

No 2. February 1986. Information for Ericsson staff. Issue 47.

Contact

ERICSSON 

**Ericsson's people
in Ecuador:
Everyday
living
the key**

**British Telecom
project:
Too many
people
taking things
for granted**

**Manager's
role studied:
This is
how to be!**



**Ritva Fredriksson:
Our face to the world.
Friendly security guard
with a ready smile**

E Cooperation builds strength

Ericsson is made up of a number of business areas and companies, all of which are strongly interconnected. Several of the business areas are aimed at the same customer categories on the same markets. This makes it necessary to come up with ways of cooperating to expedite our own internal work and, most importantly, to make it easier for customers to do business with Ericsson.

The way we work and the requirements on how we work are constantly changing. Since we broke the business up into business areas in 1982, the objective has often been to achieve independence for each area and to create an individual image for each one on the market. As long as it benefited Ericsson as a whole and was in line with Ericsson's image as an industrial corporation, it was a good idea. Where the identity campaign of a single unit went too far, however, the strength of the whole was diminished.

Matters related to coordination and cooperation mainly have to do with three areas:

- technology
- products
- markets

The similarities between our products make it possible to use the same technology within a number of areas. This in turn makes for more efficient use of components, common design equipment and production collaboration.

We must constantly have the customer's best interests in mind. As a result, we have to make use of the size and variety of our products and expertise and strive to offer customers our entire package of products and services. One of our strongest points is administering and planning large-scale projects. Naturally, we will exploit the image developed by a given business area on a market when another business area wants to get into that market or introduce a new product there. This makes it doubly important to coordinate efforts and cooperate on that market, even though each business area must naturally make use of its own channels.

In many cases, cooperation between our business areas is excellent. Sometimes though, an individual area has been too single-minded and given itself priority over Ericsson. It is not easy for managers and their staff to keep the whole in mind when deeply involved in a problem that seems easier to resolve by bringing in outside help. Or when you are pushed to make sales and you do not have the energy or the time to understand what other business areas are doing on the same market or even with the same customer. Still, we have to stay aware of the entire situation and make it a natural part of business life to constantly maintain contacts and communications with other business areas. The very size and variety of Ericsson is in itself a strength and a competitive weapon that we must safeguard.



Bo Landin
Head of Market Coordination Europe and
North America and Corporate Planning

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“Ericsson’s organization has grown to such gigantic and bureaucratic proportions that people no longer bother to try and enthuse their co-workers. I think that too many people at Ericsson, both managers and staff, take a lot for granted. They think the organization is like a player piano – everything just happens automatically. But that’s not the case. It’s frustrating to see apathy. Everyone must be made to understand that their individual efforts do have an effect on the organization.”

As overall head of the BT project, Kenneth has a staff of about 25 people working solely on this project. Coordination with all sections of Ericsson Telecom concerned is enormous. Almost 1000 people are involved in one of the most important projects ever undertaken in Ericsson’s history. People who usually have to work their “butts” off to meet deadlines, but who far too often are not rewarded for their efforts.

“If somebody does a good job, does more than what he should or what we have reason to expect of him, then he should be rewarded. Unfortunately this is not standard procedure at Ericsson,” says Kenneth Boiardt.

The apathy that Kenneth feels is so widespread within Ericsson is equally the result of a lack of criticism as a lack of praise. People may not be rewarded for good work, but neither are they “chewed out” when they make mistakes. And this apathy also means that people aren’t demanding enough.

The BT project is a major project of enormous importance for Ericsson. Many outside staffers feel that the people involved in the project tend to steamroll their way along, and according to the tongue wagers, they take heed of nothing other than the project. And there’s no denying that, in some cases, the critics are right.

“You can call us steamrollers if you like,” admits Kenneth, “but we can’t forget that much of what is done in this project will eventually be to the benefit of everyone.”

“We have taken over some enormous resources. We’ve engaged the most skilled staff members on the project for the simple reason that we needed them. We’ve



Head of the BT project

Apathy frustrating

Kenneth Boiardt heads up a very difficult and tough project in Ericsson – the setting up of AXE local stations for British Telecom. He has a job that is constantly challenging him, putting his creative talents to the test. He has a natural ability to communicate with people, and one of his responsibilities as project leader is to fire the enthusiasm of the people who work for him. This is something that he’d like to see more people doing throughout Ericsson.

committed ourselves fully to the BT project. We have promised to deliver products that were still on the drawing board or even merely ideas when we landed the orders. We have promised to deliver the most advanced version of AXE which can possibly be offered, which is what I call going out on a limb. We have been constantly aware of how important this project is for Ericsson’s very survival. We simply cannot afford for the BT project to fail. But if we succeed, we will open up tremendous opportunities for the new AXE technology on other markets too.”

Almost everybody involved in the project has been made aware of its vital importance. When Ericsson got the order we knew that we needed to come up with new ways to motivate people.

Everyone to be engaged in the project was assembled for one-day seminars in Stockholm. In groups of 100, staff members were given a run-down on the project. Ericsson executives related how important it was for Ericsson as a whole while project management told them what Ericsson had promised to do, the consequences of failure and so on. In all, around 1000 people were given the facts on the BT project.

“We had a clearly defined goal with the seminars – that no one would come back and say:

BT – what’s that????”

Today everyone knows and is enthusiastic. It’s fantastic to see people throw themselves into their work. Many of the designers worked overtime over Christmas when other people were off enjoying themselves. And they did so because they felt enormous responsibility for the project. But I’m certain they would never have gone this far if they hadn’t been made to realize the importance of their work and how valuable their efforts were,” says Kenneth.

The last minute heroics over the Christmas holidays brought the BT project “on-line”. The first station, in Sevenoaks, will be handed over to the customer on June 30th, and so far at any rate we’re right on schedule.

“We’re in good shape and I’m certain that we’ll meet the deadline. I am still sleeping well at night,” says Kenneth. ■

Ericsson staff living in Ecuador

Everyday life most important Latin Americanization unavoidable

Housed in Guayaquil city hall is the local archaeological museum. Among the native artifacts and centuries-old art treasures it contains there are also objects of a slightly more unusual nature — well preserved “tzanzas” — fist-sized shrunken heads. The technique used by the Jivaro indians to shrink human skulls while retaining their features is still a well kept secret. Tzanzas are one of the “attractions” available to the half dozen Ericsson employees working in Ecuador’s biggest port city.

One of the employees is Christer Englund. He arrived here last June with his family, wife Anne-Marie and daughters Marie-Sophie and Eva-Lina. Christer, who deals with the cooling facilities of the AXE stations, has spent briefer stints for Ericsson in Saudi Arabia, Kenya and on the Seychell islands. But because of the length of the contract this time,

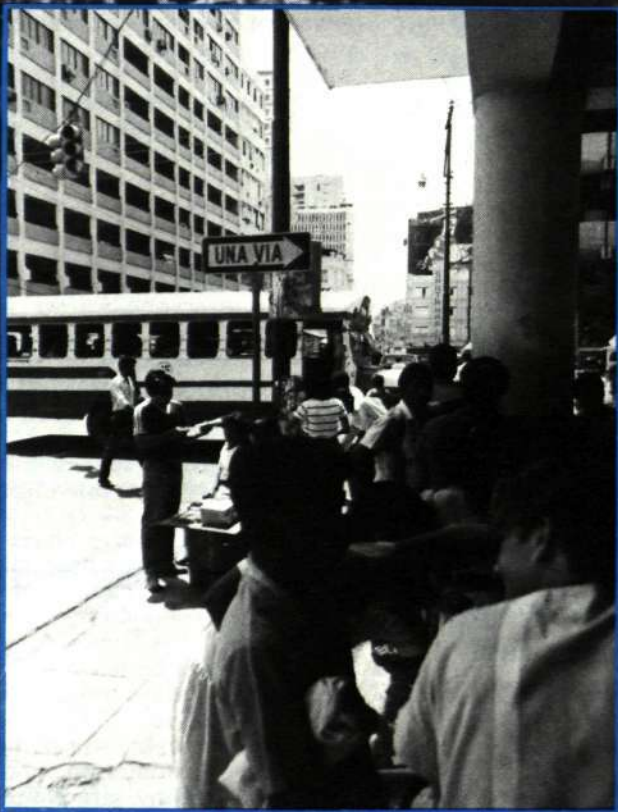
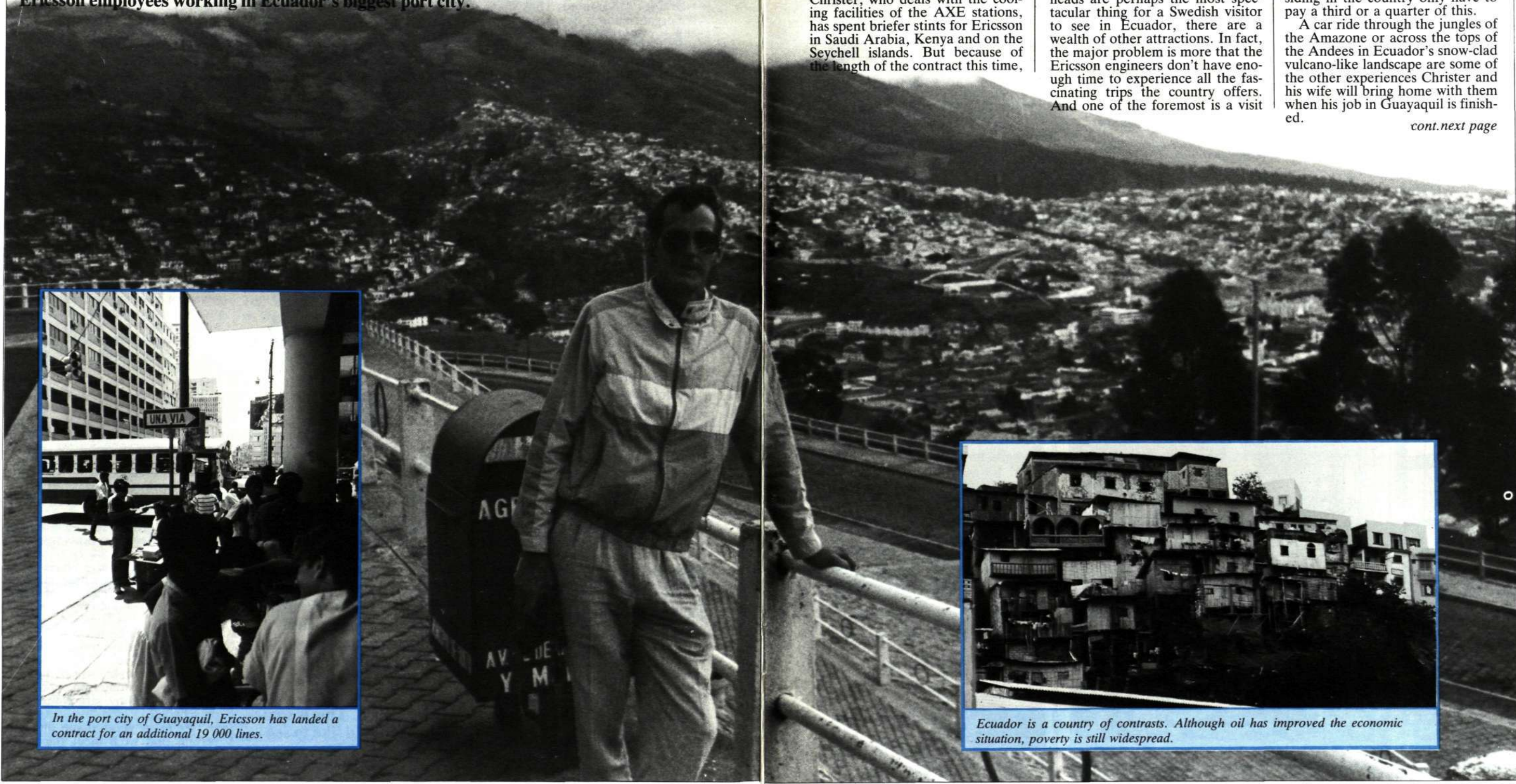
one year, it was the first time that it was logistically and economically possible for his family to accompany him.

Although shrunken human heads are perhaps the most spectacular thing for a Swedish visitor to see in Ecuador, there are a wealth of other attractions. In fact, the major problem is more that the Ericsson engineers don't have enough time to experience all the fascinating trips the country offers. And one of the foremost is a visit

to the Galapagos islands. For the ordinary tourist, the 1000 km flight and five-day stay on the islands costs almost SEK 6000. But foreign engineers permanently residing in the country only have to pay a third or a quarter of this.

A car ride through the jungles of the Amazone or across the tops of the Andees in Ecuador's snow-clad vulcano-like landscape are some of the other experiences Christer and his wife will bring home with them when his job in Guayaquil is finished.

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In the port city of Guayaquil, Ericsson has landed a contract for an additional 19 000 lines.



Ecuador is a country of contrasts. Although oil has improved the economic situation, poverty is still widespread.

Still, what is naturally most important for the Englund family as well as for all Ericsson staff working abroad, is to live as normally as possible far from Swedish standards, bureaucracy, drinkable tap water, hot dogs, Swedish caviar spread and other blessings of civilization.

Since March of 1980, Kjell Björk has been in charge of Teléfonos Ericsson in Ecuador, stationed in the capital city of Ecuador, Quito, 2800 m above sea level and only a few miles south of the equator. Between 1974 and 1978, Kjell was station manager for Ericsson in El Salvador where he gained fame in Sweden by being kidnapped by the FARN guerillas.

Kjell Björk: "It's pretty well impossible to avoid becoming Latin Americanized the longer you stay here. I've had reason to change my opinion of the problems in those countries in which I've worked. But I've also at the same time begun looking at Sweden in another way. Your perspective of home changes."

The life that Kjell Björk and his family, wife Tina and children Cecilia and Daniel, lead here differs as it does for the Englund family, on two important points from that in Sweden: Their social life is much more intensive.

"The door is always open at friends and neighbours, and the kids' schooling is vastly different in many ways than it is at home. Discipline in the American schools that the children attend is much tougher than in Sweden, and the academic requirements are much

"We get very Swedish when we celebrate Lucia, Christmas or Midsummer together with other members of the Swedish colony. But when we come home to Sweden on summer vacation, for instance, everyone tells us how terrific things are in Sweden and how wonderful we Swedes are, so we almost instinctively switch our loyalties to the country in which we are working. I guess this is also a way of justifying our own existence," says Kjell.

higher. The grades 4-6 children have tests every week and each school day ends with two hours of homework. For Kjell Björk's children, who, apart from a year and a half at home, have always gone to American schools, this has not been much of a handicap — apart from the fact that the kids, who are now trilingual, sometimes have trouble writing (but not speaking) Swedish. The first few school months were a problem, though, for Marie-Sophie and Eva-Lina Englund, mainly because they still hadn't learned to speak even rudimentary Spanish or English.



The most important thing for the Englund family is to live as normally as possible, far from Swedish caviar spread, sausage and other "lifebloods" of Sweden.

Double loyalties

Both families also suffer from a fairly common phenomenon among ex-patriate Swedes: double loyalties.

"We get very Swedish when we celebrate Lucia, Christmas or Midsummer together with other members of the Swedish colony. But when we come home to Sweden on summer vacation, for instance, everyone tells us how terrific things are in Sweden and how wonderful we Swedes are, so we almost instinctively switch our loyalties to the country in which we are working. I guess this is also a way of justifying our own existence," says Kjell.

"Even a developing country like Ecuador has such an enormous amount to teach us, although you can't exactly call it high technology."

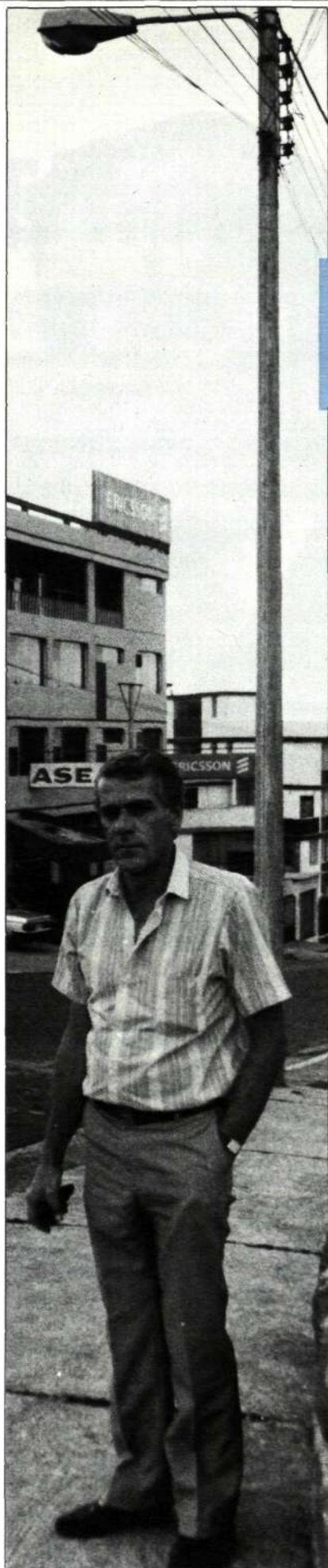
Just after they arrived, Kjell Björk and his family usually spent their spare time at a private club outside of Quito, where they could use a swimming pool, tennis courts and golf course. Now, however, after five years in the country, Cecilia and Daniel Björk have made a lot of friends here, so their lives revolve around their friends, school soccer team and so on. And Tina Björk is an active member of the Scandinavian womens' club, who devote their time to charity and other similar causes.

Christer Englund is a member of Guayaquil's tennis club but the family lives close the Pacific Ocean. Playas, the closest beach resort, is about 100 km outside of Guayaquil, and this is where the family goes to buy freshly-caught camarones and jumbo shrimps for making the national dish of Ecuador, cebiches.

Crime a major problem

For Marie-Sophie and Eva-Lina, however, spare time activities are still a major problem. For fear of them being kidnapped, their parents won't let the children play outside the home. And if they want to see any classmates they must be dropped off and picked up by car. In Guayaquil, which boasts the typical atmosphere of an international port city, the chances of break-ins are much greater than in Quito.

As foreign engineers working in developing countries, both families have also encountered the fairly widespread belief that they somehow are leading an upper class life in an upper class environment and do not find out anything about the



country and the actual problems there. This is a point that both Kjell Björk and Christer Englund hotly contest.

Christer: "If you tell me that I have to live in a bamboo hut or mud house to be able to understand or empathize with the im-

"Even a developing country like Ecuador has an enormous amount to teach us, although you can't exactly call it high technology," says Kjell Björk, head of Ericsson in Ecuador.

poverished residents of a developing country, well, of course I'll stay home. But then I'd never find out anything at all about Ecuador."

Kjell Björk: "A Swede stationed in other countries must demand that he be able to put away some money. Because when he comes back he has none of the things that other people of his generation with the same background, job and education have acquired: a house, a car and maybe even a boat. He has to start from scratch."

Ecuador — more than just bananas

When Texaco Gulf began pumping up oil from the Amazon in 1972, Ecuador took a huge step into the modern world and shed themselves of their economic dependence on the export of fruit, primarily bananas. In November 1973 the country became a fully fledged member of OPEC, and today oil accounts for an amazing two thirds of the country's export revenues and one third of the government's tax revenues.

The country is governed by a democratically elected conservative government, and president Leon Febres Cordero has an almost social liberal authoritarian and fatherly attitude towards his subjects, the majority of whom are native Indians who do not participate in the economy.

Ericsson made its first deal with Ecuador way back in 1892. It was for the delivery of telegraph keys for the railroad between Quito and Guayaquil.

Of the total of 400 000 lines that have been installed, are being installed or are contracted for installation, Ericsson has 330 000 of them. In other words their market dominance is almost total.

The new orders for expanding the network in Quito have, however, gone to the Japanese while Ericsson has just recently received a presidential decree for an additional 19 000 lines in Guayaquil.

Kjell Björk is constantly faced with the problem of meeting bids from a competition who, assisted by government subsidies, can offer unbeatable credit terms. "That's why we have to continue being technically superior to our rivals."

One positive competitive development is that the Board of Export Credits has again signed guarantees for Ecuador after the country has improved its debt-repayment capacity thanks to earnings from oil.

CONTRACT EXTENSION IN ECUADOR

On January 31 two contracts were signed with IETEL as extensions of the contract concluded in 1984

1. LME's contract is for 19 000 lines AXE divided between three stations as follows: 10 000, 5 000 and 4 000 lines. The turn-key contract is valued at USD 7.5 million and in addition to switching equipment, also includes fiber cable, digital multiplexing equipment, power equipment, cooling units, training and installation.

We have the capacity to deliver the switching equipment ahead of schedule by making use of the present installation organization in Ecuador and by reshuffling orders received earlier. Marketing Latin America

XF/L will now take the necessary steps to arrange this.

2. TIM contract for 8 000 lines ARF divided between eight stations. The contract is valued at USD 3 million.

Anders Igel, head of marketing in Latin America comments on the deal:

"Business opportunities in Ecuador have improved recently as evidenced by these contracts."

To illustrate how banks have changed their attitudes to Ecuador, we have received insurance from the Swedish Export Credit Guarantees Board to cover this deal. ■

Leadership at Ericsson studied

Managers are appointed from above. Leaders develop from their own skills and actions. What Ericsson must strive to do is find managers who are also leaders.

Anyone who has a boss has their own idea as to what is good and bad. If you ask people what they think of their jobs, sooner or later the subject will turn to their bosses. Bosses are important. In fact, you could almost say that "bosses are one of the most important factors for job enjoyment".



Rolf Skillner has corporate responsibility for "Personnel and Organization". This means that one of his executive duties is to pursue and develop matters relating to management and leadership.

What does Rolf Skillner mean when he says that managers at Ericsson must be competent leaders?

"The requirements on managers vary naturally, depending on where in the organization they work. A manager must be an expert within his own sphere: technology, accounting and so on, but more than anything else he must be able to motivate his staff. You do not achieve objectives by exercising your power but by making sure that your employees have room to develop."

A special publication has now been put out, setting down guidelines for how to develop leadership

within Ericsson. This publication is to be spread throughout the entire corporation, and it is intended to be read and discussed by as many people as possible. Some of the key points are:

"Leadership within Ericsson must be based on competence, involvement and mutual trust.

"Company managers at Ericsson and the trade union organizations can sometime maintain justifiable but somewhat conflicting positions. In countries where unions are active within the company, the managers must respect the unions and seek to deal with them through constructive cooperation.

"Ericsson must be a market-oriented organization. Decision-making must be as decentralized as possible.

"Practical experience in management is the best and most effective leadership training. Ericsson must promote this by offering its employees the opportunity of gain-



This is how bosses should be

"In my opinion we at Ericsson have traditionally exaggerated the importance of technological know-how.

We have got to begin realizing that technical methods of calculation are not the only criterion for determining how a person functions, why conflicts arise between work colleagues and how to resolve them. The most important task of a manager is to unlock the determination and know-how in each staff member. I would like to call it 'Unlocking leadership'," says Rolf Skillner.

Is Ericsson a truly international corporation? Are there equal advancement opportunities for both Swedes and non-Swedes?

"We have not quite made it yet. We should have managers and staffers from several countries working at our head office in Stockholm. But that's not the case today. We should have more 'natives' at management level at our foreign subsidiaries. We still have a lot left to do in that area. There are, however, a couple of good examples. In Mexico and the United States we have launched a training program for younger managers and it's gratifying to see the proportion of non-Swedes growing. It is essential to demonstrate to our employees outside of Sweden that it's not only Swedes who can enjoy a career within Ericsson."

What do you mean when you say that a good manager should conduct opinion surveys?

"It is important for managers to know how things are going in the

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ing experience within different areas and through management training programs both within and outside the corporation.

"Opinion surveys must be conducted on a regular basis and used as information for deciding on changes in working climate and motivation."

Rolf Skillner: "When we look for managers we naturally should start by deciding what type of function we are looking to fill. Is it design management, sales or production? Of course, whoever is in charge of a given operation must be an expert within that particular area."

Ericsson is a high technology company. By tradition we have almost always had engineers in managerial positions in Ericsson companies the world over. There is, however, reason to rethink this approach.

"In my opinion we at Ericsson

have traditionally exaggerated the importance of technological know-how. We have got to begin realizing that technical methods of calculation are not the only criterion for determining how a person functions, why conflicts arise between work colleagues and how to resolve them. The most important task of a manager is to unlock the determination and know-how in each staff member. I would like to call it 'Unlocking leadership'," says Rolf Skillner.

What difference will it make if Ericsson managers are experienced in a variety of areas?

"Anyone aspiring to be a good manager at Ericsson should change their jobs every three to five years. It is also important for our managers to gain experience both in Sweden and in other countries, to work within a number of our business areas and to experience management in production, marketing, design or administration."



This is how bosses should be

organization, to know what staff members are thinking and feeling. It's important for a manager to be able to talk with his staff and to find out about problems. But to provide more assistance we have



developed OPUS, which is a questionnaire that managers can use to 'check the pulse' of their organizations."

Is doing a survey enough? What should managers do with the results?

"If staff members are unhappy about something, a manager should naturally rectify any problem situations. But it is also important for managers to openly present the results of their investigations. In many cases, the changes needed require the cooperation of both manager and staff."

Should managers be selected "in house" or from outside the company?

"It is healthy for many of our managers to have grown up with Ericsson. Nevertheless, rejuvenation is sometimes a good idea. It is not always easy to see the picture clearly if you have been sitting too long in the same place. We have to seek to achieve good balance of 'old timers' and 'new recruits.'"

Australia

Good engineers can make poor managers

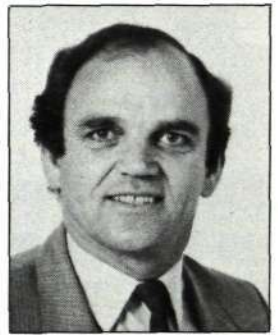
Contact also spoke with Colin O'Reilly, director of personnel of our Australian subsidiary.

Contact: "Do you recognize your own situation in Rolf Skillner's description?"

Colin O'Reilly: "Yes, very much so. The areas in which we, as a corporation, need improving are largely the same as those here in Australia. We've made the mistake before of promoting skilled engineers to managerial positions and watched them fail. We've lost a good engineer and gotten a bad manager instead."

"Today when we appoint managers we look more into how well they can enthuse and develop staff members or work through others, rather than whether they themselves are always the best experts at resolving concrete problems."

Contact: "What are you doing to enable employees to rotate more and work within other areas of Ericsson?"



Colin O'Reilly: "On the technical side we've been quite successful at ensuring that our employees experience other parts of Ericsson. Through the years we've had a number of staffers who have completed basic engineering training in, for instance, Sweden."

"In the case of people in managerial positions, we have not fared as well. Now, however, we are aiming to give managers a chance to rotate and work for briefer or longer periods of time at head office or in other parts of the corporation."

Stop promoting "ego trippers"

Paul Kvamme, Chairman of the Office Workers Cooperation Organization

We have to stop placing egocentric individuals in managerial positions. And we have to replace those who think they can continue ruling in "prehistoric" ways.

If the company is going to develop, then we have to exploit the skills and determination of the employees, and to do that we have to have more good leaders!

You don't always have to replace one individual with another one. If company management could break with the traditional old management approach and place "capacity to lead" before "the boss is the expert", many



people would be stimulated to become better leaders and depart from the old authoritarian attitude, replacing it with:

You must motivate and develop others so that they become more enthusiastic and perform at their best level. That is when you will have succeeded at your task and feel truly rewarded for your efforts.

Born: Ericsson Telecom

The re-organization of the BX business area will be implemented on March 1, 1986. As this paper goes to press, the ultimate organization has not yet been finalized but the basic structure will be as follows:

BX staff, DPU, GS division and X division will be merged to form a single business unit, Ericsson Telecom, within the BX - Public Tele-

communications business area.

Ericsson Telecom will act as the parent company for the BX business area and thus will be responsi-

ble for coordination within BX.

Ericsson Telecom will be structured as follows:

- A steering group made up of Björn Svedberg, Arne Mohlin, Carl Wilhelm Ros and Jan Stenberg
- Business area manager BXC, Jan Stenberg
- Management group consisting of the heads of the four main units and a few of the executive staff units
- Reference group in which a limited number of subsidiary heads will be included
- Business area staff
- Four main functions (divisions), Production, Marketing, Engineering and Installation as well as Systems Design
- Three support functions (staffs) for Swedish corporations: Administration, Finance and Accounting, and Personnel
- The four main functions have, within their own respective functions, coordinative liability within BX. For instance, the DPU function is a part of production. BXC Jan Stenberg is business area head as well as head of Ericsson Telecom. ■

Business area staff	
Business strategies	John Meurling
Financial Control	Jörgen Lind
Information	Hans Johansson
Quality assurance	Christer Ahnfalk
Market relations	Hans Golteus
Personnel	Per Sparrin
US project	Bengt Kellgren
Support functions (staffs) - Sweden	
Administration	Torbjörn Johnson
Finance and Accounting	Nils G Söderqvist
Personnel	Lars Wiklund
Divisions	
Production	Johan Siberg
Marketing	Ragnar Bäck
Engineering	Torbjörn Andersson
Systems design	Håkan Jansson

Preliminary report on 1985 operations

Ericsson's net sales in 1985 amounted to SEK 32 400 million according to the preliminary report, as against SEK 29 378 million in 1984.

Income before appropriations and taxes is estimated to be SEK 865 million compared with SEK 1 569 million in 1984. The income includes net SEK 330 million (SEK 26 million in 1984) in capital gains which is related to sales of shares and property.

Income per share, after taxes paid and estimated deferred taxes, is estimated to be SEK 13 compared with SEK 20 in the previous year.

All Business Areas showed positive operating results except for Information Systems which, main-

ly due to the high costs of technology and restructuring, suffered substantially heavier losses compared to 1984. Cables, Radio Communications and Network Engineering and Construction improved considerably, while Public Telecommunications, as previously stated, declined from the favorable results of 1984.

At the Annual General Meeting the Board of Directors intends to propose an unchanged dividend, compared with 1984, of SEK 9 per share.

The final Annual Report for 1985 will be published on March 13. The Annual General Meeting will be held on May 15.

Björn Svedberg comments:

I am pleased that we can report a result which is in linewith the forecast we presented in November 1985.

Some business areas have shown considerable improvement, although the group result is still far below an acceptable level.

Further steps are necessary and even if many problems were solved in 1985, our efforts must intensify; especially efforts to reduce our capital employed and to improve our delivery reliability.

I have high expectations for 1986 and I know that we have the ability to live up to them.

The enormous amount of work we have done, especially within Information Systems and Public Telecommunications as well as in our US company, Ericsson Inc. must pay off during 1986.



They take care of visitors. They will order a taxi for you if you are in a hurry. They handle the mail and keep an eye on the premises. And usually they will also give you a smile when you are on your way into work.

The people we are talking about are the reception staff at HF. Thirty-two valuable contributors to the image that Ericsson communicates to the rest of the world.

Name:	Ritva Fredriksson
Age:	27
Civil status:	Unmarried
Profession:	Reception guard
Interests:	Sports, singing (member of Ericsson choir)
Last book read:	A biography of the life of Madame Tussaud
Last movie seen:	White nights
Dreams:	To travel and sing on a full-time basis.

Security means always being friendly and helpful

Contact has met one of the Securitas guards who, 24 hours a day, 12 months of the year, keep a watchful eye on all Ericsson facilities in the Stockholm region.

Ritva Fredriksson, 27, originally from southern Sweden, is one of them. Ritva now lives in Flemingsberg, a suburb south of Stockholm.

How did you end up working as a guard at Ericsson?

"I was laid off as a security guard back in Kalmar. I wanted to move around a bit, so I applied for and got a job at Securitas in Stockholm. I started as a "rounds" security guard, but I got tired of working nights and was eventually offered the job here at Ericsson."

What kind of hours do you work now?

"I always work between 7 a.m. and 4 p.m. I alternate between the main entrance and the south entrance. Then there are other people who work the night shift here and at the Tellus plant in Alvsjö and Kungens Kurva. And still others who rotate between the plants and also check the alarms that come in on the electronic alarm panel."

What is your most important responsibility?

"To be Ericsson's face to the world. To be friendly and accommodating. To be able to do my job. In other words, not to let just anybody in and also to know where to send visitors."

What's the toughest part of your job?

"Deciding who to let into the complex and trying to be as accommodating as possible to visitors."

And the most enjoyable?

"I get to meet a wide variety of different people. I know most of the staff members and many of the visitors come here quite often. So we always exchange a few words. We also have a good working atmosphere here and a good boss. And since we always work in teams of two, it never gets boring. And that way you can get away for a little while if you need to."

The most boring?

"When there isn't too much to do sometimes and you just sit around."

When do you have the most to do?

"Mostly during flex hours in the morning between 7 and 8:45 a.m. But during the mornings and right through until about 2 o'clock there's usually quite a bit to do."

What do you do all day?

"Well, if we start with entrance control, there are more than 3000 employees at HF that we have to keep track of. Then there are about 50-60 visitors every day. We are in charge of car registration of the visitors' parking lot and the staff parking lot. We handle mail to be picked up and delivered and we are in charge of the cleaning keys and keys for the guest apartments. If someone needs a taxi, we can order it through our computer which is hooked up directly to the Stockholm Taxi service. After the switchboard is shut down, all incoming calls are automatically switched to us at the main entrance reception desk. And that can be 50-60 calls every night. Someone from another Ericsson company on the other side of the world may phone to find out how Hammarby's football team is doing. So you have to be well informed. Last but not least, we receive all alarms from the climate facility and from boilers and fans, which come into our alarm system. And if need be, we dispatch repair personnel."

How do most visitors treat you?

"Most of them are friendly. Then it depends on you as to how you are treated - if you're good-natured and friendly, then you will be treated the same way. Actually you become something of a reader of people."

Is there something that you would like to change?

"I think we should have some kind of card reader for staff members so that we could devote less time to them and more time to visitors and our other duties."

Ericsson policy:

Civilian clothes important!

Bertil Mattsson moved from the central warehouse and was appointed head of security at Ericsson three years ago. Since he has been here he has endeavoured to change the "image" of the security guards. For instance, after overcoming some opposition, he managed to convince Securitas to clothe their guards in civilian garb. Today all of them wear "Ericsson clothes".



"With security contracts of SEK 20 million every year, we are in a position to make demands on the security company," says Bertil.

"Apart from 'demilitarizing' the guards, we're also striving to elevate the quality of their duties. Today the security companies have a fairly conventional approach to recruitment. No matter what responsibilities the personnel are to have, all of them have roughly the same qualifications. I think that the guards should be adapted to their duties, whether it be working in the reception area, or doing watch duty and so on. This is one point that I hope to be able to change."

Another important matter to Bertil is monitoring of the technical operations. For the past year Ericsson has had a highly advanced, electronic monitoring system (LME's HAZ alarm panel), incorporating about a thousand different alarm sensors. Ritva and her colleagues can keep track of

these sensors and view a large number of television monitors from the control panel at the main entrance of HF.

"This also places more responsibility on personnel," says Bertil. "Apart from the five-day training course Securitas staff must complete, all security personnel must do a seven-day stint here in tandem with someone else. During that time, the new employees are given the special training required to do as good a job as possible at Ericsson."

"We also have a say in the recruitment of personnel, which means we must 'approve' those who come here," says Bertil, who has a dream: "Yes, I do. That's to have a sort of 'in-house elf', who walks around with a 'magic wand' in his hand and deals with all the minor emergencies. A technically inclined supervisor who doesn't need to call in emergency staff all the time. Like if a tap is running somewhere, he can turn it off..." ■

System development order for EDS

EDS has concluded a contract with ASEA AB for the development and installation of a new corporate reporting and consolidation system for the ASEA Group.

As today's corporations become increasingly complex and changeable, there is a growing need for better economic reporting and control. EDS has put together a unique bank of know-how for systems development of financial and accounting systems, which is why they have been handed responsibility for ASEA's development project. This project

will also let EDS make use of the skills in corporate financial reporting and control, which has been built up within Ericsson's Corporate Control department.

The project will start with immediate effect and the system is scheduled to be ready for delivery after volume testing in January of 1987. In charge of the project from EDS is Claes Schmidt.

To the left: Johan Bygge, Corporate Controller's Dept and next to him Claes Schmidt from EDS.



International Chamber of Commerce

Karl-Axel Lundell from Ericsson corporate management has been appointed vice chairman of the International Chamber of Commerce's "Commission on Computing Telecommunications and Information Policies".

The commission works

to promote a free flow of information across borders and free competition in the telecommunications field. The commission will also deal with matters of security and integrity matters and will conduct discussions on the suitability of state monopolies.

AXE booming in Brazil

Last year was a fantastic year for Ericsson do Brasil, our associates in Brazil. Six telephone administrations chose the AXE over exchanges from NEC and Siemens.

During the final month of the year a contract for orders worth SEK 800 millions was signed. This included the installation of more than 300 000 AXE local lines in Brazil's largest industrial town, São Paulo.

Much of the equipment delivered to Brazil's telephone administration is intended for long-distance traffic. The capital city, Brasilia, and the town of Porto Alegre will each re-

ceive an AXE station for national transit traffic.

Earlier during the year, orders arrived for a combined local and tandem station and remote subscriber switches for 13500 subscribers in Londrina, the third largest town in southern Brazil. The order gives the company an excellent foothold in the market.

Another telephone administration has ordered a tandem station and remote subscriber switches for the town of Ribeirao Preto.

Unique Swedish cooperation project in electronic mail

Verimation AB in Gothenburg, 50% owned by EDS and 50% by Volvo Data AB, has signed a cooperation agreement with Televerket for a "MEMO exchange" in Sweden. As a result, in future you'll be able to send a MEMO not only internally within your own company but also to other companies in Sweden. You can, admittedly, already send MEMOs to other companies using MEMO telex but then it costs the same as for an ordinary telex.

The message communication system MEMO, sold by Verimation, is used today by 60 of Sweden's largest companies. Swedish industry is in fact No. 1 in the world when it

comes to using electronic mail. In fact, there are five times more users of electronic mail in Sweden today than there are in, say, the United States! In all, the system has been sold to 120 industrial companies, banks and insurance companies in 13 countries and roughly 200 000 people use MEMO every day.

Right now within Ericsson there are about 5 700 users registered, most of them in Sweden, but there are quite a few in other countries and the number of users is growing by about 20 a day.

At Volvo where they started developing the MEMO system six years ago, there are already

20 000 users. Other major Swedish corporations using the system include Electrolux, Skandia, Atlas Copco, PK-Banken, Saab-Scania, the Swedish Postal and Telecommunications Administration, and foreign companies include such giants as ITT, Philips, Mercedes and Bosch.

Within a year, Verimation and the Swedish Telecommunications Administration expect to have linked together MEMO and the Administration's recently unveiled public electronic message service, TELEBOX. Hooking these two systems together is based on the X.400 recommendations, which is an interna-

tional standard for coordinated traffic between different message handling systems. The X.400 recommendations are the result of a worldwide standardization project which will be decisive for determining how quickly message handling systems will spread and gain acceptance as the latest and most efficient communications technology within the information society.

"As far as we know, this is the first time any country has announced an X.400 project of such enormous importance at the national level," says Björn Stattin, General Manager of Verimation.

Appointments

- **Björn Hemstad** is now head of marketing – USA and Canada. The department has been moved into the XF sector.
- **Sixten Tunedal** is head of Payroll administration and Personnel data systems, which is now called K/L.

- **Lennart Stadigh**, head of Personnel Administration Services, has been appointed Administrative Coordinator for Ericsson Corporate Services.
- **Rolf Ekblad**, who is involved with corporate-wide delivery and planning matters (DPU), will be appointed head of logistics as of April 1 at TIM in Mexico.

Peter Hejersson

Lennart Aldestam



Evert Ericsson

Rolf Ekblad



Nils Westerberg

Hans Lundberg



Rune Nilsson

Björn Hemstad



Lennart Stadigh

Sixten Tunedal



**TOPCOMP –
new sales
company
within RIFA**

AB RIFA has recently launched the TOPCOMP electronics company for the sale of electronics components on an agency basis.

The company is the Swedish organization of the standard components division who has expanded its operations on the Swedish market and will be working through three agents:

- Panasonic (Japan) semi-conductor components, LCD
- UMC's (Taiwan) IC circuits
- Kahgans (USA) mica capacitors.

Sales manager of the new firm is **Peter Hejersson**, who comes to the company from Toshiba.

TOPCOMP's offices are located in RIFA's facilities in Kista, a suburb north of Stockholm.

The following employees have been promoted to chief engineers:

Lennart Aldestam (XF/MC), **Evert Ericsson** (XF/EC), **Jan Landberger** (XK/MC) and **Nils Westerberg** (XT/NC), department heads, as well as the head of LME's main plant, **Hans Lundberg**.

Rune Nilsson has been appointed manager of the Kristianstad LME factory.



Les Rowe receives Order of the Polar Star

Ericsson veterans receive the Order of the Polar Star

Two veteran Ericsson employees, José Pereira from Portugal and Les Rowe from Australia, have been awarded the order of the Polar Star.

José Pereira, former general manager of Ericsson in Portugal, was awarded the Order in December at a ceremony in Lisbon by the Swedish am-

bassador to Portugal, Sven Fredrik Hedin. José Pereira received the order for his "ambitious work for Swedish industry in Portugal". In addition to his involvement on behalf of Ericsson, José Pereira was also one of the instigators of the founding of the Swedish-Portuguese Chamber of Commerce in Lisbon.

Les Rowe, chairman of Ericsson in Australia, was presented the Order by Sweden's ambassador in Australia, Mr L Hedström.

Les Rowe was awarded the Order in recognition of the vital role he has played for many years in promoting Swedish-Australian cooperation within industry, trade and culture. Les Rowe is also a member of the boards of two other Swedish companies in Australia, Atlas Copco and SKF.



José Pereira

Select group of 300 gets special treatment

Good managers must communicate

Ericsson is in the business of communications. So we should be expected to be better than other companies at communicating with and informing each other of both problems and developments in our work. Is that the case? Well, maybe not fully. But there is plenty of ambition to improve the situation.

For the past few months, Ericsson's Corporate Relations Department has been busy with our "Ericsson Executive Communication campaign".

What is going on now, many people may well ask. Why focus solely on managers? People who already know so much more than everyone else? Is this to tell managers more or is this so that managers will tell others more? The answer is: It's both.

We do not have any long-standing traditions at Ericsson of passing on information about what is happening within the corporation, whether it's to do with profits or problems.

There is, however, enormous interest from managers and their employees to find out what's happening.

In order to improve the chances of quickly and systematically raising the level of knowledge about Ericsson, a group of roughly 300 managers from throughout the corporation have been included, since the end of last summer, in a list of people that receive regular information from executive headquarters about the latest developments and Ericsson's long-range plans.

Knowledge generates trust

Head of Management information is Elisabet Litsmark, who is in the process of developing channels and forms for the work. Elisabet works

closely with Anna Maj Björneberg, who is also part of the Corporate Relations Department.

Contact asked Björn Svedberg the reasons for creating the Management Information Section:

Björn Svedberg: "I demand that my managers represent Ericsson in a confidence-inducing and knowledgeable manner. To do that, they must have all the proper information. To the rest of the world we are all Ericsson employees, regardless of what business area or company we work in. For this reason, managers must be familiar not only with their own sphere of responsibility but they must also be knowledgeable about the rest of the corporation."

"So this is primarily a function for making them better representatives in terms of customers and external organizations?"

Björn Svedberg: "No, not at all. The external part is only one side of the matter. The internal is just as important. The primary task of managers is to make sure that their staff are fully knowledgeable about their own work, but they must also describe how this work fits into the whole. This is particularly important today when we have so many major projects going on within Ericsson, when some sections are running into profitability problems or when we start up important new projects. Our people must find out most of what they know about Ericsson from inside the company. Whatever they hear and read

about Ericsson in the media, must make sense to them because of what they already know. An important part of the responsibility of a manager is therefore to communicate."

Contact asked Elisabet Litsmark and Anna Maj Björneberg how they work.

Elisabet Litsmark: "Actually, we have two roles. One is to find areas that we believe to be of interest to the corporation as a whole. The other is to convince people of the importance of communicating. The entire reason for picking out a group of managers and giving them access to information on the operation and its development is that there is a direct connection between knowledge, job motivation, job performance and profits."

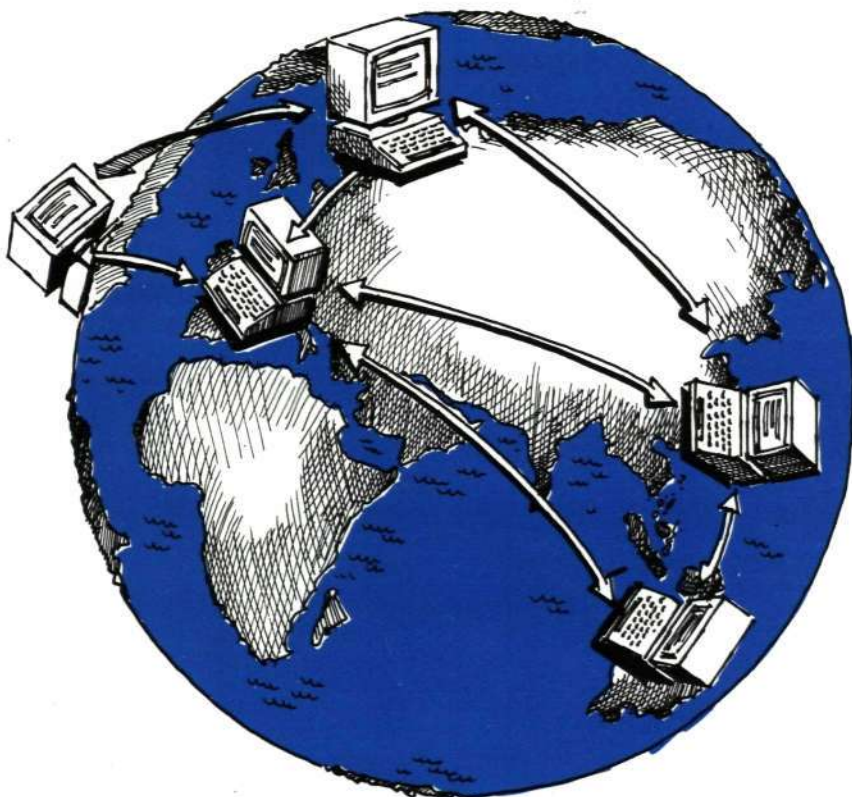
"What do you mean?"

"I mean that the more knowledge I have about what my boss expects of me as an engineer, technician or secretary, the better the chance that I will do a good job. The greater my interest is, the better the chance that I will do a quality job and do it on time.

"We are aiming at a group of about 300 people. These are the heads of subsidiaries and plants, and management representatives of the various business areas.

"We have enjoyed an extremely positive reception mixed with a portion of curiosity. The message we are bringing is a positive one. When Ericsson management tells us to be more open and informative, it is also a way of showing confidence in managers and their staff. There is an enormous interest out there to find out more about the corporation, to be more frank and open about problems and successes. And there is a fantastic drive among managers and staff to help to improve earnings, to deal with unclear areas of the

This is what we do in northern Sweden and Australia



organization, and to reverse downward trends in certain areas.

At the same time, people are not accustomed to this frankness, which is why it will probably take some time before the operation is running smoothly."

"Put in more concrete terms, how do you work?"

"Seminars, management meetings, letters from Björn Svedberg, magazines are the weapons we use. We are also considering using video more actively."

MEMO unbeatable

Anna Maj Björneberg: "Another tool that we're using very actively is MEMO or electronic mail. All 300 managers are or will eventually be connected to the MEMO system. It has a number of benefits: MEMO is an unbeatably fast way of easily and quickly reaching a group of people with the same message. In all, 5500 Ericsson staff members are connected up to the MEMO system, which means that many of the managers can easily pass on information to their staffers. It is also a way of actively using one of our own products and, just as important, it is a way of teaching managers to use personal computers regularly."

"What type of information do you communicate via MEMO?"

"Primarily up-to-date information which must be dispatched quickly, such as press releases about new contracts, financial statements, organizational changes, new appointments, development of Ericsson shares and so on. Considering how long it takes to put out a staff newspaper, we need an alternative means of passing on information if we are going to tell as many employees as possible about a development before they end up reading it in the daily papers or hearing it on the radio." ■

New thousand-subscriber mark passed for MEMO. MEMO now growing by 20 users a day.

The headlines in our internal publications shout an unmistakable message. MEMO is spreading like wild fire within Ericsson. More and more people can now communicate with greater ease and speed, using an Alfaskop or Ericsson PC, hooked up to the practical MEMO system. The S Production Division leads the way, both in terms of subscribers and utilization.

"My predecessor spent 15 minutes telling me about it. The rest I learned on my own. I was almost totally green when it came to computer communications before." That's what Kjell Casenberg, plant manager in Östersund, says. He's been working there for less than a year and has been using a personal computer and MEMO for an even shorter period of time. But he has already

become an avid user. And he wants his section heads to pick up the habit too.

The Östersund plant now has 59 terminals, all of them Alfaskops. Of these, 39 are hooked into MEMO, and 23 of these are in the Planning dept. Then there are a few in the finance department and the odd subscriber in other departments.

cont. next page

MEMO

MEMO a time saver

Much of the communication conducted between plants these days relies on MEMO. "It saves a lot of time," says Kjell Casenberg. "But of course it must be used sensibly, in agreement. "This is an entirely new situation for me. It feels a little empty and strange. A lot of information bypasses me and a number of my lesser work responsibilities have been eliminated. The typing pool has less to do as well. I'll probably have to get MEMO and a terminal at some point."

One of the "normal users" at the plant is Carl Arne Markusson in the planning department. He uses his terminal constantly in his work. And now for the past while he has also had access to MEMO, and he thinks it's a superb way of passing on messages.



Carl Arne Markusson

"Yes, it is. I don't have to chase people on the telephone anymore. I send them a MEMO instead."

But Carl Arne is not a frequent MEMO user. He switches into the system a couple of times a day and shoots something off while he reads something sent to him by someone else.

Kjell Casenberg and his section heads in Östersund are in close touch with sector management at HF in Stockholm. Sector head Rolf Petersson, planning manager Anders Tysander and financial manager Anders Kjellander are all regular users of MEMO.



Kjell Casenberg

Anders Kjellander has been connected to the system for almost two years. An Alfaskop terminal occupies much of his desk. The immediate impression is that he does a lot of normal terminal work. But such is not the case.

"No, not at all. If MEMO didn't exist, there would be no reason for me to have this unit here. I use MEMO constantly, and it's always on when I'm here. If I go into another system, then I go straight back to MEMO afterwards."

How is the corporate information used that is sent from Stockholm to the other sections of Ericsson? Is anyone interested in it in northern Sweden, in the United States or Australia?



Inga-Lill Sahlgren

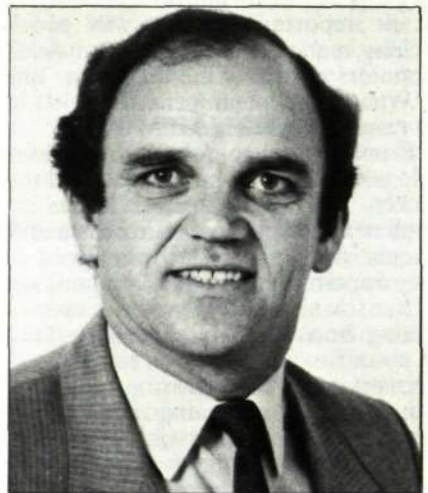
Contact asked Colin O'Reilly, director of personnel at our Australian company how they made use of the information sent to them from the Corporate Relations Department.

Colin O'Reilly: "It's our general manager, Lars Estberger, who receives the information. We still haven't had time to connect up to MEMO, but we intend to. Until we do we receive corporate information on the telex.

"We feel that it is vital to find out what is happening in other parts of Ericsson right away, and so we usually put up most of the messages on the bulletin boards in our plants and at our offices.

"People may think that because we're such a long way away from head office we're not interested in the things that happen in Sweden or the United States. But in fact the opposite is true. We are extremely interested, particularly because it makes us feel like we're a

part of Ericsson when we find out what's going on at corporate level, in the United States and so forth." ■



Colin O'Reilly

Ericsson sets up reinsurance company

Dubbing it Ericsson Reinsurance SA, Ericsson has formed a captive reinsurance company in Luxembourg.

The aim of the company is to achieve better financial handling of Ericsson's risk and insurance business. Ericsson pays out around SEK 50 million in insurance premi-

ums every year, about half of which is for operations in Sweden.

The new company assumes selected parts of the risks of the Ericsson corporation. This is done through the insurance company engaged by Ericsson reinsuring risks in the new company instead of in other outside

companies. The new company then turns around and reinsures most of its undertakings on the regular insurance market. This year, it is primarily the Swedish companies that will be handled by the reinsurance company, but this will be gradually expanded to include the entire corporation.

The reason the company is being set up in Luxembourg is because there are already a number of similar companies in operation there, and the availability of the administrative services needed is good. The new company will not have a staff of its own.

Almost SEK 500 million worth of mobile telephone and cable sold in the US

The Ericsson Radio and Cable Divisions within the Ericsson Inc company subsidiary in the United States have landed orders worth a total of almost SEK 500 million.

The orders are for three complete mobile telephone systems.

The biggest will cover the entire Houston area, which is the tenth largest market in the United States for mobile telephone systems. Roughly three million people live in the Houston region.

One system is designed for the island of Oahu, where the capital of Hawaii, Honolulu, is located. In addition to providing mobile telephone service, the system will supplement the island's existing telephone network.

The third system is for the Rochester area of New York, which has a population of about one million people.

The orders landed by the Cable Division are for fibre optic cable and telecommunications cable for telephone exchanges.

The fibre optic cable will be used for a telecommunications link between Los Angeles and San Francisco.

The order for telecommunications cable involves the delivery of 70% of the cable for telephone exchanges sold by the North Supply company this year and in 1987.

Both types of cable are made at Ericsson's facilities in Harrisonville in the United States.

EDS wins efficiency award – saved SEK 40 million in 1985

Bengt Brolin and Eva Lång whose more effective controls saved EDS SEK 40 million.

Through more efficient control of its computer operations, EDS has saved SEK 40 million for Ericsson in 1985 as compared to 1984. This earned them the award "Compass of the Year". "Compass" is an association of 18 of the largest computer centres in Sweden formed for the purposes of comparing their efficiency.

EDS, which is a service company, serving the entire Ericsson corporation, has one of the largest computer centres in Europe. Roughly half of EDS's entire annual sales of SEK 600 million are generated by the computer centre. By streamlining computer operations it has been possible to lower the price of computer power for Ericsson for the third year in a row. Over the past three years, we have driven down these

costs by 48%.

The main reason for this is that they can now supply more computer power from the present equipment thanks to higher capacity utilization. They've managed to cope with an annual increase of 40% without having to take on new staff.

For the past year, Eva Lång has been in charge of computer centre production.

"'Compass' is a key ratio method of analyzing computer centre production," says Eva Lång. "You measure the quality of production, resource consumption and performance. The measurement values are made up of information relating to capacity and resource utilization of the equipment, performance and quality, information about staff distribution and costs.

This is worked out to a cost per produced unit which then can be compared with the previous year's result as well as with the results of the other computer centres in Sweden."

Better quality, better customer relations and greater efficiency were the goals set up for EDS in 1985.

"Computer centre staff and management have learned in an exceptional manner to take full advantage of the benefits of large-scale operation available today thanks to the cost developments on the software side. I'm therefore extremely grateful for all the work that has been done by our staff so we can achieve our goals," comments Bengt Brolin, head of the Service Section at EDS.

"Ericsson's own Technical College"

To fill its quotas, Ericsson would need to hire almost 500 new engineers a year. But there aren't that many around.

Instead, the company is now putting the engineers already working in the corporation through extra training classes.

This training costs between SEK 50 000 and 200 000 per employee in collaboration with the technical colleges in Stockholm and Linköping.

"I was originally a civil engineer when I heard that Ericsson was going to start up a 20-point course in computerology, so I signed up right away."

Anders Bertfelt is 30 years old and a software instructor at XT/UL. He has been a graduate engineer since 1980.

Anders is one of 20 young pioneers in this first attempt at "contracted education" at the company. In about a week he'll be winding up what has been a rough year for him and his classmates. They have switched between work and studies in roughly equal amounts. And according to Anders that schedule has had both its advantages and disadvantages.

"Yes, sometimes it was difficult to manage both the studies and my job. Whenever I turned up at work they weren't able to give me much to do. But my bosses have been very understanding. The course was hard going, especially this past fall. But now afterwards it feels like we have been rewarded for our troubles."

Out-of-date knowledge

"Of the 20 people who started the course in computerology together with Anders March 1st last year, only one dropped out. That was a man who was a manager and a single parent. A combination that does not make for the best conditions for enduring the hardships of the course."

So relates Monica Ulfhielm, product manager for Ericsson's refresher and continuation training at the technical college level.

Monica, who actually works in Labour Market Department, is on leave from there in order to help set up Ericsson's internal technical college training for engineers. And the main reasons for this are the lack of engineers and the need to

refresh the skills of the present engineers.

"A growing number of graduate engineers at Ericsson are discovering that their skills are becoming outdated and even their theoretical basics needs updating," says Monica.

"In the case of the computerology training, those people who got their engineering degrees more

ket Training (AMU) contributions. It is aimed at engineers or people with equivalent skills, with 7-10 years of practical experience behind them.

Hundreds of Ericsson employees are in need of this course according to Monica, but it hasn't always been easy to attract students.

"It may be because of the information that was sent out originally," says Göran Lönnqvist, another one of the first year students.

"We were given the impression that we wouldn't need as high a level of education as it turned out that we did," he says.

Göran is 45 years old and a technical college engineer with a good deal of studies behind him. He thinks, like Anders, that the cour-



The students at Ericsson's Technical College are basically satisfied with the training. Hundreds more at Ericsson are in need of further training according to them. From the left, Anders Bertfelt, Halina Hylander and Göran Lönnqvist.

than ten years ago have not even studied that subject.

"The Swedish Academy of Engineering Sciences has recently conducted a study on the need for engineers and recommends that at least 10% of an engineer's working hours should be spent in refresher and continuation training."

SEK 45 000 per pupil

Computerology, which is being conducted in collaboration with the Institute of Technology in Linköping, is designed to provide the students with modern fundamental skills that can be used throughout the entire data processing field. The course costs about SEK 50 000 per student, one third of which comes from Swedish Labour Mar-

se has been difficult. Especially in the beginning, when they couldn't do any lab experiments because they still didn't have any computers. But on the whole Göran feels that the course has been very useful in his work at XT/RF, where he is project leader. And many people who took the course can use the skills they learned there in their jobs, he says.

Halina Hylander (38) is one of two women taking the course. She also thought that the toughest part of the year was being split between work and studies.

"What I mainly missed was the social companionship from my job," she says, "the conferences and trips abroad etc."

"But the computerology skills will most probably give me a lot of

new angles and ideas in my present work."

Spearhead in shortage situation

Ericsson is investing increasingly substantial funds in coming to grips with the shortage of engineers which now exists throughout society. It's questionable as to whether it is the company's responsibility to deal with this. Shouldn't it be instead up to society to do it?

"There's no denying that providing top-level engineering education is the responsibility of society, but the company may perhaps have to act as spearhead in a situation of acute shortage like the current one," says Monica Ulfhielm.

"The general rule must nevertheless be that society supplies the fundamental theoretical education while companies provide the practical experience, perhaps to an even greater degree than is the case today."

However, Ericsson is not the only company involved in contracted education with the technical colleges, according to Monica.

"The plans took shape in the 'Octagon' - an association of eight of Sweden's largest corporations formed to come up with a way of satisfying the need for intermediate engineering training. The theory at the engineering schools is usually insufficient today, while at the same time graduates are over-qualified in other areas."

Neither one nor the other

There is thus at Ericsson, like at most other high-tech Swedish corporations, a need to elevate the basic theoretical level of a large number of technical school engineers. To this end, Ericsson has now come up with two different course packages which, more or less, provide the technical background for a graduate engineer's degree.

A. - An 80-point course in technical computer science. The course has an enrollment of 26 students and started in January of this year. It includes 30 points in math, 30 in computerology and 20 in electronics.

This course is intended for Ericsson employees with degrees from 4-year engineering colleges and with about three years of employ-



Higher education is the responsibility of society but companies must do something themselves when shortages become acute, says Monica Ulfhielm, project leader.

ment with the company. In preparation for the studies, the applicant is offered an introductory course to brush up on secondary school math.

B. - A 60-point course in computers and telecommunications technology. The course has an enrollment of 20 students and started in November of last year. That which primarily distinguishes this from the 80-point course is that it involves less mathematics.

The course has the same qualification requirements as the 80-point course - four years of college and three years working in the company.

The 60-point course in compu-

Training course in computer engineering science 80 point course for Ericsson

Preliminary curriculum 86-87

Spring 86	Differential and integral calculus 8 p	Intr. data and programming 4 p
		Program design 6 p
		Digital technology 2 p

Fall 86	Algebra and discrete mathematics 5 p	Computers and real time systems 4 p
	Mathematical methods in electricity and electronics 5 p	Programming environments and interactivity 8 p
Spring 87	Linear systems 4 p	Semiconductor technology 4 p
	Mathematical statistics 6 p	Fiber optics 3 p
		Numerical methods 3 p

Fall 87	Optimization theory 3 p	Filing systems and databases 3 p
	Signal theory 4 p	Computer systems and computer communications 5 p
	Digital signal processing 3 p	

Preliminary curriculum 1985-87

Fall 85 - Spring 86	Mathematics 10 p	Program development 5 p
Fall 86	Mathematics 6 p	Digital technology 4 p
		Circuit theory 5 p
Spring 87	Mathematics 2 p	Analog electronics 4 p
	The computer and society 2 p	Computer technology 5 p
		Program development 2 p
Fall 87	Semiconductor technology 3 p	
	Digital measurement technology 2 p	
	Elective subject 10 p	

ters and telecommunications technology costs about SEK 130 000 per student, of which the company receives about a third as an AMU grant. The 80-point course is expected to cost about SEK 200 000 and will probably be financed by the future investment reserves. In all, Ericsson is investing substantial funds in education programmes, and the question is: what does the company expect in return?

Loyalty to the company

"I have to admit that there have been discussions at Ericsson as to whether they should draw up some sort of contract with those employees taking the courses," says Monica Ulfhielm. "This would stipulate that the employees would pay back a part of the costs of the course if he or she were to leave the company within, say, five years."

"But we decided not to do it. The students are definitely aware that this is their big chance. Many of them have families and wouldn't be able to afford to leave their jobs, and get student loans to study in the normal way. In fact, this opportunity probably generates more loyalty to the company."

"But the qualified training which has now gotten underway at Ericsson will ask a great deal of the students' superiors," says Monica.

"When the students come back to work after having slaved away for two years it's vital that they receive jobs and wages in relation to their new skills. Otherwise there is a risk that they will leave the company."

Why Ericsson?

Mr Peter Thomas, the new general manager of Ericsson in the United States, meets the world's press for the first time in his new role. Standing in a cramped suite in a hotel skyscraper in Dallas, he climbed up on a rickety table to be seen and heard better by the 30-odd reporters who, together with all of Ericsson executives in the United States, were crowded into the room. His predecessor, Håkan Ledin, introduced him and passed the microphone over to him.

Most of the reporters knew Peter Thomas already. During his stints at ITT and Northern Telecom, he was constantly in touch with the press. Few other businesses receive as much publicity as this one.

Peter Thomas appeared to be on good terms with the reporters, and many of them came forward to congratulate him on his new job. When he stood up on the table, there was tremendous applause.

Why Ericsson?

Naturally one of the main questions was why Peter Thomas decided to join Ericsson.

"Because Ericsson has two prof-

itable and smoothly-running areas as well as two that will be profitable," was the answer.



Peter Thomas meets the press in Dallas. To the right, Bob Stoffels from Telephone Engineer & Management and in the centre Carl-Olof Johard, Business USA.

Peter elaborated on this, describing in more detail the two profitable areas he was talking about, mobile telephones and cable, which includes fibre optics. In order to further emphasize this, he referred to press releases which were being passed out at the time. They contained the news about new contracts, worth a total of half a billion Swedish crowns.

Hope for the future

"In addition, there are two products that will begin turning profits in the future," he continued, describing AXE and MD 110.

He said that he had no doubt that Ericsson would be one of the new established suppliers to the public telephone exchanges in the United States.

In fact there was only one question to which Peter didn't have an answer. But there was no one that actually had expected him to answer, as he was so new to the job of president of Ericsson Inc. The question is how quickly the entire US operation will become profitable.

"Quickly enough."

An answer as convincing as could be expected during this his first meeting with the press in his new role as president of Ericsson USA. ■

Triumph in Dallas

At the recently concluded USTA telecommunications fair in Dallas, Ericsson scored a major triumph. There were long line-ups of people outside of Ericsson's display — the show of tomorrow. Using local actors and state-of-the-art technology involving laser beams and clouds of smoke, Ericsson presented its message: Pick a telecommunications system today that you can develop for the jobs of tomorrow. Of course the question is whether systems will ever be as advanced as the vision presented by Ericsson at Dallas.

Stepping out of a cylinder through billows of smoke and a frame of flashing laser beams came the visitor, clad in the garb of another planet. He introduced himself and asked a little cautiously if he had landed in Dallas in 1986. He explained that he had been travelling for hundreds of years (which obviously was also possible in tomorrow's telecommunications' network).

Throughout the entire United States there are permanent telecommunications links for transporting Bio units. This was illustrated with the thin, green laser

beams which put on an amazing light show.

The show moved along at a rapid pace. The spectators were invited to participate. They were asked to fill out a questionnaire. Which company can already deliver, in 1986, a telecommunications system with virtually unlimited expansion potential?

Transport of Bio units

In this fictitious telecommunications system the biggest news is not only that voice, video and data are transported back and forth across the world, but that Bio units can be

moved just as swiftly.

And what, you may ask, are Bio units?

Why, they're people, of course.

"For the same price as a one-way air fare from New York to Dallas, we'll transport an entire family, consisting of four people the same distance in less than a minute." That was what visitors to the Ericsson display booth were told by visitors from the future.

Never ending line-ups

Visitors stood in line to get in and then also had to stand in line to get out again. Everyone who turned in a questionnaire then received a gift from Ericsson, consisting of a mini flashlight operated by colourful fibre optics.

"After having seen the American companies' display booths, we went over to the Swedish one without having great expectations," said a Swedish visitor.

"But we were truly impressed. It was the best part of the whole show," he said. And he undoubtedly wasn't the only one who thought so.

We can pretty well assume that on the question as to which country supplied products for tomorrow he answered Ericsson. ■

First step into the computer age

It was the service technician from Ericsson Information who brought it. He had the whole thing on a dolly, my Ericsson PC that he was going to install. "The box" is what my manager called it when there was talk of buying it. "The box"??!! That's the kind of name you give to an old friend from work when you want to show him you like him. Could I be friends with this?

A library with four massive bible-sized instruction manuals arrived with the device when it was put in. But at my look of consternation a nice little 3-part mini-instruction booklet suddenly appeared. The bibles are still sitting there, gathering dust, but the mini-instruction booklet is well worn ...

Within the first two weeks, I learned how to receive MEMO. After another two weeks, I could even answer the MEMOs I received. By around early December I could write my own MEMOs and look up users in the register. By mid-December I could erase what I'd received and print out anything I wanted on paper.

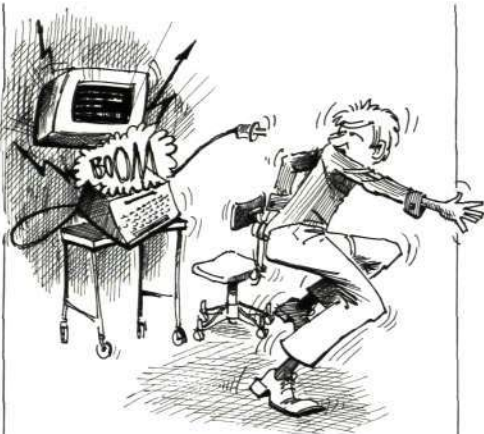
THEN I GOT RECKLESS. I wanted to move things around, placing the keyboard, screen and the PC itself at different places in the room – an impossibility! The screen refuses point-blank to be separated from the PC and vice versa. The cable won't reach. But what did I find! In the bag of accessories I found a cable that was longer, and it seemed to fit both components perfectly.

Nothing ventured, as they say ...! Too much ventured, it turned out ... When I switched the machine on it was no longer a case of computer communications. It was more like smoke signals. It sputtered, sparked and fumed. I came to the conclusion that this was not one of the programs.

The duly summoned service technician eyed me sympathetically when he found the burnt-out board in the PC.

"You were trying to connect the printer cable to the screen! It could have been worse, though. The card only costs about a thousand."

Other minor mishaps have not cost a lot of money. A few profanities and desperate sighs have been uttered, though. Like the day that two young trainees appeared with a survey on how to use MEMO. I'd



The box sputtered sparked and fumed

On October 22, 1985 I took a big step in my new life. The step into the COMPUTER AGE.

Now I'm learning how to walk. Sometimes I fall. And sometimes I hurt myself – I mean really hurt myself. But I'm not giving up! I'm going to do it! And when I've learned how to walk, then I'll learn how to run.

just finished typing ten pages into the machine.

They wanted to see how to use MEMO. I tried to extricate myself, explaining that I was only learning it myself. It didn't work. So I, of all people, was going to show them. I feared the worst.

My fears were answered.

I demonstrated for them how you can accidentally erase the ten pages that you have spent the last two hours laboriously typing in.

That was when I sputtered, sparked and fumed. The trainees? They asked no more. "This is the second time today. Now somebody else can take over," they mumbled as they snuck out.

When I finally found out how to print out what I had typed in, there was plenty printed out. But when the printer, 75 m away down the hall, broke down, things got a little tricky. I didn't know how to reconnect to another printer, so I went over to my neighbour's PC to print out there.

"No, no, no, you're connected to another printer," was the reply that appeared on my neighbour's screen. If I wanted to print something out, I had to first turn off my screen and then go over to my neighbour where I could print out what I wanted without disturbing anyone.

When the printer I was hooked up to was finally fixed, I managed to exhaust its paper supplies with one single job – and at a distance of 600 kilometres. Not bad. I was in Östersund in northern Sweden, and I was typing in a long piece on the PC. I addressed it to myself so I could run it out using my password.

When I'd finished I had typed 17 pages on the screen and I wanted to run them out on paper in Östersund. I pushed "PRINT", but nothing happened. I pushed it again and again and again until a call came from Stockholm. They wondered what I was going to do with 5 x 17 computer printouts that had just been run out on my printer in Stockholm. Sigh!

But at least I'm not the only one who has had problems in the new computer age. A man phoned me recently and introduced himself with the words "Now I've been connected; this is my name, my MEMO address and my secret password!"

No, like I said, I'm not the only one. And I haven't given up! I know some people have. But don't try to tell me you use MEMO all the time if you don't – I can see on the screen that you haven't been linked up since Tuesday November 19 at 2:32 p.m. Just as I can see that X read a MEMO I sent to her 9:27 a.m. Sunday January 27. Had she slept on her desk?

**Regards LMEBEP,
Bengt Plomgren**

Telefonaktiebolaget
LM Ericsson
126 25 Stockholm
Sweden

Contact with the rest of the world ...

Ecuador and the port city of Guayaquil is the new home of Christer Englund and his family. Christer works with cooling facilities in AXE stations there. Of a total of 400 000

lines in Ecuador Ericsson accounts for 330 000. Thus our dominance of the market is virtually total.

