

Contact

Diversity
PAYS
Triumph in
Texas
PAGE 8



We can make it happen

Your handy guide to Strategy 2010



GORDANA KOVAČEVIĆ, PRESIDENT OF ERICSSON NIKOLA TESLA:
"Never underestimate your employees' capabilities"
Pages 16-17

How it works:
ERICSSON IPX

Page 5



LTE - the journey continues

Pages 24-26



PHONE
LINES
LIFE
LINES

Ericsson's mobile telephony is helping
people worldwide stay safe, be healthy,
bank money and make a living.

ericsson.com



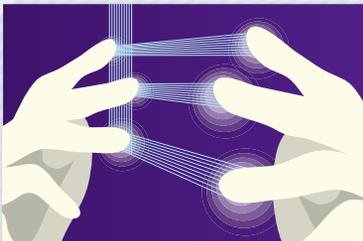
Ericsson Labs

Creating an ecosystem Pages 18-22



NEWS

- 8 Journal lauds diversity effort in Dallas
- ▶ 10 Meet the **Young Advisory Board**
- 11 NYC connects bike rentals to mobile
- 11 Caller Profiler wins Applications Awards
- 13 Compete and win
- 16 Interview with **Gordana Kovačević**



PLUS

- 4 Have your say
- 5 How IPX - Multimedia Brokering works
- 18 **Ericsson Labs** builds community via social media
- ▶ 24 The story behind **LTE**
- 27 **Mexico** receives call on the first Ericsson international line
- 28 Test your general knowledge - compete against yourself



STRATEGY SPECIAL

- 2 Where we are going, and how we will get there
- 4 **World leader in ICT**
- 6 Connecting a world of opportunity
- 8 Customer First
- 10 Business units **ambitions and targets**
- 12 Joint ventures ambitions and targets
- 14 **Leading**, not just managing

Contact

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We know what we want

We're going to be the global leader in information and communications technology ICT. We're going to connect the whole world.

We'll always put the customer first. Yes, we aim high. And the direction we're heading is clear. A summary of the organization's strategies emerged from this year's management conference. But above all, our outlined goals are the result of the hard work that you, all of our colleagues, put in every day.

This year, our Global Management Conference (GMC) was renamed the Global Leadership Summit (GLS). This is a significant change; a manager should not primarily be a manager, but rather a leader. Still, besides the name change, the event today is similar to previous years. Managers in key positions meet in order to communicate about, formulate and decide on Ericsson's overall strategy.

In this issue of Contact, you see CEO Hans Vestberg reading this year's strategy supplement. The photography has of course been arranged, but it's important not to miss out on the message it contains: all employees should read the supplement, and then keep it. It provides a useful overview of our strategies.

I won't go into the details of the supplement. Instead, I'd like to ask you all to take the time to read it. However, there is one point I'd like to make: a significant part of our strategy for 2010 is, or appears to be, new. And indeed, with the rapid progress towards the more than 50 billion connected devices that we now predict, you could say that a minor revolution is taking place in the industry. In light of this, there are naturally plenty of innovations being born. These innovations spring from the strategic goals and procedures that we outlined several years ago, which are being developed continuously. We believe we have a very good idea of what the future holds, and what we need to do to maintain a strong lead in the race. We know what we want. Now we simply need to continue to realize our vision.

Finally, I would like to take this opportunity to tell you about an important survey that is being conducted to gather readers' opinions about all Ericsson news channels, beginning in September. Your perspective is invaluable to our editorial team as we strive to provide the best news coverage and information. So I urge you to take part in the survey. Look for more information on internal channels in the coming weeks.



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

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

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 Contact Online at internal.ericsson.com. Click on the Strategy Quiz banner and follow the instructions. We need your answers by September 24. Hint: Read the strategy supplement in this edition of Contact carefully. You can also find the supplement on the strategy site on the Ericsson intranet:

Global > Company information > EGMS > Management and Control > Strategies > Strategy 2010



Demonstrate your knowledge of Ericsson's Strategy 2010, and win an Xperia X10 Sony Ericsson mobile phone.

Readers' pictures



A mobile tower is visible in front of the sun. This photo was taken from the rooftop of a house in the Jammu and Kashmir state in India.

Ashimananda Chowdhury, India



A photo I took with my work mobile SE W995. It was taken in early March 2010, a month after I moved to Sweden and started working for Ericsson. The picture shows the tiny island Strömsborg in the center of Stockholm.

Patryk Urban, Sweden



A photo of a Dogwood Tree that I took in April 2010 at the Ericsson Office Campus in Atlanta, Georgia, in the US, using a Sony Ericsson C905.

Conor Perry, US

Web poll

41.6

... percent of 430 Ericsson employees thinks that teleconferencing and communication systems as Sametime are the best alternative to physical meetings.

Source: Intranet

Welcome...

PHOTO: BURAK KARA



... to Ericsson, Aslan Duranoglu

Aslan Duranoglu recently started as a solution architect at Ericsson in Turkey.

What is your background?

"I am a graduate of computer engineering from Doğuş University in Istanbul. I worked for three years as a senior consultant for Atos before joining Ericsson."

And today?

"I joined Ericsson in April 2010 and began working as a solution architect. We aim to better understand our customers' needs to help in our communication and to create better solutions. I am glad to be a part of Ericsson. We have a good team of 15 people that I really

enjoy working with."

If I visit Istanbul tomorrow – where would you recommend visiting?

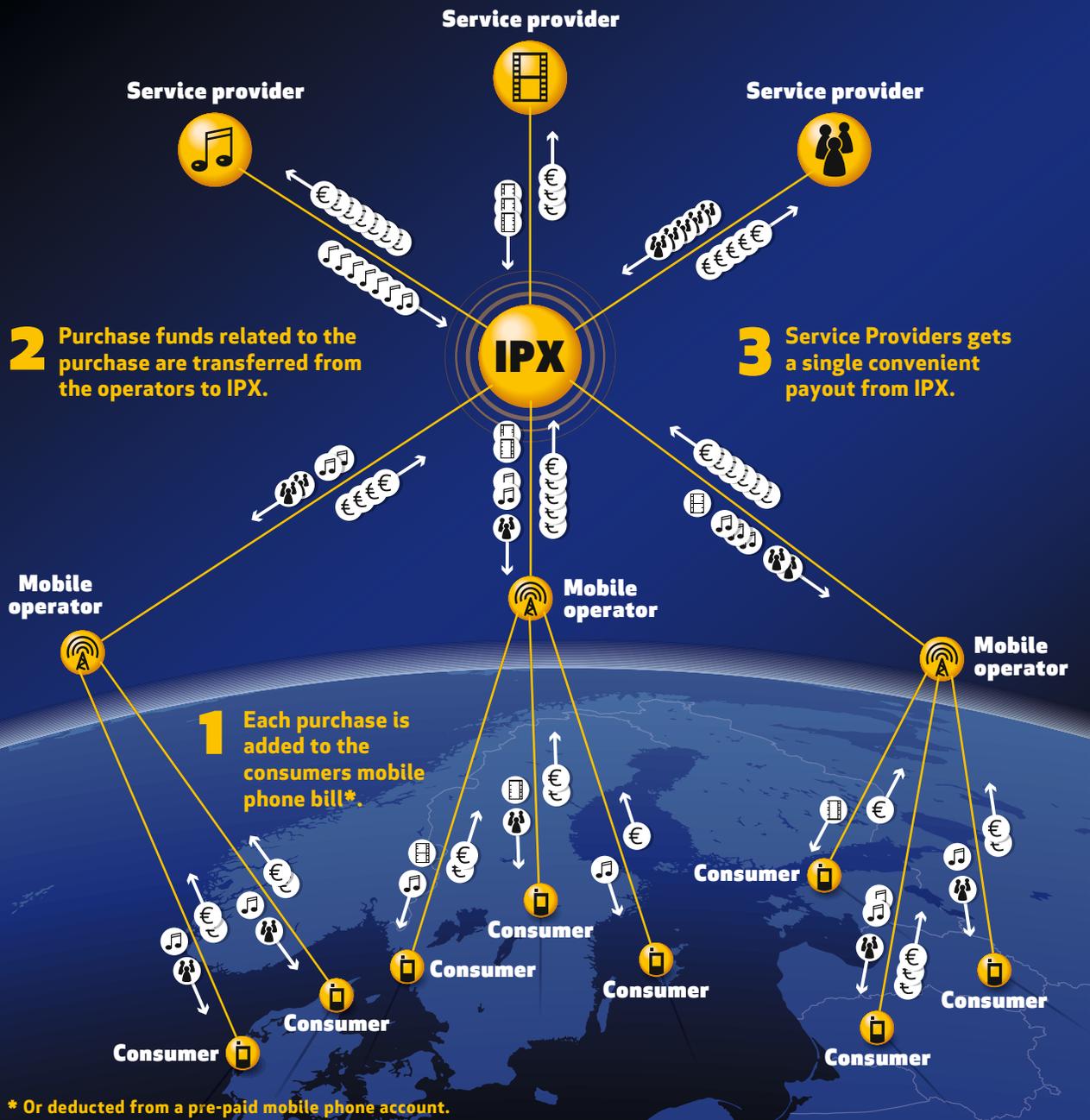
"You can find whatever you want in Istanbul. Sultanahmet has many historical places of interest as well as wonderful traditional Turkish food in the restaurants."

Have you been asked...

...ABOUT ERICSSON IPX?

Ericsson IPX – Multimedia Brokering

With Ericsson IPX, service providers in 25 countries can reach 2 billion subscribers through more than 100 operators. Content such as ringtones, music, games, tickets and coupons is distributed from the service provider through Ericsson IPX to the consumer. Ericsson IPX then returns a single payout for all generated payments.





10.40 am / April 3 / Ottawa, Canada



Ensuring smooth handover

Testing the building blocks of an LTE network at Ericsson's CDMA labs in Ottawa, Canada, Maurice Bergeron uses a spectrum analyzer to monitor how terminals communicate with base stations in a live air environment. The test was part of the development of a "hand-over" protocol that enables end users to move between LTE and CDMA coverage zones with no interruption of service. PHOTO: MARTIN ADOLFSSON

Hello...

PHOTO: DAVID FREDMAN



David Fredman, is a nurse and project manager for smslivräddare, a location-based life-saving service developed in Stockholm, which sends an alarm to voluntary lifesavers via text message when someone has had a cardiac arrest in their area.

Where did the idea for this come from?

"Those of us in the research group were wondering how we could increase the number of cases of passersby performing cardiopulmonary resuscitation (CPR) for cardiac arrests. The idea came to us to use mobile phones, a method that is well known and accessible to everyone. We've been working with LEKAB Communication Systems to produce the technical solution for this."

What have the results been like so far?

"More than 1400 people have registered as SMS lifesavers, and since the project began in April, about 40 alarms have been sent and more than 400 lifesavers have been located and alerted."

The project will be evaluated scientifically after the end of the year and then we can assess its effect.

Will the project be expanded to cover a wider area?

"The hope is that, following the test period, we can expand the project throughout Stockholm county within about one year. Integration of the national registry data on defibrillators is also planned as part of this expansion, and this system is under construction."

☒ Sofia Falk



PHOTO: DANIEL BARBITTU

Kista, Sweden, July 1, 2010. Petter Andersson, head of Ericsson Academy, inaugurates the new center for education located close to Ericsson's headquarters. Education Centers at Ericsson offices around the world can now be re-branded as Ericsson Academy Centers, thereby strengthening the company brand. The courses that will be conducted in the refurbished premises are open to employees, customers and suppliers. On July 15, Ireland's Ericsson Academy Center became the most recent to open.

"The race has not yet begun"

Chang Ma, vice president of marketing for LG's mobile-devices unit, on how LG's smartphone strategy has been considered slow to date.

By the way...

NOTED ... **Ericsson** won three prizes at the prestigious 100 Awards presented by voice & DATA magazine, which showcases statistics and analysis on the Indian telecom industry. Ericsson won the awards for Green Company of the Year, Top Wireless Infrastructure Company and 3G Company of the Year.

... **Ericsson** is taking part in the ChildCount project in Africa, building a communications system

used by health care staff in several villages. The aim is to reduce child and maternal mortality as part of the Millennium Villages Project. Read more at ChildCount.org.

... **employees** at Ericsson in Pakistan and Russia have collected funds to support those affected by the natural disasters in their countries.

Ericsson in Pakistan will also donate funds through the Edhi Foundation, a local aid organization.

NEW CONTRACTS

► **China.** China Mobile Hebei, part of the China Mobile group, has signed a service contract with Ericsson, which will operate the company's 22,000 base stations for three years. In July, Ericsson also became sole provider of managed services in IT and business support systems (BSS) for Hutchison Telecom's mobile and fixed-line services in Hong Kong.

► **Germany.** Ericsson is one of two suppliers for Vodafone's new 4G network in Germany.

The network will provide high-speed mobile broadband services from the end of 2013.

► **India.** RADIUS Infratel, one of the largest players in Indian telecom infrastructure, has signed a fiber-to-the-home contract with Ericsson to meet the increasing demand for broadband across the country.

Manager commended for diversity work

The Dallas Business Journal presents its "40 Under Forty" awards each year to young executives in north Texas whose work has been particularly significant outside their respective companies. One of this year's winners is Akilah Tyson Ferguson from Ericsson in Plano.

DIVERSITY Selected from among around 250 nominees, the 40 prize winners – all under 40 years of age – were presented with their awards at a ceremony in Dallas on June 10. The prize winners were from several industries, but they have one thing in common: their work has made a difference beyond their respective companies.

Mirroring society Ferguson is supplier diversity manager, responsible for ensuring that Ericsson always strives to achieve diversity among its suppliers and subcontractors.

This may involve the purchase of products or services from smaller companies or companies owned by minorities, all to ensure the supply chain mirrors society. This also opens up further opportunities for companies owned by minorities.

Emil Nilsson, head of Finance for Region North America, says: "Congratulations to Akilah for receiving this prestigious recognition from the Dallas Business Journal. Akilah's work



Akilah Tyson Ferguson receives the "40 Under Forty" award for her achievements in broadening diversity within Ericsson's supply chain.

with our suppliers is a good example of the way our employees are applying our core values on the diversity front in their everyday work."

A great step forward The award winner says that she would like to share the honor with her colleagues. "This award really is an honor not only for me but for the entire company, which has taken a great step forward when it comes to integrating and consulting smaller companies within Ericsson's supply chain," she says.

✉ Jennifer McClain

ERICSSON SUPPLIER DIVERSITY PROGRAM

The program is coordinated by Ericsson in the US. The goal is to establish successful partnerships with companies owned by:

- ▶ minorities
- ▶ women
- ▶ disabled veterans

Other partnerships include those with:

- ▶ the HubZone Program, which is run by the US Small Business Admi-

nistration and promotes job growth, capital investment and economic development in historically underutilized business zones or HubZones

- ▶ small businesses with diverse suppliers
- ▶ organizations that support the Ericsson's overall business philosophy



PHOTO: CAROLINE BONARDE

Diaz web search risky business

INTERNET According to news distributor Business Wire, a search for Cameron Diaz is currently riskier than for any other film star. The anti-virus solution provider McAfee's annual report has revealed that a search for Diaz means you have a good chance of ending up on sites filled with harmful content such as viruses and spyware. The study shows that searches involving actors and models are the most dangerous. Politicians such as Barack Obama and Sarah Palin are among the safest.

Texting to the top

MOBILE FUN David Silvelind, 21, won this year's SMS-5M, Swedish operator Comviq's popular fast-writing competition. Silvelind wrote a predetermined text containing 160 characters, without using the T9 function (the predictive text technology for mobile phones) or making any spelling mistakes, in 76 seconds. Still, the record, which stands at 61 seconds, has been held by My Svensson since 2008.



... million units. Total Telecom has reported that is how many smartphones LG Electronics expects to sell from its forthcoming range by the end of the year.

Hello...



...**Cecilia Öberg**, the new head of GSM Radio Access Network (RAN)

What was your most recent position?

My most recent position at Ericsson was head of the product management team for our WiMAX developments: a product that we chose to discontinue. Since then, I've been on parental leave for a while and we have lived in Australia. But now I'm back at PA Radio.

What was at the top of your to-do list when you started as head of GSM RAN?

I need to understand the challenges that GSM faces today, both in terms of sales and technology. For example, what is it that triggers our customers to reinvest in GSM, or why do some customers not do it? How can we best build on GSM; what are the driving forces behind it; and how far should we go in the development towards a common RAN? I also need to get involved in how the regions are working with GSM so we can help them in their work.

How are you hoping to make your mark on the GSM RAN unit?

I hope working with GSM will be fun and exciting; that it isn't about to be discontinued but that it becomes the opposite – a product that will exist alongside, and one that will need to work together with, WCDMA and LTE for a long time to come. We therefore need to encourage good cooperation across the technology boundaries to solve common RAN problems.

☒ Sofia Falk



The Young Advisory Board members are: Alan Ping, Khurram Hassan, Preeti Nagarajan, Andreea Ionita, Nishant Batra and Tumi Sekhukhune. Not pictured: Said Ouissal.

Young advisers to boost leadership

These seven talented employees from different countries and parts of Ericsson are the company's young "elite force," tasked with coming up with new ideas and perspectives for the Global Leadership Team. Together they make up the Young Advisory Board.

LEADERSHIP The group of young advisers was created on the initiative of CEO and President Hans Vestberg as a complement to the Global Leadership Team. Their job is to support the management by, for example, suggesting new perspectives and innovative ways of thinking.

Ambassadors

The members, aged 27 to 33, represent six

nationalities and work in several regions and business units. The work with the Young Advisory Board is done collaterally with their general assignments.

Andreea Ionita, head of Strategy Execution for Region Mediterranean and advisory board member, says: "We want to be the ambassadors of all the unheard voices in the company, act as change agents and support Ericsson in becoming even more successful in the new decade."

Reviewed twice

The board will work 50 percent on assignments from the Leadership Team and 50 percent on assignments they have proposed themselves. Their progress will

be reviewed – first in December and finally in May 2011 – against specific criteria ranging from the way they deliver results, to their ability to offer unbiased viewpoints and how they apply innovation in their work.

Bold ideas

The Leadership Team expects the board to produce bold ideas, offer outside-in perspectives, challenge the status quo and drive their own initiatives. When the group was launched at June's Global Leadership Summit, its first job was to give feedback on the new strategy launched at the event.

Tumi Sekhukhune, board member and head of Strategic Business Advisors for Region sub-

Saharan Africa, says: "The essence of us being here is not for us to give negative feedback, but feedback that prompts the leadership to re-question assumptions when making decisions.

"The leaders of Ericsson want to be bold and extraordinary and drive the new vision forward. We are here to bolster that vision, to make it practical and real and to not allow them to forget that vision. We are also here to provide fresh insights from the younger generation."

☒ Sophie Bennett

Footnote: Contact will continue to report on the Young Advisory Board's work throughout the year. Keep an eye out for more articles.

Innovative app rewarded

The Caller Profiler application combines IP telephony and social media. The trio of Irish developers behind the app took first prize in the Ericsson Application Awards for 2010.

WINNERS When a subscriber receives an incoming call, Caller Profiler retrieves information on the caller from Facebook and other social media. The details are displayed along with a map showing where the call is coming from. The application automatically creates a link to the information, allowing subscribers to expand their social network.

Commercial market “I think there are great opportunities to develop this application further for a commercial market, and we really



Centre, from left: Kieran Ryan, Mark Williamson and Robert Mullins took first prize in the 2010 Ericsson Application Awards.

want to try,” says Robert Mullins, one of the three developers from Ireland’s Waterford Institute of Technology. There were 123

entries in this year’s Ericsson Application Awards, with the top three going on to the final in Stockholm in June. The winning entry

earned a prize of EUR 20,000.  Anders Jinneklint

Footnote: Read more about Caller Profiler on page 20.

Get clued up on sustainability

INTERNAL Ericsson has launched a new sustainability policy. Among other areas, it highlights the importance of ICT in enabling a more sustainable development. An online course was also launched through Ericsson Academy in connection with the policy, training designed to increase awareness and knowledge of sustainability and corporate responsibility among employees. You can access the course at the Ericsson Academy Sustainability and Corporate Responsibility Space.

E-book success

E-BOOKS E-commerce site Amazon.com sold more e-books than printed books in May, June and July, 2010, according to New York Times. This is the first time in the company’s history that sales of digital books, adapted for the Kindle e-reader, have outsold printed copies. During the three-month period, Amazon sold 143 e-books for every 100 printed books. This figure also includes printed books that are unavailable in Kindle versions.



Dial a bike – from your mobile

MOBILE SERVICE You can now rent a bike in New York using your mobile phone. Social Bicycle System (SoBi) is running trials later this year with 20 rental bikes equipped with GPS systems, modems and locks. The bicycles can be parked anywhere, and as soon as they are locked up, the system sends out a message announcing that they are available for use. People can find available bikes using their mobile phones or computers, and can reserve them using a mobile phone application and PIN. The company says the system costs one-third of a traditional bike-rental service, because the bicycles do not require docking stations.

Source: Ny Teknik

91

...percent of Swedish pensioners have access to a mobile phone, according to a survey done by telecommunications company Doro. The equivalent figure in the UK is 77 percent, and in the US, 74 percent.

Source: DN.se

PHOTO: ISTOCK

PHOTO: ANDERS JINNEKLINT

3 HAVE THEIR SAY

Why do you use location-based services on your mobile phone?

► **Sandra Nilsson, head of recruitment, TNG**



I use Gowalla to keep me updated on what my friends are

doing and vice versa. When I travel and check in at a town, I can easily get in contact with others at the same place, ask for ideas for activities or read where the restaurants are. I hope it will become more widespread and lead to even more spontaneous meetings.

► **Mattias Vahlne, project manager, Phosworks**



It's fun to follow friends and business contacts, but I also

have a practical use for the service, mainly to get to the right places at trade fairs or maybe in crowds at night. I work with the internet, so I need to stay updated about new services. A lot more smart location-based services will come along. I use Foursquare. The service is also fun.

► **Staffan Hesselbom, web developer, JG Communication**



Today, being able to communicate with friends about where

you are and what you're doing is mostly a cool thing. I also use them to find good cafés and restaurants. But there are some major improvement opportunities in this area right now.

☒ Sofia Falk

ONE DAY WITH ANTONIO TEJEDA

A day in the life of a KAM

Antonio Tejada is key account manager (KAM) for CM Telecom in El Salvador. He holds the No. 1 position in the Top Sales Competition Hall of Fame, which honors sales people who have won Ericsson's Top Sales Competition three times or more.

06:00 I wake up and start the day by having breakfast with my family and talking about how soon our new daughter will be with us. Just two more weeks before her arrival.

07:15 I drive to the office hoping that the traffic is not going to be too heavy.

08:00 Early conference call with Human Resources to follow up on the recruiting process needed to finish the new KAM organization.

08:45 I check my e-mail.

09:30 Internally check the status of operational and commercial issues that have been escalated by the customer.

10:00 Update the customer's chief technical officer (CTO) in Honduras about a project issue escalated the day before.



PHOTO: ERICSSON

Antonio Tejada is one of the company's top sellers. He has won the Top Sales Competition four times - in 2004, 2005, 2006 and 2007.

10:30 Sales decision meeting (SDP 2) about a major opportunity with our customer in Colombia. Good outcome, better than expected. Received good support from all stakeholders.

11:00 Weekly opportunities review meeting with all key account members. We reviewed major business opportunities we have in Guatemala, Honduras, El Salvador, Nicaragua, Costa Rica,

Panama and Colombia.

13:00 Lunch at my mother's house, a five-minute drive from the office. Good time for a break.

14:00 Time for professional growth and improvement. This is when I read newsletters, industry reports, Ericsson success stories and financial reports from our customers that have been received during the day.

15:00 Meeting with the regional CTO to follow up on different proposals presented to him a few days ago.

17:00 Discuss a strategy with global customer unit members about a new regional opportunity with our customer.

18:00 Time for final e-mails and phone calls.

18:30 Time to leave the office. Again, hoping the traffic is not too bad.

19:00 Family time. I feel confident that I have given my best during the day and it is now time for me to enjoy being with my family, which also includes four dogs.

☒ As told to Sofia Falk

This is Antonio Tejada:

- Age: 36
- Years at Ericsson: 9
- Family: Wife and a daughter; in two weeks we will have a second child
- Hobbies: ps3, tennis, movies

Antonio prefers:

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

TWO MILLIONTH BASE STATION DELIVERED

SUCCESS Ericsson has delivered its 2 millionth radio base station. The milestone, announced at a North

American industry analyst event in San Jose on August 12, not only demonstrates the company's technology and

market leadership, but also supports its vision of 50 billion connections by 2020.

PHOTO: ARCHIVE



MD110 - sturdy and solid

LOOKING BACK This is one of Sweden's Svenska Handelsbanken's offices looked like in 1987. The Ericsson MD110 switchboard and Ericsson's own computer model were state-of-the-art equipment at the time. The MD110 made a name for itself because of its quality, and is still used by several large companies today, albeit in a more advanced form.

Source: The centre for Business History



PHOTO: ISTOCK

Paying to jump the line

MOBILE Telia Sonera in Denmark, T-Mobile in the Netherlands and Poland, and Vodafone and 3 are testing the possibility to offer premium 4G (LTE) services before the technology comes into large scale use. The companies want to offer their customers priority in the 4G network at places and times where there could be a risk of heavy traffic. Those who are prepared to pay more are given a code, which allows a priority signal in the network.

Source: Ny Teknik

"Marketing is too important to be left to the marketing department."

David Packard, co-founder of Hewlett Packard.

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. What does API stand for?
2. Which operator helped the activities for the "beyond 3G" take off within Ericsson?
3. What is the official name of Ericsson in Croatia?

Write your answer after each question, put "competition" in the subject field and send your answers to contact.comments@ericsson.com no later than September 24. 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 Nitin Talwar, India.

Answers to last month's quiz:

1. Customer. First; Innovate. Every day; Speed. Quality; Empower. Action; Perform. Team
2. CoCar Intelligent Traffic
3. Jan Hedéren

What was happening this time...

...25 years ago

1985 The Sony Ericsson Open tennis tournament was held for the first time, in Key Biscayne, the US. The competition was called the Lipton International Players Championships at the time and had the nickname of "Winter Wimbledon" because it was played early in the year. The 1985 winners were Tim Mayotte (US) in the men's singles and Martina Navratilova (US) in the women's singles.

...10 years ago

2000 Ericsson's emergency team, Ericsson Response, was formed. The unit's efforts following the earthquake in Bam, Iran, at the end of 2003 were rewarded with the 3GSM trade fair's 2005 award for the best use of mobile phones in disaster situations.

...5 years ago

2005 Ericsson participated in the Volvo Ocean Race for the first time and had the only Swedish boat ("Ericsson") in the sailing competition. The Swedish team came fourth out of the seven competing teams.

Lack of IP addresses

INTERNET If demand for internet addresses continues at the same pace as today, they will run out in less than a year, writes Swedish daily Sydsvenskan. The current standard for IP addresses is IPv4, which allows about 4 billion unique addresses. For the internet to continue to develop, a shift needs to be made to IPv6, which has an unlimited number of addresses, according to The Swedish Post and Telecom Agency. The EU Commission will determine when the transfer will be done.

445

...million SEK is the expected turnover for mobile advertising by 2014, according to PricewaterhouseCoopers. Turnover in 2009 was SEK 130 million.

Take your time... Read the supplement

The strategy supplement in this issue of Contact is for you to pull out and keep. You can also find it on the Ericsson intranet: [Global](#) › [Company information](#) › [EGMS](#) › [Management and Control](#) › [Strategies](#) › [Strategy 2010](#)





A true leader

The President of Ericsson Nikola Tesla, Gordana Kovačević, is a leader who is **driven by success**. Throughout her extensive career, she has been repeatedly recognized for her achievements as a manager and has received numerous awards. “I believe leadership is about being flexible and **adaptable to changes** all of the time,” she says.

Most recently Kovačević received the 2010 European Leader SHE award for business achievements related to innovation, exceptional performance, and adaptation to the environment in which the company operates.

Kovačević’s entire career has been connected to the telecom industry and technology. “It is a privilege to be an active part of Ericsson’s technology leadership and to lead such a demanding organization like Ericsson Nikola Tesla,” she says.

“I believe leadership is about being flexible all of the time. You need to show courage, be highly devoted to the goals and have a strong passion to win. You also need to be able to adapt to the ever-changing environment. True leadership is about being a catalyst for change. You have to feel the desire to make a difference and then take it to your team and motivate and inspire them too.”

What makes you such a good leader?

I always try to hold myself and my team to high standards of leadership. Long-term success in business can’t be achieved simply by getting the best people. It is also about inspiring the best people to perform to their greatest potential.

I want to create a climate of open communication. Communicating openly and honestly and with integrity will alleviate fear in tough times, and I firmly believe it is the best way you can build trust.

What type of leader does Ericsson need more of?

Ericsson has the ability to drive society, and help create and implement ICT solutions to help urban and rural societies flourish. In order to do this, we need to be continuously creating and maintaining an innovative environment. Our leaders should see and think outside the box, and

try to have a greater understanding of the bigger picture. We need to explore future society scenarios, and create sustainable solutions and products to meet these future requirements.

I think it’s important for leaders today to be very determined to carry out complex measures for all stakeholders: developing a vision, building trust, having integrity and values, and gaining followers. In an industry that changes all the time, you need to consistently expand your competence. Learning is a lifelong process.

How can this be adapted into daily work processes?

We need to continue to build better relationships with our customers. Business is a partnership. We are facing many changes in terms of increased competition, a new marketplace and technology changes at a very fast pace. There are constantly new influencers and demands, so as leaders we need to show courage and make tough decisions. And, most importantly, we need to listen and understand our customers, their needs, and lead and inspire them through complex transformation processes.

It is amazing to share technology leadership and global presence, and to enjoy the position of frontrunners and trendsetters. But, we need to ensure that we keep growing in all areas, and most importantly in innovation so we maintain our lead. We need strong and trustworthy future-oriented leaders that have substantial influence on markets and communities locally, regionally and globally.

What is your best advice to people who have just become leaders or who struggle with leadership?

It is essential for those who achieve success to share what they have learned so there are strong leaders for tomorrow. My

advice to new leaders is that they should keep in mind that true leadership is the ability to motivate people to change because we work in an environment that is always changing.

You should also never underestimate your employees’ capabilities to always give their best. And to ensure this you must lead by example. Be the change you want to create.

If you strive to create a better life for people and society then you are always heading in the right direction.

✉ Text: Editorial Services Photo: Getty Images

RECOGNITIONS AND AWARDS

During her successful career, Gordana Kovačević has received many recognitions and awards:

2000 Academician of the Russian International Telecommunication Academy

2001 Business Woman of the Year in Croatia

2004 Manager of the Year within the ICT industry

2004 Best Croatian manager in the category of big companies by the Croatian Association of Managers and Entrepreneurs – CROMA

2006 The Order of the Croatian Star bearing the image of Nikola Tesla by the President of the Republic of Croatia

2006-2008 Entrepreneur of the year by Kapital Network (Croatian business television) viewers

2010 European Leader SHE Award, elected by an international media jury as one of the most prominent business leaders in the region.



“

You need to show courage, be highly devoted to the goals and have a strong passion to win



Ericsson Labs has to constantly find new ways to promote itself and reach out to its external partners. "We're supporting the thousands of innovative application developers outside Ericsson," says Johan Sandberg (right) who is a project manager at Ericsson Labs.



ERICSSON LABS

Open the doors

Better applications and new business models will be the result of a more **direct contact** between Ericsson and external application developers. Through blogs, discussion forums and social media, the company can get immediate feedback that provides new opportunities in the areas between the **mobile world** and the internet.

KISTA, SWEDEN
EUROPE

Engineers, product managers and marketing people are dashing between about 10 stands at Ericsson's premises in Kista. It is open day and white-clad members of staff from Ericsson Labs are demonstrating various solutions that have been produced to support external application developers. There are plenty of questions being asked.

"This is the first major event we're doing to show ourselves internally at Ericsson. We've been bad at doing this until now," says John Sandberg, who has been project manager at Ericsson Labs since the initiative began in 2008 as part of Ericsson Research.

He is also the event's opening speaker and during his speech he explains the purpose of Ericsson Labs.

"We're supporting the thousands of innovative application developers outside Ericsson," he says. "We want to help them produce good services and simplify their work processes by making telecom functionality accessible through our Labs' portal."

There are 21 Application Programming Interfaces (APIs) accessible on Labs' portal. Each API gives access to a unique functionality. This includes,

for example, information about a mobile user's geographic position, which a developer can use to create a service similar to Friendfinder or for applications within mobile marketing.

There is a discussion forum and a blog for each API. With these, a developer can give direct feedback on the functionality and ask questions.

"This feedback is very important for us to improve and further develop our APIs," Sandberg says.

A handful of people work under Sandberg at Ericsson Labs. Their task is to look after the development and maintenance of the portal and also the underlying structure that is necessary for the APIs to work. The actual APIs have been created by about 50 developers within various parts of Ericsson, especially Ericsson Research.

The portal has 6000 registered users, who include everyone from students to developers connected to the company.

"The whole idea is to find new business possibilities and business models in the area between the mobile world and the internet world," Sandberg says. "This is a way for us to exist in an internet environment with a more open way of working."

It is also a new way of working within Ericsson and a good method



John Sandberg

“It was like turning on a switch”

Tor Björn Minde on Ericsson Labs' entry into social media

Did you know...

that the week that Ericsson Labs started its own video channel on YouTube, the number of visitors to Labs' portal doubled? The video channel has had more than 80,000 visitors so far. Go to: www.youtube.com/user/EricssonLabs

Source: Ericsson



The company wants to have a more open dialog with application developers through Ericsson Labs. Jonas Björk, left, a research engineer with Ericsson Labs consults with a visitor during the unit's recent open day in Kista.

► of quickly coming up with services and applications by involving external participants. This benefits Ericsson, either directly in the form of new business opportunities or indirectly by increasing the traffic in the operators' networks.

Tor Björn Minde is the driving force behind Ericsson Labs. He is Sandberg's manager and runs the operations from Ericsson Research in Luleå. He is also passionate about social media, which he successfully uses to create interest in Ericsson Labs. “When we started

off in November 2008, we offered two APIs on our portal,” he says. “Apart from that, it was lacking in content; no discussion forums, no blogs, and no users. By June 2009, only about 50 developers had used our stuff and over 1000 people had registered. It felt bad.”

But at the same time Minde was thinking about how they could attract more users to the portal. He and his team first tried traditional marketing, such



Tor Björn Minde

as press releases and different events, but that did not work.

They then decided to work with social media. In June 2009, things began to take off. As well as the forums and blogs on Labs' portal, they began activities on Twitter, LinkedIn, SlideShare and external technology blogs. Later, they also established themselves on Facebook, and on YouTube, where the unit now has its own video channel.

“It was like turning on a switch,” Minde says, looking very pleased. “After two months, we had 1000 followers on Twitter, now we have over 6000. Even the usage of the portal has increased at the same fast pace and it's continuing to grow. We have detailed statistics on how the portal is used and carefully follow up the result of our activities on the other channels. Without these, we would never have reached out as well as we have.”

Minde looks after most of Labs' presence on social media sites and also spends a lot of time on what he calls “building an ecosystem.”

“I try to be out a lot and meet people in the industry,” he says before heading off, first to a meeting with Mobil magazine to discuss a developers' competition, and then to a meeting with Nordic venture capitalists.

✉ Text: Benny Ritzén Photo: Per Myrhed

WHAT DO THE DEVELOPERS SAY?



Robert Mullins, a researcher from the Waterford Institute of Technology and senior project manager for TSSG in Ireland, has had the opportunity to test this collaborative development approach.

“We got access to the Labs where we used the Ericsson enablers,” he says. “This helped a lot in the development of our Caller Profiler application. It is brilliant to get this opportunity and has been really good and really helpful to have this additional access to information.

“Applications are definitely where the focus is right now”. “The fact that there are millions of downloads happening every day proves that people love applications – they really want and use them”

Caller Profiler uses information available on social networking sites such as LinkedIn and Facebook enabling phone users to see

the context of a call immediately.

“We developed the application for the Android handset but it can be easily adapted to run on other platforms. We believe that one of its key commercial and technological strengths is that it has the potential to become a generic application used on any mobile device,” Mullins says.



Daniele Albanese, a student of software engineering from Tor Vergata University in Rome, also used the site to develop the application Childroid with his friends.

“We would not have been able to create Childroid without access to the Labs. It has been really useful to see all the features, software and applications available – particularly the latest applications designed by young

developers who see the everyday potential in smartphones,” Albanese says.

Their application is based on Android OS which allows communication between two or more people via SMS. Childroid uses Geo-location through Ericsson Mobile Location API, the android location manager as well as location tracking through Ericsson Mobile Maps SDK. The simple interface makes Childroid accessible to all potential users – young or old.

“It is becoming increasingly difficult to monitor our children's lives and daily activities. Instead of just providing children with a mobile phone, Childroid allows parents to keep in contact with their family, in a simple, non-invasive manner,” he says.

✉ Jonathan Rothwell

Footnote: The Caller Profiler application won this year's Ericsson Application Award. Childroid took second place. In total, 123 teams participated in the contest.

Here is the gang that works at Ericsson Labs. Their way of working with Labs' portal and utilizing social media has proven successful within Ericsson.



»» **The faces behind the APIs** »»

“It’s very stimulating to work publicly and with real users”
Staffan Larsson

“The work is great fun”

Did you know...

that a total of 123 teams competed with their solutions at the Application Awards 2010? And 1000 end users in Australia, the UK, China and the US have beta tested and assessed the various entries.

Source: Ericsson



Hjalmar Olsson, Staffan Larsson and Rickard Carlsson think that their work at Ericsson Labs has a lot of variety and is great fun. They work with APIs related to maps and mobile positioning.

Rickard Carlsson, Hjalmar Olsson and Staffan Larsson are three research engineers who have contributed APIs to Labs’ portal. They work with “Geoinfo,” which is to do with handling geographic information.

Their group is behind two APIs related to maps and mobile positioning. Mobile Maps makes it possible to develop services with whose help the user can add personal data to maps, such as photos taken with a mobile phone or positions along a route. With Mobile Location, you can build services around a mobile user’s position, such as searching for nearby restaurants, or for mobile marketing.

At the moment, they are participating in a project that looks at ways

of using all the data in the networks regarding the movements of mobile phone users.

“We recently had a workshop about this and came up with some proposals that we will now review,” Olsson says. “For example, could the police use such information to prevent trouble, or tradesmen to find suitable sites for stores? It is part of our job to consider business opportunities around what we develop. This is also innovation.”

Carlsson says: “Our job has a lot of variety. We sometimes brainstorm ways to use new technology. Then you might write an application for a patent. And a lot of time goes to events and conferences where we market Ericsson and Labs. This mix of business,

technology and an accessible business makes the job great fun.”

Staffan Larsson divides his time between the Geoinfo group and running Labs’ portal.

“It’s very stimulating to work publicly and with real users,” he says. “The feedback you get is genuine and it makes the work very exciting.”

All three are active on Labs’ social channels.

“We blog about our APIs,” Carlsson says. “It could be about new functionality or about one of our ex-workers at Ericsson having made an application that uses the APIs. We’re also trying to be involved in other social forums, where you write about Labs, such as various technology and developer blogs.”

Text: Benny Ritzén Photo: Per Myrehed

FAT PIPES MAKE BIG IDEAS

A country's investment in broadband is proven to boost entrepreneurialism and innovation, making life richer in every way.

ericsson.com

LTE – the journey continues

Higher bandwidth and high peak data speeds. LTE will give people **a superior experience** when using telecom services. But the technology would not be what it is today without the resourcefulness and hard work of a great number of people. The story of how **LTE has developed** already is as fascinating as the opportunities for development ahead.

Without exaggerating, you can say that the future looks bright for LTE. Mobile broadband growth has been fantastic in recent years, and LTE perfectly matches what today's end users want: higher bandwidth and data speeds.

Spectrum access is no longer a problem. Governments around the world are freeing up more frequencies for mobile communication. And we are seeing a lightning-quick rise in data-hungry consumer products, such as smartphones, laptops and iPads.

Ericsson is also well positioned in the LTE race, having won several contracts. But how did LTE begin within Ericsson and what has been decisive on the road to LTE's position today?

Erik Ekudden, head of Technology and Industry at Group Function Technology and Portfolio Management, has been heavily involved in the development of LTE from the outset. He says that Ericsson already had several 4G activities underway in 2001 and 2002, in the form of research and cooperation with important operators. In 2004, Ericsson decided to adapt its 4G research to the "beyond 3G" activities that were

beginning to take form within the industry as a result of a proposal from Japanese operator NTT DOCOMO.

"We began talking about a 'long term evolution' (LTE) toward 4G along the lines of 3GPP (3rd Generation Partnership Project), which at that time mostly applied to GSM, WCDMA and HSPA," Ekudden says. "That soon came to include not just the radio interface, but also the core network, and it was given the name LTE/SAE (System Architecture Evolution)."

At the same time, it was the dawn of the interest in LTE in the US, especially from the operator Verizon Wireless. In joint management meetings, Ericsson and Verizon discussed the advantages of having the same platform for both 3GPP and 3GPP2 (the latter signifies the CDMA line that Verizon has adopted).

"Verizon was mostly concerned about the migration of the CDMA core network to LTE/SAE," Ekudden says. "So to get rid of the problem, we drew up the guidelines together for an architecture that would guarantee a smooth transfer of the industries' two main lines."

Ekudden says that another important

factor behind LTE's success is that the industry decided to also cover technologies based on Time-Division Duplex (TDD) in LTE.

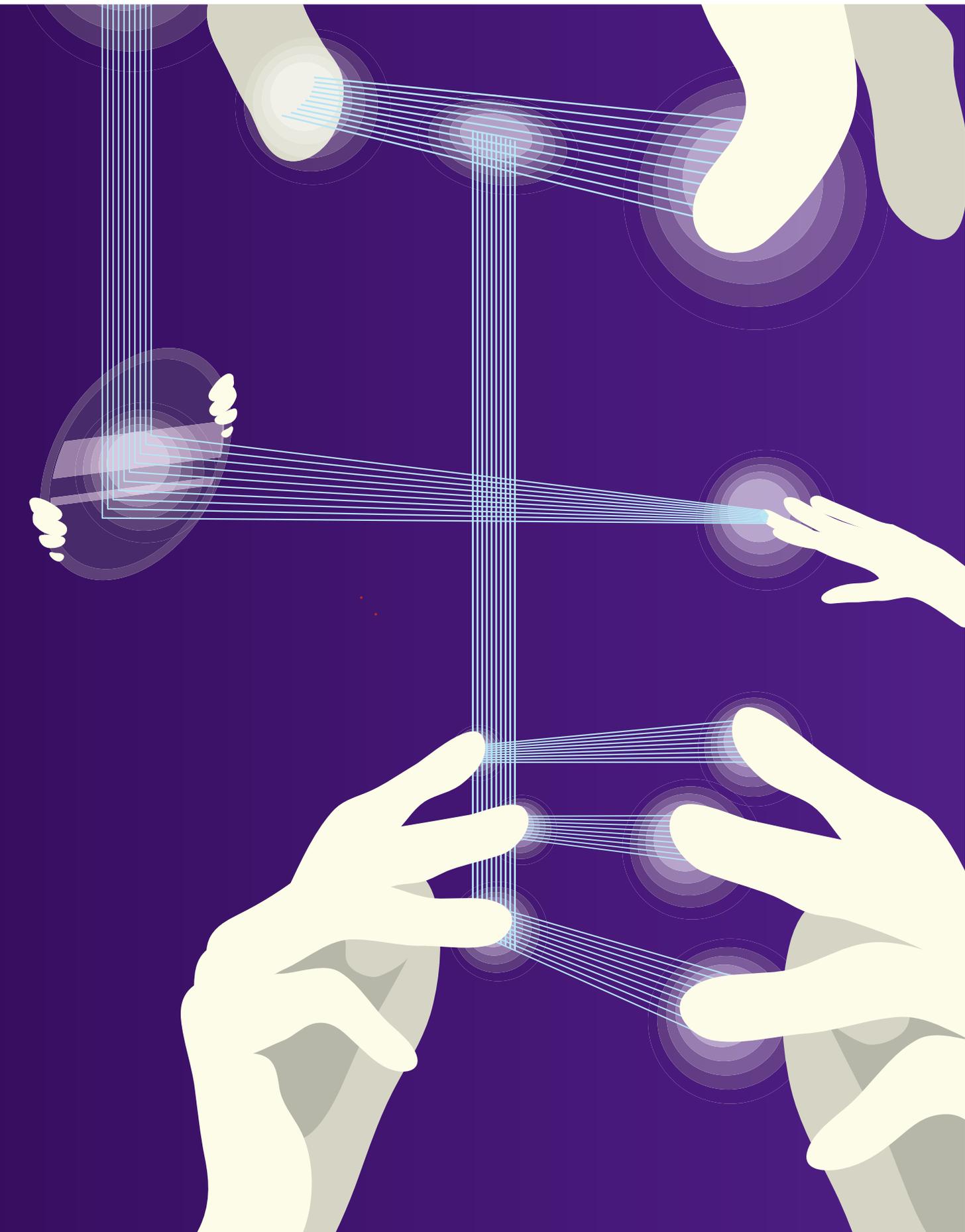
The same frequency band is used within TDD for both uplink and downlink communication, while FDD (Frequency-Division Duplex) uses separate bands.

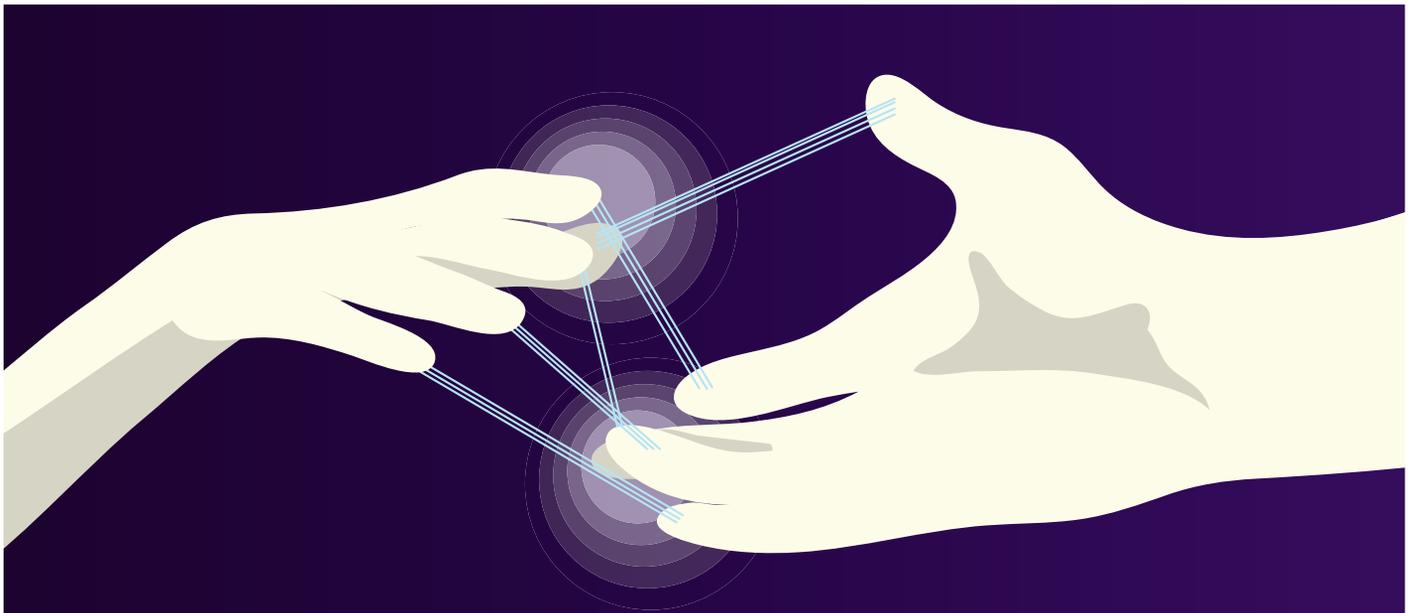
"Before LTE, we had separate technologies for TDD and FDD," Ekudden says. "On the FDD side, we had GSM, WCDMA, CDMA2000 and HSPA, and on the TDD side the Chinese standard TD-SCDMA as the prime examples. We wanted to have a common platform to reach as big a market as possible, which leads to economies of scale and cheaper terminals."

Together with players that included the Chinese government, Ericsson began looking at how it could build LTE for both TDD and FDD three years ago, which soon led to a common platform for both technologies.

Ekudden praised the collaborative efforts of those in Ericsson Research whose contributions in the early years of LTE set the stage for the technology's success today.

Ingrid Nordmark, head of Product Development Unit LTE at Business Unit Networks, ►





“The knowledge we get through being a driving force in the standardization process means we can develop things early”

Ingrid Nordmark

► says that Ericsson is having major success within LTE, with a broad spectrum of customers all around the world.

One important reason for this, she says, is Ericsson's strong commitment to standardization. “The knowledge we get through being a driving force in the standardization process means we can develop things early, which gives us a competitive advantage,” she says.

Nordmark is very pleased with the close cooperation between her unit and Ericsson Research (ER) and thinks that transferring the first five “LTE experts” from ER to her unit at the start of 2007 was an early and important milestone.

Two other decisive occurrences were when her unit released its first version of the software for internal testing in December 2007, and when they got the first internal hardware delivery to test the hardware and software together in May 2008.

One important event, however, was when Ericsson demonstrated LTE to Verizon in the second quarter of 2009. This was also the company's first-ever demonstration of a commercial LTE product.

Nordmark could mention many interesting stories from her meetings with Verizon, but chooses this one:

“In mid-2009, we were going to look at an

‘si’ handover; in other words a handover where the core network is involved,” she says. “One week before delivery it wasn't working. So we brought together a gang consisting of people from our unit, from the core network and from the terminal manufacturer Samsung to try to solve the problem. We had 13 people crammed into a small lab for terminal tests in Kista and we worked incredibly hard. The problem turned out to be that the standard had been interpreted differently. The integrators did a great job, the problem was solved and we delivered on time.”

Nordmark thinks this is a telling example of the good work that her colleagues are doing. On an individual level, she highlights Jacob Österling, an expert on base station architecture.

“He found a way of adapting the existing technology for WCDMA broadband radio to LTE,” she says. “It saved loads of time and effort.”

Mikael Rylander, head of Product Development Unit RBS at Business Unit Networks, and his colleagues are another work group that has contributed to LTE being what it is. They quickly made a vital decision to base the development of base stations for LTE on existing base station technology.

“The result is RBS 6000, the multi-standard infrastructure that is a very important factor behind our success within LTE,” Rylander says.

Advantages of LTE:

- High bandwidth
- High peak data speeds
- Good capacity
- Minor delays
- Superior end-user experience
- “Plug and play” from day one
- FDD and TDD in the same platform
- Simple architecture that keeps costs down

He sees the rollout of 2000 base stations for TeliaSonera in central Stockholm in September 2009 as one important milestone.

“It was a massive and complex project, with new hardware, new software and very new, untested functionality,” he says. “But all those involved did a fantastic job, and thanks to good cooperation between the supply organization, Ingrid Nordmark's unit and the market unit, everything went well!”

However, Nordmark and Rylander do not hide the fact that LTE faces a number of challenges. One is to keep up with the fast pace of LTE rollouts around the world and to give customers the support they need. Another is to ensure that the quality in the system is as good as for GSM and WCDMA.

✉ Text: Benny Ritzén Illustration: Ebba Berggren

Mexico, 1930



Mexico's **first foreign phone call** was made possible by the opening of Ericsson's first international phone line, linking the country with the rest of North America. Here the wife and daughter of Roberto Fierro Villalobos, pilot and head of the Mexican Air Force, receive the call.

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
History Which year?	Ruth Ellis is hanged for murder, the last woman executed in the United Kingdom.	Ericsson opens its factory in Mölndal, Sweden.	The first pocket transistor radios become available.	In the US, Rosa Parks is arrested for refusing to give up her seat on a bus to a white person.	Cultural icon James Dean dies in a car collision.
Geography Which country?	It is estimated that more than 1,000 different cultural groups exist in this country.	The country is part of Ericsson's region South East Asia & Oceania.	During the first World War it was occupied by Australia.	The most famous walking trail in this country is the Kokoda Track.	The capital is Port Moresby.
Culture Which character?	The Guinness World Records lists this character as having the "most official real life stand-ins."	She is a beautiful, intelligent, athletic and somewhat reckless archaeologist-adventurer.	She is often cited as a catalyst for the appearance of more female leads in video games.	This character wears a Sony Ericsson HBH-15 Bluetooth Headset in the film of the same name.	She is a fictional character and the protagonist of the Tomb Raider video game series.
Trade & Industry A telecom operator	It has more than 7.4 million customers in its home country (2008), with the top market position.	It entered the market third, but managed to become number one in only 3 ½ years.	The operator has presence in three other Balkan countries: Albania, Bulgaria and Romania.	In 2006, it was the first mobile operator in Greece to introduce HSDPA broadband services.	It is the largest mobile network operator in Greece, headquartered in Athens.
Sport Which sport?	The modern game originated in the United Kingdom in the late 19th century.	Since partnering in 2005, Sony Ericsson has taken the sport beyond the field and into the mobile.	Competing in Britain, Maud Watson was the first woman's champion of this game.	The Sony Ericsson Tour represents 91 nations competing for a purse of USD 86 million.	The sport recently adopted an electronic review technology known as Hawk Eye.
Business Which company?	MetaSolv stockholders approved this company's acquisition of MetaSolv Software.	It was founded in California in 1977.	Its CEO is Larry Ellison.	In January 2010 this company acquires the computer company Sun Microsystems.	In 2006, this corporation was part of an agreement renaming Oakland Arena the "Oracle Arena."

The picture

Which year was this photo taken?

- 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.

History: 1955 Geography: Papua New Guinea Culture: Lara Croft
Trade & Industry: Cosmote Sport: Tennis Business: Oracle Corp. Which year (photo): 2003 His Majesty King Abdullah II Bin Al-Husseini of Jordan and Sweden's King Carl XVI Gustaf are visiting Ericsson's headquarters in Kista, Sweden.



PHOTO: ERICSSON ARCHIVE