

#4 • 2012 The magazine for Ericsson employees

# Contact

**BECOME  
A STRATEGY  
EXPERT**  
Win a Tablet  
PAGE 4



# A new voyage

The team behind the world's first maritime network Pages 16-21



**TECHWOMEN MENTOR  
FERNANDA MENDEZ:**  
"A good way to  
empower women"  
Pages 14-15

**How it works:**  
SOCIAL WEB  
OF THINGS Page 5



The rise  
of mobile  
broadband  
Pages 24-26



# EXTENDING OUR REACH

To build the networked society, our innovations need to be offered more widely than to operators alone.

We are finding new ways to extend our reach. Today we also address sectors like utilities and TV & media.

50 BILLION CONNECTED DEVICES BY 2020.

50 BILLION



Ericsson and Maersk Line

## Connecting the Seven Seas

Pages 16-21



### NEWS

- 8 The **explosive growth** of smartphone data traffic
- 9 Ericsson Response volunteers assist in South Sudan's refugee camps
- ▶ 10 Development Unit Radio's **Rebuild program** saves operators time and money
- 11 Everyday heroes: Ericsson researchers and their life-saving mobile-positioning product
- 13 **Compete and win!**



### STRATEGY SUPPLEMENT

- 2 Hans Vestberg on Strategy 2015
- 3 A connected world is just the beginning
- 4 Strategy overview
- 6 Operator challenges
- 8 Market development
- 10 Business unit priorities
- 12 Strategy execution
- 15 Leading the way



### PLUS...

- 4 Have your say
- 5 **How it works:** The Social Web of Things
- 14 Fernanda Mendez, TechWomen mentor at Ericsson in Silicon Valley, on how the program helps women develop professionally
- ▶ 16 Ericsson **heads to sea** as prime integrator and operator of the world's first seaborne mobile network
- 24 From laboratory to everyday life – the 20-year journey of mobile broadband

## Contact

**Editor** Jenz Nilsson, jenz.nilsson@jgcommunication.se, +46 8 588 331 38 **Assistant editor** David Callahan, david.callahan@jgcommunication.se, +46 8 588 331 84 **Publisher** Helena Norrman, helena.norrman@ericsson.com  
**In charge of internal channels (acting)** Roger Tilzey, roger.tilzey@jgcommunication.se **Reporters in this issue**  
**Eva Axlund**, eva.axlund@jgcommunication.se, **David Callahan**, david.callahan@jgcommunication.se, **Michael Corless**, michael.corless@jgcommunication.se, **Sofia Falk**, sofia.falk@jgcommunication.se, **Maria Nilsson**, maria.nilsson@jgcommunication.se, **Michael Masoliver**, michael.masoliver@jgcommunication.se, **Benny Ritzén**, benny.ritzen@jgcommunication.se **Art director** Carola Pilarz, carola.pilarz@jgcommunication.se  
**Graphics** Svenska Grafikbyrån **Address** Contact, Box 49031, 100 28 Stockholm  
**Fax** +46 8 522 915 99 **E-mail** contact.comments@ericsson.com **Print V-TAB**  
 Vimmerby **Contact online** [http://internal.ericsson.com/page/hub\\_inside/news/magazines/kontakt/index.html](http://internal.ericsson.com/page/hub_inside/news/magazines/kontakt/index.html)



## Building on success

**A**s anyone who has ever taken on a new role knows – no matter how prepared you are, those first few weeks can be a challenge. A little more than a year ago, shortly after the 2011 Global Leadership Summit, Ericsson announced its intention to acquire Telcordia. And having just begun my role as Head of Communications for Ericsson, it was a bit like being thrown into the deep end.

But it was also electrifying because just days after the leadership of Ericsson conferred on strategy direction and execution, we had already taken a step forward in securing a leading position in one of the most important areas – OSS/BSS.

**Fast forward** one year later to the Leadership Summit in June, where we presented and discussed our strategy and strategy execution going forward. We had intense, open and inspiring discussions. There was added seriousness, due to the market situation and the margin pressure that we face. Nevertheless, the experience was uplifting, because when you take such a concentrated look at the strengths and capabilities in this company, you can clearly see the opportunities we have to become even stronger.

We have made great progress in executing our strategy in the past 15 months, especially in the areas where we have portfolio momentum: mobile broadband, managed services and, of course, OSS/BSS.

In the next 12 months, executing the strategy will remain our top priority. There have been some changes. For example, we are more focused on profitable growth; and we are no longer involved in handsets following the divestment of our share of Sony Ericsson in February.

**We are still** building on our successes. We're placing high expectations on all of Ericsson's leaders and employees. We are also taking on new challenges, such as in managed services – where our offering has expanded to include TV and broadcasting – and in IT managed services.

As you will see in the special 16-page strategy insert in this edition of Contact magazine, our strategy is tailored for Ericsson to grow profitably in a challenging, dynamic and changing market. Now it is up to us to make it happen.



**Helena Norrman**,  
Head of Group Function  
Communications

## 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](mailto:contact.comments@ericsson.com)



### BECOME A STRATEGY EXPERT - WIN A TABLET FROM SAMSUNG

You now have the chance to win a brand-new Galaxy Tab 10.1 tablet from Samsung – and the honor of calling yourself an Ericsson strategy

expert. All you need to do is correctly answer 10 questions about Ericsson's strategy. We need your answers by September 28.

Hint: Read the strategy supplement in this issue of Contact carefully. You can find the link to the quiz as well as the supplement on the strategy site on the Ericsson intranet at: [http://internal.ericsson.com/page/hub\\_inside/company/egms/mgmt\\_and\\_control/strategies/index.jsp](http://internal.ericsson.com/page/hub_inside/company/egms/mgmt_and_control/strategies/index.jsp)

Editorial

### OLD ISSUES OF CONTACT

Why not publish some of the older issues of Contact on the web? Gunnar Hällgren, Sweden

**ANSWER** As Contact is an internal publication for Ericsson employees,

we don't publish new or old issues of the magazine on our external website. However, you can read past issues of the magazine, published up to about five years ago, on the Ericsson intranet.

Editorial

### CHALLENGE US!

Would you like to test your colleagues about their knowledge of telecoms? If so, get in touch with us. We would like you to contribute innovative and difficult quiz questions for the back pages of the magazine. The rules are simple, read more here: [http://internal.ericsson.com/page/hub\\_inside/news/magazines/contact/readers\\_quiz.jsp](http://internal.ericsson.com/page/hub_inside/news/magazines/contact/readers_quiz.jsp)

Editorial

## Readers' pictures



I took this photo outside of an Ericsson building in Kista, Sweden, a couple of months ago. You can only capture this view of cherry trees in bloom (and with a clear blue sky) about two days per year. I think the photo symbolizes how Ericsson's products allow people to capture the moment. The photo was taken with my Sony Ericsson Xperia Arc S phone.

Boo Shin, Sweden



Relaxing after a long hike. This picture was taken on a trek to Nanga Parbat (known as the "Killer Mountain") with my Sony Ericsson Xperia Arc phone.

Muhammad Bilal Nawaz, Pakistan



I took this photo near Åkersberga, Sweden, with my Sony Ericsson Xperia Pro phone on Walpurgis Night (April 30).

Tony Saroukhan, Sweden

## Web poll

23.9

... percent of Ericsson employees said they would take part in the A Day photo project on May 15. More than 3,000 photos eventually were submitted

Source: Intranet

## Welcome...

PHOTO: GETTY IMAGES



### to Ericsson, Gwen Archer

... who started her new position as Order Fulfillment Specialist in Plano, Texas, in May 2012.

#### What does your new job involve?

In my new role I will be a buyer in the RNAM Supply organization, supporting the new TMO Modernization project. I will be interfacing with EAB and local suppliers.

#### What did you do before this?

Prior to starting as a contractor at Ericsson, I worked for Verizon Communications for 30 years. The majority of my time was spent working in Supply as a planner, buyer and a project specialist.

#### How will you apply your past experience in your new role?

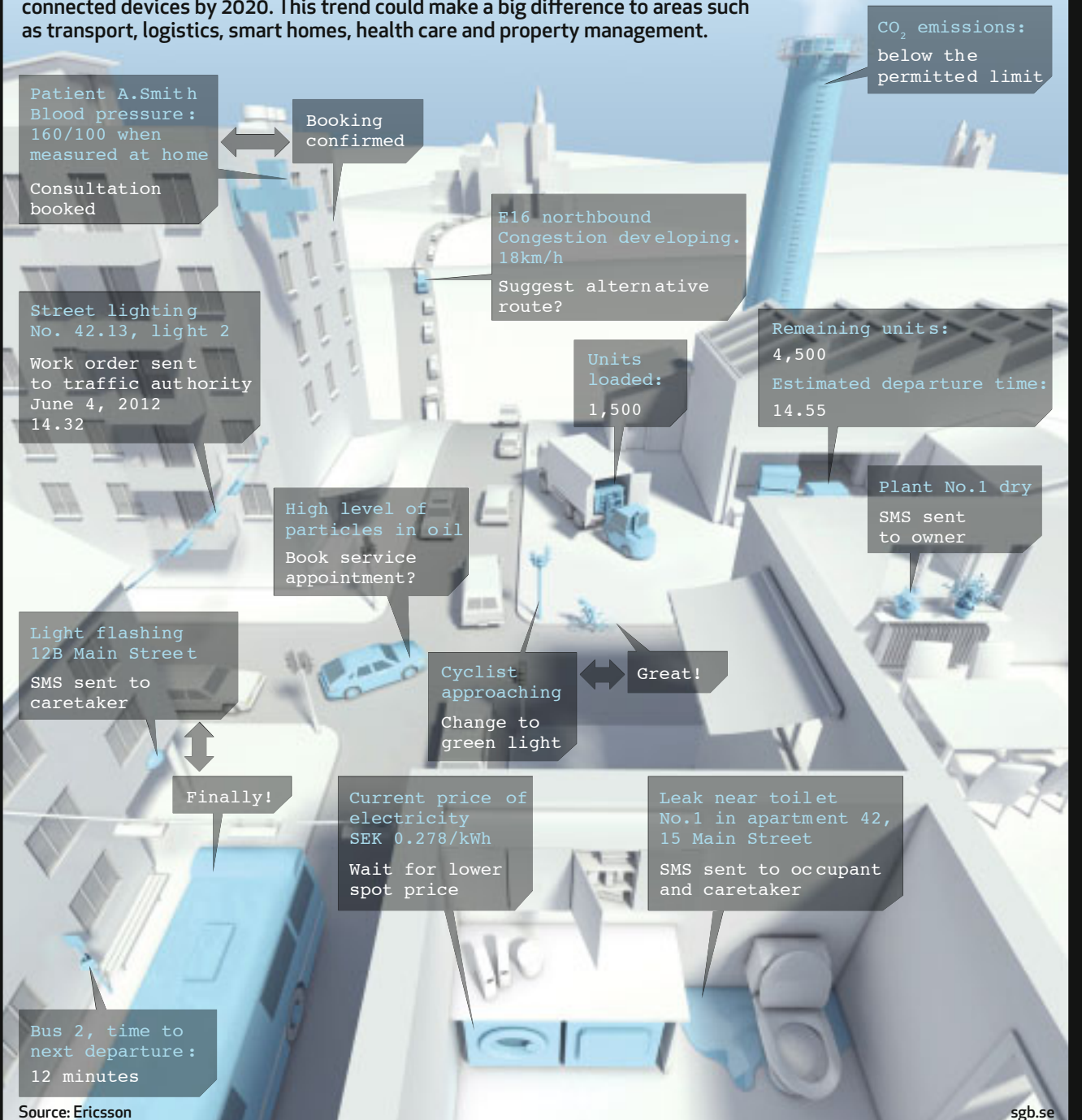
My 30 years of working in Verizon's procurement division, purchasing communications products, gave me extensive experience of the telecom customer business and of logistics. Now I'm a supplier instead, and I will try to support T-Mobile in the best way possible.

## Have you been asked ...

# ...ABOUT THE SOCIAL WEB OF THINGS?

## The Social Web of Things

The internet is expanding all the time. More and more devices and everyday items are becoming connected and can communicate with their owners and online services, and can comment on each other. This phenomenon is called the Social Web of Things. Ericsson estimates that there will be more than 50 billion connected devices by 2020. This trend could make a big difference to areas such as transport, logistics, smart homes, health care and property management.



# A day at Ericsson, May 15



JIM BOB, LEAWOOD, KANSAS, USA

ANUP NAIR, JEBEL-AI, UNITED ARAB EMIRATES

JOEL EBERSSON, STOCKHOLM, SWEDEN

JOHN FORNERED, PLANO, TEXAS, USA

LEAH SHERBA, JEBEL-AI, UNITED ARAB EMIRATES

MUHAMMAD BILAL, LAHORE, PAKISTAN



ROBERTO ROMBETTA, VENICE, ITALY



SELINA SEENWISASAM, CYBERJAYA, MALAYSIA



JACK LIU, GUANGZHOU, CHINA



DERBY JANE NELSON, ACCRA, GHANA



ANS TAN, TAGUIG, PHILIPPINES



ADAM LLOYD, GROTTOFERRATA, ITALY



KRISTINE ADARNA, TAGUIG, PHILIPPINES



XIANGYU YANG, YOKOHAMA, JAPAN



RAJAN VERMA, KERALA, INDIA



ANNALEZA DEL ROSARIO, TAGUIG, PHILIPPINES



## Life through the lens

Here is a selection of the photos that were sent in by Ericsson employees to the world's biggest photo project, Aday.org, on May 15. As founding partner of the project, Ericsson has its own section in the database, where the employees' photos are stored. The employees' pictures were aimed at capturing a moment at Ericsson that they wanted to share with everyone. A selection of photos will be added to the Ericsson history archives, the media bank and to digital photo galleries on Contact Online. Some of these photographs may even be selected for reproduction in the official A day project book, or may be on display this October in the world's biggest-ever digital photography exhibition, in which images from the project will be shown for 24 hours on 80,000 screens - in New York's Times Square and London's Piccadilly Circus, among other places.

PHOTOS: ERICSSON EMPLOYEES  
 ▶ More info: [www.aday.org](http://www.aday.org)





## Walk, don't text!

**SAFETY** In a bid to reduce the number of traffic accidents, the police in New Jersey in the US can now fine people who cross the road while writing or sending text messages. Since January, there have been three fatal road accidents in this state involving distraction caused by texting. It can cost you USD 85 if you don't watch out, and 120 fines have been issued to date.

Source: New York Times

## Music streaming grows

**CLOUD SERVICES** Revenues from streaming music will increase by 40 percent this year, according to DN.se. CDs and vinyl still dominate the industry, accounting for 61 percent of all music sold worldwide. By 2015 spending on digital music will overtake that of physical discs, according to a study carried out by Strategy Analytics.

**1/3** ... of the 2,900 young UK drivers surveyed during a study carried out by insurance company Swinton felt that there was no risk involved in changing the music on your iPod while driving.

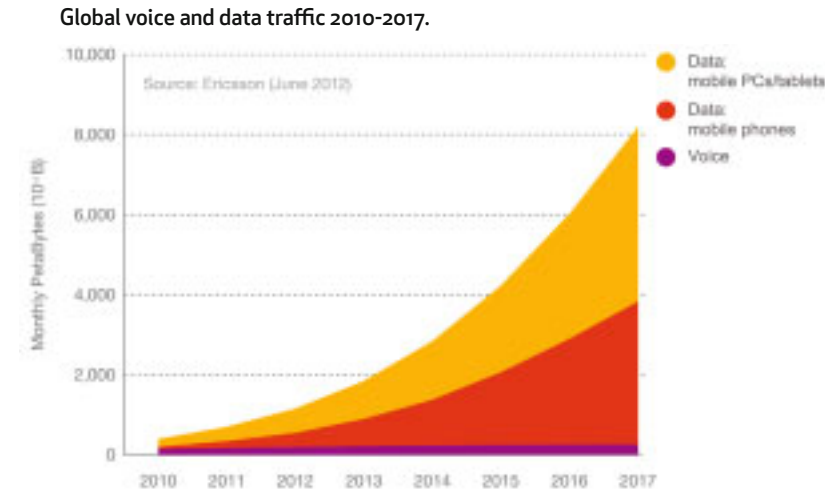
Source: Scunthorpe Telegraph

# Smartphone traffic keeps on climbing

By 2017, mobile-data traffic volumes are predicted to be 15 times higher than today's levels, according to Ericsson's latest Traffic and Market Report published in June.

**STATISTICS** Laptops and tablets account for the majority of the traffic in most mobile networks, though smartphone traffic is catching up, with mobile-data traffic for smartphones expected to grow to a level 20 times today's figures by 2017. By the end of this period, data traffic is expected to be evenly divided between mobile phones and laptops/tablets. The use of mobile devices to access the internet is the biggest factor in the rise of mobile traffic.

The amount of traffic per user is affected by the display size and res-



olution on each device. For example, an average laptop generates about four times more traffic than a high-traffic (HT) smartphone. By the end of 2011, laptops generated an average of 2GB per month, compared with 500MB per month for HT smartphones. The average smartphone generates roughly half

as much traffic as an HT smartphone. By the end of 2017, laptops are expected to generate 8GB per month, tablets 3.2GB per month and a smartphone just over 1GB per month. However, usage varies greatly depending on the network, the market and the individual.

The increase in voice

traffic is predicted to remain stable, while data traffic will increase sharply. By 2017, voice-traffic volumes are expected to be minor compared with those for data traffic.

© Maria Nilsson

► Read the full report at: <http://www.ericsson.com/traffic-market-report>

## "Maybe people are inspired by top athletes setting world records."

Rune Pedersen, Head of Consumer Mobility Services at Telia in Sweden, on the news that a 12-percent increase in health-website usage was recorded during the first week of the London 2012 Olympic Games compared with the previous week. Source: Svenska Dagbladet



ILLUSTRATION: TINDRA BOTT

## Young innovators honored

**COMPETITION** Three winners of the Ericsson Application Awards mini-competition have been named. Young people had been asked to draw and describe ideas for a mobile application that they would like to see developed.

Eight-year-old Tindra Bott won with her "singing tiger" concept, which would allow users to search for and download animal noises on their phones. The other two winners were: Daniella Karlsson, 16, with her description of a "save a life" application that would enable mobile money transfers to any recognized charity; and Veysel Tekes, whose concept of a "CO2 diary" app would help people record the CO2 emissions they have caused.

The competition was held in collaboration with the Swedish National Museum of Science and Technology in Stockholm.



Ericsson Response workers set up internet connections in a refugee camp in South Sudan. For Prado Paz (far left), it was her first time in a disaster area.

# Refugee workers get connected

**Early in 2012, Ericsson Response volunteers helped to set up internet connections at four isolated refugee camps in South Sudan. One of these volunteers was Prado Paz, a Software Developer from Madrid, Spain.**

**PORTRAIT** Paz set out on her first assignment for Ericsson Response in 2011 – an IT collaboration project in Tanzania's largest city, Dar es Salaam. In February 2012, she embarked on her second assignment. This time she traveled to South Sudan to help set up internet connections in four refugee camps, to facilitate various aid organizations' work there and give their personnel the chance to communicate with their families back home.

The two assignments

were completely different. In the camps in South Sudan, Paz met people living in critical conditions – although they did have access to food and clean water.

"That was the first time I'd been in a disaster area," she says. "There were no luxuries whatsoever, and people were very grateful for small things."

### Race against time

The assignment involved setting up Ericsson Response Wireless LAN in Disaster and Emergency Response (WIDER) data communications equipment. Given the conditions, this was no easy task, and the fast-approaching rainy season made it a race against the clock. It was also essential for the team to bring along all the equipment they

might need, as the assignment was to be carried out in such isolated rural areas.

### Logistics cause delays

"The logistics were highly complicated," Paz says. "We had to travel with light baggage. And it's not uncommon for things to get held up at customs or for vehicles to be delayed. Such incidents can jeopardize an entire project."

"Despite the adverse conditions, the assignment went better than expected. We had the WIDER kits there that arrived with us as luggage, but unfortunately the satellite equipment for two of the camps was stuck at customs."

However, Paz says the first Ericsson Response team set up internet connections quickly

at two of the camps. Later, when the remaining equipment arrived, the second team could resume the other site installations.

Would she do it again if she had the chance?

"It's always a tough decision, but I'd definitely do it," she says. "You get so much in return. I still think about how happy the aid workers at the camp were when they were finally able to contact their relatives. Food and water are the most important things, but it's fantastic to see what communication can mean to people."

© Michael Masoliver

► Are you interested in working for Ericsson Response? If so, send your CV to: [ericsson.response@ericsson.com](mailto:ericsson.response@ericsson.com)



## New web shop for Site products

**EFFICIENCY** The new Site Web Shop application gives users a clear view of Ericsson's Site portfolio, making it easier to write tenders, compare prices and performance, and view technical specifications. Inspired by the latest in e-commerce, the app helps the user by showing alternatives and product recommendations.

► You can find the Site Web Shop via a link from the product catalog (Products/Radio Access/Radio Site).

## Have your say in Dialog 2012!

**SURVEY** On September 10, this year's Dialog employee survey will be opened. On the same day, you will receive a personal invitation by e-mail, encouraging you to take part in the survey. You will have until October 1 to respond. By sharing your opinions, you can contribute to Ericsson's efforts to make improvements both locally and globally. The survey results will be presented in November.

90 percent of Ericsson employees responded to the 2011 Dialog survey. Will the response rate be even higher this year?

## 3 HAVE THEIR SAY

A survey of 16,000 people in more than 80 countries has shown that one-third of Swedes expect to check their work e-mail every day while on vacation. This puts Swedes bottom of the list in the survey, conducted by flexible workplace provider Regus, when it comes to relaxing on vacation. Are you able to disconnect from work during your vacation?

► **Laura Leticia Caceres Caballero, Paraguay**



On my vacation, I'm connected when I have a responsibility to work. But when I don't have work to do, I spend time with my family or friends, or go on a trip. It's very important to have a life outside of work.

► **Winifred Ama Monnie, Nigeria**



It's really difficult to stay away from work after absorbing the culture of putting my customers first all the time. I had to make a conscious effort to limit my reconnection to work during my recent holidays, as the balance between work and vacation is encouraged in Ericsson.

► **Manuel Gonzalez Guirado, Guatemala**



I'm available if an emergency arises, but otherwise I have a rule of no computer during my vacation.

☒ Sofia Falk

# Reuse and upgrade: the trend of the day

In an effort to save both time and money, an increasing number of operators are reusing as much of their equipment as possible when upgrading their base stations. And this is the business concept adopted by Rebuild, a newly established organization at Development Unit Radio (DURA).

**INNOVATION** Thomas Andersson, who has headed up the Rebuild team of four since the beginning of this year, says it's all about creating local solutions to meet customers' particular needs.



Thomas Andersson

"Our local companies have made adjustments locally for a long time," he says. "But now we want to deal with these solutions centrally, not only so we can streamline the development process but also because that's what customers want. They want the best possible support."

### Change as needed

At Rebuild, the team members work for one customer at a time. At the moment, they are focusing all their efforts on the Japanese operator SoftBank, where plans are underway to upgrade 4,500 macro base stations in Tokyo from the WCDMA type currently in use to the multi-standard Ericsson RBS 6102. But to replace the old ones outright



PHOTO: MARTIN RICHARDSON

Takashi Harada (standing, left) and Thomas Andersson (right) of the Rebuild Team ensure that Japanese operator SoftBank can reuse as much of its existing equipment as possible when it upgrades.

would be very costly, partly because base stations are often located on the rooftops of high-rise buildings. The Rebuild team has therefore arranged to replace only the parts that truly need swapping out, and for the rest to be kept in place.

### Gaining acceptance

"We are supplying equipment that can, if necessary, be carried up and passed through a small hatch measuring 60cm x 60cm," Andersson says. "Once up on the roof, the engineers

close down the base station, remove the hardware that needs replacing from the cabinet and install the new product. They then have an RBS 6102."

However, the Rebuild team does face a number of challenges; one is to ensure that the rest of the organization accepts its way of working.

Andersson says: "We're at the forefront of DURA's efforts for lean development."

Tesuya Nagano is responsible for SoftBank's Rebuild program in Tokyo. He says Rebuild

saves time and money for three main reasons: it reduces the need to renegotiate site leases; carrying out upgrades is faster, meaning that mobile-traffic interruptions are briefer; and there is no need to hire expensive cranes because the materials can be transported to the site so easily.

"We will definitely continue to use Rebuild for the upgrade of mobile base stations located on rooftops in densely populated areas," Nagano says.

☒ Benny Ritzén

# Connectivity improves life in the Amazon

Remote communities in the Amazon are now connected for the first time thanks to the Amazon Connected project, in which Ericsson is working with local partners to provide mobile broadband to people in the region.

**SOCIETY** Children attending school in the Brazilian village of Suruacá, on the Tapajós River, can now access the internet and receive news and information from all over the world as part of Ericsson's Connect to Learn project. Local businesses and services are also benefiting from being connected. For example, a hospital boat that serves 70 villages along the Tapajós River can now send x-ray and ultrasound images for consultation via the internet, making it possible for medical



PHOTO: WWW.HANSBERGENSE

Children in the Brazilian village of Suruacá experience the benefits of being connected.

treatment to begin on the boat rather than at a later stage.

### Strong take-up

So far, connectivity has been brought to more than 50 villages in the Amazon. The first phase of the project began in 2009, connecting the village of Belterra. In 2011, the second phase was launched, bringing

WCDMA/3G broadband to Suruacá. Alternative energy solutions such as solar panels were also installed.

Today in Belterra, the mobile technology is used for community development programs targeting health, forest economy, education, culture and communication, and is enabling m-health and m-learning

for 30,000 people. Once launched, the network quickly reached full capacity, clearly indicating the need for services. The project partners will continue to connect other remote villages in Brazil and leverage the use of broadband for m-learning. The goal is to reach 175 villages.

☒ Michael Corless

► Watch the video *Changing Lives in the Amazon, about Connect to Learn in the Brazilian state of Amazonas*, at <http://korta.nu/mbaf8>

### About Connect to Learn

**CONNECT TO LEARN** was launched in 2010 by Ericsson; the Earth Institute at Columbia University and Millennium Promise. The aim of the program is to ensure that children all over the world, especially girls, have access to comprehensive, high-quality education.



PHOTO: ISTOCK

### SMS: Wolf approaching!

**APPS** Researchers at the Swiss carnivore research group KORA have developed a collar that alerts shepherds of approaching wolves. The collar monitors the sheep's heart rate. When the heart rate exceeds a certain level, the collar activates a mobile chip, and the shepherd is then notified via a text message or a phone call. Alternatively, the collar could be fitted with a liquid repellent to ward off wolves.

Source: nyteknik.se

### Android doubles market share

**DEVICES** Android and iOS increased their shares of the global smartphone market during the second quarter of 2012, at the expense of BlackBerry and Symbian. According to analyst firm IDC, Android and iOS now have a combined market share of 85 percent. Android's smartphone sales rose to 104.8 million units during the second quarter of 2012, from 50.8 million during Q2 of 2011, while iOS smartphone sales reached 26 million from 20.4 million during the same period.

Source: mobil.se

## FIFTY YEARS AT ERICSSON



PHOTO: HONG TANG

Kjell Hansson opens one of his presents, a barometer.

**PEOPLE** Friday, June 1, marked a big day for Kjell Hansson, who has worked at Ericsson for 50 years, longer than any other serving employee. The occasion was marked with presents and flowers, and cake, coffee and champagne for Hansson and the 100 guests. President and CEO Hans Vestberg and Hansson's manager Peter Fagerlund from Interconnect

Design were among those who gave ispeeches.

Hansson began as a laboratory assistant in 1962, studied further to become a telecommunications engineer, and now works as a specialist in connectors and fasteners. He summed up his time at Ericsson by saying: "If you've stayed at a company for 50 years, you've had some fun."

3,500

photos are uploaded to Facebook every second.

Source: Societymetrics.net



## Sand in your phone...

**GADGETS** That's never a good thing, is it? But the best way to stop sand getting into your device when you're on the beach, for example, is to cover your phone in plastic cling wrap. Start with the screen and continue round to the back of the phone. According to Lifehacker.com, if wrapped correctly, a touchscreen should still work.



## Gossip galore

**REPORTS** One in seven e-mails sent at the workplace contains some form of gossip, according to Eric Gilbert, an Assistant Professor at the Georgia Institute of Technology (Georgia Tech) in the US, who studied 600,000 e-mails from bankrupt energy company Enron. On analyzing the content of the messages, Gilbert found that 14.7 percent of them contained information that could be categorized as gossip.

Source: Nyteknik.se

**12.3mm x 8.8mm** is the new standard size set by the European Telecommunications Standards Institute (ETSI) for mobile phone SIM cards, making them 40 percent smaller than today.

Source: engadget.com



Sebastian Elmgren and Anna Bondesson have developed a life-saving positioning product together with their colleague Tobias Söderlund.

# Product can aid rescuers

**A chat and an earthquake have led to what will become a life-saving positioning product.**

**EVERYDAY HEROES** It started in December 2010 with three Ericsson staff discussing how to locate people more accurately when networks go down in a disaster. When an earthquake devastated the New Zealand city of Christchurch in February 2011, the three decided to bring the product to reality.

**Working together** They have now filed a patent application for their as-yet-unnamed product, which will help rescue work, as well as other public service and commercial applications.

Anna Bondesson and Tobias Söderlund from Ericsson Research were talking with Sebastian Elmgren, Business Unit Networks, at an EricssonConnected social event in December 2010.

Bondesson, who is also involved in Ericsson Response, says accurate positioning can be a life-saver in a disaster. But indoor positioning, locating people or objects in large offices, in hospitals or underground in subway systems, is another important aspect, particularly when GPS and other positioning methods don't work well enough. Bondesson, who works with Söderlund as a researcher at Sustainable Solutions and Assessment within

Ericsson Research, adds: "The biggest challenge is to try to find a technical solution based on what you as a researcher want to include."

**Securing a patent** With technical expertise from Elmgren, Production Engineer at BNET Industrial Engineering, and after meetings with other colleagues, the team formulated an internal invention disclosure, which led to a patent application.

"It felt great to complete a patent application for a product that we believe can be used to help people in such a direct way and that also has the potential to work well in business terms," Söderlund says.

Elmgren adds: "It isn't a finished product yet, but the prerequisites for developing a solution for a mobile-positioning product that is both technically and commercially viable have begun at LG-Ericsson, Ericsson's development company in South Korea."

✉ Eva Axlund

► [Read the full story at Global > News & Events > Everyday Heroes](#)

### EVERYDAY HEROES

is a series highlighting inspirational individuals and teams who go the extra mile in their daily work at Ericsson.



## The jumping frying pan

**LOOKING BACK** In the mid-1930s, LM Ericsson received a visit one day from an inventor and his companion, who wanted the company to manufacture 10,000 frying pans. Production soon started, and the first deliveries were made to the distributor. After a few weeks, the first samples were returned. It turned out that when warm, the frying pans would begin hopping up and down on the stove. After a few minutes, they would let off an explosive bang. This was because they had a double-layered bottom, with an insulating substance between the layers. These layers had been joined by hand using a hammer, so the joint was not as tight as those created using a strong machine press. To further complicate matters, the insulating material was slightly damp when the layers were joined, so when heated, the frying pan became like a boiler without a safety valve. The fault was corrected by simply drilling a small hole beneath the handle to release any steam.

Source: Ericssonhistory.com

**"Any money we invest in R&D will be paid back multiple times, both on the patent and product sides."** Kasim Alfalahi, Ericsson Chief Intellectual Property Officer, speaking at the 2012 Global Leadership Summit. Watch Contact Play coverage of the summit at <http://internal.ericsson.com/summit2012>

## 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 name of the program where mentors from global companies, including Ericsson, help women to develop their IT and technology skills?
2. In which year did worldwide laptop sales overtake the sale of stationary computers for the first time?
3. In which decade did Ericsson manufacture the "jumping" frying pan?

**Write your** answer after each question in an e-mail, put "competition" in the subject field and send

your entry to [contact@ericsson.com](mailto:contact@ericsson.com) no later than September 28. The winner 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 Patrick C. Liang, Region North America. Answers to the quiz from issue 3, 2012:

1. COFFEE
2. NEST
3. Skolkovo

## Ericsson ConsumerLab - the voice of the consumer

**Ericsson ConsumerLab is keeping tabs on consumer behaviors and values - including the way they act and think about ICT products and services now and in the future. Here are some of the lab's reports, which you definitely don't want to miss.**

- Optimal Consumer Experience.** This report reveals what people consider to be the most important factors in their relationships with operators.
- Emerging App Culture.** According to this report, the main reason for buying a smartphone, apart from better and faster internet access, is to gain access to apps. Are we seeing smartphone app usage in high-growth markets such as India, Russia and Brazil start to mirror usage in mature markets?
- City Life.** What makes a city a good place to live? In this report, when asked what gives them greatest satisfaction in a city, respondents gave mobile-network coverage a fourth-place ranking.
- Smarter Mobile Broadband.** How smarter management and charging of mobile internet can enhance the consumer experience.

All ConsumerLab reports can be found here: [www.ericsson.com/consumerlab](http://www.ericsson.com/consumerlab)

## Hello...



**... Bernard Herscovich,** President and CEO of BelAir Networks. Specializing in Wi-Fi products, the Ottawa-based company and its 120 employees was recently integrated into Ericsson.

**What will result from BelAir's integration into Ericsson?**

"We aim to create a winning solution combining the best of mobile technology and Wi-Fi, where our team is contributing with the Wi-Fi side. We are now working with several groups in Ericsson to build the industry's best solution to steer traffic between mobile technologies and Wi-Fi and optimize the customer experience. We also hope to extend our success in North America to the rest of the world, and I am happy to say that since we joined Ericsson, we have already been selected by three large operators."

**What are BelAir's main strengths?**

"Our technology portfolio is adapted to serve the needs of carriers deploying mobile broadband solutions. Secondly, we have agility in execution and thirdly, experience with some of the largest US carriers."

**What will be the first main task now that the integration is complete?**

"We want to bring this new Wi-Fi-enabled architecture for heterogeneous networks to as many customers as we can and as soon as possible. It is a big job and we are really excited about it!"

✉ Michael Masoliver

**INTERVIEW: FERNANDA MENDEZ**

When she got the invitation to become a **technical mentor** in TechWomen, Fernanda Mendez didn't hesitate. She could see that the exchange program helping women in the Middle East and North Africa to **develop their careers** in technology was an excellent idea.

## TechWomen empowers women in IT

**A**fter reading about the purpose of the program and what the candidates were expected to do, Mendez knew right away that she wanted to help. "I'm an advocate for women's rights, and TechWomen is a good way to help empower women," says Mendez, Director of Business Operations for Product Line Cloud Computing & Network Management Systems within Product Area IP & Broadband at Ericsson in Silicon Valley in the US.

Mendez became involved with TechWomen in January 2011 when she was chosen as an Ericsson representative in the program. She and other mentors submitted descriptions of their backgrounds, so that mentees with similar skills and backgrounds could be matched to the right mentors. The mentees participate in a five-week, project-based mentorship program with leading companies in Silicon Valley and the San Francisco area. Ericsson is one of many host organizations, along with AT&T, Cisco Systems, Facebook, Google and Microsoft.

"The first group of mentees arrived in the US in June last year," Mendez says. "Most were professional women from the Middle East and North Africa. The women who take part must be engaged in gender-equality issues and want to stimulate support work and collaboration among women within the technology industry."

Mendez says the program gives participants a support network and experience that enables them to take their careers

further. "It's also a way to increase their interest in a career in technology in general. Connecting the mentees with female

**"I know how important and beneficial it is for women from other cultures to come to the US."**

role models in the industry gives them new insights, both in terms of their careers as well as culturally."

Each program begins with a full-day kick-off session, at which the mentee's project is discussed and the goals, objectives and best way forward are identified. As a mentor, Mendez helps the mentees who come to Ericsson to identify, run and supervise their projects.

"I make sure there is a support network, both in my organization and in other parts of Ericsson, to give a complete picture of our ways of working, our systems and our processes," she says.

Mendez and the mentee meet for at least one hour per day to evaluate the project and its progress. Toward the end of the exchange program, the mentee's project is presented to executives within Ericsson and for other mentees during what are known as tech talks.

"My first mentee within TechWomen, a woman from Palestine, described the program as the best experience of her life so far, and one that has sharpened her business skills, helped her learn more, made her a better listener and encouraged her to take risks and stand up for herself in the community," she says.

During her time in Silicon Valley, the mentee was also involved in workshops about entrepreneurship and leadership at companies such as Google and Microsoft. She also participated in a project to investigate how broadband can be used to contribute to health care, community planning and democracy in the Middle East.

Mendez is convinced that TechWomen makes a real difference for the participants. "I know how important and beneficial it is for women from other cultures to come to the US," she says. "We keep in touch after the program, by e-mail and via a website for mentors and mentees. Many of TechWomen's participants have become role models both in the US and in their home countries, and have received numerous honors."

The 2012 TechWomen program will begin in early September. From 2013, the program will be expanded to encompass sub-Saharan Africa. As a result, women from Cameroon, Kenya, Nigeria, Rwanda, Sierra Leone, South Africa and Zimbabwe will also get the chance to travel to the US for a few weeks and meet people who work in the same industry as they do.

Text: Maria Nilsson Photo: Martin Klimek/Getty Images

**TECHWOMEN** is a US-based international exchange program in which women working in the technology sector in the Middle East and North Africa get the opportunity to visit and take part in projects with leading technology companies in the US for a few weeks. The initiative was launched in 2011 by the US Department of State's Bureau of Educational & Cultural Affairs, an organization that promotes understanding between US citizens and people in other countries. TechWomen is also a way for Ericsson to broaden its relationship with the US State Department. Ericsson is the only non-US-registered company that has been invited to participate as a host organization.





A breakthrough **partnership** with Maersk Line, the world's largest shipping company, offers Ericsson a chance to show its mastery as a guiding force for **non-telecom** customers in the Networked Society.

MAERSK LINE & ERICSSON

# Shipping out

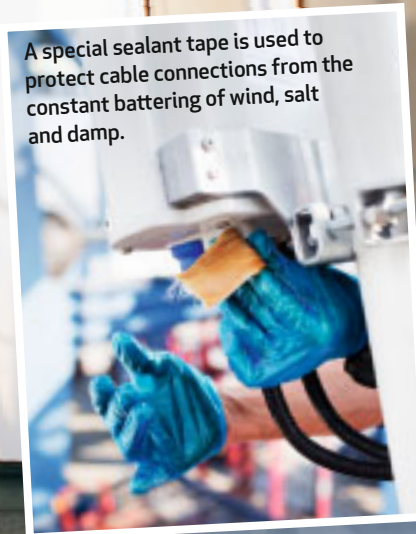
Fair winds for seaworthy network

Ericsson Field Technician Jesper Holm prepares to board the Maersk Penang, where he is about to install a GSM base station.





Holm carries an **antenna** to the roof of the bridge.



A special sealant tape is used to protect cable connections from the constant battering of wind, salt and damp.

## “Ericsson offers a high value proposition when moving into new segments” John Taxgaard

**BREMERHAVEN,**  
GERMANY, EUROPE

**T**he first rays of light begin streaking across the morning sky, while Ericsson Managed Services Field Technician Jesper Holm glances at his wristwatch. He is waiting to board a ship in the gigantic North Sea terminal in Bremerhaven, Germany, where he will work under a very tight schedule. For all Holm knows, the vessel could set sail before he has a chance to complete the job he needs to do.

Even though the day is just dawning, time is running out.

Holm and a technician from Ericsson service partner Globecom have a rollout to deliver today, but first they need a security escort to the dock, where the container ship Maersk Penang awaits its connection. Twenty minutes pass, and still no escort has arrived. “We are losing time,” Holm sighs.

**As in other** major ports, access to the terminal at Bremerhaven is severely constrained and must be planned days in advance. Working as a contractor on a ship is also wrought with restrictions. “This is not our world,” Holm observes. “A lot of stakeholders are involved in the operations of a terminal like this, and we have to follow their rules, adapt to their operations, and work according to their schedule.”

Today is one of those days when the schedule is in flux, which is a matter



Jesper Holm



A Remote Radio Unit is installed aboard the Maersk Penang.

of no small significance considering that the site is, as Holm puts it, “a moving target.”

“You can’t count on anything until you’re on board,” he says. “Then you work as fast as you can.”

**Holm will need** seven hours to install a GSM base station on the deck above the ship’s navigational bridge. Apart from a new satellite dome and a couple of extra antennas, the Penang will appear no different when it sets out this afternoon for its crossing to Canada. But the vessel will have essentially been transformed into a floating RBS in the world’s first seafaring mobile network, which will be operated by Ericsson for Maersk Line.

Once aboard, Holm begins setting up the RBS. The ship’s electrician and a couple of curious officers drop in during the course of the morning. Out on the sun-soaked deck, surrounded by

cranes plucking multi-ton containers from the cargo hold with remarkable ease, the crew admires the new dome that the Globecom technician is installing. It houses a component not usually found in network transmission sites – a two-way satellite ground station that will link the ship’s GSM network to a land-based core network.

What these sailors don’t see is the complex and innovative end-to-end solution that Ericsson has assembled. Combining products of its own with products supplied by third parties, Ericsson will manage the network from a Network Operation Center in New York City, US, with field support in 40 harbors around the world.

Maersk Line is one of the first major non-telecom customers that Ericsson has partnered with in its drive to become a market-leading ICT service provider and consultant for companies within a variety of non-telecom sectors that are seeking to transform their operations through broadband, mobility and the cloud.

**For Maersk Line,** the transformation means that it will gain real-time access to information about vessel operations, says Michael White, President of Maersk Line, North America. The single biggest benefit will be the company’s ability to proactively manage fuel consumption with the help of real-time data, White says.

“With the size of these vessels, the difference of even a few hours of real-time information could make

### Did you know...

that cargo transported by the liner shipping industry represents about two-thirds of the value of total global trade, equating each year to more than USD 4 trillion worth of goods?

Source: World Shipping Council

## HANDOVER ACROSS THE WATER

**WHAT DOES IT TAKE** to deliver mobile-broadband connectivity out on the high seas? John Taxgaard, Key Account Manager for New Business Segments at Region Northern Europe & Central Asia, explains: “For Maersk we built a global fiber network serving more

than 10 teleports; we use more than 20 satellites; we are rolling out GSM transceivers on 250 ships; and we need to monitor all of this equipment and data traffic and take the transmission back on land in New York City, so it can be handed over to our core

network supplier.”

With GSM transceivers and satellite links located on open water, providing stable connectivity is a major challenge, says Chris Bedford, the network’s Managed Services Chief Operating Officer. “Conditions on the ocean are very harsh, and

the vessels are constantly moving, up and down and about, so you need equipment that’s robust enough to survive at sea. Not only that, we’ve had to optimize and fine-tune the solution to enable the transmission of a lot of data cost-effectively over a low-bandwidth link.”

## “We are used to complex discussions about the technology - but Maersk Line doesn't want that. We are paid to keep it simple”

Chris Bedford

### Did you know...

that while Ericsson has never deployed its satellite backhaul solution at sea, it has been used on land, where difficult terrain prevents terrestrial links, as well as to provide backup in emergencies and disasters?

Source: Ericsson



Hundreds of containers are placed on the docks as the Maersk Penang is unloaded at Bremerhaven.

► the difference between cost and operational savings,” he says.

**John Taxgaard**, Key Account Manager for New Business Segments, heads the project for Ericsson from the offices of Region Northern Europe & Central Asia in Copenhagen, Denmark. He calls the project “a proof point for the value Ericsson can provide to other industries in a Networked Society.”

Ericsson was one of several players

who were involved in early discussions to plan the service with Maersk Line, Taxgaard says. But as talks progressed, Maersk Line began to see Ericsson as a neutral party, as well as the consultant most capable of leading the project.

“**What we did** was something totally new,” Taxgaard says. “We told them we would combine the best products and services on the market, and we signed a seven-year Master Service

Agreement based on our Managed Services concept and our global scale.”

**The consultative** approach required communicating in “a different language,” says Chris Bedford, the Managed Services Chief Operating Officer for the network. “With our traditional customers, we are used to complex discussions about the technology - but Maersk Line doesn't want that. We are paid to keep it simple.”

Overall, Ericsson's engagement is getting high marks from Maersk Line. “They are telling us, ‘You have guided us in the right direction from day one,’” Taxgaard says.

He adds that, from Ericsson's side, the partnership is driven by “a thin layer of highly skilled people,” which includes a dedicated service-delivery organization coupled closely with the customer account. “They work together in the same location as one team, which is important,” he says. The organizational structure reflects the fact that “the way we sell to new industries is totally different from the way we sell within telecom.”

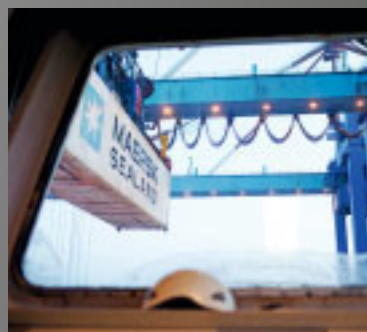
“Because of its knowledge of communications in general, not just telecom, Ericsson offers a high value proposition when moving into new segments,” Taxgaard says. “These new customers want a partner who can guide them and deliver the best solution and services.”

**As lunchtime** approaches in the German port, Holm is nearly done with the installation. He has lost count of the number of ships he has worked on so far. The project is ongoing here, and at several other ports around the world. Ultimately he and his colleagues in other harbors will connect 250 ships to the network under this phase of the project.

“It's a very exciting project,” Holm says. “The whole idea is the customer has a need and we solve it.”

Text: David Callahan Photo: Bodil Bergqvist

## SHIPPING GIANT



**MAERSK LINE**, the global containerized division of the A.P. Møller - Maersk Group, which was founded in 1904, is the largest container-shipping company in the world, with about 25,000 employees. Maersk Line's fleet today comprises more than 600 container ships, with a combined capacity equal to more than

3.8 million twenty-foot-equivalent-unit (TEU, equal to about 6.1m) containers. In 2013 the company will introduce the first of 20 new 400m-long, 59m-wide Triple-E-class (economy of scale, efficiency and environment) container vessels, the world's largest, which are each capable of carrying 18,000 TEU containers.



Being perceived as a “neutral” party in earlier discussions was key to winning the Maersk Line contract, say two of the project's leaders, John Taxgaard (right) and Chris Bedford.

PHOTO: ULRIK JANZEN/GETTY IMAGES

A new Ericsson factory was built in Beeston in the UK at the beginning of the 20th century as part of Ericsson's significant expansion in Europe and Russia. This photo features three men supervising the construction process. The one wearing the white hat has been identified, and is known by his last name only: Verlem. The two standing on the wall are engineers: Hemming Johanson (left) and Rosin. All types of telephone equipment were manufactured at this plant, which expanded rapidly. In the 1920s, it was **Ericsson's most profitable manufacturing plant in Europe**. The picture (inset) taken in 1925 illustrates the enormity of the factory at the time.

Source: ericssonhistory.com

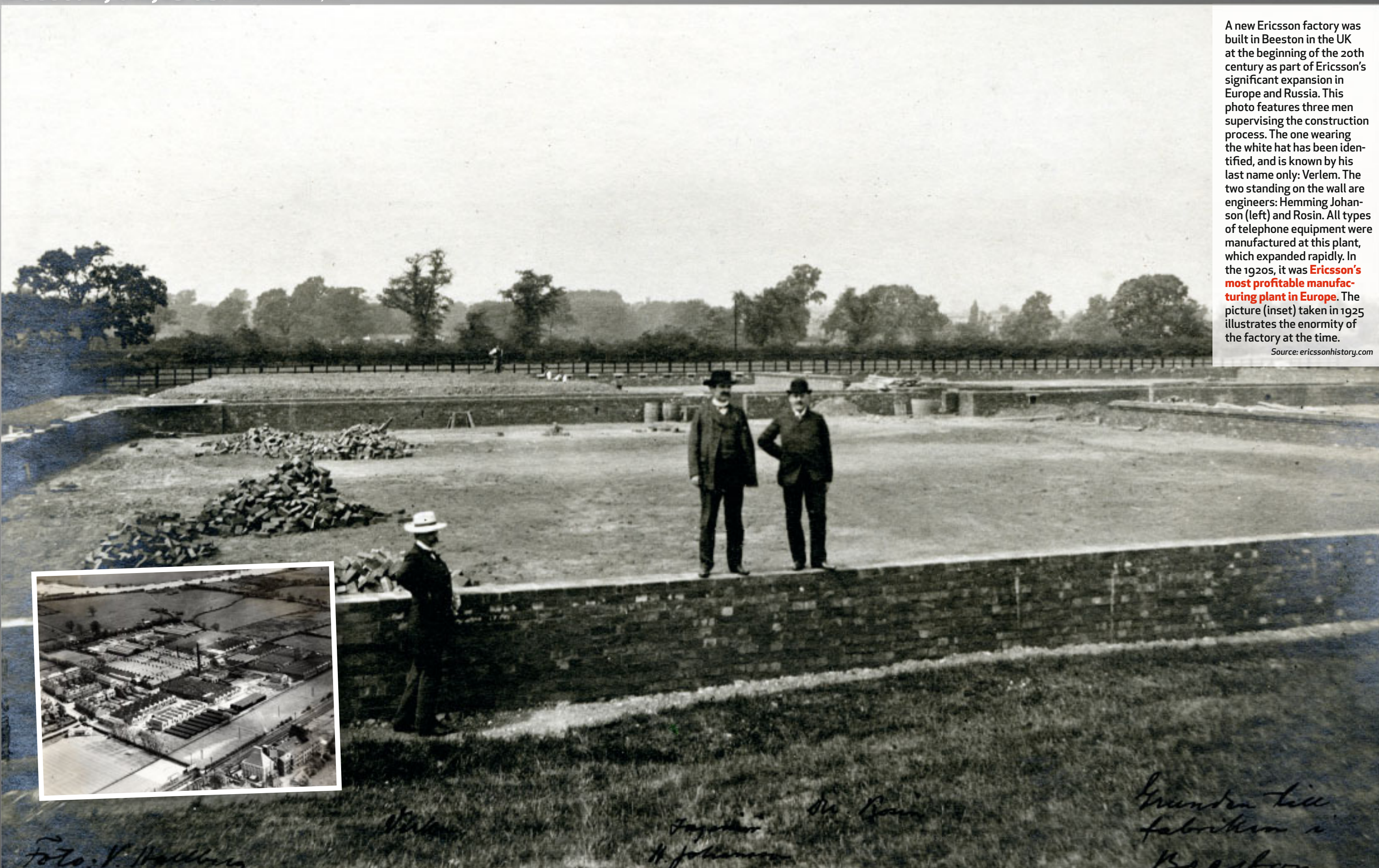


Foto: V. Wallberg

Verlem

Johanson  
H. Johanson

Dr. Rosin

Grunden till  
fabrikerna i  
Beeston

# From conception to mass consumption

**Mobile broadband** is changing the way we live and work. What began 20 years ago with visions, ideas and experiments has now become a technology used **worldwide**, and one that many take for granted.

## Ancient history – how it all began

Every month, millions of people discover the advantages of mobile broadband, such as access to the internet, e-mail and apps. The technology will soon be as natural a part of our lives as electricity and water. Even though it has only recently made a major breakthrough, there was already a vision 20 years ago of how mobile-data services could enrich our everyday lives. Ericsson then began to develop the technology along with other communication service providers and operators to offer broadband in mobile-telephone networks.

During the first half of the 1990s, hard work was carried out at Ericsson to meet operators' demands for voice services through major GSM expansion efforts. At the same time, work was underway to develop mobile broadband, and an awareness gradually developed regarding the technology's potential within the industry. It soon became clear that three enablers were required for

## DATA SPEEDS: THE FACTS

**ERICSSON** has been the driving force behind the development of mobile networks, ensuring a tenfold increase in data speeds every five years: these speeds were at 10kbps in 1997 (circuit-switched); 100kbps in 2002 (GSM/EDGE); 10Mbps in 2007 (HSPA); and now 100Mbps in 2012 (LTE).

mobile broadband to take off: networks, devices for users, and applications.

## The middle ages: visions and setbacks

Telecom development gained huge momentum from the late 1990s to the first 3G expansions after the turn of the 21st century, particularly in the west and in Asia. Many operators and internet entrepreneurs drew parallels between the internet and mobile broadband. At the same time, GSM usage was expanding, which created major gains for operators and manufacturers. People generally found the term "3G" appealing, and this contributed to the development of a widespread interest in mobile data. When Japanese operator NTT DOCOMO launched the world's first commercial 3G network in October 2001, most prominent operators were convinced that mobile broadband would be a huge success.

The high expectations created at the beginning of the 21st century led to a rush to gain 3G spectrum among European operators. An aggressive bidding war led to enormous sums of money being paid out at times to acquire valuable licenses. Many operators were convinced that they needed access to their own 3G spectrum to secure future revenues.

However, it soon became clear that the technology did not live up to the hype surrounding it. The early Wireless Application Protocol (WAP) technology – a standard for

mobile-internet access over 2G – for example, had obvious weaknesses. Many joked that the acronym stood for "where are the phones?" because the devices arrived later than expected.

When the first 3G mobile phones were launched people had no particular use for them. Another problem was the high tariffs set by operators for mobile data. As a result, many began to question the fundamental concept of mobile broadband. This was a tough time for the industry and it affected the stakeholders in various ways. Many network providers, including Ericsson, were forced to lay off a large number of employees. Several operators ended up in an economic crisis, so 3G was not an immediate success.

## The situation today: HSPA and smartphones to the rescue

High Speed Packet Access (HSPA) technology made its entry a few years into the 21st century. This was made possible through the upgrade of the software used in existing 3G base stations. As a result, HSPA soon became accessible more or less anywhere with 3G coverage. HSPA offered significantly higher data speeds and led to many skeptical users changing their perception of mobile broadband. The manufacture of further user devices began along with the introduction of HSPA, and later LTE. For example, the 3G dongle (the USB modem for 3G) contributed

**2010**  
Apple's first iPad is released

**2008** HSPA+ is introduced on the market

**2007** Apple's first iPhone is released

**2005** HSPA is introduced on the market

**2003** 3G (WCDMA) is launched in Europe

**2001** NTT DOCOMO launches 3G in Japan, with video telephony and e-mail

**2000** 3G spectrum auctions are high on operators' agendas

**1996** Ericsson launches its R380 smartphone, which enables users to read e-mail on their phones

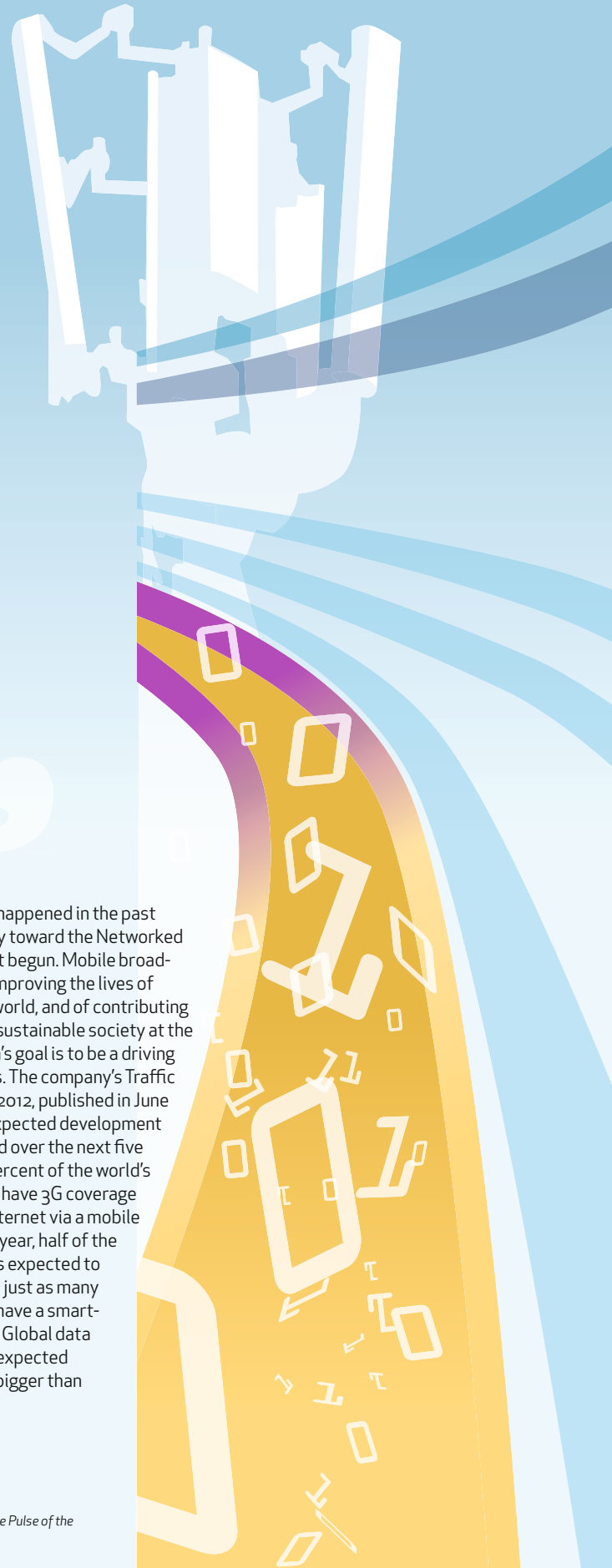
**1994** Operator Qualcomm launches the first data service (CDMA-based) in the US

**1991** Standardization of 3G begins



## What they say about mobile broadband

- ▶ **In the beginning...** *Matt Grob, Chief Technology Officer, Qualcomm:* "We started to realize these amazing capabilities of mobile connectivity, which you could never do before. That was a very, very exciting time (the early 1990s)."
- ▶ **The first 3G rollout...** *Kris Rinne, Senior Vice President, Architecture and Planning AT&T:* "The area where we have been wrong is not anticipating how quickly things will adapt and change. The area where we have been right is the selection of GSM and the family of technologies that 3GPP has provided, when we saw how rapidly things have changed."
- ▶ **HSPA and smartphones...** *Jan Uddenfeldt, Chief Technology Officer, Sony Mobile:* "You couldn't get the internet experience on the first generation 3G. It was only 400kbps, and that wasn't good enough. So the technology was absolutely needed in order to get the best user experience."
- ▶ **The future...** *Camille Mandler, Principal Analyst, Informa Telecoms and Media:* "Broadband, and specifically mobile broadband, is going to be part of an evolved Maslow's hierarchy of needs. It is as fundamental as the air we breathe, the water we drink."



▶ to global laptop sales overtaking sales of stationary computers for the first time in 2005.

The emergence of smartphones and user-friendly apps moved developments on a stage further. Many people in the industry regard the launch of the smartphone as the beginning of a new era, with history becoming divided into "the time before" and "the time after the smartphone." Its success has helped to increase operators' data revenues dramatically. In many countries, more than 30 percent of operator revenues now comes from data traffic. Flat-rate models have proved popular among consumers; operators are now working to adjust these payment models to avoid overconsumption of data in their networks.

A remarkable sales success, the smartphone has – together with mobile broadband – fundamentally changed the way we use our mobile devices in just a few years. Five years ago, the mobile phone was primarily a tool used to make voice calls. Today, 75 percent of smartphone usage involves activities other than making traditional telephone calls, such as watching videos and surfing the internet.

### What's in store?

Although much has happened in the past 20 years, the journey toward the Networked Society has only just begun. Mobile broadband is capable of improving the lives of people all over the world, and of contributing to the creation of a sustainable society at the same time. Ericsson's goal is to be a driving force in this process. The company's Traffic and Market Report 2012, published in June 2012, outlines the expected development of mobile broadband over the next five years. By 2017, 85 percent of the world's population is due to have 3G coverage and access to the internet via a mobile phone. By the same year, half of the world's population is expected to have 4G access, and just as many people are likely to have a smartphone subscription. Global data traffic volumes are expected to grow to 15 times bigger than today.

Text: Benny Ritzén  
Illustration: Ebba Berggren

Sources: The History of Mobile Broadband video series and the Traffic and Market Report: On the Pulse of the Networked Society, June 2012. You can find all these on [ericsson.com](http://ericsson.com).



# CONTACT PLAY

On-demand content covering the latest Ericsson news and trends – in less than five minutes.



ERICSSON

# 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
<b>Sport</b> Which competition?	The competition has been held 10 times to date since it began in 1973.	The winner receives no money; people compete for the honor of winning, and for a trophy.	It comprises several smaller competitions. Points are awarded based on your position in each.	It is one of the world's longest races (over 70,000km), and it goes on for nine months.	Last time (2008-2009), the boat called Ericsson 4 won, with Torben Grael as skipper.
<b>History</b> Which decade?	The League of Nations is formed.	Tutankhamen's tomb is discovered by the British archaeologist Howard Carter.	The first feature-length film with synchronized sound, The Jazz Singer, premieres in New York.	Lars Magnus Ericsson dies at home.	Alexander Fleming discovers penicillin's antibiotic properties by accident.
<b>Business</b> Which company?	The company was founded on July 20, 1897.	In 1909, its founder shared the Nobel Prize in Physics with Karl Ferdinand Braun.	Originally, the firm was called The Wireless Telegraph & Signal Company.	In 1901, the company became the first to accomplish transatlantic radio communication.	In 2006, Ericsson's acquisition of the company was completed.
<b>Geography</b> Which country?	The country gained independence in 1901.	In 1890, Ericsson started to conduct sales in this country via an agent, C.A. Fahlstedt.	In 1996, Ericsson's networks here were named the most stable in the world.	The country's name is derived from the Latin word for southern.	It's the world's sixth-largest country, and the only one that occupies an entire continent.
<b>Telecom</b> Which person?	He joined Ericsson in 1984 and soon became Marketing Manager for mobile telephony in Asia.	He shares a surname with one half of a Swedish crime-novel duo from a world-wide bestseller series.	He took over as Ericsson CEO the year the T28 phone model was launched.	A man with the same first name was lead singer of the band that recorded Smells Like Teen Spirit.	He was CEO at Ericsson from 1999-2003.
<b>Sponsorship</b> Which sport?	The first official game was played in the US in 1946.	Ericsson sponsored the Swedish team before the 2012 Olympic Games.	This is one of the biggest sports for the disabled, and it is included in the Paralympic Games.	A held ball and the 24-second shot clock are well-known concepts in the rules of the sport.	The participants play in teams and use a mobility aid to move around.

**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.**

**Sport:** The Volvo Ocean Race **History:** The 1920s **Business:** Marconi **Geography:** Australia **Telecom:** Kurt Hellstrom **Sponsorship:** Wheelchair basketball **The picture:** 1950  
Inger Hansson, that year's Lucia at Ericsson's headquarters in Stockholm.



PHOTO: CENTRE FOR BUSINESS HISTORY