

Contact

Contact turns
70
Pages 18-22



Strategy

- Special supplement to keep

Pages 14-15



LILA MADOUR, THE WOMAN WITH THE MOST PATENTS WITHIN ERICSSON:
"I like finding problems."

Page 12

How it works:
M2M – MACHINE TO MACHINE

Page 5

The right patent portfolio is important

Pages 24-26





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Contact turns 70

The magazine through the years

Pages 18-22



NEWS

- ▶ 8 Five questions for Ericsson's incoming CEO and president, **Hans Vestberg**
- 9 Multicore chips – the microprocessors of the future
- 10 Successful broadband project in **Peru**
- 11 Write your own quiz for the magazine
- 12 Ericsson Academy commences later this year
- 16 A day with Lucky Mirza in Indonesia



COVER – STRATEGY SPECIAL

- 2 Ericsson's **strategy temple** and wanted position
- 4 Vision, mission and strategic strengths
- ▶ 6 BU Networks' ambitions and targets
- 8 BU Global Services' ambitions and targets
- 10 BU Multimedia's ambitions and targets
- 12 Strategic **focus areas** and where to find more information



PLUS...

- 4 **Have your say**
- 5 How it works: **M2M**
- 18 Contact through the years
- ▶ 24 Ericsson and **patents**
- 27 Ericsson in Katrineholm
- 28 Test your general knowledge – compete with yourself

Contact

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

Read, discuss, save

It is obvious: the more you know about your company's targets and aims, the more meaningful and enjoyable your work will be. You now hold in your hand – or are reading on the web – a slightly different issue of

Contact. Apart from the magazine's usual sections, we have produced a special lift-out section for you. It describes the building blocks of Ericsson's strategy, explaining the company's targets and how we – together – can achieve them. Our aim has been to make strategy easy to understand, and easy to take with you. You could say, without being dramatic, it is a basic course every employee needs to complete to understand where our company is heading.

Read it and discuss the contents with your colleagues. Ask your manager when you will get information about your area of operations. Ask about what was discussed at the Global Management Conference (GMC), and how it will affect your work day. I also hope you save the lift-out and refer to it whenever you need to.

This year's GMC was dominated by the insight that Ericsson constantly needs to develop its strategy and change its culture to continue to be a successful telecom company. We are moving from rolling out networks to migrating networks, from traditional telecom networks to all-IP, and from working primarily with hardware to focusing on software. All of this means we need to reassess how we work with our customers, and how we build our business models. One thing is certain: society is changing, and Ericsson will play a central role in the future of communication between people.

I also want to note that Contact magazine turns 70 this year. In January 1939, the very first issue went out to Ericsson employees. Something that was seen as an experiment from the start has grown and today, more than 70,000 copies of the magazine are distributed in both Swedish and English. We are celebrating this milestone with a special feature about how everything started, with some glimpses back to yesterday's highlights and unusual items from the magazine over the years.

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

A GREAT MAGAZINE

Lily Hendra commented on an article on page 9 in issue 2 of the magazine that "...people go to YouTube because it's more fun and flexible than regular TV". This comment can also be used to refer to Contact magazine: it's great fun and there are surprises on every page.

Odetayo Adelabu, Nigeria

A SUGGESTED SAVING

Ericsson can save money by being more eco-friendly in the office. Polystyrene cups should be

replaced by ceramic ones, which could save millions of Swedish kronor a year.

Kajan Lakhani, South Africa

CORRECTIONS

We used the wrong reader's picture for one of the captions in the last issue of the magazine. We are therefore publishing the correct caption with the correct picture this time. Unfortunately an error was also printed in the section, "What was happening this time..." on page 15 in the last issue of Contact. In 1984, Ericsson started operations in Morocco, not Mexico.

The editor

DON'T MISS OUR STRATEGY QUIZ

You have another chance to win

a brand new mobile phone from Sony Ericsson – and the honor of calling yourself an Ericsson strategy expert – this year. All you need to do is correctly answer 10 questions about Ericsson's strategy. You can find the questions on the Contact Online portal or on internal.ericsson.com. Click on the Strategy Quiz banner and follow the instructions. We need your answers by September 25 at the latest.

Hint: Read the strategy lift-out in this edition of Contact carefully. You can also find the lift-out in digital form on the strategy site on the Ericsson intranet: [Global > Company information > EGMS > Management and control > Strategies > Strategy 2009](#).

The editor

Readers' pictures



Pictures of the Central Valley, Costa Rica, taken from the Ericsson office with my mobile phone.

David Navarro Herrera, Costa Rica



This is the view that we have when waking up at my uncle Little Cookie's place in São Francisco, Xavier, São Paulo, Brazil. I took the picture with my W910 phone.

César de Moraes, Brazil



Example of reuse in Egypt. I took this picture in Cairo near the Pyramids using my Sony Ericsson W880 phone.

Aqeel Ahmed Siddiqui, Saudi Arabia

Web poll



Welcome...

PHOTO: VIRPI TOIVONIEMI



... to Ericsson, Tiia Matikainen

... who became HR manager at Ericsson in Finland in April. Before joining Ericsson she worked in different HR roles at Nokia and Nokia Siemens Networks.

How have your first few months at Ericsson been?

It has been very interesting.

I came straight from parental leave and had not been working for a while, and it is nice to be back at work. My background has made it quite easy to adapt to this environment; but, of course, there are a lot of new things to learn. Luckily, I have great

colleagues who are able to help me.

What is your department's biggest challenge ahead?

The current business and economic situation is very challenging, and affects HR in many different ways.

Have you been asked ...

...WHAT IS M2M?

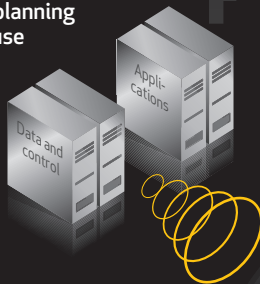
Machine to machine

Machine to machine (M2M) is about how things and places are connected, and how you can create new services around these. Measuring what is happening in the physical world creates access to new and valuable information, which can then be used for a multitude of applications.

Servers provide the answer

Servers receive and process measurement data from sensors. They refine the data into user-friendly information, which application-specific servers then use to implement end services:

- Real-time travel planning
- Efficient energy use
- Electricity meter reading
- Alarm services



← **The sensors** register physical attributes. They form the basic component for M2M-oriented services and are embedded in the things or places that you want to have information about.

→ **Actuators** are used to remotely control lighting, heating and locks.

Users

Services for one particular group of sensors can be aimed at different users at the same time. For example, an electrical company may be interested in using measurements as billing documentation, while a consumer may want to minimize their electricity consumption and climatic effect. There are plenty of applicable areas and different users such as consumers, companies and authorities.



The smart home

There are lots of applicable areas for M2M technology here. Is your electricity consumption energy smart? Do you want your summer cottage to be warm when you arrive? You can do this via your mobile phone or the internet.

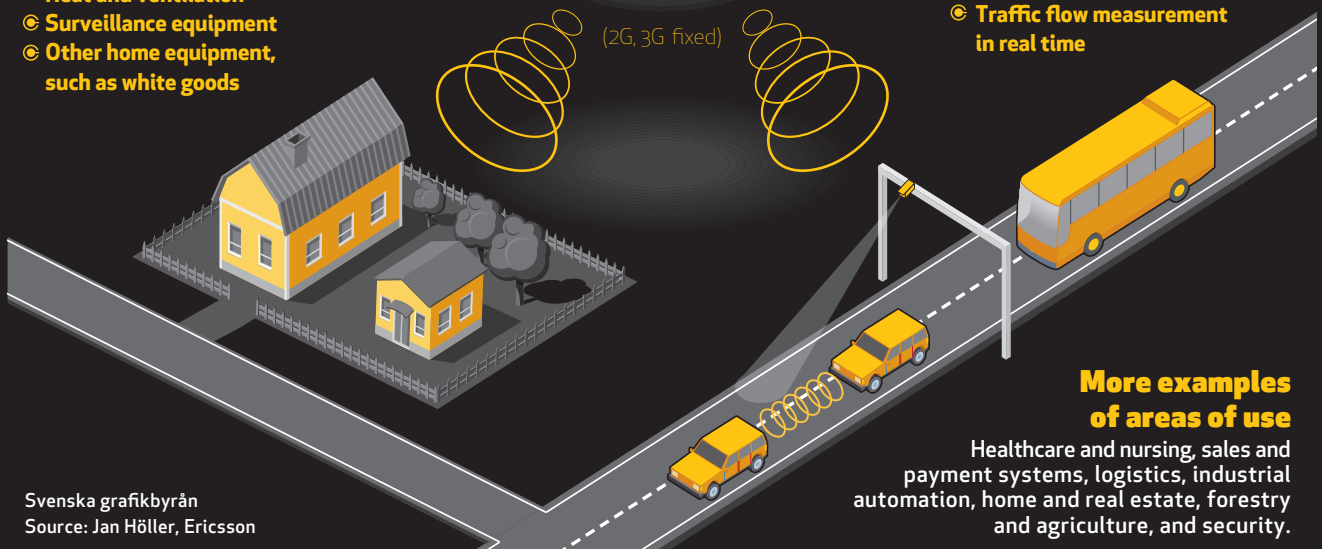
- Energy consumption
- Locks
- Heat and ventilation
- Surveillance equipment
- Other home equipment, such as white goods



Transport

There are several areas of use within transport, especially for traffic security. Sensors in vehicles and infrastructure can gather information on different traffic conditions. In this way, the traffic flow can be regulated and accidents avoided.

- Effective steering of goods traffic
- Travel planning
- Road charges
- Traffic flow measurement in real time



More examples of areas of use

Healthcare and nursing, sales and payment systems, logistics, industrial automation, home and real estate, forestry and agriculture, and security.



Victory in the port

Skipper Torben Grael (top right) and his crew on Ericsson 4 celebrate at Skeppsbron in Stockholm, Sweden, having guaranteed a victory in the Volvo Ocean Race 2008–2009. During the nine-month event, around 10,000 customers, organizations, authorities and media representatives visited Ericsson pavilions to see demonstrations of the company's offerings in, for example, Full Service Broadband, the Televisary campaign and sustainability. PHOTO: OSKAR KIHLBORG



1pm / June 19 / Skeppsbron, Stockholm, Sweden



VOLVO

Ericsson buys part of Nortel

BUSINESS Ericsson has entered into an asset purchase agreement to acquire the parts of the Carrier Networks division of Nortel relating to CDMA and LTE technology in North America. The purchase is structured as an asset sale at a cash purchase price of USD 1.13 billion.

"Acquiring Nortel's North American CDMA business allows us to serve this important region better as we build relationships for the future migration to LTE. Furthermore, by adding some 2,500 highly skilled employees, of which about 400 are focused on LTE research and development, said Carl-Henric Svanberg, President and CEO of Ericsson.

Memories with the Beeb

GADGETS BBC has launched Memoryshare, a living archive of memories from 1900 to the present day.



You can share and browse memories of life experi-

ences and see them in the context of recent and historical events. So far the memories that have been posted cover everything from being born, and a first kiss to grandmother's memories of D-Day and meeting Cary Grant at the local bank office in Bristol.

23,000%

... that is how much Monty Python's DVD sales increased after they got their own channel on YouTube. Source: YouTube

"Make the most of our competence"

PHOTO: ERICSSON



Hans Vestberg will take over as President and CEO of Ericsson on January 1, 2010.

On June 25, Ericsson's President and CEO Carl-Henric Svanberg revealed that he planned to leave Ericsson. At the same time, the company announced that CFO Hans Vestberg will take over as President and CEO from January 1, 2010. Contact has spoken with Vestberg about his upcoming new role.

NEW CEO *What was your first thought when you were offered the position of CEO?*

The very first thing I

thought was "fantastic!" Anyone who has worked for a company for 18 years and then gets the chance to lead it is honored and happy. But it was also an emotional moment for me, because it is a big responsibility to take this company forward and build on the success that Carl-Henric Svanberg has created. *What are you most looking forward to?*

I'm very much looking forward to working even more closely with

the organization and the people of this great company. The fantastic people that make up Ericsson are what will take us to the next stage and continue our leadership in the telecommunications world.

What do you think your biggest challenge will be?

The first challenge will be the financial crisis, and how that will impact us. We also work in a competitive landscape and we must maintain our leadership. And then of course, there is the transformation that we need to undergo when it comes to moving to IP networks. *How will the strategy change?*

As I have been a member of the group management team for the last six and a half years, I obviously support the current strategy. The strategy that has just been unveiled at GMC

will stay in place. But we all know how much has happened during the six years of Carl-Henric's leadership and how many new decisions had to be taken to keep us ahead of the curve. I foresee that will happen for me as well, and I am prepared to deal with changes in the future. *How will you use your knowledge and experience from 18 years at Ericsson in your new role?*

It's a tricky question. I think the most important lesson I have learnt in my time in the company is that we have fantastic people in all areas and on all continents. It is very important for me that we take advantage of this and really make full use of all the competence we have, and then make sure we are on target and that we not only meet our goals, we exceed them.

☒ Christine Luby

"The question was not why Ericsson, rather why not Ericsson?!"

Tony Melone, Senior Vice President and Chief Technology Officer of Verizon Wireless, at this year's GMC.

By the way...

NOTED ... **Bert Nordberg**, executive vice president of Ericsson and head of Ericsson Silicon Valley, leaves his job to become president of Sony Ericsson, effective October 15.

... **two European market units** - **mu** North Western Europe and **mu** South Eastern Europe - received top honors in Managed Services' **mu** Maturity Program.

... **the Media Gateway** for Mobile Networks, produced at the Katrineholm complex in Sweden, has passed the 5 000 node mark.

... **an innovative game** supporting the Televisionary campaign in India was unveiled in Kista. Called Kaun Banega Televisionary (कबट), which is Hindi for Who Wants to be a Televisionary?, the game is based on the format of the popular TV game show Who Wants to Be a Millionaire?

... **the winner of the** Virtual Volvo Ocean Race, an online race was Hugo Zwaal, an Ericsson employee in the Netherlands. He beat almost 220,000 other virtual skippers.

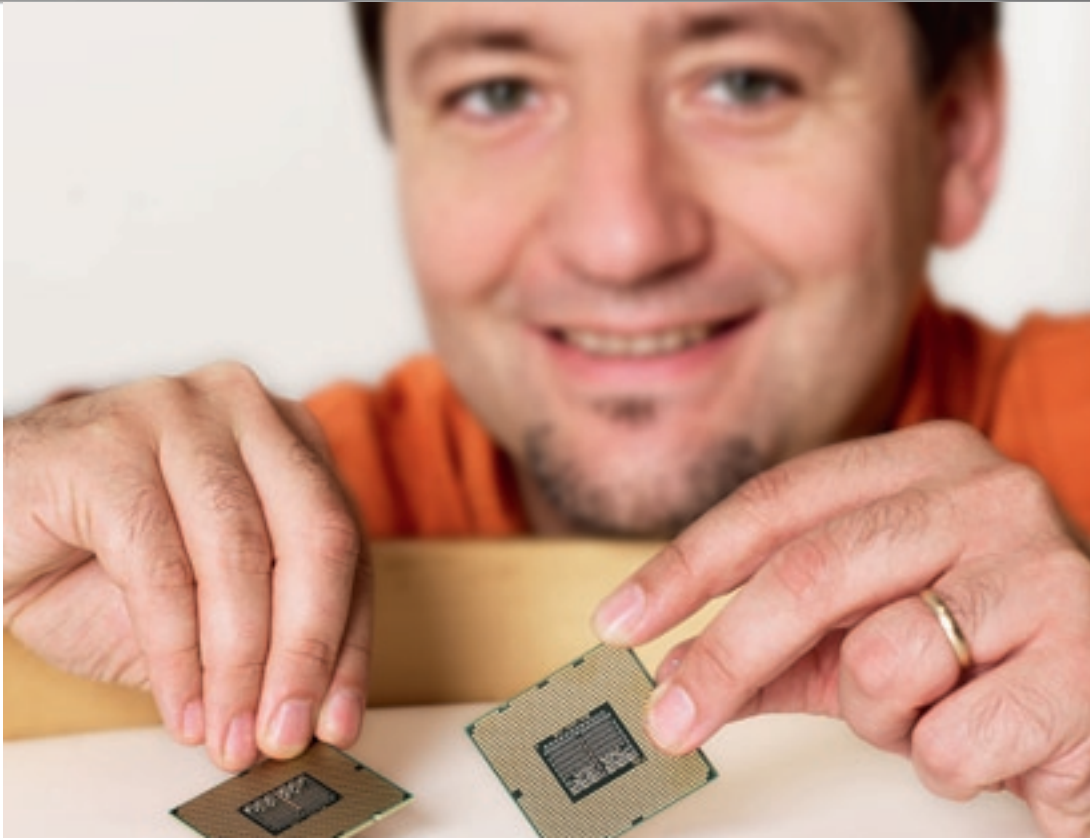
NEW CONTRACTS

► **United States.** Ericsson and Sprint have signed a landmark network outsourcing agreement for the carrier's fixed, CDMA and iDEN networks, signaling that the global trend toward full-scope managed services with tier-one operators is taking hold on American soil. It is the largest managed services contract in the industry's history and Ericsson's largest deal ever - valued at USD 4.5 to 5 billion.

► **China.** Ericsson has signed framework agreements to supply China Mobile and China Unicom with 2G and 3G mobile communication equipment

and related services. In addition, Ericsson has signed contracts with the two operators - as well as with a third, China Telecom - to roll out fiber-to-the-home (FTTH) networks in nine provinces.

► **United Kingdom.** Ericsson has signed a multi-year managed services agreement with Telefónica O2 UK, under which it will provide field maintenance and other services for the operator's 2G and 3G networks. This marks the first time that Ericsson will undertake day-to-day operations for Telefónica O2 UK.



Andras Vajda shows off one of the latest super chips. It looks like any other chip, but it's tens of times more powerful than chips used to be just few years ago.

PHOTO: PERNILLE TOFTE

Hello...

... **Mats Brorsson**, professor at the Royal Institute of Technology (KTH) in Stockholm,

and head of the Kista Multicore Center.

What do you work with?

We are studying the industrial uses of multicore chips, identifying bottlenecks and trying to clear them. We work intensively with our partners, including Ericsson. Together we have applied to participate in EU research programs. We are also trying to coordinate a network for all the interested companies and research organizations.

What are the main technical problems?

Finding methods and tools for cheaper and more reliable programming. We could reduce programmers' roles, pushing for domain-specific languages and compilers, or we could educate programmers, and give them smart tools. I believe in a middle way.

Resource management is a definite problem for programmers, especially when there are thousands of processors on a chip. The chip has only the same number of pins for data traffic even for this high number of processors, memories, external memories and interfaces.

What does the future look like?

Transistors are becoming smaller and smaller, and that means they are becoming more sensitive to cosmic radiation, for example. It is then important to be able to detect components that have broken down. Memory circuits have support for that function today, but this will eventually be a necessity for all components.

☒ Lars Cederquist

Here comes the monster chip

Five years ago, each chip had only one core. Then came the multicore chip with two or more cores. Today Ericsson works with chips with tens of cores. This is a fantastic development, although it puts a lot of demands on the software.

DEVELOPMENT The development of microprocessors or chips, is happening at lightning speed. An increasing number of cores can be placed on a chip – the industry is talking about soon reaching 1000 cores – in an advance that is constantly improving performance.

But to get the most out of the new chip, developers have to make the software running on cores work together as

well as possible, share common resources (such as memory) efficiently and to ensure they have consistent access to the same data. It needs parallel software.

“At Ericsson, we’ve been working with parallel software for decades, so we’re a little in front here,” says Andras Vajda, senior specialist working in software at Ericsson Research. “For us, chips with up to 16 cores aren’t a real problem. But going higher than that is a real challenge, and here are we are working in strong cooperation with development units.”

Scalability

The challenges are in achieving near linear scalability and availability, but in the long term

these will also include the ability to strengthen the abstraction layer in the software design so that the software is not dependent on the chip it works with.

Cooperation

“To manage this, the telecoms industry is cooperating with both the computer industry and universities,” Vajda says. “For example, in the US, Intel, Microsoft, IBM and Sun are investing millions of dollars in research projects at Berkeley, Stanford and the University of Illinois. And in Sweden, we’re cooperating with the technological facilities (such as the Royal Institute of Technology and other universities), and the Swedish Institute of

Computer Science.”

He says the multicore chip will be used mainly within two areas: server applications and base stations.

“The main target for us at Ericsson Software Research is to ensure that the applications can be scaled up simply when the industry delivers next-generation chips,” Vajda says.

☒ Lars Cederquist

MULTICORE CHIP

MULTICORE CHIPS were the solution when it was no longer possible to increase capacity by raising frequency. Adding more cores to the same chip area and reducing the operating frequency and voltage help mitigate power issues.

Hello...



... **Johan Haeger**, strategic marketing manager at Ericsson. Haeger has been supporting the Peru project from the onset.

Telecommunications is rapidly spreading in emerging markets, even in low-income areas like in Peru. What are the latest trends in these markets?

In Peru, like in other emerging markets, pre-paid mobile broadband, in low denominations like one-day subscriptions, is emerging as a way to reach the low-income segment. This will have an impact on consumer uptake in markets where pre-paid voice has become the de facto standard.

What advice do you have to reach these mass markets?

Our latest research shows that international bandwidth costs remain high in places such as East Africa and India. This is one of the main barriers to mobile broadband uptake as it severely affects the operators' business case.

What do you think will be important in emerging markets in the future?

One area is m-health. Using mobile technology to deliver healthcare services in rural areas where doctors and infrastructure are scarce will enable operators to offer attractive new services that will drive revenues and traffic in their networks.

☒ Carmen Lopez-Clavero

Peru – a growing project

Skeptical villagers, low mobile penetration, an altitude of 2500m above sea level and widespread poverty were some of the barriers to bringing broadband communications to rural communities in northern Peru. The long-term goal is to cover 50 community clusters in Peru.

BUSINESS PROJECT Walter Armas, mayor of Marcabalto district, one of the project test sites, is among those promoting the project. He has benefited from having a mobile phone. "Having a phone for the first time has changed many things for us. I used to walk four or five hours to the nearest village to talk to community members. With the mobile phone I can save time and money by not having to travel."

Cooperation

"At first, our villagers were skeptical of the actual value and potential health risks of a mobile phone."

Ericsson addressed this with a telecoms business project for high-altitude areas. Hector De Tommaso, vice president of Marketing and Business Development at MU South America, says: "Ericsson created



PHOTO: ERICSSON

One of the villagers in Marcabalto in northern Peru testing the internet.

a business model based on a partnership, where Ericsson



Hector De Tommaso

delivers and deploys an EDGE enabled network, and provides strategy consulting and systems integration services. Telefónica will offer the connectivity and employ the retailers, who are people from the community."

Active participation from the local community has been essential.

"We have worked with a non-governmental organization, Sembrando, which has experience working with indigenous com-

munities. It has helped get access to the people and educate them on the benefits of mobile telephony," De Tommaso says.

Economic stimulus

The success of mobile telephony here has been closely tied to income generation, as a business within itself, through gaining access to up-to-date information, or saving time and money on travel.

The project establishes small businesses, Network Access Points (NAP), that will commercialize mobile telephony and internet access in the target communities. They will work as community

communications centers where residents can log on to the internet to access health, education and government services, and learn how to use telecom technology and devices.

De Tommaso says the emergence of local mobile-related retail enterprises adds extra economic stimulus. "It has started as a pilot program in two clusters of communities. The long-term goal is to cover 50 clusters in Peru."

This project is another example of Ericsson's commitment to providing access to mobile communications to everyone.

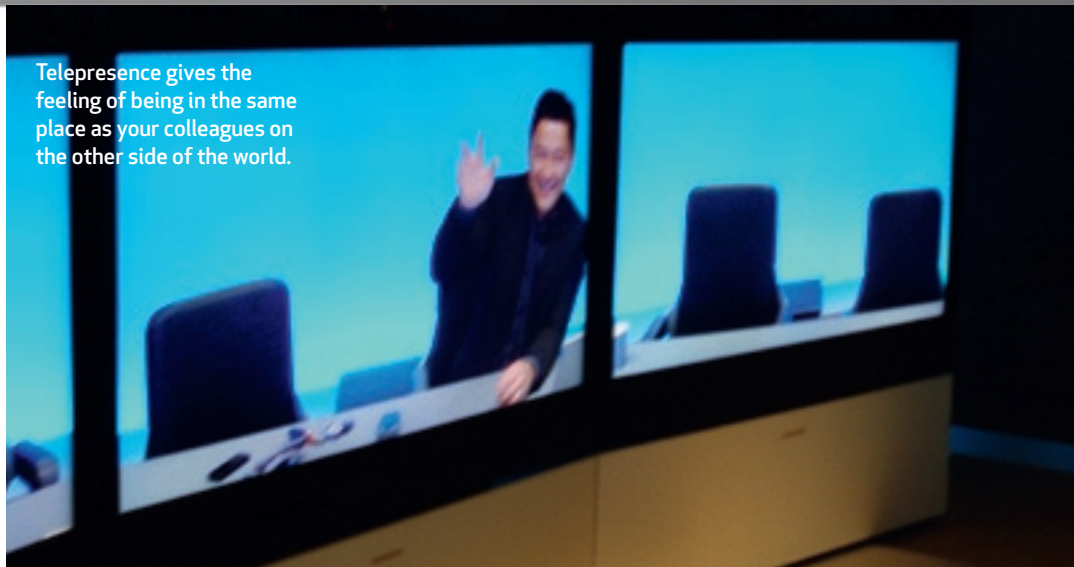
☒ Carmen Lopez-Clavero

Business factors for success

- ▶ Reducing costs by using the existing national network of radio and TV repeaters to install antennas and cellular equipment.
- ▶ Willingness of the local municipal authorities to bring telecommunications to these communities and issue construction permits without delays.
- ▶ Build the sites using local laborers.
- ▶ Using local "community patrols" to secure the sites, reducing the costs for security for isolated radio sites.
- ▶ Hiring local people to promote the services, sell terminals and pre-paid cards.
- ▶ Working with a local NGO that knows the area and the people well.
- ▶ Telefónica's willingness to support the project by investing in areas not included in their expansion plans. As their costs for deployment are significantly lower than the ones for standard sites, they are

willing to test the end-users in these areas.

▶ Peru is the second-fastest-growing market in Latin America, after Argentina. Only 36.1 percent of people have access to mobile communications – even fewer in isolated rural areas.



Telepresence gives the feeling of being in the same place as your colleagues on the other side of the world.

PHOTO: PAUL EADE

Telepresence – like being there

You settle down opposite your colleagues at a round table in a modern, comfortable room, and the meeting gets underway. Nothing unusual in that – except that the people opposite you are on the other side of the world.

TECHNIQUE Telepresence is the high-end video meeting solution from TANDBERG Video that allows a person to feel and act as if they are somewhere other than their true location. Ericsson is using Telepresence to cut unne-

cessary travel, speed up decision-making, promote effective collaboration and reduce carbon dioxide emissions.

Telepresence studios are up and running in Sweden in Stockholm (Kista) and Gothenburg (Lindholmen), and in San Jose in the US, with more studios set to go live in Madrid and Beijing.

Using the latest generation Telepresence technology, the goal of the new studios is to provide the best possible meeting experience, says Eva Maria Lerones,

business driver for the Telepresence Implementation project.

“In previous experiences with video conferencing, the market was not mature enough, and users had difficulty in setting up calls,” she says.

Dedicated network

Telepresence, however, is delivered as a managed service using a high-capacity dedicated network. This makes it very reliable, safe, easy to use



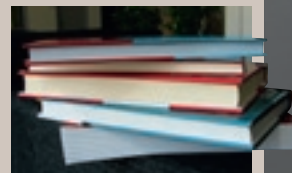
Eva Maria Lerones

and future-proof without affecting any other global application at Ericsson. The new Telepresence studios are open for use by anyone who wants to hold video meetings.

Lerones adds that, beyond the first five locations, local organizations will have to make their own decisions to deploy Telepresence, supported by change management activities that encourage the use of the technology.

“The more we use it, the greater the benefit,” she says.

☒ Paul Eade



Traditional books challenged by e-books.

E-books turn a new page

INTERNET E-book readers are becoming top sellers, analysts at Gartner have found in a study of 1650 IT phenomena. “Sony’s e-book reader and Amazon’s Kindle have attracted a great deal of attention during 2009,” Gartner reports. There are still issues to resolve, however, around digital copyright, locked file formats and high prices.

Source: Dagens Industri

Few big hits in App Store

INTERNET There are around 50,000 applications that you can download to your iPhone from Apple’s App Store, and more than 1 billion downloads have taken place so far. But according to AdMob only a few of the apps are really successful. Of the 2,309 applications they looked at only 116 (5 percent) had more than 100,000 users. More than 50 percent of the apps had fewer than 1,000 downloads.



WRITE YOUR OWN QUIZ FOR CONTACT

Do you have telecom know-how? Do you want to challenge your colleagues with it? Then get in touch with us on the Contact news team. We want you to contribute clever, moderately tricky quizzes for the back page of the magazine. The rules are simple:

1. Stick to the following subjects: history, geography, culture, sport, trade and industry, and technology.
2. Provide five clues, decreasing in difficulty, going from five points

to one. Not every clue needs to be telecom-related, but at least one of them – or the answer – should be.

3. Due to space limitations, the clues must be a maximum of 80 charac-

ters, or about 10-12 words.

4. You need to provide rock-solid sources for every answer.

5. Make sure you include the correct answer in each question. Your name and country will be published along with your quiz. So what are you waiting for? Start thinking about your questions and send your completed quiz to contact.comments@ericsson.com with



“Last page quiz” in the subject field of your e-mail. Good luck!

9%

...of broadband users in the US are prepared to give up their connections, compared to 22 percent who would consider living without cable TV.

Source: Pew Internet

Hello ...



... **Petter Andersson**, head of Learning & Development. The Ericsson Academy will be launched later this year. Initially, the aim is to improve internal competence development and to strengthen cooperation with customers, partners and universities. A project plan and some content will be available later this year. **What form will the Ericsson Academy take?**

In addition to the traditional classroom, we will use a range of channels including webcasts, voice-enhanced PowerPoint presentations and virtual classrooms. We will continue to make the most of available technology.

Why are we starting the Ericsson Academy?

We want to create a better platform for employees, where they can benefit from and contribute to competence development. Education will be more effective and more relevant.

Who is it aimed at?

All employees. The Ericsson Academy is a framework for all education within Ericsson.

How can employees register?

You can register for the formal courses on My Learning. But you should remember that a large part of the training happens outside the classroom, it is most important to shape a culture and formulate good methods to further employees' competence development. The easiest way to find out about the entire offering and our educational philosophy is through our Learning Portal on the intranet.

☒ Sofia Falk

Passion for patents

Lila Madour doesn't remember how many patents she has won. In fact, Madour has been granted 57 patents - more than any other woman at Ericsson.

PATENTS She has been coming up with new ideas for more than 17 years at Ericsson LMC in Montreal, Canada, so keeping track is hard.

"Writing patents requires a passion for what you do," says the soft-spoken Madour.

"When I write patents, it's never to keep statistics. I just pay attention to what I'm doing and do the best I can. I'm not trying to compete with others."

First woman

Despite Madour's desire to keep a low profile, she was, in 2003, the first woman to win the Inventor of the Year Award at Ericsson Canada for her work in developing the CDMA standard.

"Winning that award was one of those moments I look back on and am proud of, even though winning was not something I expected,"



PHOTO: KATE HUTCHINSON

she says. "It is an honor to be the first woman to win the award in a field traditionally dominated by men."

But she pays no attention to "competition" with her male colleagues: "It is more important to focus on the work that needs to be done instead of getting caught up in internal competition."

Likes problems

Madour began her career in testing at Ericsson after graduating from McGill University with

a Master's in telecommunications. Since then, she has been involved in systems design and standardization work

for 3GPP and CDMA.

Today, she specializes in end-to-end feature standardization support focusing on IMS-based networks, as a researcher at Business Unit Networks' DCOI Systems & Technology.

"I like to find problems," she says. "There are always problems to resolve when working with standards. I try to solve these problems and that's where most of my ideas come from."

Solving problems, however, requires a solid understanding of how a network works, from end to end. Madour believes such understanding is essential in developing solutions that are not only successful, but that sell.

☒ Kathy Kuc

Lila's tips for successful patent writing:

- ▶ Understand the end-to-end network and its processes
- ▶ Be passionate about what you do
- ▶ Look for current problems and try to work out how they can be solved
- ▶ Look at things from

an end-user experience perspective

▶ Never underestimate the help of a good support team

▶ Don't pay attention to what others are doing, just do your best.

Sustainovate winners announced

Ericsson's competition Sustainovate received 3 500 ideas from 1 300 employees. Three of the entries won SEK 50,000 each.

"Efficiency measurements for equipment and sites using OSS," was Andreas Neocleous' winning entry. The software program measures the power usage of an operator's network.

Paola Iovanna, along with

her colleagues Francesco Testa and Antonio D'Errico, won with "Power consumption aware routing," which re-routes network traffic in a more energy-efficient way.

Sven Varkel pocketed his SEK 50,000 with "E-Heat (Ericsson Heating and Energy saving Application Toolkit)," an application for energy saving in buildings.



PHOTO: JONAS PERSSON

From left to right, Jevgeni Holodkov, receiving the award for Sven Varkel who couldn't be there, Andreas Neocleous, Francesco Testa, Paola Iovanna, Antonio D'Errico



PHOTO: JONAS PERSSON

MMS a picture of your rash and get a doctor's opinion within one day.

A picture of health

Got a rash or an irritated insect bite? Send a picture of your skin condition using MMS to iDoc24, and you can get a diagnosis from visual medical counseling specialists. The new Swedish service guarantees a reply within 24 hours.

GADGET The service is based on users' symp-

oms submitted using MMS (Multimedia Messaging Service). A doctor assesses the information and gets back with a diagnosis and suggestions for appropriate treatment. In serious cases and those that are difficult to assess, the user is recommended to see a doctor.

Diagnoses of skin

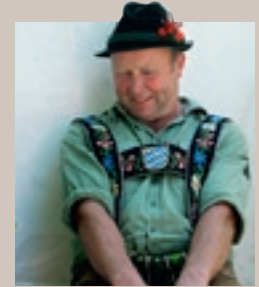
conditions are largely based on visual assessments, something that makes dermatology well-suited to medical advice via MMS or other telecom services.

This new service is a cost-effective complement to traditional healthcare, and fits into the IT strategies developed by the Swedish government

and the EU for modern and efficient care. The new information channels require an effective electronic infrastructure, as well as high levels of accessibility, quality and security.

Users do not have to disclose their identity to use the iDoc24 service.

Therese Krupa



Germans top Europe web list

INTERNET Germany has the most internet users in Europe, with 40 million in April 2009, reports Mindpark/comScore. Second was the UK (37 million) followed by France (36 million). In terms of proportion of the adult population (15 years and older), though, the Netherlands, Norway, Denmark and Sweden top the list. Turkey has the most active users both in terms of time spent online and the number of sites visited.

More subscribe to mobile entertainment

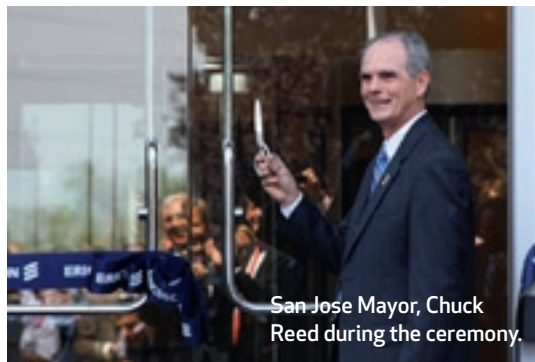
GADGET Entertainment downloads over the mobile web in the UK continue to grow despite the recession, reports GfK Retail and Technology.

Subscription-based purchases of film and music now represent 40 percent of all mobile entertainment downloads. In the gaming market, simpler games represent about 27 percent of mobile game downloads.

SILICON VALLEY OFFICE NOW OPEN

NEW OFFICE Ericsson officially opened its Silicon Valley office on August 11, along with associated R&D facilities and an Experience Center. Those at the opening included CEO and President Carl-Henric Svanberg, CTO Håkan Eriksson and Bert Nordberg, head of Ericsson in Silicon Valley.

Here, San Jose Mayor, Chuck Reed, is pictured after cutting the ribbon and declaring the premises open. In his speech, Reed said: "Ericsson will help drive the next stage of growth and contribute to our reputation as the capital of Silicon Valley."



San Jose Mayor, Chuck Reed during the ceremony.

Top five social networks in the US, May 2009

▼ MILLIONS OF USERS

- 1. Facebook (70.278)
- 2. MySpace (70.255)
- 3. Twitter (17.592)
- 4. Classmates (15.136)
- 5. MyLife (9.862)

Source: Mindpark/comscore



STRATEGY SUPPLEMENT

Give yourself 15 minutes

"The content in this supplement discusses our company's basic strategy. Take it out, read through it, discuss the contents with your colleagues, and ask your manager what it means for you in your daily work.

The more of us who understand how we are going to get to where we want to be, the more meaningful our work will be, and also the greater the chance Ericsson has of a really bright future."

**Carl-Henric Svanberg,
President and CEO of Ericsson**

Here is a strategy supplement for you
to pull out and keep. If the supplement is missing,
you can find it on the Ericsson intranet: [Global >
Company information > EGMS > Management and
control > Strategies > Strategy 2009](#)

3 HAVE THEIR SAY

What is the greatest challenge for you or your department in the coming months?

► **Ulrika Lööf, strategic product manager, Sweden.**



Operators are currently deciding what transport technology to choose for upgrading their existing backhaul networks in light of the higher data capacities needed for HSPA and LTE. Our greatest challenge is to grab this opportunity to build market share in the microwave area.

► **Jane Liu, knowledge manager, China.**



The greatest challenge in the coming months is to develop a user-friendly "portal" to facilitate the knowledge-sharing activities within the group working with MMS. Ericsson has so many good tools that people can feel overwhelmed if there is no structured portal to help them find a proper tool or a place to search for or share knowledge effectively.

► **Yecaneh Aguado, product/services sales, Broad-band Networks, Mexico.**



I work in the new Regional Center for Latin America. The challenge here is definitely to make the new organization work. After we have identified our key goals, we need to make sure all the market units keep using this new sales support team, feel we are supporting them, and let us help with the sales process.

☒ Jenz Nilsson

ONE DAY WITH LUCKY MIRZA

Family, work and golf



Follow Lucky Mirza, head of Communications at Ericsson Indonesia, on a typical work day. His job not only requires him to know Ericsson's solutions and products, but also how to present them to the world.

06:00 My alarm clock yells out to me. I go for a walk to start the day well.

06:30 My children – two-and-a-half and six years old – have woken up. It's playtime before I go to the office.

08:00 I start my day at the office with a nice, hot cup of tea and read a few newsletters as well as the news online.

08:30 I prepare the daily Telecommunications News Summary, which captures telecom industry news about markets, trends and regulations. I distribute it to the subscribers.

09:00 I attend the weekly communications team meeting. We discuss the week's activities and I get input from my team. I am grateful to have such a solid team – small but effective.

09:30 I attend a meeting with my colleague from Portfolio Marketing and our solutions team regarding our plan to donate transmission equipment to four major universities in Indonesia. As part of our Corporate Responsibility (CR) efforts, we want to strengthen Ericsson Indonesia's commitment to building local competence.

11:00 I have a conference call with Market Unit South East Asia's Volvo Ocean Race team.



PHOTO: PRIVATE

After a hectic day at work golf is the perfect way to relax, says Lucky Mirza.

I was responsible for media relations during the stop-over in Singapore.

12:00 Lunch time! I go to the mall next to the office with some of my colleagues.

13:00 I draft a press release about how Ericsson Indonesia won a contract with the leading operator here – one of the most important wins so far this year. We need to share this with the media to emphasize Ericsson's position as a leader and a preferred partner.

14:30 I attend a meeting about an upcoming Ericsson Busi-

ness Lounge event. It is a unique event because it will be held at our customer's premises to suit their needs. We then visit the customer's premises.

17:30 I'm back to the office for an internal RBS 6000 workshop held by Business Unit Networks.

18:30 I leave the office. I go to the driving range nearby to practice my golf swing. I believe in the old adage: a healthy mind needs a healthy body.

22:30 Bedtime!

☒ As told to Staffan J Thorsell

This is Lucky Mirza

- **Title:** Head of Communications
- **Years at Ericsson:** 11 years
- **Family:** Wife, two children
- **Lives:** Jakarta, Indonesia

Lucky prefers:

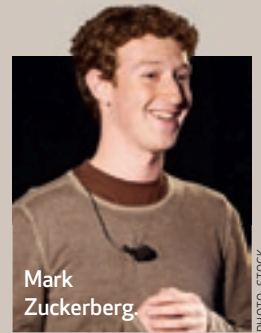
- ✓ **City** Countryside
- ✓ **Books** ✓ **Morning paper**
- ✓ **Evening at home** Evening out
- ✓ **Individual sports** Team sports



Diavox, a "telephone for the future"

LOOKING BACK Ericsson's new digital telephone-exchange system, AXE, required a telephone with greater technological capability. In 1969, Ericsson – together with the National Swedish Telecommunications Administration (Televerket) and the Swedish National Post and Telecom Agency – began work on the Diavox, "a telephone for the future" that was to be ready for launch by 1978. One of the technical challenges was to replace the traditional dial with a keypad, which would enable new services such as automatic callback, automatic wake-up calls and shorter phone numbers. In 1975, the technical work had come far enough that the apparatus was ready for the design phase. The Stockholm-based industrial design firm Breger & Co., won the design competition although its proposal did not actually meet the required technical standards. The subsequent work was therefore largely based on adapting the Breger design to the technical requirements, and it took almost 3300 working hours to perfect the new telephone. The manufacturing process began in 1978, and the first order of 400,000 telephones was shipped to Saudi Arabia, where Ericsson's AXE system was already in use.

☒ Cia Kilander



Mark Zuckerberg

PHOTO: STOCK

Facebook the movie

WORLD WATCH Facebook may have more than 200 million users, but can it be a film hit too? Columbia Pictures hopes so and is starting to shoot a movie called The Social Network later this year, reports showbiz magazine Variety.

The film will tell the story of Facebook – founded by Mark Zuckerberg – from its beginnings in a student dormitory at Harvard to its current status as the online world's most popular social network.

Google the biggest online company in US

REPORT 138 million Americans visited one of Google's sites during May 2009. That makes Google the biggest company online in the US, reports Nielsen (via Mindpark). Then comes Microsoft with 127 million visitors and Yahoo with 120 million.

Facebook was not among the top 10 last year. This year, it was in sixth place with more than 75 million unique visitors in the US.

"The moonwalk has never been one of my strengths"

Hans Vestberg, Ericsson's incoming President and CEO, on TV4 Nyhetsmorgon, a Swedish morning television show. The interview took place the same day pop star Michael Jackson's death was announced.

COMPETE AND WIN A PRIZE

CONTEST How carefully do you read Contact? The answers to the three questions below can be found in this issue of the magazine.

1. How long is the life cycle for a standard patent?
2. What does the expression M2M mean?
3. In which year was the first issue of Contact published?

Write your answer after each question, put "competition" in the subject field and send

your answers to contact.comments@ericsson.com no later than October 1. The winner will receive a luxury Ericsson Racing Team beach towel. If more than one person answers all the questions correctly, the name of the winner will be drawn from a hat.

The winner of the last competition was Francois Nicolleau in Canada.

Answers to last month's quiz:

1. 100 million
2. TEMS Cellplanner
3. 28 countries

What was happening this time...

...25 years ago

1984 Ericsson in Malaysia deployed the first analog mobile system, Automatic Telephone Using Radio (ATUR), for Jabatan Telekom Malaysia in 1984.

...10 years ago

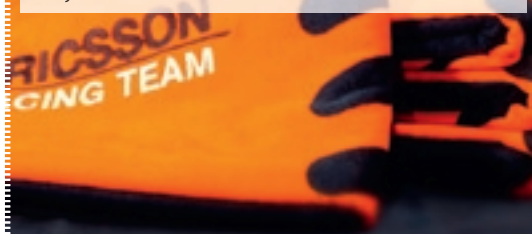
1999 During the war in Kosovo in the former Yugoslavia in 1999, hundreds of thousands of refugees fled to neighboring Albania. Ericsson Response reacted by supplying a refugee camp in Kukes, in the northern part of the county, with telecommunications equipment, labor and a mobile phone network.

...5 years ago

2004 This is the year WCDMA handsets and services made it to the mass market. In November 2004, Vodafone extended its WCDMA offering to include a host of European countries, in addition to Japan. Mobile company Partner Communications, part of Hutchison Whampoa, launched Israel's first commercial WCDMA services in December; in the same month, Orange's WCDMA services went live in the UK and France.

5.7

...billion usd will be the value of mobile advertising in 2014, predicts Juniper Research.





"You're often told that Ericsson creates communications everywhere, even in the hardest-to-access places on the planet. It was impressive to actually see it and tell readers how it really happens."

Staffan J Thorsell



NEWS, PRINTER'S INK AND NOSTALGIA

The 70-year-old

The news team has browsed through old issues of Contact, from **No.1 in January 1939** to the latest from this year – a journey through dust, printer's ink, nostalgia and major news stories. We hope you enjoy our wander through Contact's 70-year history.



What were the most memorable moments in Contact's history? We have flipped through some old issues of Contact, from the first issue in January 1939 to our latest edition, to bring you these gems.

Reader outrage

For its first six years, Contact was a magazine for white-collar workers at L.M. Ericsson only. In 1945, it became available for all "LMites," as the masthead put it. That wording provoked a firestorm. One letter to the editor stated: "For many years, I have called myself an 'LMer' and have been proud of that. Then, suddenly one morning, I discover that I am not an 'LMer' but an 'LMite'! Not even the most well-balanced and self-controlled individual could withstand such a shock." The

masthead soon changed its phrasing back to 'LMer.'

Best non-headline?

"No decision has been made." (1977)

Role as a news breaker

Contact reporters have written about many technological advances over the years – new telephones, the first calls with new switches, different radio-access technologies and the first videophone call. The list is extensive.

Celebrity features

Contact can even hold its own against the gossip newspapers. Celebrities pictured in the magazine include Swedish royalty, football legend Pelé, world heavyweight boxing champion Ingemar Johansson, various prime ministers, presidents and ex-presidents, ►

Contact has changed shape many times over the years, alternating between a tabloid design and a magazine format, usually when a new publisher has been appointed.

Did you know that...

...there have been numerous readers surveys, which usually reveal the same spread of opinions, from shouts of "propaganda" to readers who are "delighted." The news team has also received a few tongue-in-cheek suggestions for alternative names for the magazine. "Ericsson Happy" was one.

► the Shah of Iran, Steve Ballmer of Microsoft, James Bond, Miss Universe and Miss World.

Unbeatable record?

Contact has been published continually for 70 years. This may well make Contact Sweden's oldest continuously published staff magazine. Yet Contact was not Ericsson's first publication. The customer magazine L.M. Ericsson Review started in 1924 and still exists today, as Ericsson Review.

Topless photo

An issue from 1965 contained a picture of a woman rising from the sea. Her swimming costume had fallen off, revealing her naked breasts. The image made its way into Contact because an employee had won second place in a photo competition with the picture.

Coolest pensioner

Albert Milton was called "The world's longest-serving Ericsson employee" in a headline from 1972. At the time, he was 80 years old and retiring from Ericsson for the second time. He retired for the first time in 1958.

Constant change...

Contact has changed shape many times over the years, alternating between a tabloid design and a magazine format, usually when a new publisher has been appointed.

... leads to an award

Change is often for the better. When

issue No.1 2008 came out, Contact had a new look (again) – the one that it still has today. The Swedish Association of Custom Publishers liked the new version so much that it presented Contact with the Guldbladet award for Best Redesign.

Greatest linguistic achievement

Contact reached a milestone in 1986 with the birth of the English version. The magazine has also been published in Spanish. Other languages? Not as far as the news team's investigations could find.

Heartfelt hopes

Three employees imprisoned in Iraq were released in September 1993.

Editorial heroes

Bert "Bend" Ekstrand worked for Contact from 1967 to 1989, and is the only editorial staff member whose retirement was announced in the magazine. His colleague, Sigvard Eklund, worked even longer at Contact – for 28 years between 1942 and 1970. Other heroes are reporters Gunilla Tamm, who recently retired, and Lars Cederquist, who is still active.

Recurring topics

Some say that everything goes in circles; this also applies sometimes to the articles in Contact, with some topics turning up again and again. The open-plan office was in focus in 1969 and appeared again in 2008; reorganizations have been featured every few years. In

1991, there was a special on broadband. It included a look at the importance of fiber as a future technology for coping with increasing data traffic. This is still a hot topic today. Articles on family days at locations around the world, and the female entrants in Lucia competitions, a traditional Swedish Christmas festival, were for many years also a recurring feature.

Most obscure stories

This is a close call between the story about animal life in India and the one on the Swedish right of public access for mushroom picking.

Digital revolution

Contact has long been published on the internet in PDF format, but in 2009 it took a new step, getting a digital newsletter and becoming the main global intranet portal.

Contact's most persistent crusade

Lars-Göran Hedin was editor-in-chief during the 1990s and for part of this decade. In his column, he launched a battle – backed by the rest of the news team and many readers – against Ericsson using both Swenglish and abbreviations. It was often done tongue in cheek, but was always memorable. He lost BTW (by the way).

Collection campaign

In 1939, Ericsson arranged a collection for the people of Finland affected by the Winter War against the Soviet Union.

Biggest broken promise

When Contact tackled the difficulty of quitting smoking in 1976, readers were promised they would be able to read accounts written by colleagues who were battling nicotine addiction. The idea must have been stubbed out: the closest thing to an article about quitting smoking was one on the danger of soldering smoke.

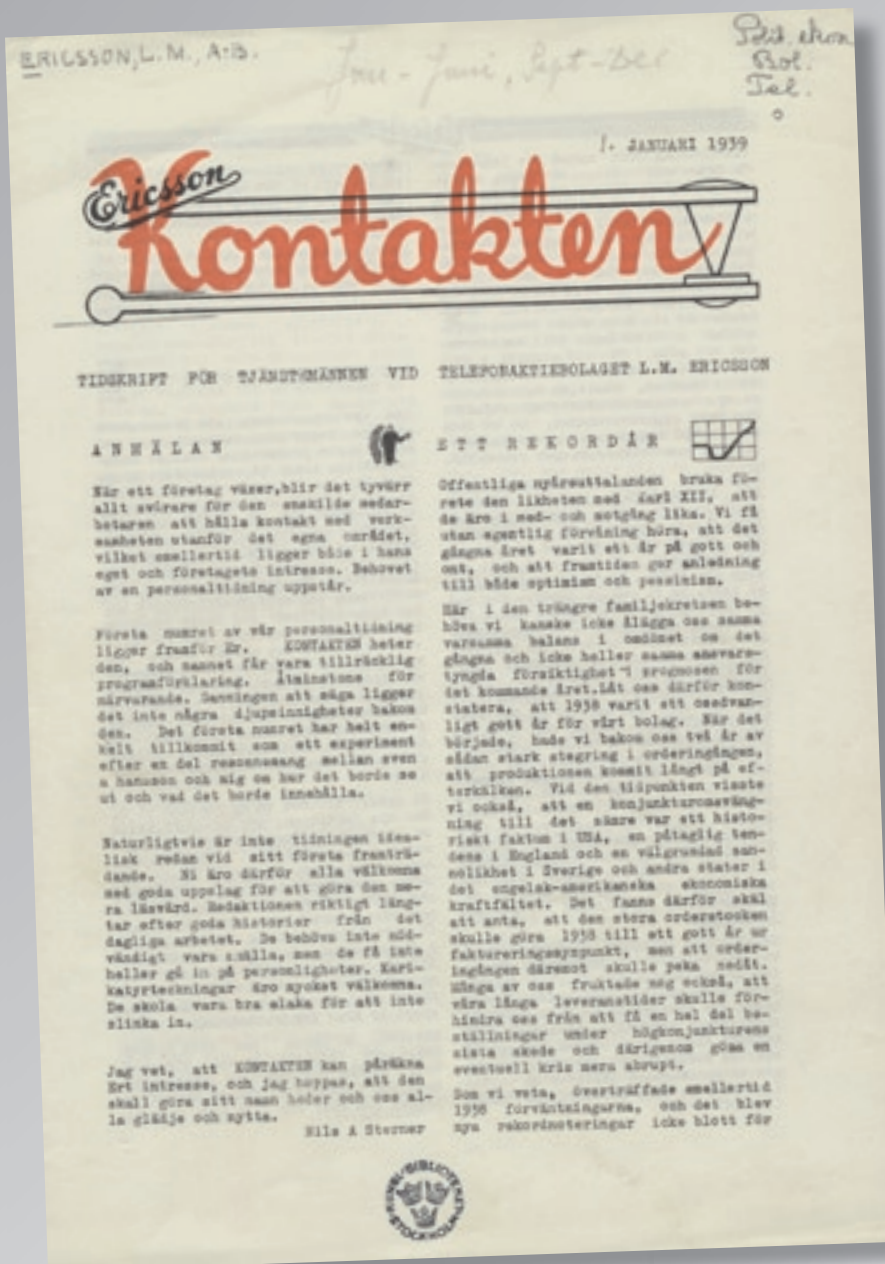
Text: Jonas Blomqvist Photo: Kungliga biblioteket

1939: A FEW FACTS

- Ericsson was one of Sweden's largest listed companies with a stock market valuation of SEK 35 million. ASEA was worth SEK 100 million and Grängesberg was the most-traded share.
- Ericsson's turnover was SEK 137 million. Operating profit was just more than SEK 14.5 million and net profit was around SEK 4.4 million.
- Sweden had 552,615 subscriber

telephones. In Stockholm, there were 325 telephones per thousand inhabitants. In Haparanda, in the far north of the country, the figure was 43 phones per thousand residents.

An "experiment" grows up



It began as an experiment. Today, Ericsson's employee magazine **Contact** probably has the longest history of any corporate publication in Sweden and is distributed in every Ericsson country.

"When a company grows, it unfortunately becomes more difficult for individual employees to stay in contact with the business outside their own areas, though this lies in both their and the company's interests. This leads to a need for a staff magazine."

This is how *Contact's* first publisher, Nils A. Sterner, the head of advertising at L.M. Ericsson, began the first issue of the magazine. He called it "an experiment" by himself and the first editor-in-chief Sven A. Hansson, and wrote that "there are no deeper thoughts behind it."

The two men asked for readers to help by submitting news and stories about their daily work. "They don't necessarily have to be nice, but they must not go into personal details either. Caricatures are very welcome. They would have to be pretty cruel not to make it in."

When talking with the news team in 1989, the then 82-year-old Hansson revealed an intriguing detail. Once *Contact* was published, Siemens got in touch: it had already registered the name *Contact*.

"**A mild panic** erupted, but there were good personal contacts on different levels between the companies," he recalled. "After a period of suitable irritation, Siemens handed over the name to Ericsson for a couple of hundred Swedish kronor for the registration costs."

In the first issue, Sterner and Hansson wrote that they hoped *Contact* would prove useful and give readers some pleasure. They must have done something right: the experiment has continued for more than 70 years.

Text: Jonas Blomqvist Photo: Kungliga biblioteket

Back then. The first issue from January 1939. The first real article has the headline "A record year." For six years, *Contact* was only for salaried employees at L.M. Ericsson. The publication consisted of four machine-typed A5 pages without photographs. In 1945, it became a publication for all L.M. Ericsson employees.

“The printed magazine may become even more of a niche publication and one that creates a culture in order to survive in the digital world” Henry Sténson

Did you know...

... that Contact is distributed in about 130 countries. Previously available in Spanish, Contact today is published in two language editions: Swedish and English.



Another page is ready for the printers. Contact reporter Staffan Thorsell hangs it on the wall next to other completed magazine pages. He feels successfully telling a good story on a complex topic is one of the best things about his job.

The point of Contact

The deadline is rapidly approaching, and Contact reporter Staffan Thorsell is hammering away at his keyboard. Once he has typed his final period, the magazine is almost complete – ready to build solidarity and put the Ericsson world in context for its readers.

While his colleagues start laying out the last page of the issue, Thorsell relaxes with a Coca-Cola. Asked about his best Contact memory, he does not hesitate: it was a trip in 2008, following Ericsson staff in Indonesia who were rolling out a mobile network in almost-inaccessible jungle terrain.

“You’re often told that Ericsson creates communications everywhere, even in the hardest-to-access places on the planet,” Thorsell says. “It was impressive to actually see it and tell readers how it really happens.”



Henry Sténson

The Indonesia story is a good example of how Contact is designed to work. It should be able to explain a strategically important topic, which can be complex for the uninitiated, for all of the different work groups at Ericsson. It turns the spotlight on those who implement a strategy that had previously been only words on paper, making the topic more tangible.

When Henry Sténson, head of Communications at Ericsson and publisher of Contact, describes Contact’s role, he talks about things such as unity, creating an identity, being a standard-bearer and looking deeply into topics.

Contact’s strength, says Sténson, is that it is the same for every employee and deals with broad topics. This makes it less fragmented than the in-

ternal web, puts the news in context and makes it possible to create a common Ericsson identity.

“The best thing is when Contact brings tangible benefits,” Sténson says. “I’m happy when I hear that, before meetings, managers have told their employees to read the article in Contact as a basis for discussions, or that a unit has read about another unit on the other side of the planet and is using the knowledge they’ve gained in their work.”

Even though printed media is taking a back seat to digital media, there is still a future for Contact, Sténson says.

“The printed magazine may become even more of a niche publication and one that creates a culture in order to survive in the digital world,” he says.

Text: Jonas Blomqvist Photo: Jonas Persson



REACH FURTHER

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TAKING YOU FORWARD

Patents a symbol of power

With more than **24,000** approved patents around the world, Ericsson is the industry leader. But even though many of the **patents** have been important, they now must prove their worth in terms of revenue. Work is underway to keep Ericsson in the lead in areas such as LTE.

Ericsson's journey to industry leadership in patents began at the end of the 1980s.

"We learned the importance of applying for patents the hard way," says Gustav Brismark, head of the Patent Strategy & Portfolio Management unit. The department creates new patent portfolios for licensing, and identifies which product areas Ericsson needs to patent in the future.



Gustav Brismark

The wake-up call came in early negotiations with one of Ericsson's competitors, which starkly highlighted Ericsson's need to license its patented technology for the newly developed GSM system – a standard that Ericsson has played a leading role in defining and improving. For Ericsson, it was clear that the company did not have enough patents.

As a result, it began working methodically on patent applications with the long-term aim of assembling a sizeable patent portfolio.

"We patented actively and acquired a great base of knowledge and experience over the years. We constantly applied for new patent areas, especially additional improvements to the GSM standard and later the WCDMA standard," Brismark says.

"Every new invention and patent idea is analyzed and evaluated, from both the technological and marketing aspects. Patents that

can generate future licensing revenue give a lot of added value over time."

Up to 2000, Ericsson's steadily growing patent portfolio had not begun to generate revenue; the company was still paying license fees to sell new products. In 2000, it decided on a new, active patent-licensing strategy to make better use of the value in its patent portfolio.

The combination of a broad portfolio and negotiating strength were vital to the company's considerable success with the new strategy.

Ericsson continues to secure the necessary licenses for its product sales, but no longer pays for the licenses. "Instead, our contracts generate a lot of revenue for Ericsson today, thanks to our superior patent portfolio," Brismark says.

What made this possible?

"We did the right thing in the 1990s, when we linked the building of a strong portfolio to close cooperation with standardization and research," Brismark says. "And we've been doing the right thing this decade by focusing on earning money by letting others use our patented technology."

About 20 years ago, Ericsson found itself dependent on other companies regarding patents. But it has now closed in on the competition and taken the lead going into the future, with a strong list of patents pending in areas such as HSPA and LTE.

How successful is Ericsson within patents compared with other companies in the telecom sector?

"After Ericsson, Nokia and Qualcomm have strong patent portfolios," Brismark says. "We've totally covered the GSM market; Ericsson is easily the strongest patent holder there. We're benefiting from our early positioning in the market. Nobody can catch us on the GSM side."

The aim is to extend this advantage eventually to LTE as well. "Every patent takes three to five years to grant, and we began the work ▶

ERICSSON'S LICENSE & PATENT ORGANIZATION

The various departments have about 170 staff around the world.

▶ **Licensing** – takes care of negotiations regarding conditions.

▶ **Strategy & Portfolio** – focuses on securing beneficial patents, finding new product opportunities in existing patents, and describing the products in the right way for the market.

▶ **Patent & Development** – works closely with Research & Development to find new business opportunities through inventions.





“Every new invention and patent idea is analyzed and evaluated, from both the technological and marketing aspects”

Gustav Brismark

Ericsson's most important patent portfolios:

- ▶ AMR Codec
- ▶ GSM
- ▶ GPRS
- ▶ EDGE
- ▶ WCDMA
- ▶ HSPA
- ▶ LTE
- ▶ WDM
- ▶ SDH/SONET
- ▶ WLAN

▶ as soon as LTE started becoming standardized in 2004,” Brismark says.

“Our successes are more to do with our negotiating strength and good timing. To begin with, we were doing good deals through successful negotiations with the big players, who weren’t involved in developing the GSM technology and came into the market later.

“The customers knew of their future need for licenses when they entered the flourishing mobile market, and we were able to offer reasonable licensing agreements and charges. The deals were a success for everyone.”

Brismark describes the patent department’s position as “beneficial.”

“The hope is that we’ll be able to expand our revenues without raising our costs,” he says. “We’ve begun several activities to find new license areas; that is another way of growing.”

The intention is to make use of Ericsson’s strong patent portfolio within optical transmission areas (WDM, SDH/SONET) and Wireless LAN to win new licensing revenue.

Just one invention can lead to several patents, because separate patents are granted in different countries. Today, Ericsson has 24,000 approved patents around the world.

“But for Ericsson there is no value simply in increasing the number of patents in the future,” Brismark says. “As new patents come along, the older ones are phased out.

“We pay fees to keep patents, and every patent has a lifecycle of 20 years. That limit is continually being reached for parts of our patent portfolio, and the

patents that are too expensive to keep are removed. The portfolio could increase slightly in future, but the number of patents will probably level off.”

One new challenge for Ericsson’s patents department is “open source” software becoming more established as a business model.

“This is something we are working on together with other companies, something that will lead to demands on us to give up some patent rights in the process,” Brismark says. “But we’re working to create a clearer strategy.

“The threat lies in perhaps giving away the wrong patent. We can’t give away so much that our sales opportunities are threatened. We don’t want to return to the 1990s, where we had to pay others to be able to sell our own products.”

To ensure that it applies for the right patents, Ericsson’s Licensing & Patent Development organization has formed patent boards, consisting of experts from both the technology and marketing sides.

“We must ensure that we protect our most valuable inventions with patents,” Brismark says.

He cites local collaborative projects and networks within Ericsson as the company’s most important assets in future work with patents.

“We’re good at patenting and negotiating,” he says. “There is good cooperation at all stages between our Research & Development around the world and our patent organization. We must protect our ideas, but also make use of the value in the patent portfolio we create. That is the same combination that also makes us strongest within standardization.”

Text: Katarina Ahlfort Illustration: Ebba Berggren

Katrineholm, early 1980s



An exercise class at the Ericsson factory in **Katrineholm during the early 1980s**. During the previous decade, the factory had begun manufacturing the AXE digital switch, leading to a dramatic increase in production and workforce. Some stages of the assembly process involved monotonous, repetitive movements so keep-fit classes were held before and during work shifts. In 1946, Katrineholm had become the site of **Ericsson's first Swedish factory outside Stockholm**. In 1948, it moved to new, larger premises, where it has been ever since. Ericsson AB in Katrineholm is now a node production center for Ericsson system solutions in mobile core, multimedia and wireline. In May this year, Katrineholm's 500th Media Gateway was delivered to the customer.

Photo: **Archive**

Point to Point Communication

Instructions: Read the subject category and question. Start with the five-point question and continue to the right until you have an answer. When you have gone through all six categories and guessed a year for the picture below, calculate your total score and compare it with the maximum tally, which is 35.

Subject / Points	5 points	4 points	3 points	2 points	1 point
Technology Which person?	This eccentric physicist and electrical engineer died destitute in 1943.	He is best known for many revolutionary contributions in the field of electromagnetism.	His patents form the basis of modern alternating current electric power (AC) systems.	In 1891, he invented an induction coil widely used in radio technology.	Ericsson's Croatian affiliate is named after this inventor.
History Which year?	The world's first hard disk drive (5MB) is invented at IBM.	Elvis Presley entered the US music charts for the first time, with "Heart-break Hotel!"	The first transatlantic telephone cable was placed on the ocean floor.	The landmark Ericofon, popularly known as the Cobra, was launched.	In Roman numerals the year can be written as MCMLVI.
Sport Which sportsman?	This boxer was born in Louisville, Kentucky, in the US, on January 17, 1942.	A conscientious objector, he refused to fight in the Vietnam War.	He won a light heavyweight gold medal at the 1960 Olympics in Rome.	He described his boxing style as: "Float like a butterfly, sting like a bee."	This three-time World Heavyweight Champion changed his name after joining the Nation of Islam.
Natural Which creature?	Commonly found in tropical rainforests, some have calls so loud they can be heard a mile away.	The Litoria nasuta can leap over 50 times its body length resulting in jumps of over 2 meters.	A "crazy" phenomenon, this ringtone is the most commercially successful so far.	These amphibians typically lay their eggs in water and their larvae are called tadpoles.	The puppet Kermit was the star of Sesame Street and The Muppet Show.
Geography Which city?	It is located on the northeast coast of the Iberian Peninsula, facing the Mediterranean Sea.	The 1992 Summer Olympics were held here.	Architect Antoni Gaudí's unfinished masterpiece, the church of Sagrada Família, is here.	Since 2006, it has been home to the annual GSMA Mobile World Congress.	With a population of about 1.6 million, it is Spain's second-largest city.
Business Which company?	It started its operations in March 1997 and now has more than 20 million subscribers.	Operates in a southeast Asian country that has fewer than 1 million fixed-telephone users.	It is a joint venture between a sister concern of an acclaimed microcredit bank and Telenor.	Operates the unique Village Phone Program, providing telecom access in remote rural areas.	The leading telecom-service provider in Bangladesh.

Which year?
 5 points for the right year
 4 points for the year +/- 1 year
 3 points for the year +/- 2 years
 2 points for the year +/- 3 years
 1 point for the year +/- 5 years

TURN THE PAGE FOR THE RIGHT ANSWER

Technology: Nikola Tesla. History: 1956. Sport: Muhammad Ali. Natural history: Frog. Geography: Barcelona. Business: Grameenphone. Which year: 2007. Hudiksvall, Sweden. Loading 1500 km of cables on a ship bound for Angola. Photo: Philip Rendu



PHOTO: PHILIP RENDU