

Contact

MyNet
- get started!
PAGE 12



THEME: WORK SMARTER

Think digital

The digital solutions that save you time, effort and money... and help the environment.

Pages 16-25



MARIA ÅKERLUND, SENIOR ADVISOR AT ERICSSON CONSUMERLAB:
"We're multitasking more today" Pages 32-34

Learn more:
QUALITY OF EXPERIENCE Page 5



Buddy system gets new recruits off to a good start Page 12



CONTACT MAGAZINE

The internal magazine for Ericsson employees, since 1939. Read, learn and contribute.



◀ FRONT Ericsson's Karin Stjern Dahl during a digital conference with Business Unit Global Services. Photo: Håkan Lindgren



A history of Ericsson mobile phones 1981-2011
The mobile man: Tor Björn Minde and his many mobiles Pages 26-29



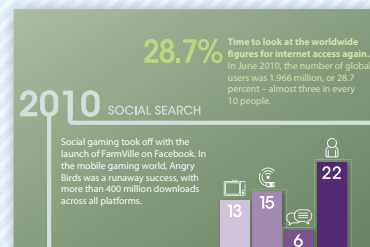
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Contact

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Helena Norrman,
Head of Group Function
Communications

Connect and keep cool

A year or so ago, the process of employing a new head of communications in a region was always a complicated logistical puzzle. They are all based outside Stockholm, and so the applicants generally had to fly to Sweden to meet me for the final interviews. This involved long journeys, drawn-out processes and meant I could usually meet only one applicant for every position.

When we recently employed a head of communications for Ericsson in India, I conducted all the final-round interviews by video link. It worked perfectly, without any disruption, and with an astonishing sense of being in the same room as the applicants. It also made it possible for me to interview more than one applicant.

There will of course always be times when a face-to-face meeting is best. But we have a lot to gain by finding alternative ways to meet and exchange ideas with each other. Video conferences, chat forums and telephone meetings are often efficient ways to meet lots of people for shorter periods of time, and to reduce your own stress. I know that from personal experience.

My colleagues and I take part in several virtual meetings every week, mainly with other colleagues but also with journalists, analysts and politicians. And now the Ericsson Leadership Team's monthly meetings have also taken the leap into the video world. Three members of the leadership team are based outside Sweden, and as of this year they can take part twice a year via video from Beijing, Dallas and Montreal.

Sure, you need to have done a couple of video conferences before you can get the most out of them, and the technology can still provide a challenge for the participants. But we have a much more stable system today than just a few years ago, and the more people within the company that regularly hold virtual meetings, the better the quality will become. So take the plunge. Connect and keep cool.

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

IT'S ALL IN THE MIX

I thoroughly enjoy the diverse backgrounds that my co-workers bring into my workdays! They help me expand my thought process, understanding and insight in general. Although there are positives to working with people from different cultures, backgrounds and genders, it is often challenging as people tend to bring their personal beliefs into work life. I wonder if a seminar on working with people with diverse backgrounds would help. Nevertheless, I really enjoy working with a diverse team!
Deepti Padakanti, US

ANSWER In 2012, creating diverse work groups will be a focus because we believe such groups are more creative and innovative and

therefore produce better results. Of course we always need to achieve a balance by creating enough difference to support innovation, but not so much difference that progress cannot be made. An important element of this is increasing self-awareness and encouraging respect for others. We will certainly take into consideration what training and communication is necessary for us to achieve a balance. Thanks for the suggestion.

Selina Millstam, Head of Performance Management

JUST HOW DIVERSE ARE WE?

I read the reportage article on diversity in Contact 1, 2012. I'm sure that Ericsson is working toward diversity in terms of gender and ethnicity, for example. In terms of age, however, the opposite is true – at least in Sweden. How many people who are over 50 are found working at Ericsson in Sweden today? It would be interesting to hear all about company

strategy when it comes to age.
Gunnar Nyström, Sweden

ANSWER In Sweden and in all of our Ericsson offices globally, we look to create a work force that includes people of different ages. Of course the demographics will vary across work groups, but we often see teams comprised of seasoned, tenured employees as well as new graduates in their first roles. At Ericsson, we strive to look at all aspects of diversity – gender, age, ethnicity, and diversity of thinking, decision-making, approach to the world, education, life experience and so on. So when it comes to considering diversity and inclusion, I would recommend that everyone “scratch the surface” a bit to explore the various components of diversity. People of the same age, gender and race may still bring very different perspectives and, in turn, bring unique value to a team.

Selina Millstam, Head of Performance Management

Welcome to Ericsson, Elena Barla...



who has worked for Procter & Gamble UK and Elsevier Italy among others. She has embraced her role with Ericsson Greece as Workforce Planning and HR Operations Specialist within Region Mediterranean (RMED).

Why were you chosen?

Ericsson is a project-driven company with a key presence in managed services. I don't have a pure HR background, but I do have key experience in project management in different areas, and a specialization in mergers and acquisitions. In one of my current projects, RMED Human Resources & Organization (HRO) Project Office, the aim is to bring about a mentality shift toward project management. We need to find a better way to capture, monitor and drive all ongoing and new HR projects.

What career opportunities can Ericsson provide?

Here, I have found a challenging, open and forward-thinking environment that inspires you to develop your career. At Ericsson there is a world of opportunities for you to explore.

Readers' pictures



I took this photograph in a village near Kolkata in West Bengal, India at dawn. I used a Nokia 5800 to take this photo.

Dipanjan Das, India



While driving along a country road, I came across this magnificent landscape in Grödinge, Sweden. The photo was taken with my Xperia Arc.

Waseem Shaukat, Sweden



The attached picture was taken from the Third Mainland Bridge in Lagos, Nigeria. I took the picture with my Xperia X10 Mini Pro while heading home from work.

Oluwabusi Oluwatoye, Nigeria

Web poll

65.3

... percent of 150 Ericsson employees say they had gained a better understanding of the Networked Society after listening to Hans Vestberg's keynote speech at the 2011 International Consumer Electronics Show (CES).

Source: Intranet

▶ Watch the video: www.ericsson.com/news

Have you been asked ...

...ABOUT QUALITY OF EXPERIENCE?

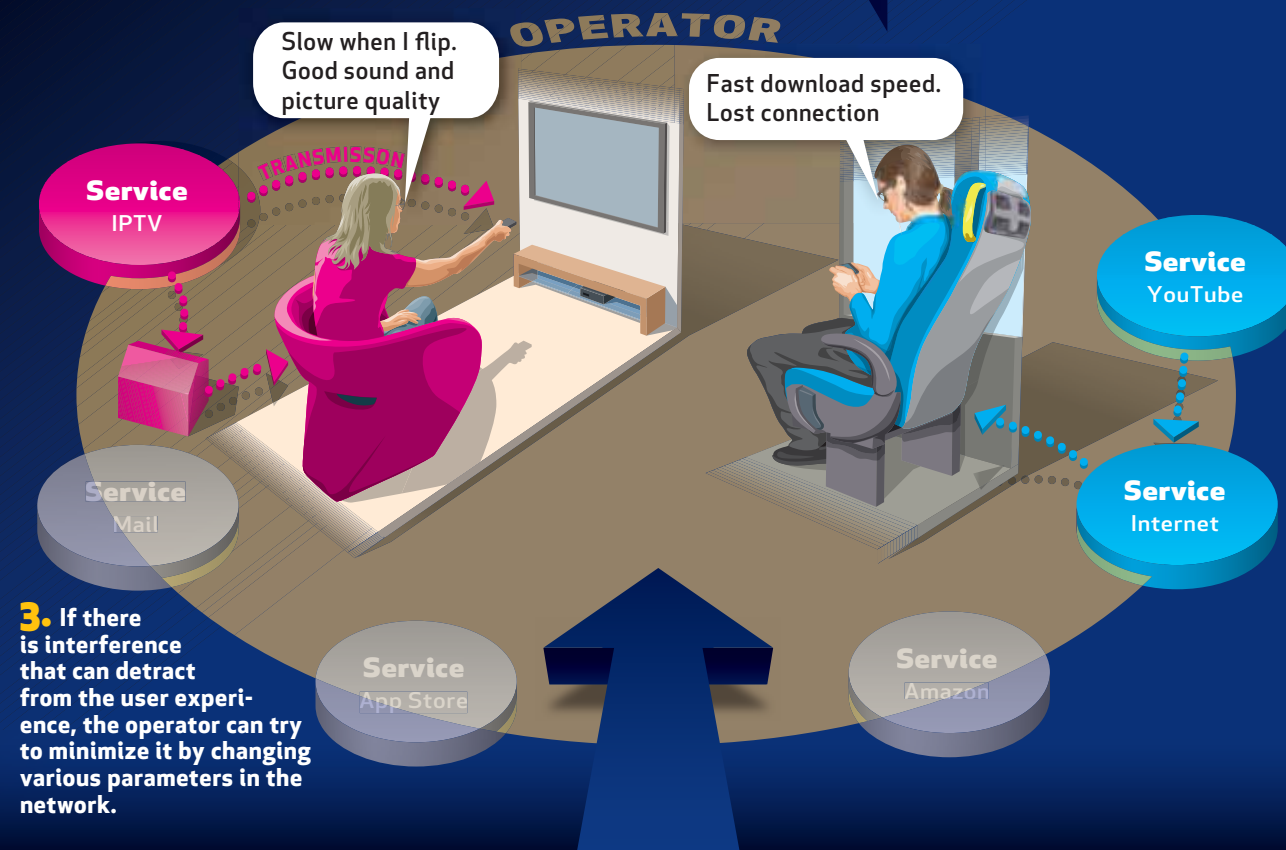
User perception matters

Quality of experience describes users' subjective experiences of a service. In the broadband business several factors can influence this experience, and it can vary between users and services. The operator can measure, analyze and control some of the quality parameters that affect the user experience (such as network performance and service availability) in real time. However, other aspects of the experience cannot be influenced by the operator.

1. The user experience is important. It determines how well a service is perceived. A source of irritation can ruin the experience.

2. It is therefore important for the operator to consider what users regard as quality parameters, such as the time it takes to flip between channels in an IPTV service or to download a YouTube clip.

Early-stage user tests
Before a service is launched, potential users can test it in a usability lab. Their reactions are recorded and analyzed, and the results are used to improve the service.



3. If there is interference that can detract from the user experience, the operator can try to minimize it by changing various parameters in the network.

Examples of aspects of quality that the operator cannot influence but which contribute to the overall user experience

The user's situation
Mobile or stationary, which terminal is being used, and so on.

The user's profile
Expectations, motivation, stress, perceptions and previous experiences of the service provider, and so on.

How the service provider has designed the service
The right content and functions; how easy it is to use, the level of support, security, price, and so on.

13:09pm, February 29, Mobile World Congress (MWC), Barcelona, Spain

CONNECTED ME



Connected Me: the new body language

Hirosuke Matsumura (at left), Vice President of Wireless Strategy at Sony, has just taken a picture of himself using the camera in a phone. By placing one hand on the mobile and the other on a receiver, he has then transferred the image from the phone to a TV monitor mounted on the wall. This Ericsson innovation, called capacity coupling, uses the human body as the conductor between a sender and a receiver. The invention was showcased at MWC as Connected Me. Bibin Babu (right), Application-Specific Integrated Circuit (ASIC) Designer at Ericsson, helped a long line of visitors test the service.

PHOTO: JONAS PERSSON

3 HAVE THEIR SAY

How is mobility changing the entertainment industry? We asked three delegates during Mobile World Congress.

► **Walter Berger, Executive Vice President and Chief Financial Officer at Leap Wireless**



"The handset is replacing a whole range of devices.

We realized that our customers had a great affinity for music so we created a music product that was built directly into our rate plan."

► **Jeffrey Toig, Senior Vice President at Muve Music**



"The digital music business has grown while the physical business

is disappearing. This has created a demand for new products, new services and new business models. We realized that music is a strategic asset that helps operators bring in new customers and reduce churn. Therefore we introduced a new model that is unique for operators while ensuring that the music industry and artists get paid."

► **Brad Berens, Chief Content Officer, dmg :: events**



"Fifty billion connected devices by the year 2020

means that we will have more ubiquitous technology and connections, and more ways to connect than ever before."

David Francisco

A clear road ahead

The Roles and Responsibilities project is a company-wide program to clarify roles and responsibilities and help clear roles, improve response times, efficiency and even sales.

EFFICIENCY Although Ericsson's new regional setup was finalized in June 2010, the transition to the new organization has resulted in some gaps or overlaps between different functional areas.

Increase sales

The Roles and Responsibilities project, which was initiated in the region project, will address gaps and overlaps, as well as any organizational ambiguity that remains since the formation of the new region structure. It also aims to increase overall sales efficiency and employee satisfaction.

Hans-Olov Rauman, Program Director at Group Function Sales and Marketing says: "It's about understanding what each organization is doing, so



PHOTO: MARTIN LAPISONDE

Håkan Wrangberg, Mariano Limongi, Anders Zunino and Pablo Peretti were working with clarifying roles and responsibilities within Region Latin America & Caribbean.

you can see where you and your team fit in," Rauman says. "In doing so, you will probably be more effective in your job."

One region that has made progress in clarifying roles and responsibilities is Latin America

& Caribbean.

Pablo Peretti, Head of Commercial Management, led the Roles and Responsibilities deployment project in his region.

"Our aim was to remove any ambiguity, identify tasks

and responsibilities not being done in the same way, and align the organization so that it can respond faster to the customer's needs," he says.

Begins with workshops

In each region, the project begins with a workshop with the regional leadership team. A project group is then tasked with planning and carrying out alignment activities further down, at the unit level. The final step is a plan to cascade information about different responsibilities and where they fit into the organization.

The implementation of the project is based on documentation, which defines functional roles and responsibilities, as well as the steps needed to align the organization.

For Peretti, success of the project will be measured by the time it takes from the discovery of a business opportunity until the project has been implemented and charged to the customer.

David Francisco



PHOTO: JENS AHLMÉN

"The spine"

CREATIVE CONCEPT A gigantic structure called "the Spine", gave visitors to the 2012 Mobile World Congress a new understanding of the Networked Society. The structure, which was 6 meters high, 7 meters wide and 54 meters long, represented the "connected forces" that make the Networked Society possible.



PHOTO: AMY PARTON

Stefano Zappaterra's idea was for a mobile application that could recommend other relevant apps - for commuting or shopping for example - based on the user's location.



PHOTO: DEAN MITCHELL/ISTOCK

Students keen to work for Ericsson

TOP EMPLOYERS In a recent study conducted by employer branding firm Universum, Swedish students were asked which companies they were most interested in working for. The results showed that Ericsson ranked in the top five among technology and IT and data students, and in the top 30 among business students. In total, more than 12,000 Swedish students were surveyed.

Source: Universum

Ideas worth sharing

ICT SEMINAR "ICT as a Game Changer" was the subject of a recent TEDx seminar held at the Stockholm Royal Institute of Technology (KTH). Ericsson's Erik Kruse, along with representatives from KTH, spoke to a live and online audience of more than 3,000 people about how ICT is changing everyday life. TEDx is the independent offshoot of the TED talks, a series of seminars discussing technology, entertainment and design. See video: <http://korta.nu/agopu>

Source: TEDx

Innova made Stefanos dream come true

An idea incubator in Silicon Valley, along with Ericsson Research, helped turn Stefano Zappaterra's idea for "Ericsson Apps" into a reality.

INNOVATION It all started while Stefano Zappaterra was on a road trip.

"I got the idea at Rome Airport," Zappaterra says. "I saw an ad on a billboard for an iPhone app that guided you around the airport". My first thought when I saw it was: How could I have known about this if I hadn't seen the ad? Just being at the airport should be enough."

Become enthused

Zappaterra is a software developer specializing in graphical user interfaces,

at Development Unit IP & Broadband (DUIB) in Genoa, Italy. He submitted his idea at the end of 2010 to the DUIB Innova IdeaBox.

It was well received and he was granted funding to experiment and develop his idea further. He produced a prototype app and shot a video describing the concept behind it.

John Welder at DUIB Innova became enthused about the idea and supported its further development.

"When I saw the video, I felt strongly that Stefano is a great innova-



Stefano Zappaterra



John Welder

tor," Welder says. "I contacted him, and he was really passionate about his concept. I realized we would learn a lot and build useful innovation capacity by pursuing his project."

Positive feedback

To get the project on the right track, Welder contacted Ericsson Research, whose staff liked the idea and in December 2011 Innova granted Zappaterra a second round of funding, and he went

to Stockholm for three months, where he worked hard together with Ericsson Research to turn the concept into a concrete product. The resulting app - dubbed Ericsson Apps - is now available on Google Play and has already received positive feedback.

Benny Ritzén

► *Ericsson Apps can be downloaded from Google Play at: <https://play.google.com/store/apps/details?id=com.ericsson.apps>*

ERICSSON INNOVA is an innovation program at DUIB that started one-and-a-half years ago. It is based on a venture capital model, whereby promising ideas get early funding. The program has also been adopted by Business Unit CDMA Mobile Systems and Region North America. <http://internal.ericsson.com/innova>

8000

...new subscribers sign up for the Spotify music service each day. According to Fast Company, Spotify usage is growing faster than that of similar media services - including Netflix (film) and Sirius XM (radio).

Hello...



... **Björn Engström**, Vice President Mergers and Acquisitions at Business Unit Global Services, who is heading the Telcordia integration.

What makes Telcordia a perfect fit for Ericsson?

"Operations and Business Support Systems (OSS/BSS) are key areas for Ericsson. With the acquisition of Telcordia, we now have broader competence in the area of customer solutions, a global market footprint and probably the best portfolio of products and services in the industry."

How is the integration progressing?

"On January 12, 2012, the acquisition of Telcordia was closed. There is a lot of excitement in the organization but people also have high expectations. We have a project office that is managing 15 different work streams and a strategic steering group, which I am heading. So far, it is all going extremely well."

What are the main challenges for the coming year?

"The operational transfer should be concluded by mid-2012 and we plan to close most work streams by the end of this year. We will need to work closely with the line organizations to create synergies, optimize cost structures and develop new modes of operation. Our main focus is on sales and delivery and on building new capabilities and competencies in the regions."

David Francisco



Visitors to the "100 innovations" exhibition can see a robot (on loan from Ericsson) that is controlled using LTE technology.

A show that shapes history

What do you think is the world's most important innovation? The National Museum of Science and Technology in Stockholm put that question to the general public, and the result is the newly opened "100 innovations" exhibition.

INNOVATION Some of the innovations and inventions that rank among the world's most important include the wheel, electricity, the telephone, the PC, the internet, the car, the TV and the lightbulb. These are exhibited alongside some unexpected innovations such as recipe-specific grocery delivery services, a brush to massage cows, makeup, contraceptives and the pacemaker.

Revolutionary

Many of these things have revolutionized the

way we live and how we view ourselves and the world around us.

Magdalena Tafvelin Heldner, the exhibition's Project Manager, says: "The lightbulb brought us more daylight hours, families now gather around the television rather than the fireplace, and the bicycle and the railway have altered people's perception of time and distance."

Using words and images, the inventions are displayed in a 2,000sqm exhibition space.

Virtual autopsy table

One of the more high-tech inventions in the exhibition is the virtual autopsy table. Using a multitude of images assembled to form a three-dimensional model of a patient, a doctor can determine the cause of death

without having to perform a traditional autopsy.

Natural sponsor

Linda Hallbom, a Project Manager at Ericsson, says: "Both the telephone and the internet are on the list of the world's most important innovations, and as a key player within both arenas, Ericsson is a natural sponsor of the exhibition."

"Ericsson invests heavily in innovative solutions, and we want to inspire children and young people so that

they will consider technology and innovations to be fun and interesting too."

The museum got the idea for its exhibition from a survey conducted by British grocery retailer Tesco a few years ago; 4,000 customers were asked which inventions they considered to be the most important.

The idea is for the exhibition to awaken visitors' natural curiosity and to encourage creativity, problem solving and an interest in entrepreneurship.

Johan-Gabriel Fritz

Ericsson and 100 innovations

ERICSSON has contributed to the 100 innovations exhibition both in terms of content and finances. The company is particularly visible in the internet section, which includes the Connected Tree and a Twitter application. But the company is also featured at the telephone and mobile phone exhibition stands, which display the famous Cobra Phone or Ericofon, and the RBS 6202 radio base station. In the innovation workshop, young people with ideas for new apps can submit their competition entries for the Ericsson Application Awards.

Apps keep skiers on track

The world's largest cross-country skiing event, Vasaloppet, is getting safer and more accessible thanks to a string of new mobile applications.

CONNECTED SPORTS

Jonas Bauer, CEO of Vasaloppet, says that mobile technology is significantly changing the way people prepare for,



Jonas Bauer



Magnus Rajan

compete in, and follow the week-long skiing competition held annually in northern Sweden.

"We rely heavily on mobile technology and, increasingly, on mobile apps to communicate with our volunteers and participants," he says.

Race updates

The official Vasaloppet app, developed in conjunction with Ericsson, sent users updates about the different ski races held during the competition week, including



Nearly 16,000 skiers participated in the 2012 Vasaloppet races.

the grueling, 90km-long Vasaloppet itself.

Users of the app could keep track of participants as they passed checkpoints while also comparing their performances with those of other skiers. In doing so, friends and family members could anticipate when the skiers were likely to finish the race or appear in front of TV crews dotted along the track.

Bauer believes this is just one example of how mobile apps can motivate people to lead a healthier, more active life.

"Taking part in any of the races during Vasaloppet Winter Week requires several months of training," he says.

"In the lead-up to such events, mobile apps can be used effectively to record your training. Conveniently monitoring your progress is encouraging."

Magnus Rajan, Manager, Broadband+IP Sales Push, RECA, completed the 90km route

from Sälen to Mora. The Vasaloppet app played a significant part in the Rajan family's experience of the event.

"My wife and children were advised automatically after I passed each checkpoint," Rajan says. "This helped alleviate their concerns for my progress and safety, and made the event a bit more exciting since they were only watching it on the TV at home."

Rajan says it's important to have a good balance in your personal and professional life.

"Exercise and the challenge these events bring help motivate me to get outdoors, exercise and stay healthy."

Jonathan Rothwell

VASALOPPET APP CHALLENGE

- ▶ A global competition in which developers were asked to submit ideas about apps related to Vasaloppet, the Networked Society and leading a healthy, active lifestyle.
- ▶ There were over 130 submissions from 10 countries.
- ▶ The overall winner, 22-year-old Malin Tviksta, submitted an idea for an app that would monitor calorie consumption and pulse rate.



FACE-TO-FACE COME FIRST

NEW STUDY Despite the many types of connections, devices and apps, young people still prefer meeting face-to-face above all other forms of communication. This was the conclusion of the recent ConsumerLab report, The Social Life of the Young, which focused on how teenagers aged 13 to 17 use technology in their social lives. Fifty-eight percent of respondents prefer meeting

in person because that is when they can fully express themselves through body language and other non-verbal signals. When asked what form of communication they would miss the most, the majority of teenagers chose face-to-face communication, followed by texting, mobile voice calls and, finally, Facebook.

David Francisco

PHOTO: MARCEL PABST



Selected callers get priority

CRISIS MANAGEMENT In a new report to the government, The Swedish Post and Telecommunications Agency (PTT) has recommended that certain mobile users, specifically those with critical civil responsibilities, should be given priority in mobile networks. The aim of the recommendation is to guarantee that these "selected users" have access to voice and data services even when the network is partially down or over-congested. Countries such as Australia and the USA already have similar prioritization schemes in place.

Source: Mobil.se

Technicolor sells to Ericsson

BROADCASTING Ericsson continues to broaden its capabilities in the broadcasting area with a planned acquisition of Technicolor's Broadcast Services Division. Ericsson currently has managed-services agreements with Broadcasters in Europe and Asia. The planned acquisition includes approximately 900 highly skilled professionals and operations located in France, UK and the Netherlands serving several leading broadcasters.

Source: Ericsson

250

million subscribers use Google's mobile platform, Android. According to the search engine giant, users have downloaded 11 billion applications from its online marketplace since 2009.

Source: Mobil.se

Hello...



... Mikael Lindcrantz, Engagement Manager at Group Function Finance, who is responsible for Ericsson's new collaboration platform, MyNet.

What is MyNet all about?

"MyNet was launched at the end of 2010 and combines the functionality of LinkedIn, Facebook and Yammer into a single internal, social-media platform. We wanted to provide a secure alternative to the many social-media sites that employees were using externally. So instead of taking time away from work by using social-media sites, we can use MyNet to work better and smarter."

How do you get started?

"Getting started with MyNet will probably be familiar to anyone who has used social-media tools before. First you create a profile that includes your skills and interests. Then you build your network by searching for colleagues and communities that interest you. Finally it's time to collaborate by posting questions, replying to comments or starting new discussions."

What are the latest developments?

"We recently launched the mobile version of MyNet for Android and iOS at this year's Global Sales Summit. Now it is even easier and faster to connect with your colleagues and build your network."

David Francisco

To get started with MyNet, go to: <https://mynet.internal.ericsson.com>



Steve Aigbe (left) talks to his buddy, Olabode Ojo (right) about different aspects of being a new employee as well as opportunities for future development.

Buddies help bring new hires onboard

Everyone should have a buddy, says Steve Aigbe. Thanks to Ericsson's buddy system, Aigbe got the support he needed to quickly get up to speed in his role as a Services Engineer at Ericsson in Nigeria.

ERICSSON ACADEMY The buddy system is part of Ericsson's onboarding program, which is designed to give new employees a smooth introduction to the company. Aigbe began working at Ericsson in Nigeria as a trainee and today works with Business Support Systems (BSS) integration.

"Working at a global, industry-leading comp-

any like Ericsson seemed like a big and important step to take, but it wasn't easy," he says. "There was a lot to learn, and there were plenty of training sessions to attend."

When Aigbe was offered a buddy, he grabbed the opportunity immediately.

Top tips

"It was fantastic to get tips and advice from someone who had been working here for a while and knew the organization inside out," he says. "My buddy described Ericsson's various processes, showed me where to find different kinds of information, and became a source of reassurance

for me. I could ask him about anything."

Help wanted

Aigbe's buddy, Olabode Ojo, is Competence Domain Area (CDA) Manager for Radio-Access Network Integration and Transport, Region Sub-Saharan Africa. When he began working at Ericsson nine years ago, there was no buddy system.

"I also found it difficult to get a feel for it all and find out what was expected of me, although my manager and colleagues did everything they could to help me," Ojo recalls.

Volunteering to be a buddy was an easy

decision for him to make.

"All you need is a few years of experience at Ericsson and the willingness to give up a little of your time," Ojo says. "Being patient and having a good attitude is helpful too."

Ojo and Aigbe had no fixed meeting times. Instead, they got together when it suited them.

"We still meet, but not as regularly as before," Ojo says. "Now I don't see myself as a buddy, but rather as a friend."

✉ Maria Nilsson

► Are you interested in becoming a buddy? Go to the global intranet: >Support > Global HR Portal > Onboarding

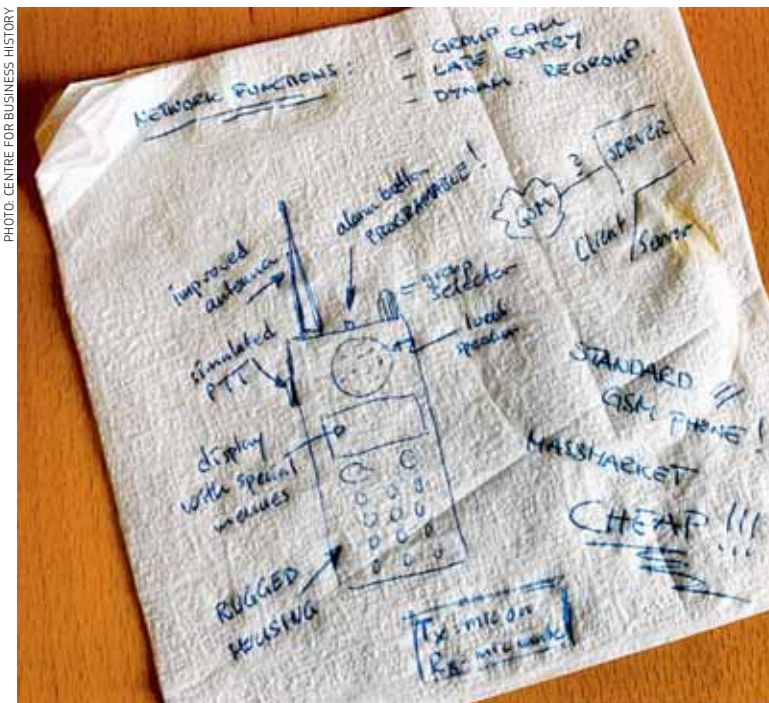


PHOTO: CENTRE FOR BUSINESS HISTORY

Innovation doesn't wait

LOOKING BACK In 2000, while having coffee, a couple of engineers jotted down their ideas for a new phone on a napkin. This sketch turned out to be the basic design for the GSM Pro line of mobile phones. In addition to supporting digital voice services, GSM Pro phones could operate like two-way radios – a feature that proved especially useful in industries such as transport, construction, utilities and security. Other supported features included mobile group calls and dispatching functionality.

Source: Centre for Business History



Driving app cuts fuel

APPLICATIONS A smartphone application developed at KTH Royal Institute of Technology in Stockholm, Sweden, helps drivers reduce their fuel consumption by using so-called "eco-driving" techniques. The research team at KTH developed an app that uses the phone's accelerometer and GPS to monitor how a driver shifts gears, accelerates and brakes, and then awards points for efficient driving behavior. According to Professor Peter Händel at KTH, eco-driving can reduce fuel consumption by up to 20 percent.

Keep an eye on the sky

SATELLITES Point your phone's camera up at the sky and observe one of thousands of active satellites orbiting above the earth at any given time. The Satellite AR application from Analytical Graphics Inc. connects to a server that tracks the course of various celestial objects, including satellites, space debris and around 2,000 stars, and then reveals which ones are potentially visible to the naked eye.

30,000 ... the total number of patents Ericsson has for wireless access (2G, 3G and 4G). This makes it the largest single holder of standard-essential patents for mobile communication.

Source: Ericsson

"The reason the web took off is not that it was a magic idea, but that I persuaded everyone to use HTML and HTTP."

Tim Berners-Lee, Professor at Massachusetts Institute of Technology – widely regarded as the inventor of the World Wide Web. Source: Wired Magazine

COMPETE AND WIN A PRIZE!

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



1. What's the aim of the Ericsson Onboarding Program?
2. By what percentage has our internet use increased since 2004?
3. In what year did Ericsson launch its first mobile telephone?

will receive a copy of the Ericsson book Changing the World. If we receive several sets of correct answers, the name of the winner will be drawn from a hat. Good luck!

The winner of the last competition was Cary Noel, USA. Answers to last month's quiz:

1. Women's Technology Empowerment Centre
2. Multi Protocol Label Switching
3. Petter Järty

Write your answers after each question in an e-mail, put "competition" in the subject field and send your entry to contact.comments@ericsson.com no later than May 21. The winner

MyNet at a glance

Users of Ericsson's internal social-media platform post around 400 updates daily and belong to about 700 different communities. The most common search strings (hash tags) include #mynet, #rmed, #blogpost, #rwce, #collaboration and #lync5.

INNOVATION Ericsson Academy's innovation community encourages knowledge sharing about important events related to innovation. Total membership: 1,765. <https://mynet.internal.ericsson.com/communities/Innovation/default.aspx>

ANDROID A community for Android fans that discusses products, tips, tricks and support. Total membership: 686. https://mynet.internal.ericsson.com/communities/Android_Fans/default.aspx

UBUNTU Ubuntu-based laptops will play an increasingly important role at Ericsson. This community gives people the chance to ask questions, discuss and share ideas. Total membership: 223 https://mynet.internal.ericsson.com/communities/Ubuntu_in_Ericsson/default.aspx

Have you come across anything interesting on MyNet? Let us know by sending an e-mail to contact.comments@ericsson.com

INTERVIEW: ROMAN FRIEDRICH

How will the **Networked Society** affect telecom operators' bottom lines and business for vendors such as Ericsson? Roman Friedrich, an ICT expert with Booz & Company management consulting, looks at the **digital revolution** in progress.

A revolution of roles

What will the next five to 10 years be like?

"The future will be mobile. Every activity and experience in your life will have a digital component. I'm talking about a digital revolution – what Ericsson calls the Networked Society. The biggest impact will be in how industries work and collaborate. We will see a reorganization of value chains in all types of industries. There will be more outsourcing and use of third parties because you can easily connect enterprises. There's going to be a revolution in efficiency gains, and in value chains, and there will be a lot of faster innovation coming out of that for consumers."

Do you see a change in the operator's role?

"It's probably not the role of operators to come up with the fanciest new apps, but operators have more than a dumb-pipe capacity. They might orchestrate this digitized world. They might enable it by providing a platform. The point is that there are different roles to be played, and it's important for an operator to understand its core capabilities – maybe expand them a bit – and play this game well."

How can vendors such as Ericsson support operators in this?

"The relationship between vendors

and operators needs to evolve more towards true partnerships, to allow operators to take an increasing role in delivering a connected future for companies and individuals. We see vendors taking an increasing role in deploying, managing and operating networks, so that traditional telcos can focus their attention on delivering and innovating around services and experiences for customers, this is a positive trend. Vendors have a clear role to make our industry more efficient in the way we build and run the integrated infrastructure that will enable the digital revolution."

What kind of change can we expect in telecom business models?

"The business model of the past five years was about filling pipes, based on the assumption that we had enough transport capacity and bandwidth. Now we realize that's not true any more due to the exponential increase of data traffic. In many city centers we have a scarcity of bandwidth. But investment in capacity will only happen if the shareholders see a return on investment. They will need a business model that is sustainable. The elements could be enabling services, guaranteeing quality, security and reliability.

There is growing volume in and strong demand for data services, but

you have to identify the value-added services that customers are willing to pay for. There is some discrepancy in this because everyone in our industry trained consumers to expect everything for free. But I believe there is a market for more dependability for third-party services, and operators are the ones in charge of making that available. The provision of data services via the cloud will make accessibility and quality of service a critical need. The evolution of new business models will revolve around this."

How will these changes affect vendors' business?

"The business of vendors will get more complex. They are in a transformation, becoming more of a service, and they will need to manage an increasing number of different types of businesses, with very different business logics. We see big opportunities for vendors to grow their business in the future, but they will need to start acting more as partners and increase their understanding of their customers."

Text: David Callahan & Kevin Lee Photo: Getty Images

► Booz & Company is a leading global consulting firm, helping some of the world's top businesses, governments and organizations.

“Every activity and experience in your life will have a digital component.”



WORK SMARTER

Today, social technology is enabling Ericsson employees to simplify and become more efficient in their **daily work**. **Work Smarter** is a global program designed to bring about innovative ways of working and further enable networking, collaboration and knowledge-sharing.

Go virtual



ALL AROUND
THE WORLD

The meeting is due to start: it's 13.00 and we're in Kista, Sweden. A small group of executives from Business Unit Global Services (BUGS) has gathered in a conference room where the walls are covered with drapes. They greet each other warmly and a couple of them glance at the large, two-part TV screen on the wall. There is a clock on one screen, counting down to the start of the meeting. Then the final participants appear. All of them seem relaxed and well prepared, even though the structure of the meeting is fairly new to them.

Helena Lindberg, Internal Communications Manager, is in the working

group responsible for the practicalities of the meeting. She says: "This virtual meeting is an excellent alternative to a face-to-face meeting, especially on such a large scale. You don't have to travel halfway around the world, you save time and money, and you still have the opportunity to meet."

The all-leaders meeting has brought together about 140 BUGS managers from around the world, from 21 offices in various time zones.

On the left-hand screen, the participants in Kista can watch as their colleagues enter conference rooms located all over the world. Soon, most of the groups participating are visible, ►

"The digital conference is a good example of how we can work in a smarter way.

Anna Guldstrand



Each group appears in its own separate little window on the screen. All in all, the meeting has brought together about 140 BUGS managers from around the world.

► each in its own separate little window on the screen.

The people in Mexico are sitting in a meeting room flooded with morning sunlight, while for their colleagues in India, it is evening. For the executives representing China it is even later: about 19.00.

In another room in Kista, the two moderators for the meeting are present: Orvar Hurtig, Director of Service & Delivery, and Nils Torstensson, Head

of Delivery Strategy & Process. Standing beside a small round table, they lead the conference. During the four-hour meeting, a long list of important topics is covered. Participants may interrupt the ongoing discussion at any time. And already, a quarter of an hour into the meeting, one of the participants in Romania wants to ask a question. One of her colleagues in the room zooms in on her with the camera as she starts speaking. Another person in Kista responds.

And so it goes on. Other participants have their say, various topics are discussed, facts are presented and opinions aired.

Hurtig says: "In a way, you get even closer to your colleagues through this kind of meeting. If you gather together 140 people in a large hall, most of the faces remain fairly anonymous. Now, with everyone on one screen in front of us, we can all see each other's faces."

These types of virtual working methods are becoming increasingly common within Ericsson. As the technology develops, the opportunities increase for more people to share experiences, knowledge and ideas

without necessarily having to meet physically. Ericsson's Work Smarter program has recently been launched to further encourage this development.

Anna Guldstrand, Engagement Manager for Collaboration and Knowledge Management at Ericsson, has a central role in the development of Work Smarter. "Our ways of working are due to change radically in many areas in the coming years," she says. "The digital conference is a good example of how we can work in a smarter way. In addition, we have an opportunity to have a positive impact on the environment by reducing travel."

And this is just the beginning. The video meeting described above offers many benefits linked to people's expectations of working in a smarter way. People who have organizational responsibilities and come from a diverse array of countries are given the opportunity to express their thoughts and pick out the best ideas together. The meeting, in turn, means that you can speed up the decision-making process by giving everyone the same information in real time. You can deal with conflicting ideas, work through

"If you gather together 140 people in a large hall, most of the faces remain fairly anonymous. Now, with everyone on one screen in front of us, we can all see each other's faces"

Orvar Hurtig



Teemu Salmi in Kista responds to a question from a participant in Romania during the video meeting with Business Unit Global Services.

suggestions and make any necessary decisions.

The additional time participants would have spent checking in at an airport or taking a transit bus can instead be spent at home or in the office – preparing for the meeting, for example.

"Another aim of Work Smarter is to develop both the digital and physical workplace so that they become more dynamic. This includes more team-space and collaboration areas to better enable employees to connect to each other via new, more social technology from a variety of locations. Holding meetings on such principles is a great example of how we can be connected at any time, at any place, says Anna Guldstrand." She continues:

"It's all about a different way of thinking, a change of culture". "And, of course, many people at Ericsson

have already recognized the benefits of working in this new way."

"Today you can use MyNet to reach out to experts regardless of country or position within Ericsson. You can communicate using collaborative tools that are open and available to many. And today, you can get answers to customer questions during a meeting by gaining access to any expert online through video meetings, and without having to travel. We envision the benefits of having direct access to people and knowledge throughout Ericsson, which benefits our customers and thereby benefits us," Guldstrand says.

Text: Johan Kvickström Photo: Håkan Lindgren

► **Footnote:** Also read the article, "Taking smart work to the next level", on the intranet, published March 15.

Did you know...

that Ericsson is currently developing its own solution for visual video-communication? The Ericsson Visual Communication Solution will be commercially available this year. The usage of the solution is increasing rapidly and has already been deployed in 100 conference rooms internally, and more than 2000 personal video clients has been installed on laptops.

WHAT IS WORK SMARTER?

► **Work Smarter is about improving the way Ericsson employees work and further enable them to network, collaborate and share knowledge – both internally and with customers and partners.**

1. Connect easily and quickly with your colleagues.
2. Team up with colleagues and experts from around the world.
3. Get fast access to information and gain an insight into what is going on in your network.
4. Share ideas and help others develop theirs.
5. Contribute to your own and others' development by demonstrating your expertise.

► **Work Smarter is a cross-functional initiative hosted by Common Functions. Over the coming years it will leverage on the capabilities of our people and knowledge, new ways of working enabled by a dynamic workplace environment.**

Source: Ericsson

HOW TO GET STARTED...

- Follow the discussions on MyNet: https://mynet.internal.ericsson.com/communities/Work_Smarter/default.aspx
- Go to: https://ericoll.internal.ericsson.com/sites/Ericsson_Academy_Collaboration/default.aspx
- Go to: https://ericoll.internal.ericsson.com/sites/Personal_Efficiency/default.aspx

'THE POSITIVES FAR OUTWEIGH THE NEGATIVES'

What are the positive aspects to meeting virtually?

Contact magazine addressed this question to four employees who attend online meetings on a regular basis.

Maria Teresa Bernal,
HR Head, Mexico



"The positive sides far outweigh the negatives. Aside from the cost efficiencies gained, and the fact that it promotes sustainability, this way of meeting enables more people to participate, which means more voices can be heard. You are not dependent on finding a big enough auditorium to hold the meeting in; instead, you can have as many people as necessary in the same virtual space."

Andy Warnier, Local Cost of Sales Manager, Netherlands



"You can bring together many different competencies within this diverse company at very short notice. This is crucial to quick problem-solving, but also to speeding up the decision-making process in general. I really want to promote these kinds of meetings, even though they are still in an early stage of development, which can result in a few glitches."

Karin Stjerndahl, Head of Global Deployment Programs, Sweden



"One thing is that it reduces the stress resulting from traveling long distances, when you are not able to do your job and you get behind on everything. Besides this, you don't have to deal with jet lag, which makes you less effective in your work. Meeting virtually also saves a lot of time that would otherwise be spent waiting around for flights and so on."

Peter Wikström, Head of GSC China



"It's a time-saver. Instead of spending several days traveling to Stockholm and back, we need to set aside only the actual time that the meeting takes. This means you don't lose any working hours. It also means you don't have to be away from your family for a long period of time, and face the difficulty of making your private arrangements, like getting a babysitter and so on."

The digital traveler

BUENOS AIRES, ARGENTINA, SOUTH AMERICA

Despite Ericsson's goal of reducing employee travel time, some travel is still necessary for meeting customers. Armando Civini, who is based in Argentina, travels more than 100 days a year. But thanks to ICT solutions and smart apps, both he and his business trips are more efficient than ever before.

Armando Civini, Head of Operations, Customer Unit Locals, has wanted to cut back on his business travel for some time. But at the end of 2011, a reorganization process resulted in a significant increase in the number of days he spends on the move.

"Previously, we worked for a geographically defined group of customers," Civini says. "Now we are organized according to the end customers we're working with instead. For me, this means I have clients all over Latin America."

He participates in internal meetings via a web-based video solution, but when it comes to client meetings and crisis management, face-to-face meetings are best. All of his business trips are made to address client-related matters.

ICT solutions and smart apps make Civini's everyday life a lot easier. They can be divided into two categories: one for the tools that help him organize a trip and keep track of flight times, hotel bookings and the like; and one



Always use your Citi Corporate Card for all business-related expenses.

for tools that help keep him connected and productive, even when he is not in the office.

He keeps tabs on each trip by using a booking confirmation that his travel agent sends to the WorldMate application on his smartphone.

"**This app gives** me all the details, such as flight numbers and boarding times, on my phone," Civini says. "It also tells me which gate I should go to and how much time I have between flights. When the departure time approaches, I can see whether my flight is on schedule or delayed."

Printing out boarding passes used to be a hassle – either because there was no printer nearby, or because you didn't have the correct printer installed. And no one likes worrying about

these details during customer visits. But now that you can store your boarding pass in your phone, the problem is solved – in most of Europe, at least. In South America, the system that makes this possible has not yet been fully developed.

"This type of effective solution allows me to maximize my productivity and really make good use of the time I have in each country," Civini says.

The Dynamic Mobile Exchange client he runs on his smartphone also improves his productivity because it synchronizes with Ericsson servers and allows him to carry out tasks such as responding to e-mails, viewing his own and others' calendars, and searching for contact information for colleagues around the world.

"In addition, I have Documents To Go and various other office applications on my Android phone," Civini says. "That means I can read and edit presentations or Excel files during my trip. Evernote helps me keep track of what I have to do and which documents I need to work on."

"Time spent on the move used to be downtime. Now that's not the case at all. When I travel, it's the perfect opportunity for me to prepare, to work on assignments that require me to focus, or simply to get a bit of work out of the way."

Text: Maria Nilsson Photo: Getty Images



ICT solutions and smart apps make Armando Civini's everyday life a lot easier when he's traveling.

5 TIPS FOR YOUR BUSINESS TRAVEL

1. First, ask yourself, "**Do I need to travel?**" Can I find alternative ways of working and meeting using collaborative tools such as video meetings, Lync, and MyNet?"

2. If you need to travel, travel more efficiently: book your trip through our travel

management companies, Carlson Wagonlit Travel and HRG; take the best available offer at time of booking; book trips in advance; and always use your **Citi Corporate Card** for all business-related expenses.

3. Always carry an up-to-date list of emergency **contacts**.

4. Use public transportation, including airport trains, whenever feasible. When taking a taxi, **share the fare** with peers or colleagues or where possible.

5. Avoid expensive roaming charges by using **Wi-Fi**. In most of Ericsson's preferred hotels, Wi-Fi is included in the room rate.



Using IdeaBoxes has helped Solutions Architect Taoufiq Abouzid at Ericsson in Saudi Arabia to develop a business model for Ericsson's In-Building Solution.

“With IdeaBoxes, more people can help come up with and share ideas as well as contribute to the development of ideas from others”
 Taoufiq Abouzid

What's the big idea?



RIYADH,
SAUDI ARABIA, ASIA

Innovation is not the task of a selected few. Everyone within Ericsson can contribute to a more innovative culture. And IdeaBoxes are one way to make such a culture possible.

Solutions Architect Taoufiq Abouzid at Ericsson in Saudi Arabia describes himself as innovative by nature. He likes the concept of IdeaBoxes and has submitted many ideas to the region's IdeaBox for business development.

His first idea was a new business model for Ericsson's In-Building Solution. Until recently, the solution was sold through operators. But Abouzid came up with a better idea: why not go straight to the property owners so the antennas and cable systems required can be included in the construction of a building right from the start? This benefits the property owner, who can ensure better service to visitors and tenants, and avoids the need for each operator to install its own infrastructure later. Another option is charging operators a rental fee for mounting

Get innovative!

Do your teams need help with creating a more innovative culture? Two workshops are available to help you:

- ▶ **Create an Innovative Culture** – workshop aimed at leadership teams, focusing on how leaders must balance daily work with time spent on idea creations and exploration.
- ▶ **Innovation Action Workshop** – workshop aimed at teams, focusing on innovation capabilities. What do we need to be more innovative?

antennas on the property. For Ericsson, this new business model means a faster and smoother way of resolving building issues, while operators save money because they can integrate their base stations with the already installed infrastructure.

Abouzid's proposed business model was the first contribution to the Region Middle East (RMEA) Business Innovation IdeaBox that got all the way to the final stages of approval. Ammar Aljamri, Business Innovation Manager at RMEA and manager of this IdeaBox, says: “New business models are among

our focus areas, which made Taoufiq's idea particularly interesting. The fact that he works within the Operations Practices, shows that IdeaBoxes provide exactly the kind of cross-functional cooperation required to make us even more innovative.”

Abouzid is satisfied with IdeaBoxes as a tool. “There used to be a big gap between employees' thoughts and ideas, and the work that was done in Product Development,” he says.

“When we had a good idea, we didn't know where to send it, especially if something needed to be explained. This meant that ideas were often not passed on; instead they stayed with the people who had come up with them. With IdeaBoxes, more people can help come up with and share ideas as well as contribute to the development of ideas from others.”

What can be done to improve IdeaBoxes further?

Aljamri suggests: “If you could follow an idea throughout the entire evaluation process, for example, those who came up with it could always ▶

IDEABOXES IN BRIEF

- ▶ **IdeaBoxes** is an open collaborative tool to gather and develop ideas, open to all employees at Ericsson and integrated with EriCOLL. Any unit, at any level, can use the tool for all types of ideas (such as products, services, business models and processes).
- ▶ **The tool** is designed to focus the creativity of all employees on relevant innovation needs throughout Ericsson. Demand should drive the ideas flow.
- ▶ **If innovative** ideas are needed to support the business goals and strategy of a unit, any manager can open an IdeaBox and describe the scope of the ideas required.
- ▶ **When an idea** is entered into the system, the idea creator will get support to find the most relevant boxes for that particular idea. In addition, each box manager can “market” their IdeaBoxes or host idea competitions to increase the flow of ideas.
- ▶ **The tool** promotes the collaborative development and cross-pollination of ideas, inviting anyone to comment and improve on ideas.
- ▶ **Another** advantage of IdeaBoxes is that you can see who has offered valuable ideas, bring these people to the fore and build success stories around their ideas.
- ▶ **IdeaBoxes** encourage an innovative culture and support innovative activities to find new business opportunities, reduce costs and work smarter throughout the organization.

WORKSMARTER



Taoufiq Abouzid demonstrates the benefits of the new business model for Ericsson's In-Building Solution to his colleagues (from left) Mahmoud Fattahi, Adel Al-Raqebah and Peter Saleh. The model benefits the property owner, who can ensure visitors and tenants better service, and avoids the need for each operator to install its own infrastructure later. Operators also save money because they can integrate their base stations with the already installed infrastructure.

Did you know...

that more than 10,000 employees use IdeaBoxes? ... At the beginning of 2012, there were more than 400 IdeaBoxes with over 23,000 ideas and about 46,000 comments connected to them? ... On average, one out of every 40 ideas is implemented?

► keep tabs on its status and where it's headed." Abouzid adds: "The use of IdeaBoxes could be included in IPM (Individual Performance Management) measurements. Why not reward those who have supplied the most or the best ideas during the year?"

So everyone appreciates good ideas. But does everyone have to be innovative? Can't people just get on with their jobs? Not according to Magnus Karlsson, Director New Business Development & Innovation at Group Function Strategy, who says: "Doing your job means contributing to creating value from ideas." An innovation doesn't necessarily have to be something major or revolutionary. It could just as easily amount to improvements to ways of working,



Magnus Karlsson

or a way of selling or using an existing product or service differently. "Each employee or team could no doubt reflect on good things they've done and perhaps develop them even more," Karlsson says. "A common misconception is that when you come up with an idea or create an inven-

tion, it constitutes an innovation. This isn't the case. It has to be possible to sell what you've created. It should create value for the customer or be used to increase productivity, for example. Only then does it qualify as an innovation."

Text: Maria Nilsson Photo: Sherif Samy

HOW TO GET STARTED

- Go to https://ericoll.internal.ericsson.com/sites/Innovation_Academy_Space/default.aspx (such as IdeaBoxes), training and inspiration for all employees.
- Click on **"Managers & Leaders"** to get guides (for example, Leading Innovation), tools (for example, Create an Innovative Culture, Innovation Action Workshop), training and inspiration for managers and leaders.
- Click on **"All employees"** to get guides (for example, Innovation Basics for All), tools (for example, Create an Innovative Culture, Innovation Action Workshop), training and inspiration for all employees.
- Click on **"Toolbox"** to get a list of all tools.

Follow discussions on MyNet: <https://mynet.internal.ericsson.com/communities/innovation/default.aspx>



30,000
WITH 30,000 PATENTS AND 90 LICENSE AGREEMENTS, WE HAVE THE INDUSTRY'S STRONGEST WIRELESS INTELLECTUAL PROPERTY PORTFOLIO.

THINKING AHEAD

To enable the networked society, we need to be more than just market leaders. We need to be thought leaders. We make sure that the knowledge we gain is shared with our people. This keeps our thinking – and our business – one step ahead.



ERICSSON MOBILE PHONES, 1981-2011

Minde's mobile memories

The dissolution of Sony Ericsson means that Ericsson has stopped **manufacturing** mobile phones. Our Contact reporter met up with Tor Björn Minde, who has one of the largest **collections** of Ericsson phones in existence.

LULEÅ
SWEDEN, EUROPE

The first thing that Minde does when I meet him is to hand me a GH172 phone – commonly known as “Olivia” – from 1992. He calls it from his smartphone and asks me to answer. The phone works perfectly.

“Isn’t it fantastic that you can still use such an old gadget? One of the impressive strengths of the GSM system is that you can still use all the old models,” he says and laughs heartily as he recalls the time he contacted Swedish telecommunications provider Telia to get a SIM card for the phone.

“They were slightly embarrassed and suggested it might be time for me to get a more modern phone,” he says.

We are in the small foyer of the Ericsson Research offices in Luleå. This is where Minde keeps his collection in two glass cabinets: a larger one containing the older models, and a smaller cabinet for the newer versions. His collection has grown rapidly, from about 50 models six months ago to more than 150 today. When Ericsson announced that it would sell its stake in Sony Ericsson, Minde started to take a more serious approach to his search for the company’s old mobile phones.

“It’s a piece of unique industrial history that I felt had to be preserved,” he says. “I began searching on the internet, and I told my colleagues and others that I felt like I had a collection. People then began sending me e-mails, wondering whether I had this or that model, and sending me ones I didn’t have. And I’ve bought some of the phones on the internet.”

Minde started working at Ericsson Research in 1985, just a few years after Ericsson began manufacturing mobile phones in 1981. For a long time he was involved in the development of voice encoders, and many of the algorithms he has helped produce are used in mobile-phone systems today. These days he is Head of Ericsson Labs and also an avid tweeter on the subject of technology. But he is only interested in adding Ericsson phones to his collection – in other words, models that were released before the launch of Sony Ericsson in October 2001.

“After that, the market was awash with different models, and you have to draw the line somewhere,” he says.

The glass cabinets contain one of Ericsson’s very first “portable” mobiles: the NMT 450 Hotline Combi, ▶

“These phones are part of our **industrial history**, and I felt that the collection had to be preserved.”

Tor Björn Minde

“You can get SEK 1,000 (USD 148) for an attractive shark fin that works well”

Tor Björn Minde



Three “shark fins”. These phones were all the rage in their time, and they are still sought after by collectors.

which was launched in 1986. Then in 1987 came one of Minde’s personal favorites, the Hotline NMT900 Pocket, commonly known as “Kurt”.

“This represented a kind of breakthrough,” he says. “It paved the way for what we have in our hands and pockets today.”

Minde says he was extremely lucky to find this particular model.

“Collectors are prepared to pay several thousand Swedish kronor

(several hundred US dollars) for one in such good condition,” he says. “But I paid SEK 20 (USD 3) for it at a recycling market here in Luleå, which my wife and I visited by pure coincidence.”

Minde has some unusual models in his collection. These include the two early smartphone prototypes, “Pamela” and “Penelope”, and the early Delfipad tablet, from around 2000. Two others are UMTS and LTE prototypes produced by Ericsson Mobile Platforms. His cabinets also contain models from other companies, such as Sharp and Bang & Olufsen, which have manufactured variations of Ericsson models.

The water-resistant R310s – commonly known as the “shark fin” – is another model Minde likes to display. He says it is not one of his personal favorites. However, it was a huge success for Ericsson, especially among construction workers, and Minde says many people are still prepared to pay a lot of money to get their hands on one.

“You can get SEK 1,000 (USD 148) for an attractive shark fin that works well,” he says. “And some collectors are prepared to pay several thousand

Swedish kronor for shark fins that haven’t been used and are still in their original packaging.”

Minde believes he has the most complete collection of Ericsson mobile phones in existence, including most of Ericsson’s commercial models. He is now mostly looking for prototypes and limited-edition models.

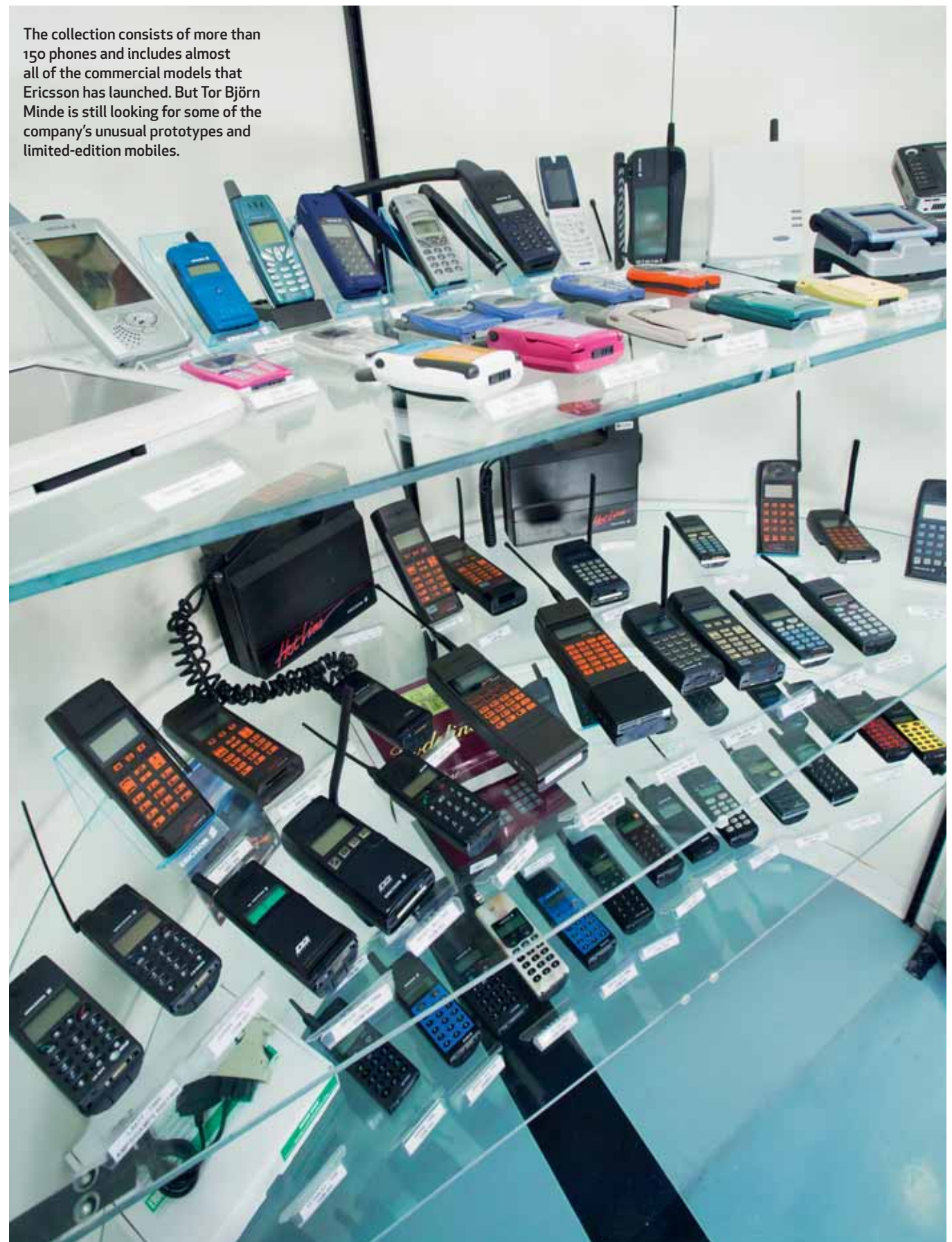
“If you have something unusual, you’re welcome to get in touch,” he says. “I know there are loads of versions that never became commercial products that should be out there.”

So what does he think about the end of Ericsson’s involvement in the manufacturing of mobile phones?

“Obviously, it’s a little sad,” he says. “The manufacturing of mobile phones was very important for Ericsson for some time so that it could offer working end-to-end solutions. And Ericsson was actually the market’s biggest producer of mobile phones for a while.

“But in business terms, it was definitely the right decision for the company to sell its stake in Sony Ericsson. These days, mobile phones are purely a consumer product and it’s no longer our niche area.”

Text: Benny Ritzén Photo: Susanne Lindholm



The collection consists of more than 150 phones and includes almost all of the commercial models that Ericsson has launched. But Tor Björn Minde is still looking for some of the company’s unusual prototypes and limited-edition mobiles.

MOBILE MILESTONES

1981: Launch of the C600 Roadcom, the first mobile phone (which uses the Nordic Mobile Telephone network) with the Ericsson logo. It is developed by Svenska Radio Aktiebolaget (SRA) for cars in Saudi Arabia. Ericsson will buy SRA the following year.



1985: The HotLine series – popularly called a yuppie gadget – is introduced. Like Ericsson’s earlier mobile phones, it comes in a box with a separate handset, and is intended for use in cars. Harry HotLine is used to advertise the series.

1987: The release of Ericsson’s first

genuine “pocket telephone” – the HotLine NMT900 Pocket (commonly referred to as Kurt) – which has an all-in-one design.

1992: Release of Ericsson’s first GSM mobile phone, the GH 172, for voice communication. At this stage, it is not possible to send text messages.



1994: Launch of the GH 337, which later becomes a very popular phone.

1999: Release of the T28. It is small, thin and light, has good standby time and becomes a huge success.

2000: The R380 comes out. Ericsson calls this a “smartphone”, which is the first time the term is used. Computer and e-mail access are enabled via a dial-up connection.



2001: The first Ericsson mobile phone to include GPRS, the R520, is released. The last phone that Ericsson will produce on its own, the T68, also comes out. The newly formed Sony Ericsson later takes over the manufacturing of the phone, replaces the shell and renames it the T68i.



2003: Sony Ericsson’s first 3G mobile phone, the Z1010 (which uses

UMTS technology), is launched. The company’s first mobile phone with a camera, the T610, also comes out. This phone is a breakthrough for Sony Ericsson and wins awards for design and functionality.



2005: Sony Ericsson’s first Walkman mobile phone, the W800, is released.



2010: Sony Ericsson’s first Android phone, the Xperia X10, is introduced. A mini version of the phone, the X10 Mini, is also released.



2011: Ericsson sells its stake in Sony Ericsson.



Sound engineer Michael Townsend tests a **mobile phone's ability to detect different types of sounds.** Ericsson didn't start developing mobile phones for the US market until 1989, when it formed Ericsson GE Mobile Communications as part of a joint venture with General Electric. Along with head offices in New Jersey and production in Virginia and Sweden, Ericsson also established development facilities at Research Triangle Park in Raleigh, North Carolina.

Source: The Centre for Business History

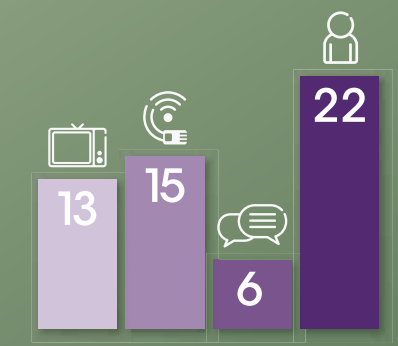
How we spend time

Internet use has **more than quadrupled** in the past eight years, according to a study by Ericsson ConsumerLab. But even as we spend more and more time surfing the net with our laptops, smartphones and tablets, we are still spending a lot of time with **family and friends**. And with a lot of online time being spent on social networks, we are in fact becoming more social.

28.7% Time to look at the worldwide figures for internet access again...
 In June 2010, the number of global users was 1.966 billion, or 28.7 percent – almost three in every 10 people.

2010 SOCIAL SEARCH

Social gaming took off with the launch of FarmVille on Facebook. In the mobile gaming world, Angry Birds was a runaway success, with more than 400 million downloads across all platforms.

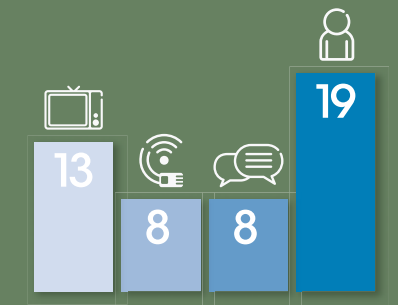


2009 SOCIAL GAMES

APPS

2008

Twitter celebrated its first anniversary, and Spotify, an online music streaming service, was launched. The number of hours spent on the internet was slowly creeping upwards. The traditional way of watching TV lost a bit more ground, and there was also a decline in the number of hours we spent with friends in real life.



2007 TWITTER

FACEBOOK

2006

This was the year Facebook was born. Myspace and LinkedIn had been around for three years, yet time spent surfing had only increased by two hours per week since 2004. However, time spent watching TV had decreased slightly.



2004



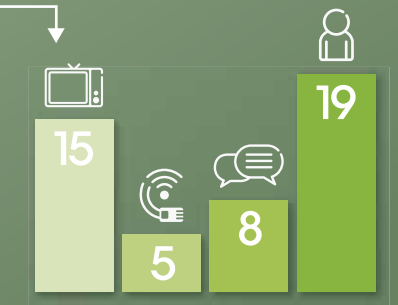
2005 YOUTUBE

- Watching TV
- On the internet
- Socializing in person
- Spending time with partner

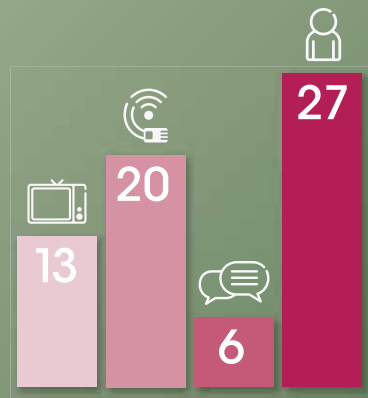
It was in the days before Facebook, YouTube and Twitter, yet the internet had been around for a decade in many parts of the world. Here is how we spent our time (in hours per week) according to the statistics:

Just to get a perspective on internet access around the globe...
 In February 2004, the number of people worldwide with internet access was 745 million. That's 11.5 percent, or a little more than one in 10 people.

11.5%



2011



Internet use has quadrupled since 2004. And while TV is still holding its own, we may actually be using the internet to access it. But the time we spend with friends and partners seems to have reached a plateau.

CLOUD COMPUTING

“The internet and social media provide a continuation and extension of the daily contacts we already have”
 Maria Åkerlund

“We multitask more today”

Wasked Maria Åkerlund, Senior Advisor at Ericsson ConsumerLab, to comment on some of the findings in the infographic.



One trend presented in your research is that we are spending more and more time on the internet. Will this trend continue?

“We have not issued any forecasts for internet usage, but if we look at Sweden, for example, internet penetration is saturated. However, if consumers start using their mobile phones for new types of internet based-services, such as connected shopping lists or smarter mobile travel planners, this will also have an impact on internet usage.”

Personally, what do you think it will mean for us as individuals that we are spending more of our social life on the web?

“Modern technology has enabled us to meet more people, more often. The internet and social media provide a continuation and extension of the daily contacts we already have – they are just another place to meet. In this way, social

networks can help us maintain our contacts and avoid catch-up conversations, if we, for example, only meet in person once a month.”

One interesting conclusion is that we are spending more time with our spouses. What is the explanation for this?

“This sample indicates a trend, but I can only speculate about the reasons for it. It could be that the proportion of people who are not as tied to the workplace and who have flexible working hours is growing, which would allow for more time with spouses. Another explanation could be that more couples were included in the sample in 2011 than in 2010. This might also be something you want to say you do, because having a successful work and family life seems to be a status symbol today.”

Text: Johan Fritz Illustration: Ebba Berggren

CONTACT ONLINE

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internal.ericsson.com



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
Geography Which city?	It is situated on the slopes of Mount Medvednica.	Its international airport is also called Pleso.	It lies inland in a country with a long coastline.	It's the capital city of a country that was part of the former Yugoslavia.	Ericsson Nikola Tesla's (ETK) headquarters are here.
Communication Which person?	This person was born on February 24, 1955 in San Francisco.	This person is regarded as one of the IT industry's principal entrepreneurs.	Pixar Animation Studios were owned by this person for a certain period.	After contracting pancreatic cancer, this person died in 2011.	This person was one of the founders of Apple Incorporated.
Business Which company?	It was established in 2003 by two IT entrepreneurs.	It was owned by eBay for a while.	Its world-famous service is delivered over the internet.	Its service is based on peer-to-peer (p2p) technology.	Its founders are Niklas Zennström and Janus Friis.
History Which year?	Mathias Rust lands his Cessna airplane in Moscow's Red Square.	Prozac makes its debut in the US.	The rock group U2 becomes superstars with their album, The Joshua Tree.	Ericsson launches its first genuine mobile phone, HotLine.	There is a worldwide stock-market collapse on October 19 (Black Monday).
Media Which newspaper?	It was founded in 1843 and was once the best-selling newspaper in the UK.	In 1984 it became a tabloid and a Sunday supplement of The Sun.	One of its former editors later became David Cameron's communications director.	It is famous for its phone-hacking scandal.	It closed in July 2011.
Technology Which technology?	It improves the end-user experience for mobile telephony.	Orange is one operator that has invested significantly in it.	It is built on the G.722 standard for voice reproduction.	It was previously called Adaptive Multi-Rate Wideband (AMR-WB).	Many say that it makes mobile-phone conversations sound more like radio than telephony.

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.



PHOTO: THE CENTRE FOR BUSINESS HISTORY

Geography: Zagreb. Communication: Steve Jobs. Business: Skype. History: 1987. Media: News of the World. Technology: HD-voice. What year (photo): Dunja's visit to Ericsson. King Juan Carlos I of Spain speaks with Sweden's King Carl XVI Gustav using AXE.