericsson’s inbuilt modules are optimized to work with Intel processors, particularly the Centrino Atom processor designed specifically for small-scale MIDs. Ericsson started cooperating on modules earlier this year with Lenovo and Dell. Toshiba joined up in September, which means that three of the world’s top five PC manufacturers are now Ericsson customers.



3 say

What is your proudest moment at Ericsson?

► **Bengt Thornberg, head of Ericsson Indonesia**



"We celebrated our 100th anniversary in Indonesia in November

2007. Carl-Henric Svanberg and other senior managers came. My target was USD 1 billion in orders in 2007, and everyone could keep track on the intranet. Carl-Henric revealed the result to our 800 employees. We had 100.4 percent. The best thing was the pride I felt for my team in front of our top management. This year the target is EUR 1 billion."

► **Christian Nyberg, production manager, Gävle, Sweden**



"In 2007 I was Gävle's project leader for transfer product

introduction to India. We, and the factory in Nanjing, China, had a very short time to transfer 3G to our factory in Jaipur, India. We were also dependent on getting new products from Kista in Sweden. With effective cooperation we could deliver according to plan. It was great traveling home with the group after 18 days in India in time for my vacation."

► **Janaka Edirisinghe, network services engineer, Australia**



"It was when I won the award for General Manager

Excellence in 2007. I won because I had exceeded expectations. I am honored to work with such exceptional colleagues. Getting feedback from management is a step forward in my career."

☒ Staffan J Thorsell

ONE DAY WITH BETTY LAMONTE

Full speed for Betty all day long

It is mostly full throttle ahead for Betty Lamonte, assistant to the head of Market Unit North America. But she has served in the US Air Force and is somewhat of a veteran at Ericsson, so she enjoys the pace.

04:00 I wake up and do some stretching. I'm a morning person – probably because I grew up in the country and helped out on the farm.

04:15 I go to the gym and do cardiovascular training and weight lifting for one hour. I then get myself ready at the gym and go straight to work in Plano, Texas.

07:00 I arrive at work. It's quiet around this time and I eat breakfast – oatmeal porridge and chocolate milk.

07:20 I go through my e-mails and reply to most of them straightaway. My boss, Angel Ruiz, calls to go through today's calendar.

08:30 There is a lot to do, so I write a priority list of what must be done during the day and the week. At the same time, I know the schedule could change in a second. You have to be flexible. But it is a pleasure to work with Angel.

09:00 Angel calls me to his office for a meeting before he travels to Sweden. He wants to make some changes to the week's schedule.

11:30 I have a quick lunch at my desk – a ready-made meal



PHOTO: STEVE LAMONTE

Betty Lamonte has activities almost every evening. Here she is playing bocce.

from the frozen-food display, fruit, carrots, some chocolate and a Diet Coke.

11:45 I go through my e-mails again and send an SMS to one of the assistants at head office in Stockholm asking her to contact Angel. My manager is in constant contact with CEO Carl-Henric Svanberg regarding our contracts and our customers. That means the assistants have to coordinate telephone calls, trips and meetings.

17:45 I go home for the day.

18:00 I cook dinner and eat with my husband. My children

are grown up and have left home. I want to have everything organized and don't like waiting until the last moment. That is why I have often prepared most of the dinner the previous evening. Planning this way helps if projects or work tasks suddenly come along.

19:00 I go line-dancing. I have

some activity almost every evening. I like cycling, bowling, sewing and swimming.

21:00 I prepare my gym bag for the morning and get my clothes ready for the next day.

22:00 Lights out!

☒ Staffan J Thorsell

This is Betty Ann Lamonte

- **Name:** Betty Ann Lamonte
- **Born:** May 23, 1957
- **Title:** Assistant to Angel Ruiz, head of Market Unit North America
- **Years at Ericsson:** 17

Betty prefers:

- City
- ✓ Team sport
- Book
- ✓ Evening at home
- ✓ Cinema
- ✓ Countryside
- ✓ Individual sport
- ✓ Morning paper
- Evening out
- DVD

Ericsson delivers broadband to prestigious project

Have you heard of Saudi Arabia's flagship, the King Abdullah Economic City (KAEC)? This is what the city will look like when it is completed in 2020.

NEW CITY KAEC is an astonishing mega project initiated by the Saudi king, Abdullah bin Abdulaziz Al-Saud, in 2005. The city, which is by the Red Sea and close to Jeddah, Mecca and Medina, is being built from scratch. It will be 168 square kilometers in

size and house 2 million inhabitants. In total, the project is calculated to cost more than USD 25 billion. The ambitious target is to make the KAEC one of the world's most important cities and a financial hub that attracts investors from all around the world.

High-technology solutions are necessary in such a super-modern city, and this is where Ericsson enters the picture. Ericsson has been assigned to build and then manage the



PHOTO: EMAAR

entire fixed-broadband network in KAEC. This infrastructure will provide the population and businesses with internet, data, telephony and video broadcasting. The end-to-end deal includes transmission, IPTV, IMS, fiber access and numer-

ous professional services. Ericsson has sold solutions from many parts of the company: Marconi, TANDBERG, Redback and Entrisphere.

KAEC is the first of six "smart cities" planned in Saudi Arabia.

☒ Jonas Blomqvist



PHOTO: PRIVATE

Running around and around and...

SPORT Kristina Paltén, who works for Ericsson in Kista, likes challenges – and the tougher the better, it seems. Earlier this year she reached the summit of South America's highest mountain Aconcagua, which is 6962 meters above sea level. And recently she ran 100 kilometers when she did 40 laps around a 2.5 kilometer track in Sweden's Uppsala 100 competition. She was proud when she reached the finish line in a time of 12 hours 16 minutes.

What was happening this time...

...25 years ago

1983 Joint venture company Honeywell-Ericsson Inc. was founded to develop the MD 110 digital office switchboard to meet specific demands from the US market.

The research village in Lund, Sweden, was opened. The first tenant was Ericsson Radio Systems, which based its unit for the development of mobile phones there.

Ericsson won an AXE contract in China worth SEK 80 million. As part of the deal, Ericsson required a license to export US-manufactured components for the telephony system.

...10 years ago

1998 In September, Contact reported that Ericsson had bought an office at St James's Square in London with room for 350 staff. The move would take place in early 1999.

A small representative office was opened in Moldova, where investments in both mobile telephony and fixed-line networks were expected.

Ericsson bought data communication company Advanced Computer Communication (ACC) in the US for SEK 2 billion. The company was a leader within the fast-growing area of remote access, a technology used for internet connections.

...5 years ago

2003 In Brazil, mobile operator TIM Sul changed standard from TDMA to GSM. Ericsson Business Consulting helped plan the migration.

In the Netherlands, operator O2 moved its center of operations, including equipment and staff, from Amsterdam to Ericsson in Rijen. It was thought to have been the biggest move of equipment and staff from an operator to a vendor within the telecom sector.

Huawei on the upswing

COMPETITION Huawei forecasts a 40 percent rise in sales this year in its 2007 annual report, writes Dagens Industri. Huawei had a SEK 85 billion turnover last year, compared with SEK 51.9 billion in 2006. Its turnover has increased almost five-fold since 2003, writes the Swedish business daily. Its operating result was SEK 5.9 billion, which was one-fifth of what Ericsson earned. Huawei's operating margin was 7 percent last year, while Ericsson's was 16.3 percent.

Dagens Industri says Ericsson remains the technology leader, has the biggest market share for mobile systems and the best profitability of all telecom vendors.

Two become one

ORGANIZATION Market units South Latin America and North Latin America



have been merged into one new market unit – South

America. Sergio Quiroga da Cunha has been appointed head of the new unit.

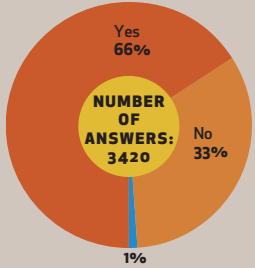
New blood at Alcatel-Lucent

COMPETITION Ben Verwaayen, former head of BT, has taken over as CEO at Alcatel-Lucent after Patricia Russo left in Q3 2008. The company also has a new chairman of the board, Philippe Camus, who replaces Serge Tchuruk.

Speedy Jaipur

MILESTONE Staff have been busy at the regional distribution center in Jaipur, India. The center had assembled 100,000 radio base stations by September 9 this year.

▼ CAN YOU GO ON VACATION AND LEAVE YOUR COMPUTER BEHIND?



Source: The Intranet news

Sweden gets new telephone number

HELLO From November 1 there will only be one switchboard number to



remember in Sweden. Ericsson Sweden's new

switchboard number is +46107190000. Previously, there were 20 separate numbers for the different Swedish Ericsson companies. External calls to the Swedish telephone conference system also have a new number: +46107199500. The change means that 14 company switchboards are being exchanged for one new IP-based switchboard. The purpose is to create a system that is user-friendly, good for the environment and cost-effective.

Make your voice heard

INFLUENCE The annual employee survey Dialog is underway. The result of the survey will form the basis of Ericsson's work to improve its business. The quality and reliability of the survey is largely dependent on how many answers are received. So take this opportunity to make your voice heard. Read more about Dialog on the intranet.

Sony Ericsson phone to star in Bond film



PHOTO: SCANPIX

PREMIERE When the new James Bond movie, *Quantum of Solace*, hits the big screen in November, Sony Ericsson will release the titanium-silver C902 Cybershot. The specially designed, limited-edition mobile phone will always be on hand to help Bond in his battle against the baddies.

The film, which was shot in Bolivia, has already made headlines: Pablo Groux, Bolivia's vice minister for Culture, is unhappy about the

country being portrayed as having a widespread drugs trade.

"Portraying the Bolivian people in such a way is not acceptable, not even in a fictional context," Groux writes in a letter of protest in French newspaper *Le Monde*.

☒ Cia Kilander



A simple push of a button can save lives

Australians are the first to be able to help others in need with the help of mobile phones.

AUSTRALIA With just a push of a button they can now download a first-aid animation, which demonstrates step by step how to deliver CPR (cardio-pulmonary resuscitation). The technology is



a world first, and is the result of a collaboration between Ericsson, the Red Cross and a medical education company.

The technology is based on Ericsson's Internet Payment Exchange (IPX), which makes it possible to have a payment and communications channel between the application, the operator and the end user. The download aims to act as a vital prompt for people in times of emergency.

☒ Cia Kilander



PHOTO: SONIA APLIN

Matt Welsh, former Olympic swimmer, with the Red Cross's Robert Tickner and the McDonald family, whose daughter Abby was "saved" through CPR at the first-aid download launch.

PHOTO: ERICSSON



KIDS GET BROADBAND

MALAYSIA Children in the Chow Kit areas of the Malaysian capital, Kuala Lumpur, now have access to a wireless-broadband room, where they can learn how to use computers and gain knowledge via the internet. Ericsson Malaysia (under its Corporate Responsibility program) and its customer, operator Maxis, are behind the Access@Nur Salam project. Many Ericsson employees are also engaged in volunteer work through computer and language classes.

The picture shows two boys, Shafiq, (on the left), and Yus, trying out the computers when Access@Nur Salam was opened.

From the left: Tan Sri Razali, chairman of aid organization Yayasan Salam; Nikolai Dobberstein from Maxis Communications Bhd; Krishna Kumar, responsible for Ericsson in Malaysia and yvhg Datuk Dr Halim Shafie, chairman of the Malaysian Communications and Multimedia Commission.

☒ Gunilla Tamm

PHOTO: STEFAN BORGIUS



Antennas represent a profitable business, and Ericsson is hoping to increase its revenue in this area.

Ericsson goes it alone with antennas

Ericsson is now supplying its own base-station antennas for the first time, making the company a complete site supplier.

PRODUCT Ericsson has been selling base-station antennas for a long time, but as a reseller. It produced some special products for NTT Docomo and for Ericsson micro base stations a few years ago, but never had the intention to mass-produce antennas – until now.

Generating more money Ericsson recently launched its first product in a series of antennas, part of a push to broaden its site range and hopefully increase revenue.

Antennas represent a profitable business, says Hans Beijner who works with marketing at Product Unit Radio at

Business Unit Networks. “We just want to have a larger slice of the cake,” he says.

Greater responsibility

Ericsson is likely to continue as a reseller for the big suppliers such as Kathrein, Andrew and Powerwave. But its own products will probably gain ground at the expense of other suppliers’ antennas, especially in turnkey projects.

“It is becoming increasingly important to be an end-to-end supplier of site solutions and that is what we’re becoming,” Beijner says.

Ericsson already has a leading position in base stations and is biggest in the world for tower-mounted amplifiers (TMAs). It has had cables as part of its product range for some time, and has new products on the

way within tilt-steering and control units, in addition to the new antennas.

Selling antennas brings added responsibility. Because the products are exposed to the weather, they must be able to withstand extreme conditions. Poor-quality antennas are expensive to replace and can adversely affect network performance.

Horror stories

“Many companies have failed with similar investments over the years,” Beijner says. “We’ve

heard many horror stories from operators.”

Nevertheless, he feels confident about the focus on antennas for several reasons, including good results from field tests and comparisons with other antennas. And then there is Ericsson’s extensive knowledge of the area.

Do you think Nokia Siemens or Alcatel-Lucent will follow suit?

“It’s hard to know,” Beijner says. “Expanding like this makes us unique. This was a pipe dream just five years ago.”

☒ Jonas Blomqvist

Ericsson’s first base-station antenna

- ▶ The antenna is called the KRE 101 2031/1.
- ▶ It is designed for the 806-960MHz frequency band (antennas work

- with all different mobile-access technologies).
- ▶ It was developed by the Antenna System & Design unit in Gothenburg.

Hello...



... **Monica Westberg**, responsible for the new recruitment tool eJobs, which in mid-2009 will be in use at all Ericsson companies around the world.

What is good about the new tool?

“It makes it easier to look for jobs within Ericsson, which is good because we want to stimulate internal rotation in the company. It also allows us to recruit new people from outside more effectively and quicker than before.”

How does it work?

“With eJobs Ericsson gets a common, global process in recruitment work, and employees can see and apply for all available jobs at Ericsson around the world. The tool will also provide better matching opportunities, and the time it takes to appoint someone to a position will be shorter.”

Who has access

to the tool today?

“Apart from the pilot countries Spain, Portugal and China, Sweden and 12 countries in the Asia Pacific region have introduced it. The results have been good so far. In its first five months, 266 recruitments were made in eJobs, and 801 internal candidates and 6631 external candidates have registered their profiles in the system.”

☒ Johan Gabriel Fritz

Looking for a new job?

Check out the internal job site at: jobs.ericsson.se.



“Sometimes I talk to friends and acquaintances about how we at Ericsson are working with personal operational excellence”

Carolina Levinton

WORK SMARTER

With a few tricks you can reduce stress and have a better working day. With the Personal Operational Excellence initiative Ericsson wants to **help employees have time** for things other than e-mailing and meetings. The idea is that more efficient and happier employees create a more efficient company. It is time to change your working day.

Time to win



MADRID
SPAIN, EUROPE

Employees in Spain and Portugal thought they could free up one day a week by using e-mail better and having more effective meetings. So they gave it a try. Today Market Unit Iberia has more than 20 volunteer ambassadors advising colleagues on how to improve e-mail and meeting practices. Contact met two of them in Madrid.

The coffee cup has been emptied and morning greetings exchanged. Antonio Moya leans lightly against the table, one foot drumming energetically on the floor. He is ready to roll. It is just a few minutes before 10 o'clock, and the meeting he has called is about to start.

"If you have said the meeting will start at 10, then start at 10," he says. "Otherwise you are wasting people's time."

The meeting has been called to follow up progress on the yearly target for implementing product development excellence. Moya is operational

development and quality manager within R&D in Madrid. He e-mailed the invitation and meeting agenda to the project team members well ahead of time. He is a bit of an expert on good meeting procedure.

"If everybody agrees to cover specific issues and make certain decisions within an hour, then it happens," he says. "If we need more time, then we agree to schedule a new meeting – but often people want a decision, so everyone works hard to make that happen."

Iberia started its Personal Operational Excellence (POE) program six months ago to improve personal efficiency within the market unit. First of all, a web survey was carried out. This showed that 73 percent of staff thought they would save more than half a day a week by improving meeting efficiency – having only essential meetings and using the time properly ▶



Antonio Moya



Antonio Moya, in blue shirt, holds a meeting together with Javier Sánchez-Pobre, Mónica Álvaro and María Luisa Corral.

Did you know that ...

...82 percent of Ericsson employees are often in meetings?

...62 percent of employees have meetings every day or every week?

...20 percent have several meetings every day?

...52 percent think that they could save several hours every week if they had more efficient meetings.

Source: Internal web poll Q1 2008

“If you have said the meeting will start at 10, then start it at 10. Otherwise you are wasting people’s time”

Antonio Moya

► to achieve things. On top of that, 69 percent said they could save half a day a week by managing their e-mail better. This means that seven out of 10 people believe that one day a week is wasted.

The second measure, taken early in the POE, was to distribute tips about e-mail and meetings. And many seem to be following the advice already, says Jaime Trapero, one of the people responsible for the program at the market unit’s HR and Operational Development department.

Trapero says: “At first, we didn’t really know how it would work, but we see that it was being passed on “boca boca”, by word of mouth. The whole point of POE is that it makes day-to-day work easier, and it should be simple to take hints and advice on board. It is all about common sense, not rocket science.”

Iberia recently launched the third part of the program. This involves new tools for simpler communication, available through Ericsson’s collaboration platform (ERICOLL). Employees can get help with using wikis and the Sametime messaging service, as well as hints on the best means of communication in a particular situation.

It is no coincidence that Iberia is taking this initiative now, or that its program is called POE. The program is the result of a central Ericsson initiative called Personal Operational Excellence. It is tied to the entire group’s work with operational excellence, which is designed to produce improvements across the whole company and better financial results. Operational excel-



Jaime Trapero

lence so far has focused mostly on processes, but is now expanding through the POE program. It now means working smarter every day – identifying how individuals can simplify and improve their work lives.

Hossam Kandeel, who leads the central POE program, says that, apart from Iberia, market units Northern Africa, Central America and Caribbean have also made good progress on spreading the word. And more MUS are following their example.

“One of the most important aspects of POE is that it needs to live on for a long time,” Kandeel says. “This is not a short-duration project, but rather part of a process of constantly improving our everyday work. It is a new way of thinking.”



Hossam Kandeel

Did you know that ...

... there were 6 billion work-related e-mails sent around the world in 2006?
... an average office worker spends 49 minutes a day on e-mail?
... 62 percent of all employees check their work e-mail when at home or on vacation?

Source: The Guardian

He helped with the survey in Iberia that provided the basis for the local program. He also conducted a global survey which shows that 98 percent of Ericsson staff use e-mail as their main form of communication, and 47 percent take part in at least one meeting a day. The figures are not disturbing in themselves, but show how employees see these factors as affecting their work days.

“Employees feel that many hours are wasted because of badly planned meetings and excessive e-mail,” Kandeel says. “Inefficient meetings and too much e-mail are problems for the company, and can cause stress. But these are also things that we can fix, and there is a chance to become more effective individually and as a company if we can fix them. The greatest benefit is that people feel better without that stress. And if you feel good, you do a better job.”

The Ericsson office in Madrid is largely empty, with people away on their summer vacations. The air-conditioning is on high to cope with the heat, so Mónica Álvaro quickly pulls on a thick cardigan before she updates the others about what has happened with the project’s key performance indicators. Thanks to Antonio Moya’s agenda, Álvaro has been aware for some time of the need to prepare her presentation for the meeting.

“Antonio is personal operational excellence personified,” she says with a laugh. “He is professional, always punctual and we all get the information we need in advance.”



Moya practiced the concepts of POE long before the program was established. For example, he learned several years ago that sending out an agenda in advance leads to more effective meetings and prompt decision-making.

He is just as efficient and energetic in his private life. His greatest interests are cycling and golf; he has difficulty sitting still, and always wants things to be happening around him.

“I am always thinking about what I have to do next – when I am at work, I am planning what to do when I get time off, and vice versa,” he says. “I like doing a lot of things, without stress, and that requires planning.”

Market Unit Iberia has about 20 voluntary ambassadors for the POE program: people from various departments who are simply interested in impro-

ving the working environment, and who use the advice that comes from POE. They spread their new skills in a natural way, both to colleagues and outside the company. Moya is one of the ambassadors; Carolina Levinton from Human Resources is another. So far, she has benefited most from the advice on e-mail.

“**I work on at** least four different projects at the same time, and I have to be organized to keep track of everything,” she says.

She points at the computer screen: four different inboxes for project-related e-mails, and one personal inbox. When she scrolls through the e-mails, it is clear that many people flag their messages with “Info” or “Action.”

“Simple behavior such as checking the inbox once in the morning and once in the afternoon, instead of going in immediately when a mail arrives, helps reduce stress. I can concentrate on one thing at a time,” she says.

A lot of the information about POE is available on the intranet, including links and a toolkit with useful hints and advice. The aim is to get people to think ahead by asking a few key questions: which means of communication is best for the current situation? Should the message be an e-mail between two people, or sent to the entire department using Sametime? Will a 15-minute online meeting be enough, or does everyone need to meet for a couple of hours? Levinton, for example, usually uses Sametime when she needs a quick answer to a question, and then sends an e-mail for more personal information.

“I like talking to other people about ▶

GET TIME FOR MORE

1. Filter incoming tasks. Do not over-commit or take on a task without understanding the expected outcome or deadline. Delegate when possible and block unimportant work.

2. Stay organized. List your tasks and use reminders to help you remember them. Determine a place for everything so that you do not waste time looking for things.

3. Plan your tasks. Break your big tasks into small actions. Set a time limit for each task.

4. Plan your time. Tackle things that waste your time. Set time slots for daily and weekly planning. Deal with key tasks when you are performing at your peak. Plan blocks of uninterrupted time. Use small pockets of time for small tasks. Do not cram your schedule.

5. Focus. Prioritize the most important task of the day. Focus on one task at a time and be able to say no to some activities. Avoid interruptions and multitasking.

6. Organize: Create folders for different projects/subjects. Delete mail from the mailbox with subjects that you have already taken care of. Learn how to search among the folders.

7. Get things done. Work to overcome attitudes that foster procrastination.

8. Reward yourself. Reward yourself for successfully completing tasks with everyday things, such as having a nice coffee or taking a walk.

Source: Ericsson’s POE program

“This is not a short-duration project, but rather part of a process of constantly improving our everyday work”

Hossam Kandeel

Reading tip

Want to know more about good meetings? Organizational guru Peter Senge’s books, including *The Fifth Discipline: The Art and Practice of the Learning Organization*, are good reading.

► this,” she says. “I think it works really well, so sometimes I talk to friends and acquaintances about how we at Ericsson are working with personal operational excellence.”

Back in the meeting room, people are starting to review the decisions that have been taken. Moya writes some final points on a “to do” list. María Luisa Corral, Javier Sánchez-Pobre and Mónica Álvaro raise some points that have to be dealt with before the next meeting. Anything that they do not have time for today will be taken up at the next meeting – and as usual, Moya will send out an agenda well in advance to everyone attending.

Everyone in the room agrees on two points. First, structured meetings that follow the new guidelines are more productive than in the previous culture, when far too many meetings lacked a clear target and purpose. And second, meetings are an important part of work at Ericsson. For today’s participants, POE is not necessarily about reducing the number of meetings, but more about ensuring that the ones they do have worked well. They have seen that this in turn reduces the number of meetings. For Mónica Álvaro, who is involved in

different stages of the project, a lively dialog is essential. She says people should not generalize about there being too many meetings.

“Sometimes you might not want to attend a meeting, but it is incorrect to say that many meetings are unnecessary. You often need to meet to decide something together, but spending 10 minutes together could be enough.”

Her colleague Javier Sánchez-Pobre agrees, adding that sometimes discussing complicated technical issues may require a lot of time; in such cases, it can be good to meet after everyone has had time to consider their position on these matters.

The projector is turned off, notebooks are closed and the table is tidied up. The meeting has ended – at the agreed time.

Antonio Moya, closing the door to the meeting room, says: “For me, the most important thing is that I know what I want to achieve and how I want to achieve it, and therefore the others also need to know that. When we have the same starting point, something can really be achieved by having meetings.”

Text: Helena Jansson Photo: Per Myrhehed

DO YOU WANT BETTER MEETINGS?

1. Prepare. Establish a detailed and timed agenda. State the purpose of the meeting, so everyone will know why it is being held. Prepare for the meeting. Do not forget to set aside time for summarizing what has been said and determining the next step.

2. Invite the right people. Who has to be there and who does not? Ensure that the key people attend. Can someone

take part via the web or telephone? Appoint one person to run the meeting, one to keep an eye on the time, and another to take the minutes.

3. Start and end on time. Plan things so you get to the meeting on time. Do not book two meetings directly after one another – the participants may be late.

4. Focus on the agenda. Switch off your phone

and shut down your e-mail account and computer if they are not needed for the meeting. A meeting is a meeting – focus on it. If other issues crop up, address them another time. The agenda rules.

5. Summarize. Invest time at the end of the meeting to summarize and share the minutes.

Source: Ericsson’s POE program



More effective meetings demand discipline. Meeting participant Javier Sánchez-Pobre concentrates.

»» **Volvo rolls out giant project** »»

■■■■■
WORK SMARTER



Maria Guttman feels that she is less stressed after attending Volvo Cars' e-mail course.

Volvo crosses the e-mail morass



More companies are realizing that e-mail is not only an effective way to communicate, but it is also something that increases employee stress and eats into work schedules. Volvo is one company that has put e-mail on the right track.

Lebanese music slowly fills the lunch café, and owner Miled Elhage hums as he pushes the chairs aside to get his broom under the tables. His café is in the heart of “Volvo Country,” in the industrial area of Torslanda, Gothenburg, on Sweden’s west coast. The lunchtime rush is over for the day.

“A lot of old workmates come here, but it is mostly men in suits who dine here. I worked on the assembly line at Volvo before I opened this place a few years ago,” he says, nodding toward the large factory building on the other side of the road.

These “men in suits” are Volvo office workers, whose digital mailboxes are 85 percent full with internal e-mail. And the chances are that loads of new e-mails have come in during their lunch breaks. Just as in other large international companies, a large part of the internal communication is done via e-mail. But despite e-mail’s many benefits, an internet survey revealed that something had to be done – many employees saw e-mail as a problem.

As a result, Volvo Cars started a major project to see how e-mail could be used more effectively and constructively. This resulted in a course in e-mail skills, which all the group’s 8000 salaried staff took during the first half of 2008. The course was targeted at those who use computers at work, because they are the ones most affected by problems with e-mail. Those who work on the factory floor do not rely on e-mail for work.

“E-mail was taking up too much time and becoming a stress factor,”

says Petter Halling, one of those who led the project. “We realized we could help our staff structure their use of e-mail.”

Questions from employees included: What does it mean when I am copied (cc-ed) on an e-mail? Should I respond to a meeting request? How do I use the calendar function in Outlook?

The project leaders reached the conclusion that there was a lack of common ground rules. These now exist in the form of a policy laying out a common view of how e-mail should be handled. The policy has been distributed in printed folders and is also available on the intranet for download.

Halling says it is not so much the huge volume of messages that cause stress: “No, the problem is not primarily the number of e-mails. The thing that causes stress is the lack of clarity about what you as the recipient are expected to do when you receive the e-mail, and when you should act.”

Halling has since left Volvo to work full-time as a consultant on working-environment and computer-use issues. He points out that all ground rules must be adapted to suit different companies. For example, a person with direct e-mail contact with customers cannot check their mailbox only once in the afternoon.

Volvo’s e-mail education involves a web-based component, which employees can do when they want, and a half-day group course.

Maria Guttman works in an open-plan office, with desks and shelves made of pale Scandinavian birch, reminiscent of an Ericsson office. Beside her computer, she has pasted up a quote from Einstein: “The mere formulation of a problem is far more essential than its solution, real progress comes from raising new questions and looking at old problems in a new way.” And she ▶



Petter Halling

HINTS HELP YOU BEAT E-MAIL OVERLOAD

- 1. Send fewer e-mails:** it is not always the best way of communicating. Phone calls are usually better for discussions or sensitive situations, chat for back-and-forth conversations, sms for urgent notifications, meetings for long discussions, collaboration tools and blogs for joint work and team communication.
- 2. Send to fewer people:** think about who really needs to receive your e-mail. Avoid the “reply to all” and cc functions.
- 3. Be clear in the subject field:** tag it with Action (the e-mail involves a task), Question (you have a request for information or need an answer that will take the recipient only a few minutes) or Info (the e-mail has information that is useful for the recipient, but that requires no action). After the tag, write a short headline about the e-mail content.
- 4. Use short, structured e-mails.** Be clear what you expect from each recipient, summarize and highlight the key message. Avoid writing e-mails longer than one screen and do not forward e-mail threads. Identify yourself so the recipient does not need to look up who you are.
- 5. Check your inbox** only a few times a day. Turn off all alerts signaling that a new e-mail has arrived.
- 6. Organize your e-mails** by creating folders for different projects; remove your processed e-mails from the inbox and learn to search your folders.
- 7. Once you have opened** an e-mail, decide what to do with it.
- 8. If you receive unnecessary** e-mails, ask not to get them.

Source: Ericsson’s POE program



The calendar function in Outlook plays a crucial part when saving time.

► is a problem-solver. She is leading the development of processes and methods for more than 50 Volvo projects at different stages. She feels that the e-mail training has given her a better grip – despite her receiving 20 to 50 e-mails every day.

“My job is based on communicating with a lot of people,” she says. “We meet, we talk on the phone – and we send e-mails. I was drowning in all the e-mails, but now there is less pressure.”

Guttman learned to structure her e-mails, both those she sends and those she receives. Among other measures, she has set up Outlook so that it sorts her incoming mail. Messages from certain people go straight to the inbox for their respective projects. Even mail for which she is only cc-ed has its own inbox, and she reads those when she has spare time. But the best has probably been the calendar functions in Outlook.

“E-mail was taking up too much time and becoming a stress factor.”

Petter Halling

“Nowadays I use this calendar all the time,” she says, showing with a couple of simple keystrokes how she can book a meeting in a conference room when everyone is available, at least according to Outlook.

“**Within the company**, nobody ever really needs to call or e-mail me to see if I am available. They only need to synchronize with my calendar. Sometimes it might feel impersonal, but it is efficient.”

Guttman’s workmate Krister Larsson sits on the other side of the room. On the wall behind him is a large, colorful world map showing the route for the 2001–2002 Volvo Ocean Race. Guttman walks over and asks if he thinks the e-mail training has made a difference.

“Yes, I think so,” Larsson says. “In the end, the hints have made me more efficient, even if it is difficult to say I have gained so many minutes per day.”

Larsson also works to ensure that Volvo’s production methods and processes work smoothly; he has just been appointed as one of those responsible for e-mail training. He says it is important that the program continues, and that all new employees get the training.

“When I went on the half-day course, I got a good chance to really learn how Outlook works,” he says.

“One simple thing that helped me was programming in the time difference with the US, because I have a lot of contacts with Ford (which owns Volvo Cars).”

So has there been any change to e-mail behavior at Volvo? Both yes and no, Guttman and Larsson say. Change takes time, and they do not agree on whether there are fewer mails in their inboxes since the project started. The biggest change perhaps is that there are fewer cc-ed mails, and more e-mails are being marked FYI (for your information) or FYA (for your action) in the subject field. The feeling is, however, that the policy has helped people plan and prioritize their e-mails.

Volvo Cars does not have a program like Ericsson’s Personal Operational Excellence, but the internal e-mail training is now part of a larger process called Information Management. It deals predominantly with efficiency, working environment and communication. And obviously, Guttman says, larger companies should make life easier for their employees by having clear guidelines.

“In one way, it is about normal etiquette and being polite,” she says. “But that can be seen differently in different countries. We are owned by Ford, and a global group is never a homogenous organization.”

Text: Helena Jansson Photo: Bodil Bergqvist

WHAT DO THE EXPERTS SAY?



Matthew W Cain

Matthew W Cain, e-mail analyst at consultancy company Gartner Research in Stamford, US

“It is not about e-mail or meetings, but rather about communication. Employees need support

and companies have to realize that. It is unbelievable that we allow so much ignorance around the use of e-mail, when you think about how much time it takes.

“Even if more people are realizing the problems e-mail can cause, I think it will take the corporate world 10 years to understand the importance of this. Volvo and pharmaceutical company Novartis are two pioneers in dealing with e-mail.”



Karen Renaud

Karen Renaud, computer science researcher, University of Glasgow, UK

“In my research, I identify three groups of e-mail users: relaxed – those who do not experience stress; driven – those who experience stress but are not negatively affected;

and stressed – those who are stressed. This means a third of users feel e-mail stress. It is disturbing that those who do not experience stress can easily be pushed over into the stressed group.

“E-mail is a new behavior we have learned along the way, but now a change is due. I believe that sending too many e-mails will retreat to the benefit of more personal meetings.”



Kari Österling

Kari Österling, meeting consultant at Mötesverkstan in Stockholm, Sweden

–“A good meeting culture stimulates creativity and ultimately profitability for the company.

A good meeting is characterized by clarity, participation and structure. If colleagues know the purpose of a meeting, why they are there and how they can contribute, stress is reduced.

“I have worked with companies such as American Express, SAS and Akzo Nobel and one trend I’ve noticed is an increase in web meetings. But remember that you need the same structure for virtual meetings as for face-to-face meetings.”

How time-efficient are you?

THIS IS HOW IT WORKS:

Choose the alternative that you recognize most from yourself. Then go to the key and find out your score. Then it is time for the verdict!

1 The art of communication and collaboration: how do you do it?

(A) Communication tools? That's the phone and e-mails, right?

(B) I know about chat, on-line meetings, EriCOLL and stuff... but when do I get time for that?

(C) Chat, on-line meetings, EriCOLL. I do use them. Occasionally.

(D) My choice of communication or collaboration tool depends on the most effective means appropriate to the circumstances.

2 What about you and the wonderful world of e-mails?

(A) Don't get me started. I send and get a thousand a day. It's like... Swampsville.

(B) I probably spend a few hours or so throughout the day answering and sending them. I find they are a distraction: I can't focus on my important tasks.

(C) It's one good way to communicate. I control the time I spend on e-mailing... though I might need to use fewer Cc, reply-to-all, or write better-structured e-mails.

(D) I have read, understood and practice the latest guidelines regarding the sending and managing of e-mails. Hey, you're talking to the king of e-mail management.

3 Meetings: time for a get-together, or time to get going?

(A) Meetings... they're just, all talk! Seriously... I have too many, too often, and too little happening in them.

(B) Meetings... yeah, they're necessary... good that there are not too many. They're informal...



not much preparation done... and often, we never start on time, or simply run late.

(C) Meetings: yes please, as often as possible, and as many as possible. It's the way to get stuff done. So we invite as many people as we think may be interested. And we keep going until we've made some decisions.

(D) My meetings are led by a prepared agenda; include only the

most necessary people, and start and finish on time. And we try to keep the number of meetings down - we have better things to do.

4 Time management: how well are you managing?

(A) I HAVE NOT GOT TIME TO ANSWER THIS.

(B) You know what business is like... it's crazy one minute and

quiet the next... the thing is, I can hardly ever plan anything with my family. I hope I can develop better time management- knowledge.

(C) I try to plan my whole day, from start to finish. I admit it needs lots of discipline.

(D) Planning, delegating, prioritizing actions and making decisions. I live by these principles. It buys me time for the things that really matter in life.

Count your points

Key: A=1 point, B=2 points, C=3 points, D=4 points. Summarize your points and see which zone you're in.

Zone 1: Score 4

You have got to be kidding, right? So you're hopeless at communicating, defeated by e-mail, wouldn't know a good meeting if it hit you, and your time-management skills give you heart problems. Nah. We're not buying it.

Zone 2: Score 5-10

Now: where do we begin? Get to know about on-line meetings and collaboration tools. Learn how to master e-mails, and don't let them rule your life. Plan meetings, use an agenda, stick to meeting times and invite only those who need be there. And above all, learn to manage your time and prioritize. You know: there's hope for you yet.

Zone 3: Score 11-15

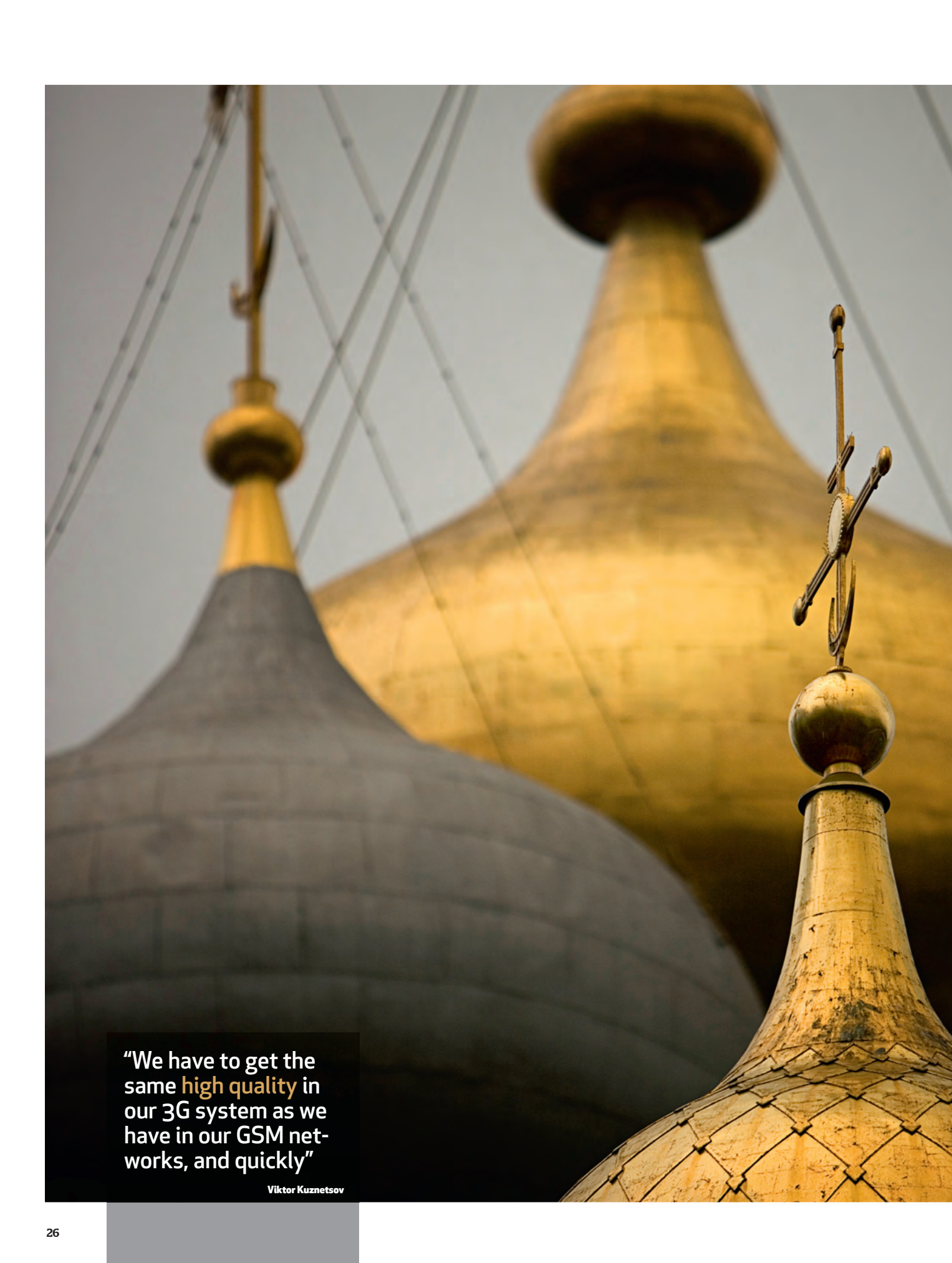
Yup: certainly getting there. Now just a little more attention

to the details. Have you read up on the latest guidelines for meetings and e-mails? And how's your time management? Collaborative skills in top form?

Zone 4: Score 16-20

OK, you can be very pleased with yourself. Your collaborative skills are excellent; your e-mail and meeting capabilities are up to speed; and the way you manage your time is just what the doctor ordered.

This test is an edited version of the test that is available at the Personal Operational Excellence site on the intranet.



“We have to get the same **high quality** in our 3G system as we have in our GSM networks, and quickly”

Viktor Kuznetsov

AN OPERATOR WITH GREAT PLANS

Russia goes 3G

3G has really taken off in Russia this year. In May, the largest operator in the country, MTS, set the tone by launching **its first 3G system** in St Petersburg. With Ericsson as its vendor, the operator has set ambitious goals for the coming years.



ST PETERSBURG
RUSSIA, EUROPE

It is Thursday morning and, just like their other colleagues, Pavel Eliseev and Viktor Pogorelov from Ericsson in Moscow are working on 3G coverage for mobile operator MTS. Ericsson is housed in a modern office building on Shpalernaya Street in St Petersburg. As Eliseev and Pogorelov work on a 3G coverage map, they exchange information in English with two colleagues from Ericsson in Croatia. Ericsson founder Lars Magnus Ericsson looks down from his portrait on the wall in front of them.

MTS, Russia's largest mobile operator, launched its first 3G system at the end of May.

Björn Eisner is Ericsson's KAM for

Sistema, the industrial group that owns MTS. "One of the customer's demands was that the network had to be in operation for the International Economic Forum held in St Petersburg at the start of June, which the president of the Russian Federation, Mr. Medvedev, attended. That put us into a very limited time frame," he says.



Björn Eisner



Larisa Gryada

Larisa Gryada, Ericsson's project manager for the MTS 3G assignment in the St Petersburg area, says: "It feels great

“We are expecting a lot of interest in video on demand and other multimedia services”

Viktor Kuznetsov



PHOTO: SCANPIX

Russians are interested in technology; even before the 3G system was launched in St Petersburg, every seventh subscriber had a 3G phone.

► that we met the tight deadline for the launch. The project will not wind up until sometime during 2010.”

This is Gryada’s first job as project manager. She was previously Ericsson’s account manager for MTS in the region, which means she knows the customer well. That makes her current role easier.

“There are three project managers working together, supported by many different units,” she says. “We also get help from Ericsson staff with 3G skills from other countries, including Lebanon, Israel, Croatia, Portugal and Finland.”

MTS is housed in several buildings about a 20-minute drive from Ericsson’s offices.

“I was here for a lot of customer meetings; now it is for project meetings instead,” Gryada says with a laugh.

Viktor Kuznetsov, technical director for MTS’s northwest region agrees and says: “Yes, we have worked together for seven years, and that is a big advantage, of course.” His region is the operator’s second-largest, and apart from St Petersburg, it covers Kaliningrad, Murmansk, Novgorod and Arkhangelsk.

“By the end of 2010, we should have 3G deployed in all major cities in the region,” he says.

Kuznetsov adds that the high quality of Ericsson’s equipment and high

speed of rollout were among the reasons why MTS chose Ericsson as its vendor.

“We have to get the same high quality in our 3G system as we have in our GSM networks, and quickly,” he says. “We don’t want to lose subscribers, so it is important that they do not experience any difference in quality between the GSM and the 3G systems.”

Gryada adds: “This is a turnkey project, where Ericsson does everything except site acquisition for the base stations. That means there are many different tasks with a lot of people involved, and it has sometimes been hard to find enough staff.”

When the 3G system was launched in St Petersburg in May, subscriber growth was so high that expansion plans were brought forward. There have since been launches in Kazan, Yekaterinburg and also in Sochi, a particularly prestigious assignment because the Winter Olympics will be held there in 2014.

The importance of 3G to MTS can be seen when Kuznetsov shows Contact the radio base station for 3G in the operator’s St Petersburg office. “This is also where our very first 3G system in Russia was tested together with Ericsson,” he says with pride.

RUSSIA

► The country, which stretches across 11 time zones, is the largest in the world by area. There are 141 million inhabitants and the economy is the seventh-largest in the world.

► Russia is part of Market Unit Eastern Europe and Central Asia. Ericsson has 355 employees in Russia, with offices in Moscow, St Petersburg and Krasnoyarsk. Jan Campbell is head of the market unit and country manager for Russia.

► Mobile penetration is 121.1 percent because many people have multiple SIM cards. The three largest mobile operators are MTS, with 35.2 percent of the subscribers; VimpelCom, with 24.7 percent; and MegaFon, with 22.6 percent. All three have received 3G licenses, and MTS and VimpelCom have chosen Ericsson as a main supplier for their networks. Other 3G suppliers in Russia include Nokia Siemens Networks and Huawei.



Pavel Eliseev (left) and Viktor Pogorelov, from Ericsson in Moscow, traveled to the Ericsson office in St Petersburg to help with the 3G project.

“Three-quarters of the population will eventually have access to various 3G services” **Marcel Stoeckli**

Did you know that ...

... Lars Magnus Ericsson established his first factory outside Sweden in 1897. It was in Russia, in St Petersburg. The building that housed the factory still exists. It has recently been renovated and is called Business Center Ericsson. Russia was a huge market at the end of the 19th century, and Lars Magnus Ericsson seriously considered moving the company's main office to St Petersburg.



Larisa Gryada from Ericsson and Viktor Kuznetsov from MTS chat at MTS's OSS center. Beside them is Vlasova Lidia, who works at the center.

► Russians are interested in technology; even before the 3G system was launched in St Petersburg, every seventh subscriber had a 3G phone. “As well as mobile broadband, we are expecting a lot of interest in video on demand and other multimedia services,” Kuznetsov says.

The long-awaited 3G licenses were handed out last year. And since the frequencies in St Petersburg were ready much earlier than in Moscow – the first 3G network took off in St Petersburg. “Russia is a huge and growing market, but also a complicated one,” Eisner says. “Politics, relationships and even language difficulties play their part. MTS has bought several mobile operators in CIS countries and as a result has equipment for different mobile standards from different vendors. It has now been decided to have two vendors in each country and a total of three: Ericsson, Nokia Siemens Networks and Huawei.

“To improve capacity and coverage, MTS is now carrying out a wide-ranging modernization of its mobile net-

works, including replacing its core networks. This is a major undertaking for Ericsson, and will take several years.”

Marcel Stoeckli, CTO at MTS, says: “Although GSM is and will remain most important for us, the 3G networks we are now bringing online are strategically important. Three-quarters of the population will eventually have access to various 3G services. Because fixed-line telephony in the countryside is so poor, it is difficult to roll out fixed broadband. So, mobile broadband will be the solution there for both private consumers and companies.

“**MTS is a big** operator but the company is largely unknown outside Russia and CIS countries, something we want to change by becoming more global.”

Jan Campbell, head of Ericsson Russia, says: “3G is important as it sets bright perspectives for the future growth of mobile broadband and multimedia in the region.”

Eisner summarizes the situation



Marcel Stoeckli

like this: “Sistema and MTS make up an interesting customer with big ambitions. Sistema owns both fixed and mobile operators, and has licenses in several other countries in the region, which opens the way for further business opportunities. That is why our 3G undertaking in St Petersburg is such an important reference for our continued cooperation with Sistema.”

✉ Text: Gunilla Tamm Photo: Alexander Drozdov

MTS IN BRIEF

- Mobile operator MTS is part of the Russian industry group Sistema. One of Sistema's major businesses is fixed and mobile telecommunications.
- As well as Russia, MTS has mobile systems in Ukraine, Belarus, Uzbekistan, Turkmenistan and Armenia.
- Overall, the operator has more than 91 million subscribers, 61.9 million of whom are in Russia. MTS is the world's eighth-largest mobile operator in terms of subscribers (according to Ovum).

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ERICSSON 
TAKING YOU FORWARD

A clear vision of the future

20/20 vision is a term that means perfect sight – that you can see with total sharpness. It is not yet possible to look into the future, but Ericsson’s Communicating Worlds 2020 project is one way to prepare for it. Four future scenarios have been selected.

First, project leader Magnus Karlsson explains what the project is not – a new strategy.

“Communicating Worlds 2020 is about gaining insights into the future and to make long-term strategies possible,” he says. “Employees from all levels, including Ericsson’s top management, have participated in this.”

The purpose is also not to paint one single picture of the world in 2020. But the project has selected four possible scenarios.

“These are extreme alternatives and constructed so that each one will be equally plausible,” Karlsson says. “We’re not advocating one or several of them. We must be prepared for all four.”

Work on the scenarios started just over one year ago by beginning to identify trends within several areas, such as demography, economics, sustainable development and technology.

From all these trends came what the project group has called “likely truths,” a series of themes that could be reality in 2020.

Some such trends are that networking, personalization and mobility are changing users’ behavior radically, while communications solutions are becoming critical to companies that want to ensure sustainable competitiveness. China and India are major economic powers and 1 billion new middle-class consumers have entered into the global marketplace. These likely truths form the basis of the four scenarios.

As well as the research that has led to these scenarios and likely truths, “user stories” have been created that are based on Ericsson’s con-

sumer studies. These are 15 fictitious people, or “personas,” who, through their life situation, show how communications technology creates add-on value for them in 2020. There are about 15 similar concepts that show the same for companies.

Employees have contributed to some of this work by playing the game “Life in 2020.” They compete to create the best story of how technology creates value for people and companies in 2020.

Many of these stories have been dramatized by the participants and recorded on video.

“The video clips are on Ericsson’s intranet and ideas from there have inspired the creation of our “personas” and the applications they use,” Karlsson says.

One “persona” is Minako Aragaki, who lives in Japan. In 2020, she will be 86 years old and retired. She is a widow and has two grown-up children. It is important for Minako to be as independent as possible, but she needs some help – and stimulation in the form of daily contact with her relatives in other parts of the country. One single operator offers her everything she needs. The services consist of communication, film, data and personal content which, among other things, make it possible for Minako to send and receive pictures from her relatives and create her own image bank. In Minako’s case, there is a service with a portable medicinal unit that reminds her to take her medicine, gives her health advice, and sends her blood pressure and heart-rate details to her doctor with the help of sensors.

“It’s about thought leadership,” Karlsson says. “We can show our customers how this information can be used to create long-term preparedness and focus on technology usage.”

One important part of the continuing work on the scenarios will be to use the material in dialogs with some of Ericsson’s customers. There is already presentation material, which contains a demonstration of the “personas,” companies and applications.

Dmitry Maselsky at Group Function Strategy & Operational Excellence says that they have already started discussing the project’s results with customers.

“They often want us to drive on the discussion so they can gain more insight,” he says.

At the same time, internal working groups throughout the organization are working to identify implications for Ericsson and the company’s long-term strategy. The result will form an important input to the strategy work in 2009.

“The scenarios also give us a “map” to drive long-term business development. We can identify important areas where Ericsson must prepare itself to be involved in and play,” says Håkan Österberg, who is responsible at the unit for business development and innovation at Group Function Strategy & Operational Excellence.

So how does the Communicating Worlds 2020 project paint the picture of the world in 2020? Here are four possible futures...

Text: Staffan J Thorsell Illustration: Ebba Berggren





BRANDS & PIPES

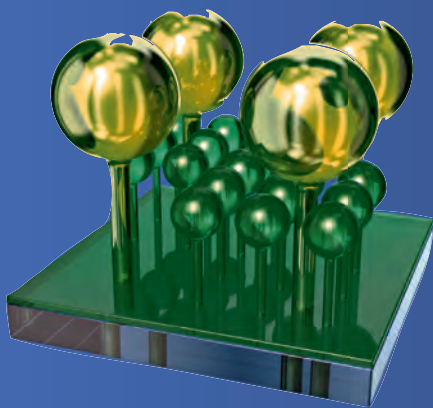
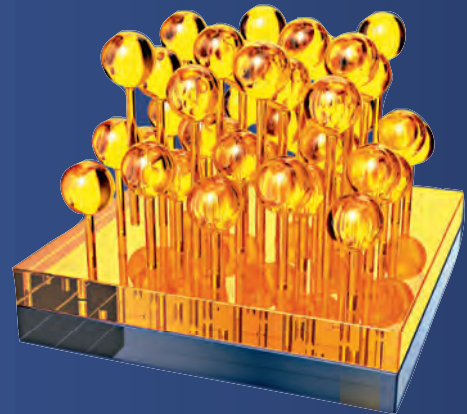
The internet model, where services and content are separated from the actual networks, has become unbeatable. Few large and very innovative service providers, or brands, dominate. They supply their services independently of network providers and develop their own terminals and functions for the services. Users support their one or few brands, but are demanding new, convenient and reliable lifestyle or corporate packages with personal services.

An increasing number of services are accessible on the web – even those that were previously available through tv or renting films. The consumers are fed up with surfing around among all the rubbish and are getting the brand to come up with new and relevant content for them.

USER CHOICE

Users are tired of the current lack of user-friendliness, complicated technologies and unpredictable quality. Their demand for new, reliable services is driving development towards increasingly more capable networks that “hide” the technical complexity and make it possible to offer user services over different networks and equipment, without needing to think about different terminals’ varying qualities.

Because this makes it all the easier to offer new services, there is an explosion of choice for consumers, with more innovative players offering more services. Everyone has realized how smoothly and efficiently all the services, IT solutions and terminals work together.



GREEN SHIFT

In this scenario, all lifestyle and company choices are guided by creating a sustainable society and limiting carbon dioxide emissions. Legislation and incentives for reduced energy consumption, and tax relief for sustainable businesses, have created new rules for companies and new consumer behavior.

With everyone demanding sustainable communications solutions, the pace of innovation is increasing powerfully within areas such as e-health, e-government, teleworking and logistics solutions. Consumers and companies want terminals, systems and technology that last longer and want their vendors to focus on useful services that make things more efficient and increase productivity.

ALL-INCLUSIVE

Major players have been formed by acquisitions across industrial boundaries. These new integrated companies offer everything – from communication to content. Users are served by one single provider. This is appreciated by users who put convenience before freedom of choice. They do not need to put together anything themselves, everything is packaged and ready. The mergers have built higher barriers for competitors wishing to reach those users who make up the major companies’ customer bases.



Sweden, 1866



The company's founder Lars Magnus Ericsson is just 20 in this portrait and he has just moved to Stockholm. He worked there as an apprentice with an instrument maker and learned how to manufacture and repair telegraphs. In the evenings, Ericsson studied mathematics, materials engineering, mechanical drawing, English and German. He was gifted and received a state grant, which made it possible for him to study and work in Germany and Switzerland. In 1876, he opened a small mechanical workshop for telegraph instruments.

Photo: Archive

Mobile Adventures

by Jola Cederschiöld

MOBY AND SONY ARE LEAVING THE CITY TO GO CAMPING IN THE WOODS FOR A FEW DAYS.



ON THE FIRST DAY THE GUYS HAVE RENTED A KAYAK.



TWO DAYS LATER...

